

### Workforce Race Equality Standard (WRES) Action Plan 2017-2018


Following the publication of the Trust's WRES report in September 2017 and following engagement with the new Black, Asian and Minority Ethnic (BAME) Staff Equality Network, the following key actions for improvement have been identified:

WRES Indicator	Aim of Action / Outcome	Actions and Milestones	Accountable Officer	Timeframe	Red / Amber / Green rating
2 Relative likelihood of staff being appointed from shortlisting across all posts	Aim to evidence improvement in BAME / white likelihood of appointment.	To review and implement regular audit the entire recruitment process to better understand what and where the issues are within the current system. 02.01.2018 – Steve McGowan confirmed work being undertaken 31.03.2018 – Externally supported audit of recruitment process commissioned to be undertaken in Q1/Q2 2018-2019	Steve McGowan, Deputy Director of HR & OD	December 2017 Revised to February 2018	GREEN
		To review the current recruitment training package for managers. 11.12.17 – TC emailed MR re structure for Recruitment Training	Gerald Dawson	December 2017 Revised to February 2018	GREEN

		<p>26.01.2018 – Recruitment training meeting scheduled for 30.01.2018</p> <p>31.03.2018 – New recruitment training programme for managers structure agreed and will include WRES. New training to be piloted June 2018.</p>			
		<p>Senior HR decision to implement automated TRAC process.</p> <p>24.01.2018 – Business case approved and TRAC to be implemented on 23<sup>rd</sup> April 2018</p>	<p>Steve McGowan, Deputy Director of HR &amp; OD</p> <p>Tim Couchman, Equality Lead</p>	January 2018	GREEN
3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	Aim to evidence improvement in BAME / white likelihood of entering formal disciplinary process.	<p>To review and revise the Trust's Disciplinary Policy and Process, commencing with a thoroughgoing Equality Analysis of the policy. 7.12.17 – Steve McGowan confirmed this completed</p>	Steve McGowan, Deputy Director of HR & OD	November 2017	GREEN
		<p>To review the checks and balances contained within the policy and the feasibility of an added management filter before the formal disciplinary</p>	Steve McGowan, Deputy Director of HR & OD	January 2018	GREEN

		<p>process is triggered (this will include benchmarking with other comparable organisations)          7.12.17 – Steve McGowan confirmed checks and balances in place. Not appropriate to include added managerial filter.</p>			
		<p>Undertake a detailed audit / root cause analysis of formal disciplinary cases in the last 12 months, to establish whether any trends or patterns are identifiable &amp; address these issues appropriately.</p> <p>18.12.2016 – KT advised trust not in position to produce this data. New data collection to commence on 01.01.2018</p> <p>26.01.2018 – KT advised that this work will not be undertaken during this financial year.</p> <p>31.03.2018 – Review of data undertaken by the Director of HR &amp;</p>	<p>Karen Taylor, Assistant Director of HR</p>	<p>January 2018</p>	<p>GREEN</p>

		OD and presented to the Executive Team. Report contains actions which will be addressed in 2018-2019.			
		Develop and deliver awareness training for ER advisers (to include unconscious bias)  22.01.2018 – KT advised ER Team members already complete this training as part of their professional training and as such no further training is required.	Karen Taylor, Assistant Director of HR  Tim Couchman, Equality Lead	January 2018	GREEN
4 Relative likelihood of staff accessing non-mandatory training and continuing professional development (CPD)	Aim to evidence improvement in BAME / white likelihood of accessing non-mandatory training and CPD.	Write to all staff informing them of the work around the WRES and the fact that the WRES data is informing us that BAME staff are not accessing non-mandatory training and CPD as we would expect and like to see. This communication will highlight what is available and how to access training. 13.12.2017 – TC emailed all managers and staff using direct email, HR managers' Newsletter,	Tim Couchman, Equality Lead	November 2017	GREEN

		and all Comms / Social Media channels.  Workforce_Race_Equality_Standard_Trai			
		Through the BAME Staff Equality Network engage with staff to ascertain whether there are examples and evidence of training requests not being supported. 04.12.2017 – TC emailed members of the BAME Staff Equality Network	Tim Couchman, Equality Lead	November 2017	<b>GREEN</b>

RED = action behind schedule    AMBER = action on schedule    GREEN = action completed