

WORKFORCE RACE EQUALITY INDICATORS 2017

APPENDIX 1 - ACTION PLAN – OCTOBER 2017

WRES Indication Number	Indicator	Director Lead	Key Deliverables	Target Date	Expected Impact
1	% of BME staff in each of the Agenda for Change pay bands is representative of our overall workforce. Relative likelihood of staff being appointed from shortlisting across all posts. Percentage believing that the trust provides equal opportunities for career progression or promotion	Director of Workforce	<ul style="list-style-type: none"> • Work with BME network to find out what is stopping our BME colleagues applying for promotion and what are their career aspirations. Interrogate recruitment data to evaluate external success in recruitment vs. internal applicants. • Look at recruitment process to evaluate if this is causing challenges for BME staff. Provide values based interview skills for interviewers. • Reset the data to have a realistic target for the percentage of staff in each Agenda for Change Pay Band that is suitably ambitious. • Include spot salaries within Senior Agenda for Change Bands grouped by salary and include in the Trust target. • Look at development process – facilitate individuals to apply for permanent post or acting up • Continue with developmental roles • Review management development programmes to ensure they provide appropriate training to facilitate acting up including skills such as budget management 	April 2018	Increase in opportunities for our internal staff for promotion. To equip staff with the skills to apply and be successful in promotion. We understand what the reasons why BME staff are less likely to be appointed.
3.	Relative likelihood of staff entering the formal disciplinary process	Director of HR	<ul style="list-style-type: none"> • Review cases that did not progress to a formal investigation to look at root cause and whether People before Process is having a positive impact 	Feb 2018	Reduction in the number of BME employees involved in

WRES Indication Number	Indicator	Director Lead	Key Deliverables	Target Date	Expected Impact
			<ul style="list-style-type: none"> Analyse if there are any patterns in alleged actions of BME staff which lead to investigations. Monitor numbers of investigations involving BME staff from each part of the Trust. Further investigate where numbers are disproportionately high to assess whether there are issues such as unconscious bias and whether training required. Ensure we are using the data to interrogate the culture and behaviour Consider the use Circle of Support/QI early warnings by HR /BME network to look at potential cultural issues Increase communication and engagement with BME network through the 17/18 year to support initiatives 		formal disciplinary processes
5./ 6.	% of staff experiencing harassment, bullying or abuse from staff in the last 12 months	Director of HR	<ul style="list-style-type: none"> Undertake a staff questionnaire to establish further information to underpin baseline data captured in the staff survey. Increase communication and engagement with all staff networks through the 17/18 year to raise confidence that HR will be supportive to individual employees who are experiencing issues at work Strengthen the awareness of the Staff Liaison Officer and Speak up Guardian role who can guide and support all employees to access appropriate support Engage with staff when they start in the organisation – asking how they are feeling and how they perceive other colleagues are being treated. Provide training on what constitutes bullying and harassment – the subtleties. Consider making training in people management skills mandatory for all managers BME network already offers support to staff via induction and supply a report to the Board. The network will look at themes. 	April 2018	Improvement in the 17/18 staff survey results. Improved retention.

WRES Indication Number	Indicator	Director Lead	Key Deliverables	Target Date	Expected Impact
			<ul style="list-style-type: none"> BME network and HR to promote working hand in hand to support staff, recognising there have been issues and offering information and support 		
	Relative likelihood of staff accessing non-mandatory training and CPD	Director of Workforce	<ul style="list-style-type: none"> Education Department to set up systems to ensure that we are logging all applicants, whether successful or not, so that data can be analysed 	Nov 2017	