

Workforce Race Equality and Disability Equality Standards (WRES and WDES) – High Level Action Plan

September 2021

#	Action	Steps to achieve action	Due by	WRES	WDES	Comment
1	Executive Senior Managers (ESMs) evidence Equality and Inclusion as part of culture change in order to drive improvements in staff representation	<ul style="list-style-type: none"> Board level plan to improve board level and senior management (8c+) [Head of E&I and People Committee] E&I objectives developed for ESMs [Head of E&I and People Committee] WRES/WDES Data available by Division and Directorate Annually [HR&OD Heads of Service] 	31/10/21 31/12/21 Annual ?	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	Data by division is extremely challenging
2	Ensure fairness in interviews through the introduction of a 'fulfil or explain' system on interview outcomes (WRES & WDES), and achieving Disability Confident Level 1 (Committed) status	<ul style="list-style-type: none"> ICS to develop fulfil or explain template [ICS] Training for Lead Interviewers of Band 7+ roles on providing quality feedback [Resourcing Leads and possibly by contract] Roles at 8c+ to have an E&I advisor in the selection process [Deputy Director HR&OD] Use of Disability Confident Toolkit [Head of Resourcing and Head of E&I] 	31/12/21 31/12/21 31/12/21 31/03/21	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	This timescale in WRES actions here was set by the ICS and is extremely challenging in practice. Training of additional E&I advisors may be necessary
3	Talent Management used across the organisation to identify individuals ready for progression	<ul style="list-style-type: none"> Database or register of staff identified for progression through the appraisal system [Organisational Development and Nursing Directorate] Band 5/6 Development Programme [Nursing Directorate] BAME Career Mentoring Programme [ICS] 	Current Current Launch 9/12	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	

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		<ul style="list-style-type: none"> • CV writing and job interview prep [Lead to be identified] 	TBA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	This service exists in 1:1 coaching support form only at this stage. Opportunity to advertise more widely but capacity will potentially be an issue
4	Improving the experience of staff to encourage retention and wellbeing	<ul style="list-style-type: none"> • Reciprocal Mentoring Programme [BAME Network and Board Members] • Implementing the Civility and Respect Toolkit (including relaunch of Trust values) [Head of Culture and Engagement and Civility and Respect Project Team] • Promotion of good employee relations practice by Trust Managers, including Just Culture and Mediation Training [Head of Employee Relations] • Flight Risk Analysis [Heads of Workforce Intelligence and Resourcing] • Implementation of the new Freedom to Speak Up Strategy, including demographic monitoring [Chief People Officer, Freedom to Speak Up Guardian and Head of E&I] • Use of Disability Confident to review and enhance use of reasonable adjustment for staff [Heads of E&I and Employee Relations] 	<p>Launch 9/21</p> <p>11/21</p> <p>03/22</p> <p>10/21</p> <p>12/21</p> <p>03/22</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	