

WRES LYPFT Action Plan October 2020/September 2021

Note: The Workforce Race Equality Standard (WRES) Action Plan for 2020/21 was agreed by our Board of Directors in October 2020 with assurance to review progress against actions on a quarterly basis.

Item	WDES Priority Area / Output	Objective	Action	Lead	Timescale
1	WRES Metric 2 - Recruitment	Inclusion of BAME staff at interview panels commencing with focus on areas of greatest under-representation and where disparities identified. Initial focus on senior roles (Band 8b and above) followed by clinical roles (e.g. Band 6 nursing) : to drive cultural change and equity of opportunity	Minimum of 10 BAME staff volunteers to support Trust Appointing Officers on recruitment panels. Staff will be provided with support and guidance through refresher recruitment training, peer coaching and be fully briefed/supported by Appointing Officers.	Head of Diversity & Inclusion	Implement January 2021
2		To review and revise recruitment training for Appointing Managers to incorporate cultural intelligence and unconscious bias modules	Lead Recruitment Team member to work alongside Diversity & Inclusion Team and WREN network/Chair to incorporate experiential narrative from staff on recruitment/promotion challenges and barriers. To include content which identifies inclusive practice in the recruitment stages.	Recruitment Team Manager	Implement October 2020
3		To introduce career conversations within the appraisal process, prioritising conversations with BAME staff by April 2021	Career conversation process to be developed and implemented aligned to wider career development and talent management support model development.	Head of Learning and Development	Commence October 2020

4		Representative workforce-increasing representation within leadership roles	Develop and implement a 12 month reciprocal mentoring programme, to increase inclusive leadership learning and development opportunities.	Diversity and Inclusion Project Manager	Commence November 2020
5		Scope and implement BAME staff positive action career development activity with focus on bands 5 and 6.	To deliver a BAME positive action career development programme- Moving Forward in collaboration aimed at staff at Bands 5 to 7 with NHS partner organisations. To evaluate the impact of the programme with the aim to incorporate this within our learning and development offer.	Learning and OD Lead	Commence by August 2021
6	WRES Metric 3 - Disciplinary	Reduce the ethnicity gap when entering into a formal disciplinary process from 2.12 to between 0.8-1.25 times more likely	Review and revise disciplinary process, using feedback and recommendations from internal workshops held 2019/20 including decision tree checklist; post action audit on decisions and pre-formal action check and revised training for managers; <ul style="list-style-type: none"> • Develop mobilisation plan • Implement communications and engagement plan • Revise process • Revise training for managers 	Associate Director of Workforce and HR Operational Manager	By December 2020
7		Strengthen routes for speaking up with focus on diversity and inclusion	Launch and roll out FTSU Ambassador programme- initially 5 ambassadors	FTSuG	Implement from October 2020
8	Developing Collective and Inclusive Leadership	Increase the overall visibility and involvement in race equality improvements at Trust Board, with senior leaders and with all staff across the organisation.	Cultural Intelligence Programme to commence from October 2020 which aims develop skills and confidence for managers to lead culturally inclusive teams. To be delivered in 4 cohorts until March 2021.	Head of Learning and Development	Oct 2020-March 2021
9	Deliver wellbeing,	Review governance arrangements to ensure that staff networks are	WREN network led communications and staff engagement work aimed at enabling people to	Head of Diversity and	Ongoing-evaluate

	learning and cultural change	able to contribute to and inform decision-making processes.	work comfortably with race equality. Strengthen communication and engagement of WRES actions, plans and progress reporting throughout the Trust. - Increasing awareness to senior leaders and staff around equality issues, using staff stories and experiential narratives	Inclusion and Race Equality (WREN) Network Chair	impact by August 2021
10		To deliver a Leeds city-based workforce race equality event in collaboration with NHS partners to raise to celebrate workforce race equality and diversity, share experiential narrative of BAME NHS staff and promote good practice.	Work in partnership with Leeds NHS and CCG organisations to co-ordinate the development and delivery of a cross-organisational event, endorsed and supported by organisational Executive Leads.	Head of Diversity & Inclusion, Diversity and Inclusion Project Manager, Race Equality (WREN) Network Chair	August 2021
11		Discuss equality, diversity and inclusion as part of the health and wellbeing conversations	<p>EDI discussion and actions embedded within wellbeing assessment conversations</p> <ul style="list-style-type: none"> • Data assurance that Wellbeing Assessment discussions including EDI discussion as part of 1;1's and appraisal take place • Evaluate Wellbeing Assessment process and impact 	<p>Head of Workforce Information</p> <p>Head of Improvement and Knowledge</p>	<p>Ongoing</p> <p>December 2020</p>