

**WRES Action Plan 2021-22**

**WRES Executive Sponsor: Jas Sohal**

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| **WRES Indicator and findings** | **Aim** | **Actions** | **Accountable Leads** | **Updates** |
| 1. Percentage staff by AfC pay band and ethnicity for all NHS trusts and CCGs  Lack of BAME staff in senior roles at Solent  99.1% of staff reported their ethnicity in ESR  10.2% of staff BAME  9.2% BAME staff last year | Increase the amount of BAME staff at Solent by 2% (total 12.2%) by July 2022. | 1. BAME mentoring and coaching opportunities available. Solent will also provide opportunities for mini coaching sessions to explore how coaching and mentoring can support further professional development  2. Include stretch opportunities at higher bands and consider internally advertising 50% all job opportunities by July 2022  3. Improve shadowing and secondments opportunity to support internal career progression to senior posts and ensure that there is a mechanism for this data to be captured by March 2022  4. Continue to participate in the ICS BAME workstream talent management, and recruitment meetings.  5. Engage with community partners, promoting Solent as a good place to work through the Community Engagement team.  6. Work with the BAME Resource group to further understand barriers to progression and listen to their lived experiences as a driver for change. | **Kate Sonpal**  Head of Diversity and Inclusion *(objectives 1, 4, 5 and 6)*  **Anna Rowan**  Head of People and OD  *(objectives 2 and 3)*  **Sonja MacQueen**  HR Continuous Improvement Manager *(objectives 2 and 3)*  **Anastasia Lungu-Mulunga**  Head of Community Engagement and Experience  *(objective 5)*  **Janene Goddard**  Community Engagement Facilitator  *(objective 5)*  **Dzikiti, Elton**  Diversity and Inclusion Partner (Staff Networks)  *(objective 6)* |  |
| 2. Relative likelihood of white staff being shortlisted compared to BAME staff is 1.36  1.40 last year | Relative likelihood of white staff being shortlisted compared to BAME staff decreased to 1.2 by July 2022 | 1. Instigate a system of comply of explain if a BAME person is not shortlisted for a role by July 2022  2. Ensure that all roles that are 8a and above include a requirement for candidates to demonstrate their understanding and commitment to Diversity and Inclusion by February 2022.  3. Establish a process for secondment opportunities to be advertised and establish data that can monitor from baseline and track improvements by March 2022.  4. Review NHS jobs data on a monthly basis to look for an increase in BAME staff recruited.  5. Provide stretch opportunities/experience to BAME staff, via CPD/appraisal, enabling them to prepare for career advancement.  6. Review and revise processes for interviewing and selecting candidates with a focus on reducing the impact of unconscious bias by March 2022 | **New Resourcing Manager**  *(objectives 1 and 6)*  **Jo Charlton-Smith**  Head of People Operations  *(objective 2)*  **Gemma Pegram**  Head of People and OD Partnering  *(objective 2)*  **Kate Sonpal**  Head of Diversity and Inclusion  *(objective 4)*  **Emma Lampard**  Head of Learning and Development  *(objectives 3 and 5)* |  |
| 3. Relative likelihood of BAME staff being entering the formal disciplinary process compared to white staff is 2.64  1.55 last year | Decrease the relative likelihood of BAME staff entering disciplinary process to at least 1.5 by July 2022 | 1. Promote the Early Resolution Framework to all staff to decrease the amount of cases that are escalated to the formal disciplinary route by 10% by July 2022  2. Review staff who are trained to lead on the formal disciplinary process and assess the ethnicity of the pool by January 2022  3. Identify any service lines with particularly high levels of BAME staff being entered into the formal disciplinary process and investigate reasons behind this by January 2022 | **People Partnering team**  *(objectives 1 and 2)*  **People Partner – People Practices**  *(objective 3)* |  |
| 4. Relative likelihood of white staff accessing non-mandatory training compared to BAME staff is 1.02  1.22 last year  *A figure below “1” would indicate that white staff members are less likely to access non-mandatory training and CPD than BME staff.* | Relative likelihood of white staff accessing non-mandatory training compared to BAME staff to decrease to 1 by July 2022. | 1. Promote training opportunities through the BAME Resource Group  2. Promote training opportunities using the ICS BAME workstream across the system  3. Encourage use of the new LMS learning platform. Consider training session on its functionality at BAME Resource Group meeting. | **Pawan Lall**  Chair of BAME Resource Group  *(objectives 1 and 2)*  **Dzikiti, Elton**  Diversity and Inclusion Partner (Staff Networks)  *(objective 1 and 3)*  **BAME Resource Group**  *(objective 1)* |  |
| 5. Percentage of staff experiencing harassment, bullying and abuse from patients’ relatives or the public in the last 12 months is 24.3%  25.5% last year | Decrease percentage of staff experiencing harassment, bullying and abuse from patients’ relatives or the public in the last 12 months to below 20% by September 2022. | 1. Continue to promote a zero tolerance approach to abuse.  2. Encourage staff to report all instances of harassment, bullying and abuse form patients, relatives, or members of the public.  3. Review the work from the anti-discrimination taskforce and implement findings by September 2022  4. Continue to provide service support, particularly in mental health settings where abuse is sometimes be tolerated due to the ill-health of the patients  5. Promote the role of the Freedom to Speak Up Guardians | **Leon Herbert**  Head of Diversity and Inclusion, System-wide  *(objective 1,2,3 and 4)*  **Stuart Francis**  Local Security Management Specialist and Emergency Planning  *(objective 1,2,3 and 4)*  **Dan Winter-Bates** Lead Freedom to Speak Up Guardian *(objective 5)* |  |
| 6. Percentage of staff experiencing harassment, bullying and abuse from staff in the last 12 months 18.1%  18.2% last year | Decrease percentage of staff experiencing harassment, underlying and abuse from staff in the last 12 months to below 15% by July 2022. | 1. Encourage all staff to attend up-coming lunch and learn sessions where education on discrimination, bullying and abuse will be discussed  2. Promote the role of the Freedom to Speak Up Guardians  3. Promote and support weekly the BAME only safe space sessions  4. Develop online Diversity and Inclusion library for staff which will include articles, book recommendations, TED talks and Podcasts by January 2022  5. Agree and define the detail of the BAME Buddy role with the BAME Resource Group by January 2022 | **Kate Sonpal**  Head of Diversity and Inclusion  *(objectives 1 and 2)*  **Leon Herbert**  Head of Diversity and Inclusion, System-wide *(objectives 1 and 2)*  **Pascal Matthias**  Head of Diversity and Inclusion, System-wide – bank  *(objective 1)*  **Dzikiti, Elton**  Diversity and Inclusion Partner (Staff Networks)  *(objectives 3 and 4)*  **Dan Winter-Bates**  Lead Freedom to Speak Up Guardian  *(objective 2)*  **Pawan Lall**  Chair of BAME Resource Group *(objective 5)*  **BAME Resource Group**  *(objective 5)* |  |
| 7. Percentage of staff believing that Solent provides equal opportunities for career progression or promotion is 80.3%  82.4% last year | Increase percentage of staff believing that Solent provides equal opportunities for career progression or promotion to 85% by July 2022. | 1. Implement learning from the Hennessey Coaching sessions and the manager training sessions. Report from Hennessey due by the end of October 2021.  2. Continue to participate in the ICS BAME workstream talent management, and recruitment meetings.  3. Continue to implement the findings form the recruitment deep dive. | **Kate Sonpal**  Head of Diversity and Inclusion  *(objectives 1, 2 and 3)*  **Leon Herbert**  Head of Diversity and Inclusion, System-wide  *(objective 2)*  **Anna Rowan**  Head of People and OD  *(objectives 2 and 3)* |  |
| 8. In the last 12 months percentage of staff who personally experienced discrimination at work from Manager/team leaders or other colleagues is 13.8%.  9.5% last year | Decrease percentage of staff who personally experienced discrimination at work from Manager/team leaders or other colleagues to below 10% by June 2022. | 1. Review impact of results of anti-discrimination templates sent to three pilot service areas by November 2021.  2. Hold the Big Conversation (October 2021) and implement learning after review of findings.  3. Solent to participate in the NHS Leadership Academy’s Reciprocal Mentoring for Inclusion programme over the next 18 months which will help promote positive change at a personal and organisational level. The start of this programme has been delayed to January 2022. | **Kate Sonpal**  Head of Diversity and Inclusion  *(objectives 1 and 3)*  **Leon Herbert**  Head of Diversity and Inclusion, System-wide  *(objective 2)*  **Pascal Matthias**  Head of Diversity and Inclusion, System-wide – bank  *(objective 2)* |  |
| 9. Percentage difference between the Board’s voting membership and its overall workforce  BAME Board members 21.4%  Voting BAME Board members 18.2%  15.4% BAME Board members last year  18.2% Voting BAME Board members | Increase diversity of board membership when vacancies arise. | 1. Engage with local communities to advertise opportunities for Board members when vacancies arise to ensure that we represent the community that we serve.  2. A selection of Board members to participate in the Reciprocal Mentoring Programme which will be launched in January 2022 | **Kate Sonpal**  Head of Diversity and Inclusion  *(objectives 1 and 2)*  **Anastasia Lungu-Mulunga**  Head of Community Engagement and Experience  *(objective 1)* |  |