

## Workforce Race Equality Standard (WRES) Action Plan 2019/20

	WRES Metric/Indicator	Action(s)	Timescale/milestones for delivery	Lead Responsibility
1.	Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.	<ul style="list-style-type: none"> <li>Promote use of ESR self-service communication to remind staff they can update their data by launching the #Time to Declare campaign.</li> </ul>	By December 2020	HRBP Workforce Analytics Manager BAME Staff Network
2.	Relative likelihood of staff being appointed from shortlisting across all posts.	<ul style="list-style-type: none"> <li>Review Recruitment &amp; Selection Training.</li> <li>Develop and implement inclusion, bias and reasonable adjustments training.</li> <li>Provide recruitment &amp; selection training for BAME Staff Network members to improve the makeup of the recruitment and selection panels and ensure more diverse representation.</li> <li>Create a guidance document on how to complete application forms and interview techniques.</li> <li>Roll out the Career Advisory Sessions across the Trust and deliver to the BAME Network</li> </ul>	<p>October 2020</p> <p>December 2020 onwards</p> <p>November 2020 onwards</p> <p>September 2020</p> <p>October 2020 onwards</p>	<p>Recruitment Manager OD/HRBP Team</p> <p>Recruitment Manager and BAME Staff Network</p> <p>Training, Education and Development</p> <p>Training, Education and Development</p>

3.	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator will be based on data from a two year rolling average of the current year and the previous year.	<ul style="list-style-type: none"> <li>Promote the use of the informal stage of the disciplinary process for all staff, for minor issues.</li> <li>Review any potential themes identified in disciplinary/grievance cases on a quarterly basis with the 9 protected characteristics.</li> </ul>	September 2020 onwards  October 2020 onwards	HR Operations Teams  People, Diversity & Inclusion Sub-Cabinet
4	Relative likelihood of staff accessing non-mandatory training and CPD.	<ul style="list-style-type: none"> <li>Analyse how many BME staff access mandatory and non-mandatory training.</li> <li>To keep under review and to work with the medical workforce and Training and Development team to encourage all non-mandatory training and CPD to be recorded on the Trust's system.</li> <li>Utilise social media and the BAME staff network to promote courses to BAME staff.</li> </ul>	December 2020 onwards  September 2020 onwards  September 2020 onwards	HRBP/ Training, Education & Development  Medical Workforce Manager and Training & Development  Communications Team
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	<ul style="list-style-type: none"> <li>To promote zero tolerance across the Trust via the Violence Reduction Policy.</li> </ul>	October 2020	Executive Chief Nurse
6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	<ul style="list-style-type: none"> <li>Create a culture where we encourage staff to speak up.</li> <li>To promote the Definitions of Discrimination &amp; Bullying Guidance document and the Dignity at Work policy.</li> </ul>	September 2020 onwards  September 2020 onwards	Freedom to Speak up Guardian  HR Op's Team

		<ul style="list-style-type: none"> <li>Continue to promote Civility Saves Life Training</li> </ul>	September 2020 onwards	Training, Education & Development
7	Percentage believing that trust provides equal opportunities for career progression or promotion.	<ul style="list-style-type: none"> <li>To continue to ensure Equality and Diversity is promoted throughout our recruitment and selection training.</li> <li>Utilise social media and the BAME staff network to promote courses to BAME staff.</li> <li>Continue with Reverse Mentoring Programme.</li> <li>Review and embed EDI into appraisal training, linking to Inclusion, Discrimination, Bias and Reasonable adjustments training.</li> </ul>	<p>October 2020 onwards</p> <p>September 2020 onwards</p> <p>September 2020 onwards</p> <p>December 2020</p>	<p>Recruitment Manager</p> <p>Communications Team</p> <p>Training, Education &amp; Development</p> <p>OD Team</p>
8	In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues	<ul style="list-style-type: none"> <li>Promote and encourage staff to speak with the Freedom to Speak up Guardians.</li> <li>Hold focus groups based on the 2020 Staff Survey results with all the staff networks to discuss discrimination within the workplace and what learning/action the Trust can take forward.</li> <li>Develop 'Developing and managing inclusive teams' guidance and training.</li> </ul>	<p>September 2020 onwards</p> <p>March 2021 onwards</p> <p>December 2020 onwards</p>	<p>Freedom to Speak Up Guardians</p> <p>OD Team</p> <p>OD Team</p>

9	Percentage difference between the organisations' Board voting membership and its overall workforce.	<ul style="list-style-type: none"> <li>Continue to encourage staff to declare their disability on ESR.</li> </ul>	September 2020 onwards	HRBP Team Workforce Information Team