



Workforce Race Equality Standard (WRES) Action Plan 2023/24

This action plan sets out the key areas of work that the North West Ambulance Service will focus on in 2023/24 to improve the experience of Black and Minority Ethnic staff members in the trust. The actions identified are based on the most recent WRES data which can be seen here:

<https://www.nwas.nhs.uk/about/valuing-staff/wres-wdes-and-monitoring-data/>

As well as the WRES Indicators, the action plan references the trust's ED&I Priorities and the High Impact Actions from the NHS ED&I Improvement Plan in order to show how the actions cut across various frameworks. These are set out below and are listed as numbers in the action plan:

NWAS ED&I Priorities:

1. We will ensure our current employees and future talent have fair opportunities and access to jobs and career progression resulting in improved representation of diverse groups at all levels of the organisation, including Board.
2. Priority 2: We will educate and develop our leaders and staff to improve understanding of racism, discrimination, and cultural competence to deliver a step change in the experience of our staff and patients.
3. Priority 3: We will improve our use of patient data and patient experience to drive improvements in access and health inequalities, for patients from diverse communities.

NHS ED&I Improvement Plan

- High Impact Action 1: Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.
- High Impact Action 2: Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.
- High Impact Action 3: Develop and implement an improvement plan to eliminate pay gaps.
- High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce.
- High Impact Action 5: Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff.
- High Impact Action 6: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

Metric / Theme	Aim	WRES Indicator & 2022/23 position	Actions / Stakeholder(s)	Expected outcome(s)	Timeframe	Progress / how will this be monitored?	Link to ED&I Priority and High Impact Actions
Recruitment & Progression	Improve the relative likelihood of BME staff being appointed from shortlisting	<p>Indicator 2</p> <p><i>(White applicants are 1.26 times more likely to be appointed, target figure 1.0)</i></p>	<p>Trust-wide</p> <ul style="list-style-type: none"> Embed recommendations from the ENEI Inclusive Recruitment Audit <p>HR Hub</p> <ul style="list-style-type: none"> Review and refresh the Recruitment & Selection Policy <p>Learning & OD</p> <ul style="list-style-type: none"> Continue to deliver Beyond Bias training for all people managers. Conducting surveys to collect feedback from candidates who have been and not been successful to highlight any improvements and encourage them to re-apply with NWAS. Working with HEIs to improve diversity of applicants to Paramedic BSc programmes. 	<p>Diversity of cohorts improved to better represent population.</p> <p>A 0% difference in appointment rates between white and BME staff, ensuring equal and fair opportunities for all applicants.</p>	12 – 18 months	<ul style="list-style-type: none"> Annual workforce employment monitoring Diversity & Inclusion Sub-Committee monitoring progress and effectiveness of the Beyond Bias training. 	Trust ED&I Priority 1 High Impact Action 2
	Improve opportunities for fair career progression, in order to increase the confidence of BME staff relating to the Trust providing equal opportunities for career progression or promotion	<p>Indicator 7</p> <p><i>(13.6% difference between White and BME staff groups)</i></p>	<p>Learning & OD</p> <ul style="list-style-type: none"> Opportunities for staff to have an annual appraisal – there is a focus on personal development and progression. Promote the North West Leadership Academy’s Mentoring programmes. Conduct a learning and development survey. This survey includes questions around how we can tailor our offer to all at NWAS. 	<p>Greater staff engagement for career development</p> <p>Increase in positive staff perceptions of development and progression.</p>	12 – 18 months	Regularly promote success stories to inspire others	
	Maintain equity of representation for BME board membership and overall BME workforce	<p>Indicator 1</p> <p><i>(overall BME workforce - 5.2%)</i></p> <p>Indicator 9</p> <p><i>(as at 31/03/2023 BME board 9.1%)</i></p>	<p>People Directorate/Corporate Affairs</p> <ul style="list-style-type: none"> Take proactive steps to deliver diverse recruitment pools for any VSM or NED recruitment. 	<p>Greater BME representation in candidates.</p> <p>Maintaining positive representation on Board</p>	As vacancies occur	Annual Employment Monitoring Data	
	Equalise relative likelihood of BME staff	<p>Indicator 3</p>	HRBP Team	A reduction in any dipropionate		Discipline policy relaunched in May 23.	

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Disciplinary	entering formal disciplinary process compared with White staff	<i>(BME staff 1.86 times more likely to enter disciplinary process, target figure 1.0)</i>	<ul style="list-style-type: none"> Implement the refreshed Disciplinary Policy which is centred on 'Just culture' principles Deliver a training programme for managers Undertake periodic reviews of disciplinary cases with ED&I Team to consider whether the disciplinary process is being used fairly across all staff groups. 	likelihood of BAME staff entering formal disciplinary process	March 2024	First tranche of over 150 managers have now undertaken training. We are about to commission further training for managers. Cases will continue to be reviewed throughout robust period of implementation and any themes identified re disproportionate action taken against BME staff will be highlighted and acted upon.	Trust ED&I Priority 2 High Impact Action 6
Feeling valued	Maintain the equal rate of BME staff accessing non-mandatory training and CPD, as compared with White staff	<p>Indicator 4</p> <p><i>(There is virtually no difference between BME and White staff on this metric with a figure of 1.01, target 1.0)</i></p>	<p>Learning & OD</p> <ul style="list-style-type: none"> Promote opportunities to access new learning opportunities through the CPD & Learning Hub 	<p>Access to a greater number of courses</p> <p>Opportunities for skills and career development</p>	Within 12 months	The new CPD Hub was launched in September 2023. There is no data available yet on profile of participants on courses, but this will be reviewed periodically.	Trust ED&I Priority 2 High Impact Action 6
Negative experiences	<p>Reduce the number of BME staff experiencing harassment, bullying, abuse & discrimination from:</p> <ul style="list-style-type: none"> (5) Patients, relatives, or the public (6) Staff (8) Manager / team leader or other colleagues. <p>Increase avenues for reporting and speaking up.</p>	<p>Indicator 5</p> <p><i>(proportionally fewer BME staff continue to experience these negative behaviours compared to white colleagues)</i></p> <p>Indicator 6</p> <p><i>(Around 1 in 4 BME staff said they faced abuse from their colleagues)</i></p> <p>Indicator 8</p> <p><i>(14% of BME staff experienced discrimination compared to 11% White staff)</i></p>	<p>Learning & OD</p> <ul style="list-style-type: none"> Paramedic and corporate induction process to be reviewed. Freedom to Speak up and reporting processes included Provide training for managers e.g. Civility Saves Lives which addresses harassment and discrimination, and Active Bystander training. Promote coaching via the North West Leadership Academy for affected staff members. <p>Freedom 2 Speak Up</p> <ul style="list-style-type: none"> Development of F2SU Team and Champions to increase awareness of routes to speak up 	<p>A reduction in the experience for all staff toward zero %</p> <p>Improved reporting of incidents related to harassment, bullying, abuse and discrimination and appropriate actions taken</p> <p>Knowledgeable and skilled managers able to competently address issues</p>	12 – 18 months	HRBP team regular monitor Dignity at Work and grievances cases relating to issues of bullying / harassment and discrimination. Supporting frontline managers to deal with prejudicial and discriminatory behaviour/ question any unconscious bias and determine appropriate outcomes in such cases. Putting actions in place to coach/support local teams to prevent reoccurrence.	Trust ED&I Priority 2 High Impact Action 6