

# Towards Outstanding

## Diversity and Inclusion

# Diversity and Inclusion Action Plan 2017-18

Theme	Action to be taken	Due Date	Lead
National Standards and Templates	<b>1 Equality Delivery System (EDS2)</b> <ol style="list-style-type: none"> <li><b>EDS2 2016-17</b> - assessment report completed and reviewed at Trust Board. Work on emerging Actions through 2017-18 <b>COMPLETE</b></li> <li><b>EDS2 2017-18</b> Throughout 2017-18, build in opportunities to consult on EDS2 at Trust service user and staff events and Directorate or service engagement events, including protected characteristics groups <b>Trust to trial new approach: Each Directorate to review SU 2 - 3 EDS elements (suggested access and experience from race perspective) and feedback to Trust (possible Leadership Academy TBC). HoDs tasked with completing this by end May 2018.</b></li> </ol>	<ul style="list-style-type: none"> <li><b>COMPLETED &amp; PUBLISHED SEPT 2017</b></li> </ul>	Lesley Faux & Alex Brett
	<b>2. Workforce Race Equality Standard (WRES)</b> – see actions 28-43 for WRES progress update <ol style="list-style-type: none"> <li><b>WRES 2016-17 - COMPLETE</b></li> <li><b>WRES 2017-18</b> – Preparations for 2018 report to commence from Q4 2017-18 and according to timescales as published <i>See actions 28-43 for detailed WRES Actions &amp; progress</i></li> </ol>	<ul style="list-style-type: none"> <li><b>2016-17 WRES Report completed 19.06.17 and published Sept 2017</b></li> </ul>	Lesley Faux Alex Brett Dr Adeyemo to provide robust challenge
	<b>3 NEW Gender Pay Reporting 2017-18</b> – <i>First GPG report produced and reviewed at SLT and Execs. Awaiting feedback. Publication deadline: 30 March 2018. Action to be taken forward with regard to medical bonus payments (Georgie Evans leading).</i>	<ul style="list-style-type: none"> <li>30 March 2018 publication deadline <b>REPORT PUBLISHED</b></li> </ul>	Kerry Smith Lesley Faux Kullie Dey Georgie Evans



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National Standards and Templates	<p><b>4. NEW Sexual Orientation Monitoring (SOM) Information Standard</b> - Implement the new standard for patient/service user monitoring. Awareness raising with staff and service users will be required.</p> <p>The SOM Standard provides the categories for recording sexual orientation information, but does not mandate a collection. Where this data is recorded, IT systems MUST be adapted to use the question and response codes as set out in the SOM guidance. It is proposed that Trusts should have this in place by April 2019. The system change to Lorenzo is now in place (Summer 2018) and staff are able to record against this with a view to being able to report appropriately by April 2019 as required under the SOM Information Standard.</p>	<ul style="list-style-type: none"> <li>• According to timescales when published</li> <li>• COMPLETE</li> <li>• Further work in 2018-19 to communicate on this change, encourage discussion of and completion of the data as appropriate and to monitor progress with gathering this information.</li> </ul>	Lesley Faux Vicky Boswell
	<p><b>5. NEW Workforce Disability Equality Standard</b> – commence preparations for introduction of new requirements at the end of 2017-18. Awareness raising with staff and sessions to encourage support staff in updating their personal data in relation to disability, where applicable. Develop staff confidence with regard to declaring this information, eg through sharing staff stories etc</p> <p>WDES implementation is now due by 30 August 2019 (- see below which is also in line with WRES timescales as below). The Trust D&amp;I Lead will be attending a WDES regional event on 28<sup>th</sup> March 2018. The Trust is signed up to the Disability Confident standard (see action 11) and will be developing a plan to progress this in 2018-19.</p>	<ul style="list-style-type: none"> <li>• Prepare for introduction in 2018</li> </ul>	Lesley Faux Kerry Smith Kullie Dey

**WDES REVISED TIMELINE:** The indicative timetable and the reporting deadline of August 2019 are outlined below:

Autumn 2018:

Publication of the WDES

Autumn/Winter 2018:

NHS Trusts and Foundation Trusts review their data & reporting against the metrics

June 2019:

Reporting sheet with prepopulated data sent to NHS Trusts and Foundation Trusts

August 2019:

First WDES reports to be published in August 2019, based on data from the 2018/19 financial year



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Improvements to Combined D&I Strategy Development	6. Establish new <b>Trust Inclusion Forum</b> to provide suitably robust review and challenge to Trust strategy and delivery of action plans <i>Action suspended in discussion with Alex Brett. To be reviewed with interim HRD on commencement.</i>	Quarter 2 2017-18 <b>ACTION SUSPENDED</b>	Alex Brett Lesley Faux
	7. Ensure that <b>PCD</b> as a cycle of business regularly reviews action progress against D&I Strategy <i>Quarterly updates diaried. March update shared.</i>	March PCD meeting progress report then quarterly	Alex Brett (Lesley Faux) through PCD
Process & Policy	8. Review Directorate Business Continuity plans and complete Equality Impact Assessment process for these. Specific reference to disability assessment. <i>All directorates have now completed a Business Continuity Plan and EIAs are completed by NOAP and LD. LF to review these and follow up re other directorates – pending.</i>	By end March 2018	Karen Day / Brian Macmillan
	9. Flexible Working Policy to be reviewed in respect of carers and staff with disabilities being able to specify the reason for their flexible working application. <b>COMPLETE.</b>	<b>COMPLETE</b>	Kerry Smith
	10. Audit of application of recent introduction of new Trust Committees cover sheet to ensure robust assessment of equality, diversity and inclusion impacts of papers to these committees together with more robust challenge around Diversity and Inclusion implications in Board Committees. <b>COMPLETE</b>	<b>COMPLETE</b>	Director of Workforce Lesley Faux Laurie Wrench
	11. Develop and deliver action plan to progress delivery of Disability Confident Employer Commitment. <i>Links with development of WDES plans (see action 5). Action plan to be produced by end March 2018.</i>	Action Plan was due by end January 2018 – delayed pending HR capacity <i>Delivery postponed to end March 2018 in 1<sup>st</sup> instance / for review by Alex Brett</i>	Kerry Smith Kullie Dey

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Care Delivery and Evidencing Care	11. Accessible (easy read) care plans to be rolled out across the CAMHS-LD service. <b>COMPLETE</b>	<b>COMPLETE</b>	S. Mountford/ Andrew Adams
	12. Ensure the Service User and Carer Council monitor and provide feedback on the Trust's delivery against their quality standard of <b>personalised care</b> . Trust event held 3 November 2017 on developing the Trust's approach to Person Centred Care. Further action to follow to share and consult on our emerging Person Centred Framework. Next meeting to plan next stage 9 March.	Develop detailed plans for 2017-18 TBA	Maria Nelligan & Julie Anne Murray
	13. Review systems for <b>recording and reviewing use of restrictive practice interventions</b> by protected characteristics groups. Monitor and review based on first 6 months of data. Monitoring of protected characteristics is now live in Ulysses (former 'Safeguard') system since late October 2017 [includes gender (including 'other' option), ethnic group, language, marriage and civil partnership, pregnancy and maternity, sexual orientation, religion/belief, disability]. As well as restrictive practice interventions, this also includes all reported incidents of personal abuse of service users and/or staff. First report on data to follow Autumn 2018 to Trust Health, Safety and Wellbeing Committee.	Review process and data mid-November 2017	Jackie Wilshaw
	14. Supporting and facilitating <b>Advocacy Services</b> a. Share user-friendly information for staff and service users on legislated Advocacy Services across Trust Teams b. Raise awareness of Advocacy Services via a stall at the Trust Inclusion Conference c. Share advocacy information with Service User and Carer Council / Advocacy report into July Service User and Carer Forum Advocacy information reviewed November 2017 and confirmed still current to end of March 2018. Schedule further review early April 2018.	COMPLETE 08/06/17 Task & Finish Group 30 July 2017 - complete July 2017 - complete	Lesley Faux Advocacy leads/ reps Veronica Emlyn
	15. Trust to consider options for trying to enhance <b>patient transport</b> to key service delivery sites <b>COMPLETE subject to further discussion with commissioners / Alliance partners. Information on charities supporting patient transport shared across Trust September 2017 and December 2017. Details included in Trust Transport Policy update.</b>	By end Quarter 3 2017-18 – <b>COMPLETE</b> . <b>Andrew Hughes to discuss with Alliance partners (action agreed Jan 2018)</b>	Andy Hughes Lesley Faux

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Care Delivery and Evidencing Care	<p><b>16. Transitions between services</b> – with the shift to Multi-specialty Care Partnerships (MCP) model across North Staffs &amp; SOT, there is a desire to integrate care better and where appropriate create ageless services where connectivity in local communities is improved.</p> <p>We are moving to a new geographical structure, to become operational from 1 October 2018, which will bring together CAMHS, Adult and Older Adult Community Services wrapped around GP practices in the 10 localities.</p>	By end <del>March 2018</del> Revised to end October 2018	Andy Hughes
	<p>17. To hold a <b>service user and carer listening event</b> in October to focus on patient access and experience</p> <p>COMPLETE – service user, partner and staff event held on 3<sup>rd</sup> November 2017 around Person Centred Care, including access and experience. Carer story shared. Further actions and events to follow. Also Non-Medical Prescribing Conference, more carer stories shared, 23/11/17</p>	COMPLETE - October 2017	Veronica Emlyn Julie Ann Murray
	<p>18. To hold <b>Focus Groups</b> from a service provision as well as staff perspective considering service and experience for people who are LGBT (07.06.17) and BME (02.08.17). Develop and implement action from feedback gained.</p> <p>COMPLETE : Work ongoing further to this action to establish effective LBGT and BAME Staff Networks as at December 2017. First meeting of BAME Staff Network held 22<sup>nd</sup> November. Also an ‘Afternoon Tea with the Director of Nursing’ was held for the Trust’s BAME registered nurses on 24<sup>th</sup> October, with a further session including registered nurses, HCSWs and AHPs with BAME ethnicity on 19<sup>th</sup> December.</p>	COMPLETE: LGBT Focus Group – 07/06/17 BME Focus Group – 02/08/17	Lesley Faux



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Training and culture	<p>19. Enhancement of <b>e-learning offers for Diversity &amp; Inclusion:</b></p> <ul style="list-style-type: none"> <li>a. Trust D&amp;I training to be translated into e-learning for standard training and refresher training, incorporating key focus on person-centred care and involvement of service users in decisions about the service they receive and on statutory obligations, particularly PSED. <b>Decision paper to March SLT and PCD on PSED additional training for Trust managers – decision pending..</b></li> <li>b. An enhanced level e-learning package to be developed for Trust managers and Senior Management Team to be completed on a ‘once only’ basis (repeat or update with major changes in legislative requirements). <b>COMPLETE</b></li> <li>c. Team specific tailored D&amp;I workshops available on request</li> <li>d. Inclusion Workshop incorporated into People Management Programme - <b>COMPLETE AND ONGOING</b></li> </ul>	<p><b>COMPLETE</b> 3/7/17 launch of new D&amp;I e-learning package for all staff (as training due) – complete. - New e-learning on PSED now live on LMS from 1 December 2017</p> <p><b>Ad hoc</b> 25 July 2017 - <b>COMPLETE</b></p>	<p>Lesley Faux/ Sue Slater</p> <p>Lesley Faux</p> <p>Lesley Faux Lesley Faux</p>
	<p>20.</p> <ul style="list-style-type: none"> <li>a. One-off session of <b>Board Development on D&amp;I</b> using external expert (Yvonne Coghill, Director of Implementation for WRES, NHS England).</li> <li>b. Repeated for our internal <b>Leadership Academy</b> of senior managers, plus extended invite to recruiting managers</li> <li>c. Subsequent repeats for new starters will be managed internally.</li> </ul>	<p><b>COMPLETE:26 July 2017</b></p> <p><b>COMPLETE: 2 Aug 2017</b></p> <p><b>Ad hoc as required</b></p>	<p>Robert Cragg</p> <p>As above</p> <p>Lesley Faux</p>
	<p>21. Continue opportunities for <b>listening to staff</b> in ‘Big Conversations through the LiA-style process and by more focussed team-level work through our Towards Outstanding Engagement Team Development programme</p> <p><b>First cohort Towards Outstanding Engagement launched May 2017 with 16 teams currently participating in Phase. Trust response rate to NHS staff survey 2017 = 52%. Open Space Event in planning for January 2018. Also see ‘Afternoon Tea with Director of Nursing’ listening sessions (see actions 18 &amp; 35). Also BAME Staff Network listening approach and BAME LiA (May 2018).</b></p>	<p>Q1-Q4 2017-18</p>	<p>Alex Brett Jane Rook Sue Slater</p>

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Training and culture	<p>22. Identify more <b>clinical champions for diversity</b> and extend work to clinical services in a more consistent and robust way</p> <p>Additional membership for Inclusion Forum element of Diversity and Inclusion Group identified - first meeting 20 December 2017. New Children and Young People's Directorate identified. New member(s) now sought for Learning Disabilities Directorate further to recent staff departures.</p>	<p>September 2017 &amp; ongoing</p> <p>COMPLETE AND ONGOING AS STAFFING CHANGES ARISE</p>	<p>Lesley Faux</p>
Promotion and Communication	<p>23. <b>Information and Communication Support</b></p> <p>a. Continue to promote and develop delivery against 'Accessible Information Standard' for people with disabilities and sensory impairment and also for people with foreign language needs. Printed AIS Communication Cards distributed to Directorates Dec/Jan 2017-18. Additionally, the Trust is in discussion with a servicer provider of automated communications that help us to meet the AIS requirements better (as well as saving money and helping us to go digital). Survey meetings planned with Greenfield and Sutherland Centres, March 2018.</p> <p>b. Trust Language Identification poster (including BSL) – A3 hard copy - to be released June 2017. Translate Me software available from February 2017. COMPLETE (further copies available on request)</p> <p>c. Implementation of Trust foreign language communication support, BSL communication support and digital foreign language translation. Further awareness raising underway March-April 2018 regarding digital translation, interpretation and translation services and Trust communications register. Review meeting planned to 14 March to develop digital translation service (improve effectiveness) further. Project in place in 2018 to establish a pilot of the Synertec system of external management of correspondence to better deliver the AIS as well as deliver quality improvements and significant savings.</p>	<p>On-going. Newsround &amp; via D&amp;I Group, Aug 2017.</p> <p>COMPLETE - June 2017 Further copies available on request. COMPLETE 30 June 2017.</p>	<p>Trust services supported by LF and VE</p> <p>Lesley Faux</p> <p>Lesley Faux</p>



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Promotion and Communication	<p><b>24. Responding to and Preventing Personal Abuse of Staff</b></p> <p>a. Create and display <b>local RESPECT poster</b> tailored to services as appropriate to encourage mutual respect and discourage personal abuse of NHS staff. Use of zero tolerance on racial harassment message as appropriate to Trust services and circumstances.</p> <p>Trust RESPECT Posters ready for distributing. To replace all NHS Protect RESPECT posters with local version across Trust sites. Plan for this to be developed to coincide with launch of Trust letters anti-discrimination and abuse wording. PCD Committee reviewing BAME staff experience on 12 March.</p> <p>b. Always challenging and always reporting inappropriate behaviour re personal abuse (eg racist, homophobic, biphobic, transphobic etc abuse)</p> <p>Staff communications as per a. above.</p> <p>Positive statement about this in recruitment adverts</p> <p>c. Create and share flow chart of responses and support following personal abuse of staff</p> <p>Being developed further through BAME LiA May-Sept 2018</p>	<p>Revised to end March 2018</p> <p>COMPLETE</p>	<p>Comms Team</p> <p>All Lesley Faux</p> <p>Lesley Faux with modern matrons</p>
	<p>25. To re-advertise the opportunity to establish staff <b>BAME and LGBT networks</b> across the organisation and offer support with meeting facilities, subject to demand. COMPLETE - Action ongoing to develop membership of BAME Network. Staff networks promoted at Trust Inclusion Conference and on a number of occasions in Trust staff newsletter (most recently on 14 Sept 18)</p>	<p>By 30 September 2017 – COMPLETE – further work ongoing</p>	<p>Lesley Faux</p>
	<p>26. Regular cycle of Diversity &amp; Inclusion issues in the Trust to promote equality. This will include promotion of local case studies and diverse role models, both service users and Trust workers. Role models showcased at Symphony of Hidden Voices Inclusion Conference 30/06/17. Further Symphony of Hidden Voices planned for 2018 to create exposure to more 'hidden voices'. TOOK PLACE 7 SEPT 2018. Key focus this year on BAME, LGBT and disability (learning disability and deafness).</p> <ul style="list-style-type: none"> <li>Continue search for diverse Trust role models and seek agreement to create and share role profiles on Trust website.</li> </ul>	<p>Spring-Summer 2017 and then mainstreamed</p>	<p>Veronica Emlyn Lesley Faux</p>





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Recruitment & Selection	<p><b>27. Creating a more representative workforce and addressing workforce imbalances re BME, LGBT and disability:</b></p> <p>a. Careers Recruitment – work with community groups linked to under-represented areas to highlight mental health career options  A range of different opportunities have been taken to engage with young people and influence a diverse future workforce, including a variety of school career events working with a number of the inner city schools, and a highly successful NHS Careers Event on 22/11/17 at the County Showground in Stafford attended by schools from across the county. The Trust also attended the local Sikh temple in November and discussed employment opportunities with a number of the members of this community. Recent links forged with the Stoke Central Mosque (Feb 2018).</p> <p>b. Interviews – Pilot a new interview process in the Trust to ensure enhance diversity of panels for diverse shortlist candidates.  Pilot process agreed with NOAP and new PICU for March 2018. Revised principle is to strive to have BAME representation on all interview panels and to do a monitoring process to capture frequency of delivery on this.</p> <p>b. Have a diverse range of role models from different diversity groups in all advertising materials in hard press and social media. Continuing to develop a diverse portfolio of role model profiles in conjunction with HR and Comms teams.</p> <p>c. Include a positive action statement in all recruitment advertising  Revised wording in place Summer 2017.</p>	<p>Over 2017-18</p> <p>Over 2017-18</p> <p>Deliver initial pilot exercise March 2018</p> <p>Ongoing</p> <p>ASAP and then throughout 2017-18 – COMPLETE – review in 2018-19 action plan</p>	<p>Paul Draycott</p> <p>Kerry Smith &amp; J-A Murray</p> <p>Kerry Smith &amp; S Copestake</p> <p>Kerry Smith Kullie Dey Laura Haddrell</p> <p>Lesley Faux Kirstie Cope</p> <p>Kerry Smith Kullie Dey Laura Haddrell</p>



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<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>28. Establish systems for routine detailed analysis of staff and patient data by ethnicity and discussion at Trust and Directorate leadership meetings. Need to ensure ESR, Lorenzo, Ulysses are all able to capture the data and enable the Trust to analyse it to inform future decision making</p> <p>a. Data by band, by staff group, by Directorate, by service            Summary information shared on Trust website by ethnicity, clinical/non-clinical and banding. Report pending from HR which summarises ethnicity by Directorate. Workforce ethnicity report produced by Directorate, March 2018 and refresh planned pending completion of Locality Working structures</p> <p>b. Understand service provision to BME service users. Seek to better understand:-</p> <ul style="list-style-type: none"> <li>• What is the experience of our BME patients? &amp;</li> <li>• What is the experience of our BME staff?</li> </ul> <p>Experience of our BME service users – being addressed through Directorate EDS2 approach for 2017-18 (see action 1 above). BME Staff experience - PCD session on BAME Staff Experience 12.03.18 and other BAME staff listening events.</p>	Dec 2017 <b>PART COMPLETE</b> <b>Some action to carry forward to 2018-19 re BAME service user experience</b>	Lesley Faux Vicky Boswell
	<p>29. Report on ESR, Lorenzo, Ulysses to inform future decision making. This will include Serious Incidents, detention under the MHA, service access and utilisation</p> <p>ROSE team now able to address equality monitoring within Lorenzo system. Significant (and increased) gaps in data held in Lorenzo and in February requested action on this via HoDs. These gaps were reduced a little by end May, but it was recognised that gaps were possibly larger than prior to the migration to Lorenzo. Work ongoing with Directorate structures and services to encourage teams to access their data and to review this with questioning/curiosity</p>	April 2018 <b>COMPLETE Apr 2018</b>  Action to develop further in 2018-19	Lesley Faux Vicky Boswell
	<p>30. Work to eliminate barriers to BME staff entering employment at every level through the organisation. Specifically, introduce a new interview approach ensuring diverse panels for diverse shortlists (ie that all BME interview candidates will experience having a BME person on the interview panel in Trust interviews.</p> <p>Pilot process trialled with mixed success in NOAP and new PICU for March 2018. Revised principle is to strive to have BAME representation on all interview panels where there is identified under-representation to be considered for 2018-19 and revised process agreed and implemented as part of response to BAME LiA. New plans to be developed for 2018-19 at BAME LiA Taking Action session 20.09.18</p>	<b>Mar 2018</b> <b>PARTIAL COMPLETION - carry forward to 2018-19</b>	Kerry Smith with D&I Lead

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Workforce Race Equality Scheme (WRES) detailed actions	<p>31. HR to work with staff side and new BME Staff Network to develop new support measures and mechanisms for BME staff who are subject to disciplinary processes and to ensure fairness of approach. (See Birmingham Trusts 'Cultural Ambassadors' model as one possible approach).</p> <p>PUT ACTION ON HOLD. Reconsider further to 2018 WRES data</p> <p>Further info: <a href="#">Cultural Ambassadors approach intro summary</a>; <a href="#">Evaluation report Cultural Ambassadors approach</a></p> <p>A review of all BAME disciplinary cases has been conducted by HR and staff side essentially asking 'Would the same action have been taken if this was a white member of staff?'. All 3 cases were concluded to have been appropriate and equitable.</p>	<p><b>Mar 2018</b> <b>COMPLETE</b></p> <p>Further action in 2018-19</p>	Kerry Smith
	<p>32. Trust Inclusion Forum now to be established in 2017-18. Group to perform critical challenge around delivery of diversity and inclusion through the Trust Membership to include :- NED; Exec Director; D&amp;I Lead; Directorate Head; Analyst / Performance Rep.</p> <p><b>ACTION SUSPENDED BY ALEX BRETT.</b> REVIEW AGAIN IN 2018-19 with new substantive HRD when in post.</p>	<p><b>Nov 2017</b> <b>ACTION SUSPENDED</b></p> <p>Review further to substantive appt of new HRD in 2018-19</p>	Lesley Faux
	<p>33. Positive Action BME leadership development programme – ambition to be the first STP to establish and implement</p> <p>3 cohorts to be delivered for Staffs STP: Sept-Oct 2018; Nov-Dec 2018; Feb-March 2019. Launch event 7 Sept to raise profile and confirm commitment to stress the need for culture change to ensure climate of readiness for change for participants completing the programme and returning to their organisations post-completion. NSCHT currently has 10 staff with places on this programme.</p>	<p><b>Mar 2018</b> <b>Extended into 2018-19</b> <b>Programme delivery underway</b></p>	<p>Caroline Donovan (STP SRO role)</p> <p>Lesley Faux</p> <p>Neil Clarke</p>
	<p>34. Spotlight services that are doing good work in BME inclusion (eg Healthy Minds positive action programme for reaching BME communities around access to IAPT services)</p> <p>Leadership Academy session to be planned FOR JUNE 2018(?) linking to Directorate EDS2 work (action 1 above). Include case studies of good practice eg Steph Woodall to present Healthy Minds approach and seek further good practice examples in session. LF to work with Comms Team re further spotlighting opportunities.</p> <p>Case study to be provided to WMids NHS Leadership Academy Inclusion platform re IAPT approach (COMPLETED).</p>	<p><b>Ongoing</b></p> <p>Plan Leadership Academy around developing SU accessibility and reach and tackling health inequalities in 2018-19</p>	<p>Joe McCrea &amp; Comms Team;</p> <p>D&amp;I lead</p>



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<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>35. Mentoring, support and encouragement for BME nursing/clinical staff who wish to progress their careers.</p> <p>BAME Afternoon Tea &amp; Talk with Maria Nelligan held in October and December 2017. Issues discussed included:-</p> <ul style="list-style-type: none"> <li>• Negative perceptions of the Trust as employer of BAME people</li> <li>• Reported difficulty/ unlikely for BAME staff to get promoted into leadership roles; difficulty getting access to learning and development opportunities</li> <li>• experiences of abuse from service users and feeling that colleagues are sometimes not supportive of reporting these incidents</li> </ul> <p>In direct response to the above, we were able to supported one BAME nurse to access training to act as a mentor to nursing students in 2017-18.</p> <p>We have not yet been able to deliver on provision of coaching or mentoring specifically to BAME employees in 2017-18, but this is very much on the agenda for 2018-19.</p> <p>The Trust has invested in coaching training in 2018-19 and is offering 6 sessions of coaching to all Trust participants on the Staffordshire and SOT BAME Leadership Programme. We have regularly emailed BAME staff with details of career development opportunities since January 2018. We have plans being developed for the introduction of BAME reverse mentoring in 2018 and we are working on plans to train a subset of participants of the Stepping Up programme to train as coaches as well as accessing coaching.</p>	<p><b>Dec 2017</b> <b>PARTIAL COMPLETION</b></p> <p>FURTHER ACTION: Analysis of non-mandatory training of BAME staff compared to white staff completed as part of WRES 2018. Appears favourable for BAME staff, but need to review excluding medical staff.</p> <p>Our 2018-19 actions will feature provision of coaching, mentoring and reverse mentoring involving staff with BAME ethnicity.</p>	<p>Maria Nelligan, Director of Nursing &amp; AHP</p> <p>and</p> <p>Lesley Faux</p>
	<p>36. Positive BME Role Models – seek BME staff at every level to be diversity role models for the Trust. Share story on website, etc. Role Model pin / award?</p> <ul style="list-style-type: none"> <li>• Dr Buki Adeyemo role modelling championing race equality by leading communications about Stand Up to Racism Day, by seeking to have #20BAMEconversations, and sharing progress with these on Twitter (also see action 44)</li> <li>• Tendai Chirawu attended the NHS Employers Women Leaders’ Conference 2017 in October.</li> <li>• Cherelle Laryea and Claudia Oakley attended WRES 2017 Conference, also in October.</li> <li>• Cherelle Laryea profile shared in Newsround staff newsletter</li> <li>• Further role models anticipated to emerge from developing BAME Network and from those Trust staff attending the Staffordshire Stepping Up Programme.</li> </ul>	<p><b>Dec 2017</b> <b>COMPLETE</b> with ongoing action</p>	<p>Dr Buki Adeyemo</p>

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<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>37. Keeping all staff involved and having positive conversations about ethnicity and racial equality. 'It's OK to ask' about ethnicity (with well-intentioned curiosity) etc. Raising awareness about BME experience and micro assaults in society, workplace etc</p> <ul style="list-style-type: none"> <li>• Race Equality stand at Harplands in August 2017 and again in October-November 2017 for Black History Month.</li> <li>• The August 2017 stand particularly shared information from Yvonne Coghill presentation and raised awareness about findings on the challenges of being black, Asian or from another ethnicity in the UK. Staff Networks stand (including BAME network) in Harplands December 2017.</li> <li>• It's OK to ask leaflets are shared at events such as Vaisakhi Festival, Stoke Pride etc.</li> <li>• World Religions Day information shared January 2018. Plans for further awareness raising around religions and cultures through 2018-19.</li> <li>• Sharing of BAME nurse experience at PCD in March and report on racist abuse of staff.</li> </ul>	<p><b>Dec 2017 COMPLETE</b></p> <p>Plans for further awareness raising around different religions and cultures through 2018-19.</p>	<p>Lesley Faux</p>
	<p>38. Bespoke Task and Finish Group to deliver Preventing Racial Abuse / 'zero tolerance' education campaign:</p> <ul style="list-style-type: none"> <li>• Trust RESPECT posters produced and displayed widely featuring Trust statement on 'no place for discrimination, harassment or abuse'.</li> <li>• Trust statement included in Trust letterhead and in letter template on Lorenzo from January 2018.</li> <li>• Report on staff racist abuse taken to PCD in March along with an account of a BAME staff nurse experience.</li> <li>• Further action is planned in 2018-19 to further raise visibility of this campaign and to develop our approach to preventing and supporting staff following racist incidents. These are 2 of the action areas from our BAME LiA session and action planning taking place on 20 September. Process map of response to racist incidents to be taken for further to LiA Action Planning session 20 September</li> </ul>	<p><b>Dec 2017 COMPLETE</b></p> <p>Further ongoing work in 2018-19 including BAME LiA and taking action from this..</p>	<p>Lesley Faux</p>



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<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>39. Developing our links with local BME communities through public engagement events, religious community visits etc (twin focus of raising awareness about mental health and promoting the Trust as an employer of choice)</p> <p>The Trust attended the Stoke Gurdwara on 5<sup>th</sup> Nov (Guru Nanak birthday celebrations) and received a very positive reception. Access Team represented along with Patient Experience and D&amp;I. Female attendees expressed the desire for staff representing support for anxiety &amp; depression, domestic abuse and suicide to attend to talk about services and self help. A number of individuals expressed interest in employment opportunities and working at the Trust. Further Trust attendances at the Temple to be planned for 2018-19.</p> <p>The Trust was welcomed to Hanley Central Mosque in February and visits are to be arranged for members of the mosque to visit the Harplands and for clinicians to visit the mosque to share information about mental health and Trust services.</p> <p>Also:</p> <ul style="list-style-type: none"> <li>Some new religious resources have been obtained for the Harplands, including key texts from the Bahai, Hindu and Jewish faiths.</li> <li>Feel Good Fridays on religious awareness and access to interpretation and translation services</li> </ul>	<p>Mar 2018 COMPLETE</p> <p>Further work ongoing:-</p> <ul style="list-style-type: none"> <li>To continue to seek to make links with Stoke Central Mosque</li> <li>'Faith and Cake' informal education sessions to be arranged for the Harplands</li> <li>Trust Religions Video</li> <li>Further engagement with Liverpool Road Gurdwara and Hanley Central Mosque</li> </ul>	<p>Lesley Faux</p>
	<p>40. Staff empowered to have positive discussions about ethnicity including:</p> <ul style="list-style-type: none"> <li>Establish offer of a BME staff network</li> <li>Develop further opportunities for staff at all levels to be involved</li> <li>Further BME focus group meeting(s) and activities</li> </ul> <ul style="list-style-type: none"> <li>First BAME Staff Network meetings held 22 Nov 2017 and 31 Jan 2018 in addition to the BAME Tea with Maria and BAME LiA sessions.</li> <li>A range of comms sharing positive messages of encouragement to attend through Dec 2017-March 2018 (Newsround, direct emails to BAME staff, CEO Blog, posters, etc)</li> </ul>	<p>Mar 2018</p> <p>Continue to exploit local and national voices to develop our Trust appreciation of race inclusion issues to help us establish our BAME Network and to develop and embed our approach.</p>	<p>Cherelle Laryea supported by CD and LF</p>



Theme	Action to be taken	Due Date	Lead
<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>41. Positive outreach to seek information about issues and experience from BME service user and staff perspective:-</p> <ul style="list-style-type: none"> <li>• Direct positive action communications / surveys including CEO Blog, Newsround, staff stories etc</li> <li>• BAME leadership programme planned for Sept 2018 launch</li> <li>• BAME Staff Network meeting launched October 2017 and email network linked to this as well as face to face meeting opportunities</li> <li>• BAME Staff Tea with Director of Nursing sessions (Oct and Dec 2017)</li> <li>• BAME Staff Listening into Action (May 2018)</li> <li>• Senior team to make positive outreach when undertaking team visits etc to ask BME service users and staff what their experience has been like and what could have been improved (also Buki's #20BAMEconversations – see action 44)</li> <li>• Reverse Mentoring by Board with BME staff - <b>we have not yet been able to deliver on BAME reverse mentoring in 2017-18, but this remains a priority for 2018-19.</b></li> </ul>	<p><b>Mar 2018</b> <b>PARTIALLY COMPLETE</b></p>	<p>Lesley Faux  Alex Brett</p>
	<p>42. Continue to work to support BAME bank staff and volunteers into substantive employment where the individual desires this. Support and encourage BAME bank workers to aspire to more regular substantive employment. Set up system to notify bank workers and volunteers of training opportunities. <b>IN PLACE.</b></p> <ul style="list-style-type: none"> <li>• Development opportunities shared with Bank Coordinator and Bank Lead via the Training Distribution email group. These opportunities are forwarded on to volunteers and bank workers. Bank staff and volunteers have access to the LMS via their learning account and this offers a wide range of e-learning opportunities also. From November 2017, the D&amp;I Lead shares education opportunities directly with BAME staff and encourages take-up. Bank staff are all offered 6-weekly supervision sessions with the bank lead, but participation is not mandatory and take-up is quite low. About half of active bank workers have participated in PDR.</li> <li>• The bank lead also recently reminded bank staff via e-mail that they can access all Trust training (face to face and e-learning) free. If they wished to attend any Trust training for development that was above and beyond their mandatory training this was free and their only contribution is the time taken to complete it.</li> </ul>	<p><b>Bank coordinator</b> <b>Clinical Education team</b> <b>Lesley Faux</b> <b>COMPLETE</b></p> <p>Further work to develop in 2018-19</p>	<p>Dec 2017</p>



Theme	Action to be taken	Due Date	Lead
<b>Workforce Race Equality Scheme (WRES) detailed actions</b>	<p>43. Recruitment for diversity and inclusion (also see action 27 – <b>delivered through pilot exercise in March 2018</b>):</p> <ul style="list-style-type: none"> <li>Trust recruitment campaigns in 2017-18 to include photos and case studies of Asian/Asian British ethnicity. <b>HR Team BAME profiles to be developed and shared on Trust website and Trust jobs website</b></li> <li>New Recruitment lead commenced to lead on this action</li> <li>Encourage <b>block recruitment</b> whenever possible as this is proven to increase the likelihood of appointing BME staff and staff from other minority groups (evidenced to improve diversity of recruited talent). Encourage recruitment for difference. - <b>To be incorporated into Inclusive Recruitment approach from LiA Taking Action session. Inclusive Recruitment is one of the 4 key areas for action emerging from the BAME LiA session in May and action planning on this is taking place on 20 September.</b></li> </ul>	Kerry Smith Lesley Faux Recruitment Lead <b>PARTIAL COMPLETION</b>	Dec 2017
	<p>44. <b>**NEW ACTIONS AGREED BY MEDICAL DIRECTOR AS BELOW, OCTOBER 2017**</b></p> <ul style="list-style-type: none"> <li>To engage in 20 conversations about race and ethnicity with a range of people and contexts (staff, service users, carers) and keep a brief record of each discussion by end December <b>COMPLETE</b></li> <li>To lead a campaign to encourage BAME staff to record their ethnicity by personally emailing staff who do not have ethnicity details recorded by end November – <b>COMPLETE</b></li> <li>To personally take an interest in one or two BAME members of staff and encourage them to develop their leadership skills and experience and take opportunities to develop their careers (by end December) <b>COMPLETE</b></li> <li>To role model support for ‘Give Racism the Red Card’ day on 20th October 2017 by wearing an item of red and by Tweeting about personal commitment to this <b>COMPLETE</b></li> </ul>	<b>Dr Buki Adeyemo</b> <b>COMPLETE</b>	Dec 2017



**END**

