



Workforce Race Equality Standard (WRES) – ACTION PLAN 2023

The WRES monitors NHS organisations' performance against nine indicators (see table 1 for the Trust's performance against the indicators). As required by NHS England, the Trust submitted the data onto the national portal by 31 May 2023. As recommended, we have developed this WRES Action Plan which highlights the issues identified in the data, and our recommendations in addressing disparities.

Approach to developing and implementing the WRES Action Plan

The results of the WRES data for 2023 has been shared with our Race Equality Staff Network Chair and Vice Chair and is detailed in the report which accompanies this action plan. The action plan has also been socialised with the network and their input and feedback considered, with amendments to this action plan made in line with their recommendations.

The NHS England 'NHS Equality, Diversity and Inclusion Improvement Plan' released in June 2023 has been a valuable tool in influencing our action plan, and we have opted to use the 'high impact actions' as a framework in developing the plan to ensure that our actions broadly reflect the current areas of focus nationally [NHS England » NHS equality, diversity and inclusion \(EDI\) improvement plan](#). Where we have incorporated these high impact actions, the implementation dates quoted are those set by NHS England within the improvement plan itself, therefore are not able to be moved. The Task and Finish Group will review these timescales as part of their monitoring of the action plan and adjust timescales accordingly to ensure they are realistic and achievable.

The NHS Equality, Diversity and Inclusion Plan directly notes the role of NHS leaders and Trusts as employers in embedding the actions outlined, with the support of NHSE resources available via Future NHS. Following the principles of the NHS Operating Framework, NHSE will "provide regulatory accountability and oversight through existing mechanisms" including the NHS Oversight Framework and the well-led domain of the CQC's single assessment framework. Progress against the actions in the plan will be monitored by NHSE.

The WRES Action Plan will be socialised at the People and OD Committee in September 2023, with feedback invited ahead of the publication deadline of 31st October 2023.



WRES ACTION PLAN – table showing the specific actions and the indicators they should directly improve (cell shade in red) and those that they should indirectly but positively affect (in amber)		WRES Indicators								
		1	2	3	4	5	6	7	8	9
1	<p>HIGH IMPACT ACTION 1:</p> <p>Every Board and Executive Team Member must have EDI objectives that are specific, measurable, achievable, relevant and timebound and be assessed against these as part of their annual appraisal process (by March 2024).</p> <p>NHS Boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework (*March 2024).</p>	Red	Red	White	Red	White	White	Red	White	Amber
2	<p>HIGH IMPACT ACTION 2:</p> <p>Create and implement a talent management plan to improve diversity of executive and senior leadership teams (*by June 2024) and evidence progress of implementation (*by June 2025).</p> <p>Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes (*by October 2024). Impact should be measured in terms of social mobility across the integrated care system footprint.</p>	Red	Red	White	Red	White	White	Red	White	Amber
3	<p>HIGH IMPACT ACTION 3:</p> <p>Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by the NHS Board. Reflecting the maturity of current data sets, plans should be in place for race by *2024.</p> <p>Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce, working in collaboration with Operational Lead - Medical</p>	White	White	White	White	White	White	Red	White	White

	HR. Mend the Gap: The Independent Review into Gender Pay Gaps in Medicine in England - December 2020 (publishing.service.gov.uk) (*by March 2024).									
4	HIGH IMPACT ACTION 4: Line Managers and supervisors should have regular effective wellbeing conversations with their teams, utilising resources such as the national NHSE Health and Wellbeing framework (*by October 2023)									
5	HIGH IMPACT ACTION 5: Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety (*by March 2024). Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should focus on fulfilling potential and opportunities for career progression (*by March 2024).									
6	HIGH IMPACT ACTION 6: Review data by protected characteristic on bullying, harassment, discrimination, and violence. Reduction targets must be set (*by March 2024) and plans implemented to improve staff experience year-on year. 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 (*by March 2024) Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff (*by March 2024) Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination, or violence (*by March 2024) Have mechanisms to ensure staff who raise concerns are protected by the organisation. Ensure all staff are aware of Operation Cavell and use it in relation to any hate crime that occurs at the Trust.									
7	Provide 6 Cultural Allyship Workshops throughout 2023/24, available to all staff using forum theatre style facilitation for maximum impact and engagement.									

8	<p>Increase representation of BAME employees through our peer support offers.</p> <p>The concept of CARE Ambassadors is to be taken to People and OD Committee for approval in October 2023, with a view to aligning our FTSU Champions and Health and Wellbeing Champions, along with introducing a way to uphold our CARE Values and embed diversity and inclusion as the golden thread that links them all together.</p> <p>CARE Ambassadors to be running by November 2023.</p> <p>Increase representation of BAME staff by 10% in the CARE Ambassadors membership by November 2024.</p>								
9	<p>Actively promote and support BAME colleagues to attend leadership programmes, particularly those that target BAME representation such as The Rising Tide, BAME Leadership Programme and The Windrush Programme.</p>								
10	<p>Roll out in-house Allyship Training with gives sets out the local, regional and national landscape of inclusion, and provides tangible actions of allyship.</p> <p>Commence delivery by November 2023 with 6 sessions to be delivered within a year.</p>								
12	<p>Any member of staff involved in Recruitment decisions must attend a Recruitment Training Module.</p> <p>Encourage having EDI Representatives on interview panels and monitor take up.</p>								
13	<p>Publish a 2-year Equality, Diversity and Inclusion Strategy using EDS2 as a template.</p> <p>Data to be gathered from October 2023 onwards.</p> <p>EDS2 publication by March 2024.</p>								
14	<p>Demonstrate year-on-year improvement in ethnicity declaration rates so that ESR data is accurate about the ethnicity of our workforce, as measured by WRES.</p> <p>Continue to promote the importance of accurate personal data at Corporate Induction with our new members of staff. Promote during CARE Week in November 2023 how to update your personal data on ESR, and how accurate data helps the organisation gain an accurate picture of the representation in its workforce and identify trends and accommodate needs.</p>								
15	<p>Continue to train more staff within the HR and OD Teams and Trade Union Representatives in 'Just and Restorative Culture', as further funded places arise through NHS England in line with the Civility and Respect toolkit</p>								