WMAS Workforce Race Equality Standard Action Plan 2024-2025

WORKFORCE RACE EQUALITY STANDARD (WRES) ACTION PLAN 2024/25

Introduction

WMAS have committed to meeting the requirements of the Workforce Race Equality Standard (WRES) for NHS Trusts'. WMAS have submitted the Trust's WRES data, for staff, to the national WRES team in line with the requirements to publish by 31st October 2024.

We have identified gaps through our data which will allow the Trust to use this as a basis for the WRES Action Plan. The plan covers the next 12 months and staff including ONE (BME) Staff Network have been instrumental in developing this Action Plan.

The focus has been on five key elements;

- ➢ **Recruitment**
- ➢ **Equality Of Opportunity**
- ➢ **Harassment and Bullying**
- ➢ **Access to non-mandatory development**
- ➢ **Discrimination by colleague, manager, supervisor**

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering & Advisory Group (DISAG) on a bi-monthly basis and People Committee on a quarterly basis, and through the Trust Management Group and Trust Board for end of year assessment and evaluation.

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
1. **Recruitment & Development** **Metric 1** **% of BME staff in each AfC pay band and VSM compared with staff overall.** **To achieve our aim:** **of continuing to increase the number of BME staff across the Trust in all areas** **Key Stats: 23.7% is the BME West Midlands population). Staff at WMAS from BME background is at 8.63% at March 2024. Goal is to achieve 10.63% by March 2025.** **Target Bands:** **Clinical:** **1,2,4,6,9, VSM** **Non-Clinical:** **2,3,4,8b,8c,8d,9**	1.1) Increase the number of BAME applicants and monitor impact of positive action interventions and take further action where this is not having the desired impact.	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 8.7% across the Trust as at March 2024. Goal is to achieve 10.63% by March 2025.	Louise Jones	March 2025		
		1.2) Carry out at least 6 community engagement events focused on BME potential applicants including the use of social media.	BME communities will be become aware of career opportunities in the Ambulance service through engagement and by attending events	Vivek Khashu Louise Jones ONE Network	March 2025		
		1.3) Use BME led media channel for future recruitment campaigns – Explore use of bmejobs.co.uk	Opportunities at WMAS will have been broadcasted to a range of media outlets. Target 3	Louise Jones			

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
			media platforms.				
	For both Band 9 and VSM, the number of employees is very low. Therefore 1 employee in Band 9 would indicate a 100% increase and similar for VSM therefore a specific headcount number target is not considered appropriate.	**1.4) Identify staff within the race disparity ratios to attend the internal development courses to support them with career progression.** **Use People Promise Drop ins to encourage take-up and demonstrate available opportunities.** **TARGET PERCENTAGES AND HEADCOUNT:** **8.7% = 607** **CLINICAL BANDING** Band 2: 0% - target **47** staff Band 4: currently 7.4% - target **20** staff	Targeted promotion will reflect BME Staff in the pay bands identified for both clinical and non-clinical staff. Goal is to achieve minimum 8.7% (in pay bands which are under-represented) by March 2025 Development opportunities to match and exceed current BME % of staff in Bands identified to be not representative of the workforce Clinical and Non-Clinical roles People Promise Drop in events will provide an	Louise Jones Barbara Kozlowska	March 2025		

3

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
		Band 6,currently 4% target **84** staff NON-CLINICAL Band 2, 8.65% to get from here to 8.7% This is a legacy Band and we no longer recruit to Band 3: **4** staff Band 4:	opportunity to engage with staff through career conversations and to promote the various development opportunities that are available resulting in a wider reach and take-up, thereby helping staff to feel included and valued.				
		1.5) Expand current "Career Conversations" to include relevant BME staff. The conversations include information and support to access shadowing, mentoring, coaching, OD career toolkits, and interview preparation coaching. Advertise targeted conversations on ESR landing page	Career conversations will provide an opportunity to discuss development opportunities for BME staff and help to identify barriers to progression. Having accessed the conversations and resulting support, staff are enabled and	Barbara Kozlowska / Katy Molland BK/EH	Dec 2024 Dec 2024		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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			empowered to develop skills which can then be evidenced in subsequent interviews for positions where representation is low. Target 8.7%				
		1.6) Consider the results of the current research being completed in partnership with Coventry University by was of two Masters in Research projects. The first is looking at how to lower attrition of BME students on paramedic science programmes at universities. The second is looking at how BME representation can be increased at higher bands within WMAS.	Actions and targets will be set on completion of the research.	BK	August 2025		
	Further action to support **Metric 1**	1.7) Continued support and development of the BME ONE network by providing resources to target 3 key events in 2025:	The BME ONE network will be a thriving entity for staff and the link to DISAG committee	M Ramzan ONE Network Chairs HR Executive	March 2025		

OFFICIAL - Business data that is not intended for public consumption. However, this can be shared with external partners, as required.

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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			providing updates on key events resulting in better outcomes for staff from a BAME background. Target: 3 events	Lead			
		1.8) Consultation and involvement and development on the WRES data and action plan;	Action plan complete with targets and timelines	ONE Network EDI Lead	July 2024		
		1.9) Support with the Staff Network event on 8th May 2024	Staff are well supported and engaged and celebrated for their hard work	ONE network EDI Lead	May 2024		
		1.10) Collaboration with Health and Well-Being and Women's Network on celebration of the South Asian Heritage Month	Collaborative event will have led to understanding of different cultures enhancing staff experience creating better staff experiences	ONE Network Health and Well-Being Team EDI Lead	Aug 2024	SAHM event held on 14th August at Sandwell Hub, great turn out and engagement of staff, over 70 staff dropped into the session	
		1.11) Organisation of the Black History Month 2025	Collaborative event will have led to understanding of different cultures enhancing staff experience	One Network Health and Well-Being Team EDI Lead	Dec 2024		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
			creating better staff experiences				
METRIC 2 **Relative likelihood of staff being appointed from shortlisting across all posts comparing data for White and BME staff** **A figure above "1" would indicate that white candidates are more likely than BME candidates to be appointed from shortlisting.** **In March 2024, the metric ratio is 1.09. In March 2023, the metric ratio was 1.23. Ratio data this year shows that we have reduced the likelihood by 0.14.**	2.1) Promoting and encouraging panels to be more diverse	The relative likelihood of BME people being appointed will increase and target is for the ratio to come down to '1' or lower	Louise Jones	March 2025		

7

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
		2.2) Continue to offer 1-2-1 interview support for BME applicants					
		2.3) Offer the option of face to face interviews to reduce language / technology challenges					
METIRC 3 **Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation comparing data for White and BME staff** **A figure above "1" would indicate that BME staff members are more likely than white staff to enter the formal disciplinary process.** **The metric ratio for March 2024 is 2.14 and shows that BME staff are more likely to be involved in disciplinary**		3.1) Employment law update for managers to be delivered by Mills & Reeves with a focus on learning from recent cases with race discrimination as a factor	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation comparing data for White and BME staff would reduce to ratio '1' or lower. Managers will have a greater understanding of race discrimination considerations in relation to disciplinary processes and bias.	Lucy Mackcracken	January 2025		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

No	Metric	Action	Outcome	Lead	Timeline	Progress	RAG
	investigations compared to their white colleagues. In 2023, the metric ratio was 0.53.						
		Undertake a minimum of 3 specific case reviews to identify issues/retrospective learning to inform future improvements.		Lucy Mackcracken	March 2025		
		Continue On-going monitoring for trends on a quarterly basis which is presented to DISAG and EMB		Lucy Mackcracken	March 2025	Monitoring for Q1 demonstrates a reduction in this metric	
		Undertake deep dive into data for last 12 months to identify if there are any specific areas or		Lucy Mackcracken	October 2024		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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		trends to inform further actions.					
		To implement further skills training for investigating officers in areas such as trauma-based questioning, protected characteristics and a compassionate approach to investigations		Lucy Mackcracken	March 2025		
		Ascertain any best practice from wider network in this area to share experiences and ideas for additional interventions		Lucy Mackcracken	October 2024		
		To further understand more about the ICB offer of cultural ambassadors, how they can assist in appropriate employee relations casework and learn from other Trusts that have utilised this scheme		Mohammed Ramzan	September 2024		
	METRIC 5 **Percentage of staff experiencing**	5.1 Continue to monitor the ER54 data and share this with the ONE Network for scrutiny every 6 months	Continued reduction in reported incidents, however increase	All line Management Dan Knight	March 2025		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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	harassment, bullying or abuse from patients, relatives or the public in last 12 months **In 2023, 47.62% of BME colleagues reported experiencing harassment, bullying and abuse from patients. 6.57% lower than reported in 2022.**		in incidents reported should not necessarily be seen as negative as there is a push for management to support staff to log incidents.				
		5.2 Continue the use of body worn cameras to capture evidence.	As above	Dan Knight	March 2025		
		5.3 encourage BAME staff to pursue incidents of harassment, bullying and abuse and log those onto the ER54 process.	As above	Dan Knight	March 2025		
		5.4 Line management to provide appropriate support to staff following incidents of harassment, bullying and abuse from patients and the public.	As above	Dan Knight	March 2025		
		5.5) Engagement with the ONE network on significant issues having an impact on BME staff and or patients	Key decisions and policies will have had due consideration from service leads with appropriate engagement	EMB Carla Beechey	Ongoing	In the past engagement and information on significant polices has been sent to the ONE network and this is set to continue. Eg VCOD policy, 111 service	

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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			having taken place			change	
			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.	E&D Lead HR Buddies	March 2025		
		5.6 Run "Personal Impact and Vital Conversations" sessions for ONE Network members.	Having had this development, One Network members will gain confidence and assurance to be able to support BAME colleagues in how to have the right conversations in the right way, to hold to account and raise	BK	Dec 2024		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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			concerns.				
	METRIC 6 **Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months comparing** **In 2023, 36.3% of BME colleagues reported experiencing harassment, bullying and abuse from staff. 3% lower than reported in 2022.**	6.1 Deliver anti racism awareness training package sessions to staff. - commitment to deliver 10 sessions in the year. Continue to embed the Anti-Racism training - induction and OM Leadership. To include the training to Student induction. 6.2 Creation of infographic following the roll out of the charter and awareness training demonstrating feedback and outcome from this workstream	Key issues and trends emerging will be captured and will have been shared with ONE network which will result in better outcomes for staff and timely resolved, saving WMAS costs, of undertaking an investigation, and potential tribunal and reputational damage. A well supported and motivated staff who are valued will result in better performance, less sickness days and better patient outcomes. Confidence and assurance in staff to raise concerns and that action is	ONE Network Chairs Chaz Dheensa EDI Lead Chaz Dheensa	Dec 2024 December 2024	3 sessions have already taken place. 3 more booked in for October, December & February. Summarised version of Charter being added to the Corporate Induction/Student Induction.	

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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		6.3 Run "Personal Impact and Vital Conversations" sessions for ONE Network members.	taken. Having had this development, One Network members will gain confidence and assurance to be able to support BAME colleagues in how to have the right conversations in the right way, to hold to account and raise concerns. Together we will be able to influence and support the development of cultures and working environment that are safe and free from bullying and harassment.				

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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	METRIC 7 – **Percentage of staff believing that the trust provides equal opportunities for career progression or promotion** **In 2023, 41.10% of BME colleagues reported believing that trust provides equal opportunities for career progression or promotion. This is a 6.4% increase from reported figures in 2022.**	7.1 One Network engagement and feedback from BME people for any perceived barriers to accessing non mandatory training.	There will be an increase in uptake for development opportunities and a better understanding of any barriers to further develop ideas of promoting development opportunities and CPD for BAME colleagues Increase in likelihood of CPD access from BAME staff – below '1'	Nathan Hudson E&D Lead	March 2025	To be completed	
		7.2 ONE Network to review methods of engaging with their	Members are well engaged and are	ONE Network Co-Chairs	March 2025		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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		members to establish most useful way of communicating e.g. email distribution list, teams, social media, to enable appropriate sharing of development opportunities	taking up development opportunities				
		7.3 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	Non-mandatory training will be captured providing data on uptake	All trainers providing CPD			
		7.4 Use People Promise Drop ins to promote development and career opportunities.	Staff will have the opportunity to have 1:1 career conversations during the event and will become more aware of the opportunities that are available to them. Success will be monitored by reviewing the number of development opportunities that have been accessed by BME	Head of OD BK	Dec 2024		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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			staff.				
		8.3) Promote the Cultural Competency Toolkit	This will allow managers and staff to become more aware and gain a better understanding of cultural differences, resulting in inclusive mindsets and behaviours.	UR/BK			
	METRIC 8 **In the last 12 months have you personally experienced discrimination at work from Manager/Team leader or other colleagues?** **In 2023, 25.17% of BME colleagues reported personally experiencing discrimination at work from their Manager/Team leader or other colleagues.** **0.97% lower than reported in 2022 but**	8.1) Establish a Diversity Champion for each Hub, who will raise issues and concerns to CTMs, OMs and SOMs, and will feedback to the ONE network meetings.	Evidence around incidents and issues impacting staff will be shared with ONE network and action taken where appropriate	EDI Lead ONE Network	31 March 2025		

WMAS Workforce Race Equality Standard Action Plan 2024-2025

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	remains 13% higher than white colleagues and 11% higher than the average score.						
		8.2) Delivery of Anti-Racism Charter training to Senior line management.	Delivery of training will provide senior line management of expected behaviours expected in the organisation	Chaz Dheensa EDI Lead		Delivered to E&U SMT – to be arranged with PTS SMT, Corporate Functions SMT & IEUC SMT.	