

| Ref | WRES Indicator | WRES Indicator Description | ACTION | OUTCOME | Lead | Timeframe | Progress | RAG |
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| 1 | | | Trust long term goal to reach 23.7% of staff being from a BME background by achieving a 2% year on year increase (based on census data to be reflective of the West Midlands population). Currently at 8.63% across the Trust as at March 2023. Goal is to acheive 10.63% by March 2024 | Long term outcome is that WMAS staff will be more diverse and representative of the population that we serve. | All | 31-Mar-24 | All actions within WRES indicator 1 will contribute towards the delivery of this action LJ: Limited recruitment will impact this action significantly. | |
| | | | Positive action for Graduate Paramedic Recruitment Campaign. Positive action to be included in recruitment panel training to also include conscious and unconscious bias information. How the panel welcomes the candidate and asks them to introduce themselves (build into paperwork) | Managers will be confident to participate in the recruitment process and understand how conscious and unconscious bias can play a part in their decision making. | Louise Jones | 1-Oct-23 | Information videographic developed and implemented | |

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| 1.1 | | | Recruitment Engagement activities and events targeted in diverse communities & across the year. | Schedule will confirm range of events planned/attended | | | | Events already planned to be attended this year - faith schools targetted - no reponse as yet | |
| | | | Working with One Network to attend events jointly. | Collaborative working with the ONE Network | Louise Jones supported by Karina Graham and Keeling Hutton | 30-Mar-24 | | Handsworth Village - 16th Aug - emergency services event | |
| | | | Recruitment engagement events to be targeted to faith schools and colleges | Feedback from events | | | | | |
| | | | | Targeting venues and feedback from those venues | | | | | |
| | | | | Imagery available | | | | | |
| 1.2 | | | Open discussion with partner Universities to ensure their recruitment practices onto courses actively encourage applicants from BME communities | To be facilitated as an agenda item with our partner universities through our contract reviews BME student statistics from each partner university | Paul Tolley | Ongoing | | discussion at the contract review meetings | |
| 1.3 | | | Working with Newman University who will launch a Paramedic Science degree programme targeted at people from BME communities from September 2024 | Number of students on programme from BME background | Paul Tolley | 1-Sep-24 | | launched | |
| 1.4 | 1 | % of BME staff in each AfC pay band and VSM. | Launch of new external recruitment website to include diverse imagery of people | The Website will be live and include imagery reflective of communities | Louise Jones | 01/12/2023 | | Website domain secured - site being built | |
| | | | More diverse imagery on all WMAS images / videos produced | | Murray MacGregor | 31/03/2024 | | | |

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| 1.5 | | | | | | <p>Promotion of development opportunities and career development pathways for our people</p> <p>Increase the number of our BME taking up development opportunities and seeking to progress, to 50%.</p> <p>Barbara Kozlowska</p> <p>31-Mar-24</p> <p>All opportunities routinely promoted and also targeted promotion where appropriate by email and telephone. New "Career Development Pathways" tool also promoted through ONE Network and email on 02/06/2023 There was an increase of 4.4% in the number of BAME staff reporting in staff survey, that they are able to access the right learning and development when they need to, from 2021(43.1%) to 2022 (47.5%)</p> | |
| 1.6 | | | | | | <p>Focus on the retention of our BME people, identify through the newly established retention steering group, specific themes and trends in leavers from a BME perspective.</p> <p>There will be a reduction in the attrition of our our BME people in Band 6 and 7 by 3% by March 2024</p> <p>Lucy Mackcracken & Ellie Huddleston</p> <p>31-Mar-24</p> <p>Retention steering group to commence 5th July, attrition statistics to be a regular agenda item with actions associated with highlighted areas of concern</p> | |

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| 1.7 | | | Promote information about how people can review and update their diversity statistics on ESR self service, focusing on our people that have blanks recorded for their diversity status | Reduction in unknown or undeclared records in ESR from 125 | Ellie Huddleston | 31-Mar-24 | All individuals recorded as not stated on ESR for ethnicity status have been written to by LM to provide information about updating this. Everyone contacted providing information about how they can update their own data or for this to be updated for them | |
| 2 | 2 | Relative likelihood of staff being appointed from shortlisting across all posts | BME candidates to be given a guaranteed resit for interviews for mass recruitment campaigns unless there are conduct concerns | The relative likelihood of BME people being appointed will increase | Louise Jones | | Need to identify how this will be monitored and actioned as ethnicity data not available. Working with EH to consider use of microsoft booking app | |
| | 4 | % of staff believing that the trust provides equal opportunities for career progression or promotion | | | | | | |
| 2.1 | | | Add paragraph in recruitment information to promote that pre-interview / assessment support for people from an BME background is available | Uptake of pre-interview / assessment support | Louise Jones | 1-Sep-23 | Complete - built into all templates Time protected in diary to accommodate these sessions | |
| 3 | 3 | Relative likelihood of staff entering the formal disciplinary process | Continue to monitor disciplinary oversight data presented to DISAG and EMB to identify early trends and areas for improvement | Maintain a figure under 1 | Lucy Mackcracken | Ongoing | Currently in place - metric is green and not an area for improvement at WMAS | |

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| 4 | | | Continue to support our people who are undertaking the MRes, and to consider the learning from their research to inform further areas of improvements | Successful completion of MRes by participants leading to robust research that enables the right actions for the desired outcomes. | Barbara Kozłowska | 31-Aug-25 | On-going support provided by Head of OD and Coventry University academic team as required and at regular meeting and tutorials. | |
| 4.1 | 4 | Relative likelihood of staff accessing non-mandatory training and CPD | Active promotion of development opportunities to our BME people and promotion through ONE Network and proactive approach. Target bands 6+ early for the retention/career conversations regardless of where they are in their band and identify development. | Our BME staff feel supported in accessing the right development for their career and development aspirations. Increase the number of our BME taking up development opportunities and seeking to progress, to 50%. | Barbara Kozłowska | 31-Mar-24 | All opportunities routinely promoted and also targeted promotion where appropriate by email and telephone. New "Career Development Pathways" tool also promoted through ONE Network and email on 02/06/2023 There was an increase of 4.4% in the number of BAME staff reporting in staff survey, that they are able to access the right learning and development when they need to, from 2021(43.1%) to 2022 (47.5%) | |
| 4.2 | 7 | % of staff believing that the trust provides equal opportunities for career progression or promotion | Ensure directors are using the Passport for Growth resource at PDCs with their report One Network engagement and feedback from BME people for any perceived barriers to accessing non mandatory training | Increase in number of BME staff accessing more training other than mandatory workbook. | Chaz Dheensa, Karina Graham and Keeling Hutton | 31-Mar-24 | to be discussed at next network meeting which is TBA | |

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| 4.3 | | | One Network to review methods of engaging with their members to establish most useful way of communicating e.g. email distribution list, teams, social media, to enable appropriate sharing of development opportunities | increased uptake for development opportunities and a better understanding of any barriers to further develop ideas of promoting development opportunities and CPD for BAME colleagues | Chaz Dheensa, Karina Graham and Keeling Hutton | 31-Mar-24 | New email set up for one network and Chair provided with distribution lists to send out emails. | |
| 4.4 | | | Ensuring that all non-mandatory training and CPD is recorded on OLM, weekly briefing article, raise awareness at SMTs. OLM training provided to all hub administrators | Increase in likelihood of CPD access from BAME staff - reduction from 1.10 | Ellie Huddleston and Usha Ramnatsing | 31-Mar-24 | Different options for recording Non-Mandatory Training on OLM have been proposed to EH. UR has offered to support EH with Training for Administrators as and when required. | |
| 5 | | | Liaison with John Kelly to triangulate any themes in geographical areas | Identification of any key cluster of incidents in particular areas of concern will lead to intelligence that will allow specific actions to be devised which will lead to a reduction in harassment cases | Mohammed Ramzan | 31-Mar-24 | Quarterly incidents report are provided by John Kelly's team on incidents. These to be discussed at ONE network meetings twice yearly | |
| 5.1 | 5 | % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months | Press to continue to promote on social media channels examples and stories of our BME people who have experienced racial abuse from a member of the public | Articles will be published about racial abuse. | Murray MacGregor | Ongoing | No information passed to date | |

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| 5.2 | | | Letter is sent from PALS to patients that their behaviour towards our people is not acceptable. This needs to be further promoted to staff | Increase awareness by means of a deterrent | Murray MacGregor | Ongoing | | |
| 5.3 | | | Increase in reporting of concerns in relation to patient abuse through ER54 | Increase in reporting to follow up through criminal prosecution route with the aim of being deterrent to others | John Kelly | Ongoing | WB article re. completion of ER54s published in Nov 22. New article sent to Press Office June 23. | |
| 6 | | | Launch and implement anti racism charter and poster. | Staff will feel more supported to raise concerns and to know who they can raise them with. There is likely to be an increase in concerns reported following the launch of the charter | Chaz Dheensa | Ongoing | Anti racism charter and poster completed. Corresponding training package has been drafted, to be finalised and then launched subject to EMB approval | |
| 6.1 | | | Develop and launch anti racism awareness training package to also include other areas such as valuing differences, respecting cultural perspectives, kindness and compassion and microaggression, incivility and biases. Training to be delivered to managers, all groups that support people to raise concerns | There will be an increased awareness and education about the topics areas covered in the training. Managers will feel more confident supporting people who experience concerns and will deal with them compassionately. | Lucy Mackcracken | 31-Dec-23 | See above | |
| 6 | | % of staff experiencing harassment, bullying or abuse from staff in last 12 months | Creation of infographic following roll out the anti racism charter and awareness training demonstrating what we have done and outcomes from this work | Confidence and assurance in staff to raise concerns and that action is taken | Lucy Mackcracken | 31-Mar-24 | poster, charter and training to be delivered first to inform infographic | |

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| 6.2 | 8 | In the last 12 months have you personally experienced discrimination at work from manager / team leader of other colleagues? | All EMB members signed up to the inclusive leadership pledge | All EMB members provided evidence of signing the pledge to CB | Carla Beechey | 30-Jun-23 | Complete | |
| | | | All staff that raise formal concerns of bullying and harassment will have a face to face feedback meeting following the investigation process to thank them for raising concerns and to provide feedback | Staff that have formally raised concerns will understand how the concerns were reviewed/investigated and what actions/learning was taken as a result | Lucy Mackcracken | 31-Jul-23 | New letter drafted to complainants to follow the face to face meeting. Further awareness required at SMT meetings | |
| 6.3 | | | Continued promotion and embedding of new Trust values and behaviours framework and culture statement | Our staff experience the organisational culture which closely matches the Culture Statement | Barbara Kozlowska | 31-Mar-24 | Culture Review report was received by EMB and the second of 2 facilitated conversations to build an action plan will take place on Monday 16th October. Staff Survey Response Action Group monitoring Trust-wide and local action plans from NHS Staff Survey. Staff Engagement Report (annually)and Winningtemp Report(quarterley) taken to People Committee to monitor progress with culture and staff experience. | |
| 6.4 | | | Diversity champions to support people to raise concerns through appropriate channels and to help them in doing this | Staff retention rates, earlier intervention leading to earlier resolution of issues leading to a reduction of disciplinary/grievances. Improvement to services through active engagement. | Mohammed Ramzan | 1-Nov-23 | 15 Diversity Champions have been approved by their managers. Next stage to arrange training briefing to the Diversity Champions | |

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| 6.5 | | | All Trust Managers at Band 7 and above are required to have a leadership qualification | All managers at Band 7+hold a leadership qualification if appropriate to their role and responsibility. | Barbara Kozlowska | 31-Mar-24 | Audit conducted every January and action taken based on results. | |
| 9 | | | Board recruitment compact pilot for executive and search firms with NHS England | Signed up to the compact demonstrating commitment to fair and transparent processes with a focus on increasing diversity at the highest level of the Trust | Louise Jones | 1-Jun-23 | Complete - the Trust are signed up to the compact and working with partner agencies and NHSE | |
| 9.1 | 9 | % difference between the organisation's board voting membership | All Board members to be visible and actively attend Trust sites to engage with staff from BME communities to include on their monthly return to OD. | Increase of DITL reporting to OD | Carla Beechey | 31-Mar-24 | | |