Workforce Race Equality Standard (WRES) Action Plan 2018

WRES Indicator	What the WRES data tells us	Action(s)	Lead responsibility	Timescale for delivery
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.	42% of the workforce are white staff in clinical roles in bands 2, 5 and 6. BME staff account for 5.2% of the total workforce with little representation at senior level	Encourage participation of BME staff in leadership development programmes Explore establishing a BME staff network	HR Manager – Employment Relations and E&D Learning & Development department HR Manager – Employment Relations and E&D	March 2019 March 2019
2 Relative likelihood of staff being appointed from shortlisting across all posts	White staff are 1.46 times more likely to be appointed from shortlisting compared to BME staff	Make better use of technology and social media to reach and attract potential candidates to encourage applicants from underrepresented groups to apply Monitoring of detailed analysis of ethnicity patterns in recruitment Review applications to determine reasons why BME candidates were not appointed following interview Explore holding focused	Recruitment Manager Recruitment Manager Recruitment Manager	On-going Annually December 2018

		sessions/surgeries to support BME applicants		
3 Relative likelihood of staff entering the disciplinary process, measured by entry into a formal disciplinary investigation	BME staff are 1.65 times more likely than white staff to come under the disciplinary process	Undertake annual analysis of all disciplinary data to identify any trends or issues Regularly review all cases of potential disciplinary matters with managers providing rationale for decision making	HR Manager – Employment Relations and E&D HR Managers	May/June 2019 On-going monthly
4 Relative likelihood of staff accessing non-mandatory training and CPD	White staff are 0.44 times more likely to access non-mandatory training than BME staff.	Encourage participation of BME staff in leadership development programmes Explore ways in which the Trust can increase participation by BME staff in the available programmes/training events via staff network once established and staff focus groups.	Learning & Development department	On-going 2019/20 on-going
5 KF25 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White 24.39% BME 33.33%	Undertake a refreshed communications campaign to all service users and visitors to the Trust regarding the Trust's zero tolerance approach to	Communications department	March 2019

		bullying, harassment, abuse and violence		
6 KF26 Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White 21.49% BME 32.26%	Full review of the Trust bullying and harassment provisions to include policy redraft and training and include link to Trust values and behaviours to reinforce across the Trust Continue to develop and deliver a wide range of health and wellbeing support initiatives to those who experience bullying and harassment	HR Manager – Employment Relations and E&D Head of Occupational Health Services/Health and Wellbeing Group	March 2019 On-going
7 KF21 Percentage believing that Trust provides equal opportunities for career progression or promotion	White 92.87% BME 84.21%	Encourage participation of BME staff in leadership development programmes and participation in coaching and mentoring	Learning & Development/OD	On-going
8 Q17 In the last 12 months have you personally experienced discrimination at work from any of the following? Manager/team leader or other colleagues	White 6.75% BME 20.00%	Undertake a communication campaign to staff regarding discrimination and unacceptable behaviours. Message to be reinforced via E&D training Ensure reported cases of discrimination are dealt with in an effective and timely manners	Communications department HR Manager - Employment Relations and E&D Human Resources	March 2019 On-going

9 Percentage difference between the organisation's Board voting membership and its overall workforce	BME -5.2% Board voting profile white 100% BME 0%	Ensure that the process for appointment of Executive and Non-Executive Director posts encourages applications from as diverse a pool of talent as possible to demonstrate the Trust's commitment to diversity and inclusion	Board	On-going