**WRES action plan November 2018 – October 2021**

| **WRES Indicator** | **Actions to address** | **Success criteria** | **Responsible officer** | **Timescales** |
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| **Strong visible leadership on race** |
| WRES Indicator 1 | Advertise all acting up and secondment opportunities for all staff to apply to develop work experience Establish Board champion for BME staff networkBME network reps for each division recruited to attend Divisional meetingsOne day in-depth ED and Inclusion training for senior leaders  | All secondment and acting up positions advertised5% increase in BME workforce at band 8 and above Terms of reference agreed for BME staff networkDivisional network reps for each divisionlaunchedCohort of senior managers trained | Deputy Director of HR & ODED Manager | By December 2018 By October 2021By March 2019 By March 2020  |
| WRES Indicator 2 | Establish reverse mentoring scheme for BME staff and Board members to encourage development for staff on bands 7, 8a and 8b | Reverse mentoring scheme established5 BME staff recruited on programme  | Head of Education, L&D  | By March 2019 By June 2019  |
| WRES Indicator 4 | Examine training data drilled down by Division / department | Data analysis by Division / department completed and actions identified  | Head of Education, L&D | By December 2018 |
| WRES Indicator 9 | All Board members to take part in the reverse mentoring scheme The cultural competence ofexecutive search companies used for Board recruitment to be checked to ensure a diverse pool of candidates in long listed and short listedBME staff network chair to report to the Board annuallyBME staff network chair to become a member of PSEC  | Each Board member mentoring at least 1 staff member BME staff network chair attends Board meeting once a year BME staff network chair is a member of PSEC and attends quarterly meetings | Board members Director of HR & ODBME staff network chair | From June 2019 December 2018 onwards |
| **Education and training for senior leaders on equality, diversity and inclusive leadership** |
| WRES Indicator 3 | ED and inclusion awareness to be embedded in existing training for investigating managers | Investigating managers trained in ED and inclusionDisciplinary figures maintained in 2018/19 | Head of Employee Relations, ED Manager and Head of Education, L&D | From January 2019 |
| **Clear and consistent communication to promote race equality** |
| WRES Indicator 5WRES Indicator 6WRES Indicator 7WRES Indicator 8 | Publicise success stories of BME staff who are in senior leadership positionsCultural diversity events BME staff network to offer ‘safe space’ for staff to discuss discrimination & access support and share their storiesSchwartz round with a race equality focus  | Success stories of 5 BME staff publicised 2 Cultural diversity events deliveredTerms of reference agreed for BME staff network3% improvement across all 4 staff survey questions  | Director of CommunicationsBME staff network with ED Manager BME staff network chair Director of HR & OD Head of HR Business Partnering & OD | By April 2019By July 2019 By April 2019 In the 2019 staff survey By July 2019 |