

Appendix 1

WRES Action Plan 2018

WRES Indicators	Action(s)	Timescale / Milestones for delivery	Progress / RAG Rating	Lead Responsibility
<p>1. BAME representation in the Trust grade bands.</p> <p>Trust Outcome(s): Greater qualitative understanding of experience of our BAME Workforce.</p> <p>Assurance that our BAME workforce has equal access to development opportunities.</p>	1.1 Undertake further detailed data analysis to identify any specific directorates, departments, and job roles and pay bands where BAME staff are poorly represented at senior level.			
	1.2 We will establish a BAME talent Pool: Identifying potential and offering opportunities for exposure, secondments and development to BAME staff.			
	1.3 We will agree to set targets to increase the current % of BAME staff across all bands with a particular focus on Band 7 and above.			
<p>2. Relative</p>	2.1: Review and refresh the recruitment			

likelihood of staff being appointed from shortlisting across all posts. Trust Outcome(s): Ensure Improvements in the recruitment and selection process making the process proportionate for BAME applicants. Promote positive action for BAME staff.	selection training for recruiting managers and training on unconscious bias for all recruiting managers			
	2.2: Improve the makeup of recruitment and selection panels to ensure a more diverse representation.			
	2.3: We will be implementing an exception report for recruitment processes evidencing the reasons why a BAME staff member was not appointed following interview			
3. Relative likelihood of staff entering the formal disciplinary process as measured by entry into a formal disciplinary investigation. Trust	3.1: We will be training and introducing Cultural Ambassadors in partnership with the RCN			
	3.2: To undertake more in depth analysis of the qualitative and quantitative data to identify any issues and trends by department/directorate, by profession and by band.			
	3.3: Ensure that all managers and staff undertaking disciplinary Investigations, hearings and appeals undertake equality			

<p>Outcome(s): Identify trends and hot spots for employee relations (team/managers etc) evidence that BAME staff are not disproportionately treated during employee relations cases.</p>	<p>and diversity. Training, unconscious bias training and cultural competence training.</p>			
<p>4. Relative likelihood of staff accessing non-mandatory training and CPD.</p> <p>Trust Outcome(s): Assurance that our BAME workforce has equal access to development opportunities.</p>	<p>4.1: Explore further ways in which the Trust can promote the available training programmes/events.</p>			
	<p>4.2 We will undertake an in depth review of the findings to gain a greater insight in to the emerging trends.</p>			
	<p>4.3 We will report the evaluation of the in-depth review to the QS/ DMB's & Workforce Committee</p>			

5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. Trust Outcome(s): Ensure mechanisms are in place to support BAME staff and decrease the number of complaints.	5.1: We will continue to develop and deliver a wide range Health and Wellbeing support initiatives available to victims of bullying and harassment.			
	5.2: Develop a refreshed communications campaign to all service users and visitors to the Trust regarding the Trust's zero tolerance approach to bullying, Harassment, abuse and violence.			
	5.3 We will undertake a Root cause analysis to fully understand cases of harassment, bullying or abuse from patients, relatives or members of the public amongst BAME staff			
6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months. Trust Outcome(s): Ensure mechanisms are	6.1: Expand & develop BAME Network			
	6.2: We will continue to develop and deliver a wide range Health and Wellbeing support initiatives available to victims of bullying and harassment.			
	6.3: Review Trust's Bullying & harassment Policy and training re-emphasising Trust's values and behaviours framework.			

<p>in place to support BAME staff and decrease the number of complaints.</p>				
<p>7. Percentage believing that the Trust provides equal opportunities for career progression or promotion.</p> <p>Trust Outcome(s): Assurance that the Trust is an equal opportunities employer and promote positive action amongst BAME staff.</p>	<p>7.1: We will develop a Cultural Inclusion Strategy that is inclusive of all.</p>			
	<p>7.2: We will establish a BAME talent Pool: Identifying potential and proactively offering opportunities for exposure, secondments and individual development to BAME staff members</p>			
	<p>7.3: Continued support of the BAME staff network and engagement and involvement of the network in monitoring and raising concerns where issues are identified.</p>			
<p>8. In the last 12 months have you personally experienced discrimination at work from any of the following – management/te</p>	<p>8.1: We will empower the BAME staff network in partnership with the cultural ambassadors to develop a safe place for staff to discuss discrimination and access support.</p>			
	<p>8.2: We will map out a vision of the future by meaningful engagement with staff to collaboratively agree describe & how our</p>			

<p>am leader or other colleagues.</p> <p>Trust Outcome(s): Ensure mechanisms are in place to support BAME staff and decrease the number of complaints.</p>	<p>aspiration & ambition of what success looks like.</p>			
<p>9. Board Representation indicator, comparing the difference for White and BAME staff.</p>	<p>8.3: Undertake engagement work with staff to gather better quality information on the types and sources of discrimination experienced by staff.</p>			
<p>Trust Outcome(s): To increase opportunities and develop BAME members / staff talent pool.</p>	<p>9.1: Ensure that the process for appointment of Non-executive Directors encourages diverse applicants and that those involved in the selection process have received appropriate training in Equality and Diversity.</p>			
	<p>9.2: We will support all Board members to act as a sponsor to a BAME member of staff.</p>			
	<p>9.3: We will introduce reverse mentoring of Board members by members of the BAME staff network.</p>			