

WRES Action Plan 23-24

Action	By whom	Are we currently meeting this?	Recommended plan to meet this deliverable at BHT	By when
Create and implement a talent management plan to improve the diversity of executive and senior leadership teams and evidence progress of implementation	Deputy Dir OD & Inclusion	No. a TM programme to develop B7 nurses from BME backgrounds is currently underway. Once this has completed, we will iterate the programme and roll it out more widely to other occupational groups at B7-8+. We do not currently have a positive action policy in place within recruitment for senior leaders or executive roles, therefore any increases in diversity are random rather than intentional.	Seek advice from Capsticks on positive action interventions available to BHT in relation to recruitment and talent management, and form task and finish group to take this forward. All Band 8b+ role adverts to include inclusive positive action statement with recruitment materials, and inclusivity to be measured as part of recruitment competencies. Rollout intervention(s) to increase ethnic diversity of colleagues in Band 8b+ roles in line with our workforce profile. Milestone objectives to be set following Capsticks advice. Implement a positive action policy within recruitment for senior leaders/executives to support candidates from under-represented groups.	30 th June 2024
Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards	Ass. Dir HR	No. Pay gap data currently only analysed by gender.	ESR Team to disaggregate pay gap data race, disability and any other protected characteristics possible. This data will be presented with PSED 2024 which is published annually in October.	31 st October 2024
Before they join, ensure international recruits receive clear communication, guidance and support around their conditions of employment ; including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment and future career options	Deputy Dir HR & Workforce	Yes. Prior to landing in the UK International Nurses receive extensive information from the organisation including the information outlined in action 5.1.	No change required	January 2024
Create comprehensive onboarding programmes for international recruits, drawing on best practice. The effectiveness of the welcome, pastoral support and induction can be measured from, for example, turnover, colleague survey results and cohort feedback	Deputy Dir HR & workforce + Head of Engagement & OD	BHT recruits currently attend an extensive Corporate Induction programme. The IR team are in the process of creating an 'international Recruitment' Standard Operating Procedure' and updating the 'Welcome Pack' ensuring information and assurance is provided.	Publish Standard Operating Procedure and Welcome Pack	31 st March 2024

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Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety	Deputy Dir OD & Inclusion	All line managers undertake mandatory EDI training and are encouraged to attend a comprehensive management development programme (Peak 1). The development of the IR process, including Pastoral Care is regularly reviewed and line managers are encouraged to maintain cultural awareness.	Peak 1 could be mandated for line managers who are welcoming international recruits.	31 st March 2024
Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international colleagues, to access training and development opportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression	Deputy Dir nursing + Deputy Dir OD & inclusion	Upon receipt of the NMC pin, all IENMs are given the opportunity to undertake professional development and our WRES data demonstrates equality of opportunity in accessing non-mandatory training.	Creating personal development plans to be added to existing project to operationalise the performance management cycle at BHT (1:1s, appraisals, career conversations).	31 st March 2024
Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set and plans implemented to improve colleague experience year-on-year.	Deputy Dir OD & Inclusion	Data on bullying, harassment and discrimination currently disaggregated by ethnicity and disability status but not for other protected characteristics. Reduction targets not currently set. Work currently underway to partner with Thames Valley Police on managing incidents which meet criminal threshold.	Data analysis to be undertaken by protected characteristic to identify colleague communities most likely to be affected by B&H. Task and Finish group to be established. Use existing EDI data and colleague lived experience to set reduction targets and implement action plan, including targeting interventions in departments/areas/occupations with highest incidences. Reduction targets to be linked to performance frameworks across Trust (e.g. management appraisal objectives or division/department performance metrics).	31 st March 2024
Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all colleagues who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics. Where the data shows inconsistency in approach, immediate steps must be taken to improve this	Ass. Dir. HR	ER processes and policies already reviewed as part of WRES and restorative justice work. Triage put in place some years ago. Parity of outcomes achieved for protected characteristics ethnicity and disability as per WRES & WDES standards.	No change required	January 2024