WRES Annual Report 2022

Metric 1: Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce disaggregated by: • non-Clinical staff • Clinical staff of which Non-Medical staff /Medical and Dental staff

Metric 1: Percentage of staff in each of the AfC Bands 1-9 compared with the percentage of staff overall in the workforce	2020 % Black Asian and Ethnic Minority colleagues working at the Trust compared with the percentage of staff overall	2021 % of Black Asian and Ethnic Minority colleagues working at the Trust compared with the percentage of staff overall	% points difference in the number of Black Asian and Ethnic Minority colleagues working at the Trust when compared with the percentage of staff overall 20/21	2022 % Black Asian and Ethnic Minority colleagues working at the Trust compared with the percentage of staff overall	% points difference in the number of Black Asian and Ethnic Minority colleagues working at the Trust when compared with the percentage of staff overall 20-22
	28.%	28.01	+0.1	33.%	**+5%**

WRES Model Employer Targets

% of Black Asian and Ethnic Minority colleagues working at a senior level	2020 % Black Asian and Ethnic Minority colleagues working at Band 8a and above	2021 % Black Asian and Ethnic Minority colleagues working at Band 8a and above	2022 % Black Asian and Ethnic Minority colleagues working at Band 8a and above	% points difference in the number of Black Asian and Ethnic minority colleagues working at the Trust at band 8a and above compared to 2020
Band 8 a and above	18.01%	18.75%	26%	**+8%**

In line with the national Workforce Race Equality Standard Model Employer report, the Trust set a target to increase the representation of colleagues at Black and Asian colleagues at senior levels by 10% by December 2022. In 2020 the number of colleagues from a Black Asian and Ethnic Minority Background at Band 8a and above was 18.01%. As of October 2022, the number of Black Asian and Ethnic Minority Colleagues working at Band 8 and above is 26%. This represents an increase of 8% and 2 percentage points away from the original target set of 10% by December 2022.

WRES Metric 2

Relative likelihood of white staff being appointed from shortlisting across all posts when compared to staff from a Black Asian and Ethnic Minority background. Note: This refers to both external and internal posts. A figure above 1.00 would indicate that white candidates are more likely than BME candidates to be appointed from shortlisting.

Relative likelihood of staff being appointed from shortlisting across all posts	2020	2021	2022
	1.52	1.40	0.84

WRES Metric 3

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	2020	2021	2022
	0.65	0.12	0.58

WRES Metric 4

Indicator 4: The relative likelihood of staff accessing non-mandatory training and CPD	2020	2021	2022
	1.34	0.91	1.09

The data above illustrates the improvement in WRES indicators 1-4. There have been improvements in Black, Asian and Ethnic Minority colleagues' representation overall from 28% to 32% and improvements in relation to senior-level representation from 18.0% in 2020 to 26% in 2022. The recruitment indicators have also improved from 1.52 to 0.84 over a two-year period as well as improvements in the relative likelihood of staff accessing non-mandatory training and CPD, however in 2022 there has been a slight decline in indicator 4 which illustrates that white colleagues are more likely to access non mandatory training and CPD. A deep dive into the data to be undertaken between January -March 2023 to understand any barriers to colleagues from a Black, Asian and Ethnic Minority background accessing non mandatory training and CPD. A series of focused groups to understand the experiences of Black, Asian and Ethnic Minority Colleagues and their access to career development opportunities, non-mandatory training and CPD will be hosted by the Director of Nursing, Chief People Officer and Non Executive director for EDI in early 2023.

WRES Metrics 5-8 - compares the outcomes of the responses for white and BME staff: The wording of these four indicators is taken directly from the national NHS Staff Survey questions:

	2020 White Colleagues	2020 Black, Asian and Ethnic Minority colleagues	% points difference between white colleagues and colleagues from a Black, Asian and Ethnic minority background 2020	2021 White Colleagues	2021 Black, Asian, and Ethnic Minority colleagues	% points difference Between white colleagues and colleagues from a Black, Asian and Ethnic Minority background 2021
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.	27%	**32%**	+5%	26.5%	**31.9%**	+5.4%
Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	27%	**36%**	+9%	23.6%	**31.7%**	+8.1%
Indicator 7: Percentage believing that trust provides equal opportunities for career progression or promotion.	53%	**34%**	+19%	56.4%	**36.8%**	+19.6%
Indicator 8: In the last 12 months have you personally experienced discrimination at work from any of the following? A) Manager B) Team Leader C) Other colleagues	7.3%	**23.9%**	16.6%	8%	**19.3%**	+11.3%

There have been no significant improvements in the behavioural/cultural indicators since the WRES was first introduced in 2015. There has been a slight improvement in WRES indicator 8 in relation to Black, Asian, and Ethnic minority colleagues that had experienced discrimination from their line manager (a 4.6% improvement from 23.9% in 2020 to 19.3 % in 2021.) As part of the OD programme of work (Patient First) specific targeted interventions related to the values and behaviours and civility and respect will be implemented by the People and Culture Team.

WRES indicator 9 compares the difference for white and BME staff: Percentage difference between (i) the organisations' Board voting membership and its overall workforce and (ii) the organisations' Board executive membership and its overall workforce.

Percentage difference between	2020	2021	2022
(i)the organisation's Board Voting membership and its Overall workforce	-4.2	-10.8	-2.4

Board level representation has significantly improved at non-Executive level. As part of succession planning and the talent management programme of work – diverse talent pipelines to be established to identify a cohort of people that are ready to step up into future senior leadership positions in the future.

Combined WRES/ Race Code action plan 22-23

Race Equality Code ref	WRES indicator reference	COMBINED RACE CODE/ WRES actions to be taken	Accountable Officer	Target date	Outcome /Measure	What has been done so far?
R1 Make sure there is reporting on the board and executive team composition as part of annual reporting	WRES Indicator 1. Metric 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. Organisations should undertake this calculation separately for non-clinical and for clinical staff.	As part of the EDI Annual Report which is due to be published ensure ethnic monitoring of the Board composition is included and published. Carry out a review of the current approach to resourcing at Walsall Healthcare to ensure fair, transparent, and open processes. Train additional members of staff /Cultural Ambassadors to participate in interview panels to ensure 100% diverse panels. Carry out further analysis of staffing groups within Trust Directorates to understand if there are any further areas of underrepresentation in relation to specific roles and report to the EDISG Implement the NHSE 6 high Impact actions and provide explicit reporting on progress across the organisation as part of the EDI Newsletter. Implement the NHSE CNO recommendations to improve representation and staff experience amongst Black, and Asian Nurses and report on progress.	Talent and Inclusion Lead	November 21- November 22	Improved representation in senior roles. Improved representation in the workforce overall EDI annual report contains information on ethnic composition of the Board and has been published. Transparency of areas of underrepresentation across divisional areas and recommendations made to the EDISG and Divisional Quality Boards for action. Improvements in the experience of colleagues working at a Black, Asian and Ethnic Minority background.	EDI Annual Report has been produced showing workforce profile overall. This has been updated to include a breakdown of the NHS Walsall Board composition and is published on the website. Cultural Ambassadors are now fully embedded within the Recruitment and Selection process and participate in interviews at Band 6 and above. Evaluation of CA scheme due to be undertaken in October 22. Workforce profiles showing areas of underrepresentation across divisional areas currently being produced monthly. The Talent and Inclusion lead currently attends the divisional DQB to discuss EDI workforce metrics and areas of underrepresentation for action. Representation has increased from 18.0% in 2020 to 25% in 2022 BAME colleagues at Band 8 and above Overall representation of BAME colleagues within the workforce has increased from 28% in 2020 to 32% in 2022. An ethnicity pay gap report has been produced and an action plan is currently being developed.
R2 Publish ethnic gap reporting as best practice	WRES indicator 1. WRES Indicator 1. Metric 1: Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members)	Establish a template to report on ethnicity pay gap considering best practice from the private sector. Develop an ethnicity pay gap action plan with clear timescales and outcomes	Talent and Inclusion Lead	November 22 Deadline for report to be published - actions being	Ethnicity pay gap report publicised on external pages and actions being taken to address gaps clearly identified and	Ethnicity pay gap report produced and it is due to be published shortly on the website and internal intranet pages. Action plan to address gaps is being developed.

				worked on from November 2022 November 2023	being actioned.	
	compared with the percentage of staff in the overall workforce. Organizations should undertake this calculation separately for non-clinical and for clinical staff.					
R3 Ensure more explicit annual reporting on work that is being done on the EDI Strategy and actions around EDI	**WRES Indicator 2** Relative likelihood of staff being appointed from shortlisting across all posts **WRES indicator 3** Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. **WRES indicator 4** The relative likelihood of staff accessing non mandatory training and CPD **WRES Indicator 5** Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. **WRES Indicator 6** Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. **WRES indicator 7** Percentage believing that trust provides equal opportunities for career progression or promotion. **WRES indicator 8**	Ensure actions being completed to progress the EDI Programme of work is incorporated into the Trust' annual report. As part of Race code accreditation recommendation-produce a Race Infographic showing the profile of the organisation- disseminate to Divisional leads with a set of KPIs. - to improve representation - improve % of colleagues being subjected to HBA from patients and members of the public/line managers and colleagues Publish a quarterly electronic newsletter for EDI detailing progress being made with the WRES and Race Code and actions as part of the implementation of the EDI strategy. Review the approach to incident reporting on Datix and ensure information is accurately being captured on staff experiencing incivility, discrimination and abuse on the grounds of race from patients.	Talent and Inclusion lead	10th November 2022 and annually	Progress with EDI actions being explicitly reported as part of the Trust's annual EDI reporting schedule.	Annual report produced and circulated to members of the EDISG and the Trust Management Committee. Annual report has been published on the external website for the Trust. . Detailed progress with the EDI delivery Plan has also been circulated internally and is due to be published on the internal intranet pages.

	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues **WRES Indicator 9** Percentage difference between the organisations' Board voting membership and its overall workforce	Ensure actions being completed to progress the EDI programme of work is incorporated into the Trust' annual report.				
A1 More work to do with the Employee Service Records Team to improve reporting rates	**WRES indicator 1** Metric 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. Organisations should undertake this calculation separately for non-clinical and for clinical staff.	As part of the ESR Improvement Project work with the ESR team to increase declaration rates by 10% year on year for the following protected characteristics: Disability increase baseline data from 2.4 % to 10% by October 2022 Sexual Orientation increase baseline data of 1.8% to 10% by October 2022 Address the gaps within race and religion and belief reporting currently at around an 89% reporting rate.	ESR Manager HR Operations Team Talent and Inclusion lead	31st October 2023 31st October 2024 31st October 2025	Year on year 10% increase in declaration rates on ESR for race, disability, religion and belief and sexual orientation.	Workforce analytics Project Lead has been recruited to lead on this piece of work with support from the Talent and Inclusion Lead. Work to commence in October 22.
A2 The Trust has identified(individuals) a board level sponsor for Race however there is a still a requirement to look at the ToR and examine implementation and reporting patterns	**WRES Indicator 2** Relative likelihood of staff being appointed from shortlisting across all posts **WRES indicator 3** Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. **WRES indicator 4** The relative likelihood of staff accessing non mandatory training and CPD **WRES Indicator 5** Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. **WRES Indicator 6** Percentage of staff	Review Trust Board ToR and ensure an objective around improving race equality is explicit within the ToR and is clearly referenced. As part of the annual Board evaluation process ensure there is an opportunity to review progress against the ToR with a specific focus on progress towards race equality at the Trust.	Board Secretary	From 1st December 2022 and annually as part of the Board evaluation process.	ToR reviewed Board level objectives for Race included within ToR Progress against race equality objectives included as part of annual Board evaluation process.	Trust Board Tor has been reviewed and updated. Progress against the TOR will be reviewed as part of annual Board Development Session scheduled to take place in January 2023.

	experiencing harassment, bullying or abuse from staff in last 12 months. **WRES indicator 7** Percentage believing that trust provides equal opportunities for career progression or promotion. **WRES indicator 8** In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues **WRES Indicator 9** Percentage difference between the organisations' Board voting membership and its overall workforce					
A3 Use Divisional Performance Reviews to push accountability. Include specific EDI objectives for divisional/departments	**WRES indicator 1** Metric 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. Organisations should undertake this calculation separately for non-clinical and for clinical staff **WRES indicator 4** The relative likelihood of staff accessing non-mandatory training and CPD **WRES indicator 7** The percentage believing that trust provides equal opportunities for career progression or promotion **WRES indicator 8** In the last 12 months have	Clear reports produced which contain EDI Metrics with recommendations on actions divisions should be taking to improve the culture in relation to EDI being discussed and actioned.	Workforce Intelligence Lead Deputy Director of People and Culture Talent and Inclusion Lead	January 31st 2023 and then quarterly reporting and progress updates through DPR structure and through to PODC	Transparent reporting of EDI data with clear recommendations for improvement. Actions being taken by Divisions to improve EDI data specifically related to perceptions of race discrimination and any areas of under-representation across the protected groups.	EDI workforce metrics by divisional areas are produced monthly. These are discussed with Senior representatives at the Divisional Quality Boards monthly with recommendations for action and highlighting areas for improvement. These actions will need to feed into Divisional Performance Reviews from January 2023 onwards.

	you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues					
A3 Once the PDR Framework, Workforce Intelligence Team and talent management initiatives gather the data re: career progression etc. the Trust will see who from a protected characteristic perspective is getting the right kinds of opportunities to progress. Use the Divisional Talent Forums to explicitly report this data into Pod C. They will demonstrate what and how they are monitoring on a biannual basis	**WRES indicator 4** The relative likelihood of staff accessing non mandatory training and CPD **WRES indicator 7** Percentage believing that trust provides equal opportunities for career progression or promotion **WRES indicator 8** In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	Data on talent management outcomes from the PDRs to be captured into a talent profile for each divisional area with actions being taken to progress the career aspirations of colleagues. Divisional Talent Forums to report into PODC bi-annually	Talent and Inclusion Lead Divisional Talent Forum Representatives	From 31st December 2022	Talent profiles have been developed for each divisional area. Staff career development aspirations are being discussed and actioned at Divisional Talent Forums.	This work is currently being undertaken and talent management data is being collated to support the development of divisional talent profiles. The data will be overlayed with equality monitoring data by each of the nine protected characteristics. Talent Management programmes have been launched with ringfenced places for colleagues from Black Asian and Ethnic Minority backgrounds. Positive action programmes in place Gallup Strength coaches and reciprocal Mentoring scheme
A4 Devise a mechanism for how well the board is doing on diversity objectives. Overarching reporting by the board to include board evaluation against those diversity objectives as a measure directly linked to performance collectively and individually	**WRES indicators 1-9**	Mechanism to be developed to capture information on how well the Board is doing on its diversity objectives as part of the Board ToR. The process is to be developed as part of Board appraisal process to capture a review of how each Executive Director has improved diversity within their portfolio of responsibility. Executive Directors to each have a personal objective for EDI	Board secretary/Chief People Officer	31st December 2022 and annually thereafter	Mechanism developed to capture information on progress against Board Diversity Objectives. Clear plan in place for Board evaluation linked to progress against race equality.	This is in progress-EDI objectives to be developed and discussed at a future Exec meeting linked to the Race Code Action Plan for the Board by January 2023.
A5 Commit to growing diverse talent, supporting Black employees to reach the very top of the organisation. Ensure	**WRES indicator 4** The relative likelihood of staff accessing non-mandatory training and CPD **WRES indicator 7**	Following the review of the disparity ratio targets to be set by each divisional area to address area of under representation and report to PODC on actions being taken bi annually. Launch the reciprocal	Talent and Inclusion lead	October 2022 onwards	Clear targets in place to support career progression of under-represented groups. Target set at divisional level are	4 colleagues from the Trust are currently undertaking the EGA. Elizabeth Garrett Anderson Programme 4 applications have recently been received for the Developing Aspirant Nurse Leadership programme which are

actions are taken to support Black people with their career progression. That action must have career progression "currency" and readily translate into evidence that Black employees have developed competencies, knowledge and skills relevant to progression. Black people performing at a certain level must be as likely to be promoted as their non-black counterparts, performing at the same level	The percentage believing that trust provides equal opportunities for career progression or promotion	mentoring programme and ensure Executive and Board buy-in.			being progressed and achieved. Reciprocal Mentoring programme in place with good representation from the Executive Team.	all being reviewed by NHSE and the ICB. The outcome for successful unsuccessful applicants will be communicated by the end of October 22 Talent programmes in place to support increased representation at senior levels in relation to colleagues from a BAME background. 5 Colleagues from a BAME background have successfully gained a place on the Trusts internal talent programmes. Reciprocal mentoring scheme recruitment has concluded. 8 members of staff are due to start the programme in January 2023. 6 members of the Executive Team have signed up for the programme including the CEO.

						What has been done so far?
C1 Look at the cultural implications within the Trust and ensure they support the initiatives being rolled out. Develop a targeted approach to uncover areas of underrepresentation (i.e. Divisional Talent Forums) then devise specific actions linked to the data generated.	**WRES Indicator 5** Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. **WRES Indicator 6** Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. **WRES indicator 7** Percentage believing that trust provides equal opportunities for career progression or promotion.	Embed Talent Forums across divisional areas. Develop talent profiles across each divisional area disaggregated by staffing group and linked to the nine protected characteristics and at care group level for discussion and action. Develop initiatives designed to support culture change linked to race code action plan and WRES indicators 5,6,7,8	Talent and Inclusion lead	October 22	Initiatives to improve areas of under representation using the disparity ratio tool are underway and being actioned . e.g. secondments / stretch opportunities /positive action initiatives. /leadership development courses. Initiatives linked to improving the culture are having an impact and making a difference.	Zero tolerance campaign launched for racism – zero tolerance guidance published on the external internet. Race Equality Week daily dose articles published to the whole organisation. (BAME Council special) Joint Race Equality week webinar in February of this year with RWT. Staff Network Lunch and Learn sessions to promote race equality – Equality and Human Rights Week Diversity week September 22 Race equality case study included in EDI Module Managers Framework The A-Z of Black Lives Matter- anti-racism resource packs produced and distributed. Race and Space Podcasts and Effective Ally training to HR and OD teams across RWT and WHT Cultural Competency training was

	WRES indicator 8 In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues					commissioned and rolled out in June July August and September 22 Talent programmes with ringfenced places for colleagues from a Black Asian and Ethnic Minority background (Aspire and Rising Stars) Joint RWT and WHT Race Code action plan and joint anti racism proposal developed and signed off by the CiC in June 22. Anti-racism /race fluency workshops to start in November 22 PDR analytics project currently underway to capture EDI & talent data and outputs from PDRs linked to talent management framework.
C2 Capture targets that go beyond BAME as a homogenous group and look at specific groups within area of Race in more detail.	**WRES Indicator 1 & WRES indicator 7**	Using the NHSE/ Disparity ratio tool carry out a deep dive exercise of BAME ethnic groups and where they sit within the pay bands- report this information to Divisional Talent Forums with clear recommendations on actions to be taken for each divisional area to close the gap.	Talent and Inclusion lead /Workforce Intelligence	December 22	A clear profile of ethnic groups in relation to areas of under-representation was developed and published for each divisional area with actions and targets agreed to improve amongst specific BAME staff representation and owned by each divisional area.	Workforce profiles available for Black Asian and Ethnic Minority groups- this data is to be further disaggregated by ethnic groups based on census categories. Profiles have been shared with divisional representatives with recommendations for action. The work to disaggregate the data will be completed by end of 2022 and shared with divisional teams and fed into divisional performance reviews.
C2 Determine the brave, courageous and bold decisions that need to be made to ensure all the work around EDI is underpinned by the Strategy and supported. Identify clear actions to put in place as a response to the data.	**WRES indicators 1-9**	As part of the data capture exercise review the outputs from the Race Disparity ratio exercise and identify clear actions for divisional teams to implement as part of Divisional Talent Forum discussions with reporting into PODC. Support HRMs to have courageous conversations with divisional areas based on the data and identify areas where improvement targets are required.	Talent and Inclusion lead	October 2023	Clear actions identified as part of the race disparity ratio tool and being actioned with demonstrable progress /improvements in BAME representation. EDI strategy implementation plan being delivered and progress monitored by the EDISG and PODC	EDI strategy implementation plan being delivered linked to four equality objectives. Divisional talent forum established for WCCSS Divisional Talent forums to be established for Adult and Community MLTC /Surgery and Corporate areas. Actions and targets to be identified and included within Divisional Performance Reviews.
C2 Have critical conversations and continuous reflection on performance targets to	**WRES indicators 1-9**	Link Divisional Performance Review targets as part of overall Board Diversity objectives	Board Secretary Chief People Officer	Annually April 2022- April 2023	Evaluation of the outputs from Divisional Performance Reviews& objectives and outcomes from DTF to be	Outcomes from the Joint RWT and WHT race code action plan to be linked to the Board evaluation process and annual review in April 2023.

ensure they are relevant and tie into the board's TOR and to ensure that the board is evolving and not losing any gains made		to track progress in relation to Model Employer targets for the whole organisation and improvements in staff experience pertaining to Race discrimination			explicitly linked to overall Board objectives	Outcomes from joint anti-racism work and Board Pledge to form part of annual Board review.
E1 Update the D&I training to include a specific module on Race	**WRES Indicators 1-9**	Incorporate the A-Z of Black Lives Matter resource pack as part of induction /Managers Framework and EDI development programme	Talent and Inclusion Lead.	December 2022	A specific module on Race has been incorporated into induction and the EDI development programme and is accessible for everyone to access. Individual knowledge and understanding about race equality significantly improved measured by evaluation methods.	The A-Z of BLM resources have been communicated and disseminated to all people managers in October 22..These resources will be uploaded onto the Trust's new Learning Management system by March 2023.
E2 Review induction programmes through the lens of race equality and ensure race as a specific module is incorporated into the Trust's induction programme for all new staff	**WRES Indicators 1-9**	A review of our current induction programme to be undertaken by 31st December and updated with specific resources available on Race (the A-Z of Black Lives Matter)	OD and staff engagement manager.	March 2023	A specific module on Race has been incorporated into induction and the EDI development programme and is accessible for everyone to access. Individual knowledge and understanding about race equality significantly improved measured by evaluation methods.	A review of the corporate induction programme to take place by December 2022.
E3 Relook at education for the wider workforce to ensure it challenges attitudes and behaviours Carry out a deep dive to ensure the entire workforce is educated into the benefits and need of EDI	**WRES Indicators-1-9**	Send out a targeted questionnaire to service managers and heads of department to identify any specific challenges they have in relation to their understanding of race equality specifically and EDI generally. Put in place targeted support to address any gaps in knowledge to ensure interventions and initiatives are tailored within the right areas.	Talent and Inclusion Lead.	March 2023	Gaps in knowledge in relation to EDI identified. Targeted support and interventions in place with measurable outcomes in terms of improvements in understanding of EDI its importance and the benefits linked to a robust and an evaluation of the impact of initiatives.	Objective around race equality / improving understanding of inclusion has been included within the Trust's revised PDR paperwork. Videos and content around race bias included with PDR Guidance documentation. BLM resources developed and circulated to all managers Anti-racism workshops will be hosted in November 22. A robust evaluation method has been built into the programme. Pilot of the cultural competency training has taken place. 40 colleagues from across the organisation have participated in the programme
E4 Measure the impact of the EDI initiatives; ensure they are aligned to the EDI strategy and corporate plan Consider how to ensure people are leading in the right way in terms of	**WRES indicators -1-9**	For each EDI initiative rolled out across the Trust linked to the EDI strategy ensure these are evaluated with clear outcomes on the impact of initiatives based on the needs and requirements from	Talent and Inclusion Lead Deputy Director of People and Culture	April 2023	Gaps in knowledge in relation to EDI identified. Targeted support and interventions in place with measurable outcomes in terms of improvements in understanding of EDI its importance and the benefits	Diagnostic questionnaire for Talent and Leadership programmes developed and disseminated to bands 5,6,7 and 8a. Questionnaire includes a specific question about what support is needed to improve baseline knowledge in relation to inclusion. BLM Resource packs each contain a questionnaire on race equality to test an

compassionate leadership, civility, and inclusive leadership		Managers.			linked to a robust and an evaluation of the impact of initiatives.	individual's knowledge and understanding on different topics e.g. microaggressions and gaslighting, allyship , understanding racism etc. EDI annual report published.