



Workforce Race Equality Standard Action Plan 2023/2024

This is a high-impact action plan overarching the key objectives and actions for the Trust. There is a triangulation tracker sitting behind this plan with granular insights and specific actions for each directorate against each indicator. The work will be supported by the EDI Team and monitored through the task and finish group, EDI Implementation group and EDI Sub-Board Committee.

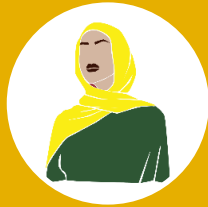
Key Themes

The Workforce Race Equality Standard (WRES) objectives and actions are presented under the following thematic areas:



1

- Workforce Representation, Recruitment & Retention



2

- Leadership Learning & Development



3

- Staff Experience (Inclusion & Belonging)

“At London Ambulance Service, each of us contributes to embed Equality, Diversity and Inclusion – we all have a role to play. As part of our values, we are committed to supporting a more representative workforce of our communities and a workplace that creates a sense of belonging for everyone. The Trust is committed to tackling and preventing discrimination, valuing diversity and achieving equality of opportunity for all!”

EDI Team
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Monitoring and Evaluation

The Trust and the identified leads will adopt this action plan as a basis for their work programme and will play a key role in monitoring and influencing the actions going forward. The key stakeholders and leads will work closely with the Equality, Diversity and Inclusion team and will attend the EDI implementation group meetings where regular updates on the action plan will be provided. Key updates and assurance will also be provided to the Trust Board on an annual basis.

Workforce Race Equality Standard (WRES): The 9 Indicators

Indicator 1	Percentage of staff in each of the AfC (Agenda for Change) bands 1-9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce.
Indicator 2	Relative likelihood of staff being appointed from short listing across all posts.
Indicator 3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
Indicator 4	Relative likelihood of staff accessing non mandatory training and CPD (Continuous Professional Development)
Indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
Indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.
Indicator 7	Percentage of staff believing that the Trust provides equal opportunities for career progression and promotion.
Indicator 8	In the last 12 months have you personally experienced discrimination at work from any of the following? Manager, team leader or other colleague
Indicator 9	Percentage difference between the organisation’s Board voting membership and its overall workforce.



Status Colour Key

Not Started	In Progress	Delayed	Complete
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Workforce Race Equality Standard: Actions 2022-2023

This table provides an overview of the actions identified for this year’s WRES action plan and demonstrates how these actions align to the WRES Indicators and the NHS People Promise.

Workforce Representation, Recruitment & Retention					
WRES Indicators	1	2	7	9	
<p>Aligns with the following People Promise ambitions: We are compassionate and inclusive We work flexibly We are always learning We are a team</p>					
	Objective	Action	Lead	Time-scale	Status
1	Continued focus on ensuring our recruitment & selection processes are inclusive	<ul style="list-style-type: none"> Establish place-based engagement plans to attract a more diverse range of staff into LAS careers (including recruitment/ career days and application/ interview skills sessions). Develop and Implement the De-bias Recruitment and Selection toolkit tailored to LAS Using positive action to lead targeted work with the ethnically diverse communities with the aim of raising the profile of the Trust as a diverse and inclusive employer Conduct deep dives to understand the root cause analysis for underrepresentation of ethnically diverse staff 	Head of EDI, Head of Recruitment	Ongoing	In progress



Status Colour Key

Not Started	In Progress	Delayed	Complete
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		<ul style="list-style-type: none"> Recruit a pool of independent panel members to ensure transparency 			
2	Increased focus on Ethnic Minority staff in clinical & non-clinical roles	<ul style="list-style-type: none"> Deeper analysis of the Trust data around career progression and the career development journeys of Ethnic Minority staff to: <ul style="list-style-type: none"> Identifying bottlenecks Target under-representation Promote positive role models Career pathways Increasing diversity and representation at Band 5 and above from ethnic minorities. 	Associate Dir P&C, Head of EDI, Head of Recruitment	June 2024	In Progress
		<ul style="list-style-type: none"> B-ME Race Equality Staff Inclusion Network to proactively work and lead in raising the profile of race equality for staff B-ME Race Equality Staff Inclusion Network to act as an ambassador for change 	EDI Team / B-ME Network	Ongoing	In progress
3	To improve the quality, collection and analysis of our workforce data on all protected characteristic for staff (Ensuring all Ethnic Minority staff have confidence in declaring their status on ESR)	<ul style="list-style-type: none"> Dashboard to be created to reflect the workforce representation data through graphs, charts and visuals Run an EDI data declaration campaign to reduce the “not stated and blanks” in ESR 	Head of EDI, Head of workforce	June 2024	In Progress



Status Colour Key

Not Started	In Progress	Delayed	Complete
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Leadership, Learning & Development								
WRES Indicators	2	3	4	5	6	7	8	9
<p>Aligns with the following People Promise ambitions: We are compassionate and inclusive We are always learning We each have a voice that counts We are safe and healthy We are a team</p>								
	Objective	Action			Lead	Time-scale	Status	
1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	<ul style="list-style-type: none"> Develop data driven action plans for each directorate underpinned by a set of strategic equality objectives and principles to advance equality for staff Work with key stakeholders to raise the profile of race equality across the Trust, including the development of EDI Commitments Develop and implement an 'Allies/ Ambassadors' programme across the Trust to foster good relations 			Head of EDI EDI Partner	March 2024	In Progress	
2	Managers equipped and confident with having meaningful and compassionate conversations	<ul style="list-style-type: none"> Continue to engage with the B-ME Network, and roll out EDI training courses/workshops for line managers. Develop a series of tools and training programs to support leaders at all levels be inclusive and compassionate 			EDI Partner	Ongoing		



Status Colour Key

Not Started	In Progress	Delayed	Complete
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		<ul style="list-style-type: none"> • Create and sustain a culture of Civility & Respect, Inclusion & Belonging 			
		<ul style="list-style-type: none"> • Review the Trust's Performance Capability process • Review the Trust's Disciplinary process and data analytics 	Deputy Chief People Officer, Director of Strategy & Transformation Head of EDI	March 2024	Not Started
3	Take positive action to ensure our BME staff have equal opportunity for personal development, career progression and promotion	<ul style="list-style-type: none"> • Analyse the gap between White and Ethnic Minority staff accessing non-mandatory learning & development opportunities. • Map out an approach for targeted work to address the gaps 	Head of OD, Head of Clinical Education, EDI Partner	June 2024	Not started
		<ul style="list-style-type: none"> • Engage with our BME staff to evaluate existing Career Development offers and explore the potential for further personal development opportunities for staff at Band 4 upwards. <ul style="list-style-type: none"> ▪ Interview coaching (engaging the support of senior leaders) ▪ Development of a management level apprenticeship for aspiring leaders from an Ethnic Minority background ▪ Talent Management ▪ Reverse Mentoring 	Head of OD, Head of Clinical Education EDI Partner	Ongoing	In progress
		<ul style="list-style-type: none"> • Equality Impact Assessment and monitoring of Education & Training opportunities to ensure our BME staff needs are being met. 	Head of Clinical Education	June 2024	In Progress



Status Colour Key

Not Started	In Progress	Delayed	Complete
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Staff Experience (Inclusion & Belonging)					
WRES Indicators	5	6	7	8	
<p>Aligns with the following People Promise ambitions: We are compassionate and inclusive We are always learning We each have a voice that counts We are safe and healthy We are a team</p>					
	Objective	Action	Lead	Time-scale	Status
1	Tackle, prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect	Increased focus on civility in the workplace. Including: <ul style="list-style-type: none"> Continued roll out of a Trust wide training around “Tackling discrimination and promoting inclusivity” Wider promotion of the Trust Workplace Mediation service Encourage staff to report and monitor instances of racism, discrimination and micro-aggression 	Head of EDI, Head of OD, Violence Reduction Team, P&C Team	Ongoing	In progress
2	BME staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours	<ul style="list-style-type: none"> B-ME Network to raise awareness and strengthen the support Providing “safe spaces” for open, but uncomfortable discussions around “lived experience Develop and implement an Anti-Discrimination Charter that includes the Trust’s anti-racism commitment 	Head of EDI EDI Partners FTSU Guardian Head of Health & Safety Head of Safeguarding	Ongoing	In progress

