WRES Action Plan 2021/2022

OBJECTIVES	DESCRIPTION	TASK (S)	TARGET DATE	PROGRESS (R/A/G)	DESIRABLE OUTCOME(S)	MEASURE	RESPONSIBLE PERSON
**Actions to progress race equality relating to: Organisational Culture**						
1							
Having a diverse workforce (representing all communities and bring innovation)	Ensure values and behaviours explicitly celebrate difference	Review the values and behaviours. If not present, add short section around celebrating difference (and needing a diverse workforce to meet our service user's diverse needs)	31/10/2021		Colleagues are able to articulate why diversity is important to the Trust	Values and behaviours have been reviewed and incorporate celebrating difference	Sarah Hayden
		Help team members to understand that having a strong team identity is not about creating a homogenous team, it is about having a team where differing viewpoints are legitimate and respected	31/01/2022			Flo poll results demonstrate better understanding of the importance of a diverse workforce	Julia Rogers
2							
Engage staff networks around action planning and implementation	Involve staff networks in action planning	Circulate proposed EDI action plans with all staff networks and agree with them how they can support the implementation of the action plans, including sharing their ideas for improvements within the Trust either in joint webinars with the executive team and/or at a departmental level	31/07/2021		Staff networks are fully bought in to action plans Staff networks can support the action plan delivery where appropriate Staff networks can work to build/increase colleagues' confidence in the desire for change Increase in numbers of staff feeling valued by seeing that their voices are being heard and issues	Action have been plans delivered Measurable improvements seen in WRES metrics, both workforce and staff survey Additional Resources are in place	Louise Norris
		Identify resource requirements (e.g. provision of adequate facility time), for staff networks, if required to support action plan delivery	31/08/2021				Sarah Hayden
3							
Improve data monitoring	Ensure robust monitoring is in place	Review and undertake gap analysis of current data monitoring for employee lifecycle	31/01/2022		Regular analysis takes place for key employee lifecycle data, disaggregated by all ethnicities Resources to conduct required analysis to make informed and impactful decisions are in place Differences in experience between staff of different	Resource in post Monthly data analysis undertaken and tangible improvements in WRES and staff survey	Sarah Hayden
		Identify additional resource for analysis as needed	31/08/2021				
		Build regular analysis of data, disaggregated by all ethnicities with associated actions when differences in experience are identified	31/01/2022				
4							
Influence ICS as a system	Influence the ICS to focus on race equality	Share our journey, including some findings and responsive actions from this review around race equality	31/10/2021		Increased focus from ICS on Race Equality Experiences of BAME staff across ICS move closer to those of white staff	System wide data evidencing progression across the system	Louise Norris
5							
Share best practice	Learn from other best in class organisations	Identify which NHS organisations have been most effective at developing anti-racist practice (also	30/09/2021		Demonstrate that the Trust is open to learning for continuous improvement	Improvements are seen in staff survey, pulse survey and flo poll survey	Sarah Hayden
		Assess what difference the best practice has made in the areas it has been incorporated	31/03/2022		Messaging is done in a way that engages all staff irrespective of their learning style		Julia Rogers
6							

				Date			Outcomes	Measures	Lead
Develop staff toolkit for conversations about race	New staff toolkit	Prepare a staff toolkit around conversations about race, including common micro-aggressions Develop and provide training for all staff alongside the toolkit Use this to empower all staff to challenge observed racism in the Trust	30/11/2021			Colleagues are better able to speak about race with colleagues. These productive conversations promote better understanding of the impact of racism, exclusion and microaggressions. Leads to fewer micro-aggressions and racist incidents towards BAME colleagues	Toolkit in place Training in place Reduction in staff survey respondents experiencing harassment /discrimination as measured by the staff survey and flo poll Flo poll	Sarah Hayden/Margaret Daly

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Equip staff with tools to challenge micro-aggression and racism	Staff receive training and practice in appropriate challenge to racism micro-aggressions	All staff receive training around the way to appropriately challenge subtle and overt forms of racism •BAME staff: how to report and challenge •White staff: how to report and challenge •Helps to empower all staff to challenge observed racism and micro-aggressions in the Trust	30/11/2021			All staff feel better equipped to challenge racist and inappropriate behaviours by colleagues, which will help to reinforce an inclusive culture Staff feel better able to act as allies for their colleagues, promoting a better sense of team cohesion and being valued BAME staff have fewer experiences of micro-aggression and overt racism Begins to build ally ship for BAME colleagues across the Trust	Flo poll and staff survey show improvements in experience of BAME colleagues	Margaret Daly

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Actions to progress race equality relating to: Recruitment and progression

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8

Attract more BAME staff	Increase the proportion of applicants from BAME background in leadership positions	Review messaging and images Add positive messaging on anti-racism and commitment to race equality	31/08/2021			Increased proportion of BAME colleagues in bands 7 and above	WRES metric in relation to recruitment has improved	Julia Rogers
		All leadership roles (including acting up) are advertised as a minimum internally						Sarah Hayden

9

Recruitment advertising promotes progress around EDI	Advertise the positive messages around EDI to increase applications from people with a range of backgrounds	Write text for recruitment advertising on: •Staff networks •Why diversity is important •Flexible employment options	31/08/2021			Increased proportion of BAME colleagues at all grades Increased exposure of Trust's commitment to EDI and race equality	WRES metric in relation to recruitment has improved	Sarah Hayden

10

Scrutinise data on internal promotions	Investigate where there may be work to be done to ensure fairness and equality in internal promotions	Identify all staff who are acting up, and how long they have been doing so and ensure no more staff are automatically confirmed in post without a fair, and transparent recruitment process Identify where informal methods have been used to agree acting up opportunities, or promotions in order to restrict this practice in the future Acknowledge that this was one of the issues that came out of the recent Race Equality review at the Trust and communicate the actions we are taking to ensure the Trust's policies and procedures are properly followed with immediate effect, so this does not continue to happen	31/08/2021		Increased transparency around acting up and internal promotions Staff have increased confidence that the Executive team is listening and are seen take appropriate action to bring about change to address issues they have raised. BAME staff's trust in the Executive Team is strengthened	All acting up roles are advertised internally	Sarah Hayden
11							
Review policy for advertising acting up opportunities	Clarify current state in relation to acting up roles	Communicate policy on acting up with all line managers	31/08/2021		All line managers know current process	Clear Communication on process has been shared	Sarah Hayden
		Respond appropriately where there are examples of policy not being followed	31/03/2022		Line managers offer fair and equal opportunities around acting up	Data shows 0 informal acting up arrangement have taken place	
12							
Staff messaging around race equality	Acknowledge that the Trust has heard staff's lived experiences and will respond	Write content for Flow: •We have heard "All is not ok" and corresponding actions •Positive messages of BAME staff who have progressed through the organisation	31/08/2021		Staff have increased confidence that Executive team are listening and seeking to respond to issues raised around lack of transparency and fairness in relation to recruitment and progression The proportion of BAME colleagues applying for and receiving promotion increases and is in line with white staff	Flo poll shows increase in colleagues reporting a positive experience Analysis of recruitment data shows increase in BAME colleagues having been promoted	Julia Rogers
13							
Equip staff with skills for application and interview	Ensure all staff have access to training and/or coaching around internal application process	Prepare training for staff around applications and interviews And/or All staff can access one to one support on application and interview from someone not involved in the recruitment process	31/12/2021		All staff have equal opportunity to progress Increased proportion of staff from BAME backgrounds feel they have equal opportunity to succeed	WRES metrics and staff survey show a positive improvement	Margaret Daly
14							
Understand ethnic make-up of interview panels	Use data to understand whether there is diverse ethnic representation on interview panels	Record ethnicity of panel members going forward Review after 3 months Identify/target roles/grades to increase ethnic diversity	31/10/2021		Greater ethnic diversity on interview panels for target roles/grades Increase in appointment of BAME staff at these target roles/grades	Data shows that there is diverse representation on interview Panels WRES metrics and staff survey show a positive improvement	Sarah Hayden
15							

Training for those on interview panels	Ensure all panel members have training on inclusive and fair recruitment	Identify new panel members, e.g. some from BAME background (irrespective of grade in the organisation), and provide training and guidance on checking for inclusive behaviour and action in drawing up the specification, in the shortlisting process, and during the interview Gap analysis for where existing panel members have not had inclusive and fair recruitment training and provide that training before they can be on a recruitment panel again	30/11/2021		Increased number of trained panel members, including more BAME colleagues to support inclusive recruitment practices Consistency of inclusive recruitment methods by panel members Culture of Inclusive behaviour becomes embedded in recruitment and progression processes Skills of recruiters is best practice around inclusive and anti-racist behaviours in line with the Trust's ambition.	Representative panels in place All recruiter trained Improved WRES results with BAME candidates being as likely to be recruited as their white counterparts	Sarah Hayden
		Provide refresher training for all staff recruiters that have not been on a training programme that addresses unconscious bias in recruitment within the last 3 years	31/03/2022		Trust moves closer to its ambition of becoming an anti-racist Trust		
		Ask chairs of panels to empower members of recruitment panels to hold each other to account (including the chair themselves).	30/11/2021		Likelihood of BAME staff members being appointed moves closer to likelihood of white staff being appointed		

Actions to progress race equality relating to: Leadership

16							
Have ambition for Race Equality	Develop and share the ambition for race equality	Executive Team articulate their ambition for Race Equality, which goes beyond compliance and moves towards Anti-racism Communicate this ambition to all staff	31/08/2021		All staff have a good understanding of the Trust's Race Equality Ambition This understanding drives behaviour, leading towards an anti-racist organisational culture	Improved understanding of Trust ambition as demonstrated in flo poll survey	Louise Norris
17							
Continue to focus on lived experiences	Make clear that line managers and their teams have responsibility to ensure they create an inclusive team and work environment for all.	Use the following tools to influence leadership behaviours: •'Influencer model' •Action Learning sets – focused on race equity & micro aggression •Define inclusive behaviours from the Executive Team to team level	31/03/2022		Improvements in the lived experience of all BAME colleagues All colleagues can identify and challenge non inclusive behaviours All leaders from the Executive down demonstrate inclusive behaviours	Improved WRES metrics including staff survey results	Margaret Daly
18							

Senior Leaders should be seen to model inclusive behaviours	Senior leaders should be seen to model inclusive behaviours within their own teams and encourage them to act as D&I champions	Senior leaders to demonstrate inclusive behaviours authentically (showing that they believe in the behaviours they've signed up to and drawing from the agreed inclusive behaviours for the Trust) in the way they conduct their day-to-day interactions with the Trust both internally and how they represent the Trust externally Senior leaders to empower their teams to clarify/call out colleagues' behaviour in a constructive and supportive way, if they do not appear to be following the inclusive behaviour guidelines	31/03/2022		Improvements in the lived experience of all BAME colleagues All colleagues can identify and challenge non inclusive behaviours All Senior leaders and their teams demonstrate inclusive behaviours	Improved WRES metrics including staff survey results	Louise Norris
19							
Promoting health and wellbeing of BAME staff	Make clear the responsibility for leaders and line managers to look after the health and wellbeing of staff in their place of work	Raise understanding of the impact of racism and microaggression on individuals Raise awareness about the impact of discrimination both covert and subtle on the wellbeing of BAME staff Share some of the findings with them so they see how it manifests in the lived experience of their BAME colleagues Seek their views on dealing with it and ideas for remedies for current practices that are/or could cause disproportionate negative impact for BAME staff	31/12/2021		Better understanding of the impact of racism, micro–aggression, banter etc, conscious and unconscious covert or subtle and how it manifests in the lived experience of BAME staff. Greater confidence in talking about the impact of racism/institutional racism with BAME colleagues, more ownership for dealing with it in a timely manner and more courage to take remedial action to address negative and disproportionate impact More confidence among BAME staff that their line managers are listening, are responsive and demonstrate behaviours that are aligned with the Trust's values and the executive team's race equality ambitions A zero tolerance to racism	Improvements seen in health and wellbeing in both staff survey and pulse survey Improvements in the WRES relating to Bullying and Harassment	Margaret Daly
20							
Demonstrate the importance of the staff networks and the resource they are to the organisation	Promote the work of the networks and the benefits that active networks bring to the organisation and individuals within it	Communicate at the senior leaders conference the mandate for the BAME (and other staff) networks and the important asset they can be in relation to the Trust's ambition to be a leader in anti-racism	30/09/2021		Colleagues feel confident in attending staff networks	Increased network membership Increased involvement of the networks in action planning and goal setting	Louise Norris

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