**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 network  BME network reps for each division recruited to attend Divisional meetings  One day in-depth ED and Inclusion training for senior leaders | All secondment and acting up positions advertised  5% increase in BME workforce at band 8 and above  Terms of reference agreed for BME staff network  Divisional network reps for each division  launched  Cohort of senior managers trained | Deputy Director of HR & OD  ED Manager | By December 2018  By October 2021  By 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 established  5 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 of  executive search companies used for Board recruitment to be checked to ensure a diverse pool of candidates in long listed and short listed  BME staff network chair to report to the Board annually  BME 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 & OD  BME 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 inclusion  Disciplinary 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 5  WRES Indicator 6  WRES Indicator 7  WRES Indicator 8 | Publicise success stories of BME staff who are in senior leadership positions  Cultural diversity events  BME staff network to offer ‘safe space’ for staff to discuss discrimination & access support and share their stories  Schwartz round with a race equality focus | Success stories of 5 BME staff publicised  2 Cultural diversity events delivered  Terms of reference agreed for BME staff network  3% improvement across all 4 staff survey questions | Director of Communications  BME staff network with ED Manager  BME staff network chair  Director of HR & OD  Head of HR Business Partnering & OD | By April 2019  By July 2019  By April 2019  In the 2019 staff survey  By July 2019 |