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| **WRES Indicator 1** Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce. |
| * **Action Plan**
 |
| 1. Develop Staff Networks to support the People strategy and Agenda, ongoing.
2. Empowering staff to share their lived experience stories to raise awareness and promote meaningful culture change, ongoing.
3. Holding cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, Cultural Exchange, ongoing.
4. Implement Kent & Medway’s EDI Dashboard which will include WRES Indicators and WRES Action Plans by Care Groups so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created in early 2023.
5. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
6. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
7. Continue Inclusion Ambassadors pilot to train staff to become Inclusion Ambassadors to be part of interview panels and promote EDI in the organisation, ongoing.
8. Promotion of Kent & Medway’s new MIND Mentoring programme (Mentoring Inclusively, Nurturing Diversity) open for applications in October 2022 from Black, Asian, and minority ethnic staff, and women and non-binary staff. Mentees Band 4-7 and mentors from Band 8a+ position.
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| **WRES Indicator 2**Relative likelihood of BAME staff being appointed from shortlisting compared to that of White staff being appointed from shortlisting across all posts. |
| * **Action Plan**
 |
| 1. Continue Inclusion Ambassadors pilot to train staff to become Inclusion Ambassadors to be part of interview panels and promote EDI in the organisation, ongoing
2. Debiasing and Value-Based Recruitment Programme for frequent recruiters e.g. HR, OD, (Enact Solutions & Kent and Medway ICS), pilot November 2022, toolkit workshop December 2022, programme commences January 2023.
3. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
4. EDI to evaluate and review recruitment processes and policies to identify bias and embed EDI in processes, to include awareness training and consultancy with EDI team, started November 2022, ongoing.
5. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
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**East Kent Hospital University Foundation Trust’s (EKHUFT) Workforce Race Equality Standard (WRES) Action Plan 2022/2023**

*Written by Parveen Kumi, Head of Equality, Diversity and Inclusion for EKHUFT, November 2022*

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| **WRES Indicator 3** Relative likelihood of BAME staff entering the formal disciplinary process compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.  |
| * **Action Plan**
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| 1. EDI Team to review all disciplinary and grievance processes including training to identify bias and make changes to embed EDI. Started November 2022, ongoing.
2. Launch of new Resolution Policy and approach to replace former disciplinary processes, with focus on informal, team-based early resolution. Launched November 2022, ongoing.
3. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
4. Continue Inclusion Ambassadors pilot to train staff to become Inclusion Ambassadors to support staff and promote EDI in the organisation, ongoing.
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| **WRES Indicator 4** Relative likelihood of BAME staff accessing non-mandatory training and CPD as compared to White staff.  |
| * **Action Plan**
 |
| 1. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
2. Promote non-mandatory training via the BAME Staff Network and other staff networks, ongoing.
3. EDI to hold consultation session with the BAME staff network to further understand barriers to accessing training to find solutions, also identify gaps in training, requests for training not already on offer. February 2023 onwards.
4. EDI to work with L&D Team to monitor training update and identify care groups, teams with lower uptake so targeted approach to address this can be made, ongoing.
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| **WRES Indicator 5** Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.  |
| * **Action Plan**
 |
| 1. EDI to work closely with the Patient Experience and Involvement Team to identify specific issues in teams/ services and collaboratively address this, ongoing.
2. Develop Staff Networks to support the People strategy and Agenda, ongoing.
3. Empowering staff to share their lived experience stories to raise awareness and promote meaningful culture change, ongoing.
4. Holding cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, Cultural Exchange, ongoing.
5. Implement Kent & Medway’s EDI Dashboard which will include WRES Indicators and WRES Action Plans by Care Groups so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created in early 2023.
6. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
7. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
8. Launch See ME First Campaign in early 2023. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all Black, Asian and Minority Ethnic staff with dignity and respect.
9. Racism response framework pilot at William Harvey Hospital (EDI, Wellbeing, FTSU), ongoing.
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| **WRES Indicator 6** Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months. |
| * **Action Plan**
 |
| 1. Launch See ME First Campaign in early 2023. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all Black, Asian and Minority Ethnic staff with dignity and respect.
2. Develop Staff Networks to support the People strategy and Agenda, ongoing.
3. Empowering staff to share their lived experience stories to raise awareness and promote meaningful culture change, ongoing.
4. Holding cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, Cultural Exchange, ongoing.
5. Implement Kent & Medway’s EDI Dashboard which will include WRES Indicators and WRES Action Plans by Care Groups so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created in early 2023.
6. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
7. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
8. Racism response framework pilot at William Harvey Hospital (EDI, Wellbeing, FTSU), ongoing.
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| **WRES Indicator 7** Percentage believing that the trust provides equal opportunities for career progression or promotion. |
| * **Action Plan**
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| 1. Aspiring Development Programme for nurses band 5 to band 6, showcase event November 2033, programme launches April 2023.
2. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
3. EDI to hold consultation session with the BAME staff network to further understand barriers to accessing training to find solutions, also identify gaps in training, requests for training not already on offer. February 2023 onwards.
4. Promote non-mandatory training via the BAME Staff Network and other staff networks, ongoing.
5. EDI to monitor progression data and identify care groups, teams with lower rates of progression so targeted approach to address this can be made. Ongoing.
6. Launch See ME First Campaign in early 2023. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all Black, Asian and Minority Ethnic staff with dignity and respect.
7. Promotion of Kent & Medway’s new MIND Mentoring programme (Mentoring Inclusively, Nurturing Diversity) open for applications in October 2022 from Black, Asian, and minority ethnic staff, and women and non-binary staff. Mentees Band 4-7 and mentors from Band 8a+ position.
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| **WRES Indicator 8** In the last 12 months have personally experienced discrimination at work from any of the following - Manager / team leader or other colleagues?  |
| * **Action Plan**
 |
| 1. Develop Staff Networks to support the People strategy and Agenda, ongoing.
2. Empowering staff to share their lived experience stories to raise awareness and promote meaningful culture change, ongoing.
3. Holding cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, Cultural Exchange, ongoing.
4. Implement Kent & Medway’s EDI Dashboard which will include WRES Indicators and WRES Action Plans by Care Groups so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created in early 2023.
5. Apply for The Stepping Up Programme with the NHS Leadership Academy and secure funding, programme is specifically aimed at staff from ethnic backgrounds who wish to progress, application in progress.
6. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
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| **WRES Indicator 9** Percentage difference between the organisations’ Board voting membership and its overall workforce. |
| * **Action Plan**
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| 1. Promote making the board more diverse.Debiasing and Value-Based Recruitment Programme for frequent recruiters e.g. HR, OD, (Enact Solutions & Kent and Medway ICS), pilot November 2022, toolkit workshop December 2022, programme commences January 2023.
2. Continue Inclusion Ambassadors pilot to train staff to become Inclusion Ambassadors to be part of interview panels and promote EDI in the organisation, ongoing
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