



Draft Workforce Race Equality Standard action plan 2015 – 2016

Action	Recommended action	Relevant to WRES indicator/s	Action owner	Completion date
1.	Review Trust picture library and identify BME staff willing to assist in developing a bank of BME images to be used to update Trust documentation, intranet and publicity materials.	1 & 9	Internal Comms Manager	January 2016
2.	Encourage applications from underrepresented groups – ensuring national BME networks are notified of vacancies for roles band 8 and above and information is included in job adverts to specifically encourage applications from underrepresented groups.	1 & 9	Employee Service Centre Manager	November 2015
3.	Ensure when external agencies are used to source candidates for senior roles that contracts include requirements relating to Equality and Diversity which go beyond the statutory minimum. Require agencies to source candidates in a way which encourages applications from as diverse a pool of talent as possible.	1 & 9	HR Operations Manager	November 2015
4.	Identify ways in which Trust can increase participation by BME staff in programmes designed to create a level playing field for BME staff, providing coaching and mentoring to give those with talent and potential the opportunity to move into senior leadership roles.	2, 4 & 9	Associate Director of Organisational Development	March 2016
5.	Undertake further detailed data analysis to identify any specific directorates, departments, job roles and pay bands where BME staff are poorly represented at senior level. Work with senior managers in those areas to develop action plans to identify and address any underlying issues.	1, 2 & 9	Workforce Analytics Manager / HR Business Partners	March 2016



6.	Undertake further detailed data analysis to identify any specific directorates, departments, job roles and pay bands where BME staff are more or less likely to be appointed from shortlisting. Use this information as the basis for further action planning.	1, 2, 4 & 9	Workforce Analytics Manager / Employee Service Manager	March 2016
7.	Working alongside the National Ambulance Diversity Forum (NADF), investigate how further influence can be placed upon the universities with regards to the diversity of student intake.	1 & 2	Inclusion Manager	November 2015
8.	Analyse workforce data to identify directorate, department, teams and job roles where staff have entered into the formal disciplinary process. Identify possible issues and liaise with HR Business Partners and managers to agree potential solutions.	3	Workforce Analytics Manager / HR Business Partners	March 2016
9.	Review training requirements for staff undertaking disciplinary investigations, hearings and appeals and define minimum requirements; ensure staff undertaking disciplinary investigations have the required level of training and are aware of equality issues and how they relate to the disciplinary process.	1, 3, 8 & 9	Organisational Development Advisor / Senior Education Manager / Inclusion Manager	March 2016
10.	Initiate discussions with KSS Leadership Academy and if possible undertake work in partnership to develop a BME Leadership course. Course content should include: <ul style="list-style-type: none">• The role of resilience at work• Discrimination and the barriers, external and internal, that impact on staff workplace experiences• Explore how to develop strategies to enhance career advancement opportunities provide time to reflect on issues of inequality, discrimination, and human rights at work to start to develop the skills, knowledge, and competence needed for the future	4 & 9	Head of L'ship & Management Dev / Senior Education Manager	November 2015
11.	Undertake a review of students by who have taken part in KSS leadership Academy courses, Mary Seacole and Elizabeth Garrett Anderson and identify potential BME staff members,	4 & 9	Senior Education Manager	November 2015



	supporting them through the application process, to improve take up.			
12.	Introduction of unconscious bias as a component of training for managers and staff who participate in recruitment and selection.	1, 2, 4 & 9	Learning & Dev Trainer - OD	January 2016
13.	Identify opportunity to host online unconscious bias film with direct access, avoiding the need to log into SECAmb Live, to increase uptake	1, 2, 4 & 9	Health and Safety Training Lead /External Comms Manager	January 2016
14.	Review all management training and incorporate unconscious bias elements within these programmes and include as part of induction training for all managers joining the Trust.	1, 2, 4 & 9	Associate Director of Organisational Development / Senior Education Officer	March 2016
15.	Review 'acting up' procedures with a view to minimising the period of time staff can 'act up' to ensure equal opportunities for all.	7	Director of Workforce Transformation	March 2016
16.	Undertake a sampling exercise for BME candidates who were not successful from shortlist to appointment to enable identification of reasons for data variance and address areas of poor recruitment practice.	1,2 & 9	Employee Service Centre Manager	March 2016
17.	Undertake detailed data analysis to identify any specific directorates, departments, job roles and pay bands where BME staff have been put through the formal disciplinary procedure. Work with senior managers in those areas to develop action plans to identify any underlying reasons and potential solutions.	6	Workforce Analytics Manager / HR Business Partners	March 2016
18.	Review the Training, Education and Development Request procedure to enable identification of all declined requests. Revised procedure to enable improved monitoring and analysis of requests, by directorate, manager/department to allow identification and solutions for any potential underlying issues.	2, 4, 7 & 9	Associate Director of Organisational Development	March 2016
19.	Develop and publicise a refreshed communications campaign to all service users and visitors to the Trust regarding the Trust's zero tolerance approach to bullying, harassment, abuse and violence.	5 & 6	Internal Comms Manager / HR Business Partners / Local Sec Mngmnt Specialist	January 2016



20.	In areas where bullying is identified as an issue within the staff survey, devise and deliver a programme of anti-bullying training which sets out the Trust's expectations regarding acceptable and non-acceptable behaviours.	5 & 6	Learning & Dev Trainer-OD / Senior Education Mngr	March 2016
21.	Continue to publicise mechanisms available to staff to report incidents; ensure that these are easy to access, quick and simple to use and that appropriate responses are notified with details of action taken. Publicise these to encourage staff reporting.	5, 6 & 8	Internal Comms Manager / Managers / Local Sec Mngmnt Specialist	November 2015
22.	Analyse staff survey results by directorate, department and teams where staff have indicated that the Trust doesn't provide equal opportunities for career progression or promotion. Identify possible issues and liaise with HR Business Partners and managers to agree potential solutions.	4 & 7	Senior OD Manager / Workforce Analytics Manager / HR Business partners	March 2016
23.	Analyse staff survey results by directorate, department and teams where staff have indicated they have personally experienced discrimination at work. Use the results to identify where further work is required to understand the nature and extent of perceived discrimination and agree plans to address issues.	8	Workforce Analytics Manager / Inclusion Manager / HR Business partners	March 2016