

Workforce Race Equality Standard 2023-2024 Action Plan

This WRES action plan forms part of a wider EDI Action Plan that is monitored bi-monthly through an EDI Steering Group who has membership from HR, Recruitment, Communications, Staff Networks, Chaplaincy, Occupational Health, Organisational Development, Wellbeing, Staff Engagement, Patient Experience, Trade Unions, Divisional representatives and is Chaired by the Trust’s Deputy CEO. This Steering Group reports to two sub-Board committees and then to the Board on a quarterly basis.

Indicator	Action	Aligned With External Framework or national priorities	Lead	KPI	Timescale
Percentage of staff in each of the Agenda for Change, VSM and Medical & Dental staff	Reset BAME staff recruitment targets to reflect the new Census 2021 data at 28.1%	EDS2022 Domain 3c	Recruitment	<ul style="list-style-type: none"> Increase overall BAME staff percentage. Increase in 8C and above BAME staff 	Jan 2024
	Positive Action Programme targeted at BAME staff at Band 5	NHSE EDI Improvement Plan – High Impact Action 5	OD, EDI	Increase in percentage of BAME staff at B6 and above.	April 2024
	Widen recruitment opportunities within local communities inc apprenticeships, graduate management schemes	NHSE EDI Improvement Plan – High Impact Action 2.2	Recruitment	Increase overall BAME staff percentage.	Sep 24
	Arrange inclusive recruitment training for hiring managers	NHSE EDI Improvement Plan – High Impact Action 5	Recruitment, EDI	<ul style="list-style-type: none"> Increase overall BAME staff percentage. Increase in 8C and above BAME staff 	March 2024

	International recruits: Clear comms & guidance for International Recruitment pre -arrival	NHSE EDI Improvement Plan – High Impact Action 5	IR Lead, Post reg Ed, EDI	Increase in international recruited nurses progressing to B6 and above	
	International recruits: Establish on-boarding programme	NHSE EDI Improvement Plan – High Impact Action 5	IR Lead, Post reg Ed, EDI		
	International recruits: equal access to development, Line managers proactively support development of IRs. PDPs for IRs to focus on progression opportunities	NHSE EDI Improvement Plan – High Impact Action 5	IR Lead, Post reg education, EDI		
Relative likelihood of staff entering the formal disciplinary process	<p>Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff 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.</p> <p>Part of this is to empower HR for fact finding to spot racism and ensure consistency.</p>	NHSE EDI Improvement Plan – High Impact Action 6.2	HR	<ul style="list-style-type: none"> No disparity in proportion of BAME staff vs white staff in entering the formal disciplinary process All HRBMs to have had appropriate training to spot racism. 	Aug 2024
	Triangulate data HR, FTSU, Unions, Networks, Surveys via EDI steering group	EDS2022 2D	Workforce Lead	Narrow any existing disparities between minoritised groups	Jan 2024
Percentage of staff believing that the Trust	Hold workshop on interview practice for BAME staff	NHSE EDI Improvement Plan – High Impact Action 5	Recruitment Team / BAMESN	Increase in percentage of	Aug 2024

provides equal opportunities for career progression or promotion				BAME staff at B6 and above.	
	Develop career development guides, including how to effectively use appraisals	NHSE EDI Improvement Plan – High Impact Action 5	Recruitment, L&D, OD	Increase in percentage of BAME staff at B6 and above.	
Percentage of staff personally experienced discrimination at work from manager/team leader or other colleague	Zero tolerance policy, process and communications campaign for patients and public. Include support for all parties and an EIA. Staff are supported to report anyone who verbally or physically abuses them.	EDS2022, Mend the Gap, North West Anti-Racism Framework	EDI Team, HR, Comms, all staff networks	Percentage of staff reporting all instances of bullying to reduce, as measured in National Staff Survey.	April 2024
	Active bystander Train the trainer programme to be rolled out	National Priority: retention, education	Angela Cain, Claire Inskter	Teams from each division taken through the training	Ongoing
	Develop cultural competency for teams & managers	NHSE EDI Improvement Plan – High Impact Action 5	Vicky FS, Post reg ED, EDI & BAMESN	Teams from each division taken through the training	April 24
	Implement NW BAME assembly Anti-racism campaign: <ul style="list-style-type: none"> Establish anti-racism KPIs and set a stretch goal that goes beyond mandated minimums Produce anti-racism statement Review Exec lead for anti-racism 	North West Anti-Racism Framework	Executives, Team / BAMESN/ EDI Team	Bronze level award	Dec 2024
	Provide psychological support for victims of BDHV	NHSE EDI Improvement Plan – High Impact Action 6.5	Wellbeing, Staff Networks, HR	Sickness absence rates decrease	April 24

	Explore setting up buddying system with international recruits	National Priority: retention, wellbeing	Inter Recruit Team/ BAMESN	IR retention rates increase	Sep 24
	Develop the BAME staff network, incl resource, time, sponsors, plan/strategy	National Priority: retention, wellbeing	EDI team, Comms, Executives	Network membership increases year-on-year.	Oct 2024
Percentage of board members by ethnicity compared to BME workforce	Resourcing Team to conduct a review of the values based recruitment process for executive appointments	National Priority: recruitment	Recruitment	WRES indicator 9	Jan 2024
	Launch Cohort 2 of the Reciprocal Mentoring Programme with organisational leaders	National Priority: recruitment, retention, talent	OD, Executives		October 2024