

# WORKFORCE RACE EQUALITY STANDARD-WRES

## 2019-2020 ACTION PLAN

Equality Objective	Rationale	WRES Indicator	Measurement	Target	Action
Increase overall visibility of Trust Board and Senior Leaders commitment to EDI	Support the Trust in demonstrating its commitment to ED&I in response to findings from WRES, WDES and Staff Survey and Staff Network feedback.	All indicators robustly measured in workforce representation indicator 1 & Board representation indicator 9	Annual staff survey Annual WRES, Annual WDES Friends and Family Test Benchmarking exercise, patient feedback, and Staff Networks feedback	Improving staff experience.  Improve EDI scores in staff survey.  Improve WRES/WDES scores.  Embed Reverse mentoring across the organisation	<ol style="list-style-type: none"> <li>1. Greater awareness to Trust Board and Senior Leaders around equality issues (using patient /staff stories to highlight issues, sharing data on regular basis and testing the pulse of the organisation.</li> <li>2. Continue to roll out Trust wide reverse mentoring programme, feeding through all levels of the organisation.</li> <li>3. Visibility of staff networks, Trust wide EDI events and national events</li> <li>4. Engaging/involving Senior Leaders with celebrations and events throughout the year to further improve visibility of inclusion</li> <li>5. Mandatory and protected role ( inclusion agents)</li> </ol>
Inclusive and compassionate Management	Equipping managers with the	Indicator 1, 2, 4, 5, 6, 7, 8	WRES indicators on inclusive	10% improvement	<ol style="list-style-type: none"> <li>1. Align work streams with People Strategy. Diverse panels embedded for all roles at all levels</li> </ol>

	confidence, resources and support to lead inclusive teams-improve experience, opportunities and retention.		recruitment, EDI measures in staff survey, career progression	<p>Increase in diverse recruitment ( ethnicity, disability, social/economic backgrounds )</p> <p>Improvement is staff survey results for EDI.</p> <p>10%improvement on indicator 4, 5, 6, 7,8.</p>	<ol style="list-style-type: none"> <li>2. Job matching and carving to support flexible working and ETD opportunities.</li> <li>3. Embed a Trust wide Shadowing programme supporting career progression and retention.</li> <li>4. Embed Respect Others and Positive Action to support diversity and inclusion.</li> <li>5. Roll out middle management training, just culture and conference to embed key topics/ learning from SLC</li> <li>6. Local actions for directorate to improve EDI and WRES</li> </ol>
Develop and enhance knowledge base of managers and employees in managing the formal disciplinary process	<p>Reduce the volume of BAME staff entering the formal disciplinary process.</p> <p>Equipping managers to</p>	<p>Indicator 3 WRES disciplinary</p> <p>Bullying and Harassment staff survey scores</p>	<p>Staff experiencing discrimination shown in staff survey</p> <p>Staff experiencing harassment bullying, or</p>	<p>Reduce the disparity by 10% achieving 2.25 more likely for BAME staff entering the formal process</p> <p>Improve staff survey scores</p>	<ol style="list-style-type: none"> <li>1. Implement an integrated approach to the disciplinary triage process. With a robust disciplinary decision tree questionnaire and supporting material such as videos on dealing with challenging behaviour and embedding the just culture approach.</li> <li>2. Implement and embed quality improvement methodology to effectively managing difficult situations.</li> <li>3. Working closely with unions to unpick cases and identify those which go informal</li> </ol>

	effectively manage difficult and sensitive issues  Embed Respect Others in all communication and management		abuse via staff survey  The volume of cases entering the formal disciplinary process	by of indicator 8 which is 17%  Improve Staff experiencing harassment bullying, or abuse from staff via staff survey indicator 6  Which is 29%  Reduce the volume of staff entering the Grievance	<ol style="list-style-type: none"> <li>4. Evidence based model with Workforce relations team support to provide alternatives to disciplinary.</li> <li>5. Embed good inclusive management into training.</li> <li>6. Monthly data return with analysis of themes, and demographical data on staff member entering the disciplinary- part of pan London WRES</li> <li>7. Roll out of the training, using a targeted approach for those areas that are the highest priority based on existing data- Staff experience group</li> <li>8. A review will be undertaken at the end of the second year to assess the impact the support materials has had as well as to identify any additional steps to reach the 2019 target.</li> </ol>
To reduce the disparity between white and BME	Data shows that shortlisted BAME	WRES 1, 2, 7	WRES data	10% improvement for WRES 2019 -	<ol style="list-style-type: none"> <li>1. Embed Unconscious Bias awareness to all staff involved in the recruitment and selection process.</li> </ol>

staff being appointed from shortlisting	applicants are less likely to be appointed, specifically senior posts i.e. Band 6-9 jobs than white people		Staff survey data	2020 submission we will narrow this gap by 10%. Reducing our disparity to 1.8  more ethnic representation at senior roles- in line with 2028 plan	<ol style="list-style-type: none"> <li>2. Robust and standardised interview assessment process, including Trust Values and Equality questions.</li> <li>3. Roll out diverse panels to junior positions across the organisation.</li> <li>4. Transparent scoring methodology which is reflective of the trusts values.</li> <li>5. Written feedback to internal unsuccessful applicant's band 7, 8a and above</li> <li>6. Improve shadowing and secondments opportunity to support internal career progression to senior posts with the roll out of BAME development programmes and career workshop.</li> </ol>
To improve the representation of BME staff in senior posts					<ul style="list-style-type: none"> <li>• All acting up and secondment opportunities available to all via TRAC, continue to roll out diverse panels</li> <li>• Written feedback to internal unsuccessful applicant's band 7, 8a and above</li> <li>• Progress towards meeting aspiration targets of improving numbers of BAME staff in senior roles.</li> <li>• Provide interview and application skills refresher to staff</li> <li>• Create a range of career resources and promote to staff and managers to enable all staff to realise their potential on an equitable basis.</li> </ul>

					<ul style="list-style-type: none"><li>• Career development workshops for BAME staff</li><li>• Bands 4-7 BAME development programme</li></ul>
--	--	--	--	--	--