

	WRES Indicator	SWFT workforce metrics	Recommended action	Time scale Short, medium or long term.	Responsible for action	Completion date
1.	<p>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.</p> <p>Organisations should undertake this calculation separately for non-clinical and for clinical staff.</p>		<p>Review succession planning within the Trust and use the Trust's Leadership and Development programmes to ensure BME staff are adequately represented on these programmes and not being disadvantaged.</p> <p>Undertake detailed analysis to identify where BME staff are poorly represented at a more senior level. Develop action plans if appropriate to address this by identifying ways to increase participation where needed by BME staff.</p> <p>Through the Trust Retention Strategy identify opportunities for BME staff which are both formal and informal career development interventions (eg mentoring or shadowing)</p>	<p>Longer Term</p> <p>Long Term</p> <p>Medium Term</p>	<p>Learning & Development Team (L&D)</p> <p>L & D</p> <p>L & D</p>	<p>September 2017</p> <p>April 2017</p> <p>November 2016</p>

2.	Relative likelihood of BME staff being appointed from shortlisting compared to that of white staff being recruited from shortlisting across all posts		Conduct an audit of posts where people from a BME background are not appointed to positions to understand why. Feed findings into action plans depending on issues raised.	Medium Term	Employment Services	April 2017
			Review Recruitment and Selection Policy to place more emphasis on selecting for values, behaviours and competencies. Prescribe these elements via the policy.	Medium Term	Head of Employment Services	October 2016
			Develop Recruitment and Selection Training to provide a second advanced session that looks at developing advanced recruitment and selection techniques based on values, behaviours and competencies	Medium Term	Employment Services	April 2017
3.	Relative Likelihood of BME 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 (based on a two year rolling period).		The Trust's Disciplinary Policy was updated in June 2015. As part of the review, the emphasis on informal resolution wherever possible was enhanced. Future policy revisions will reinforce this.	Long term	Head of Operational Human Resources	January 2018
			The HR Operational Team will share an overview of this data at a divisional level, and work with divisional managers to encourage them to address	Short term	HR Operational team	September 2016

		<p>disciplinary issues at an early stage and at an informal level wherever possible</p> <p>HR Team to undertake a more in-depth analysis of the data to identify any divisional, staff group, team/department or banding trends.</p> <p>Review induction given to all new recruits, including staff who trained overseas, to ensure that they are fully aware of the culture, values, standards of care and behaviour expected in the NHS and at SWFT.</p>	<p>Medium term</p> <p>Medium term</p>	<p>HR Operational Team</p> <p>Head of Resourcing</p>	<p>November 2016</p> <p>October 2016</p>	
4.	Relative Likelihood of BME staff accessing non mandatory training and CPD compared to white staff	Jean	<p>Ensure that annual appraisals are undertaken in line with Trust policy. Look at appraisal data to identify if there may be pockets of under-represented (either by BME or white) staff.</p> <p>Identify ways in which the Trust can increase participation by BME staff by working with Associate Directors of Operations and General Managers to ensure equality of access to career progression and development.</p>	<p>Medium Term</p> <p>Medium Term</p>	<p>L & D</p> <p>L & D</p>	<p>December 2016</p> <p>April 2017</p>

			Review current study leave application process to identify any potential barriers for BME or white staff in accessing study leave funding.	Medium Term	L & D	On-going
5.	Actions 5,6,7 &8 related to questions asked in the staff Survey KF18: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.		[taken from staff survey action plan. % for white staff slightly higher than for BME staff] Use Datix system to analysis data of verbal and physical aggression incidents against BME staff by division. This will be done on a quarterly basis and targeted action taken when necessary.	Medium term	DATIX lead and E&D lead	On-going
6.	KF19: Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.		The Dignity at Work Policy is in the process of being reviewed through the JNCC Policy Sub Group. The review will seek to ensure that the policy appropriately reflects the needs of BME staff in relation to dignity at work issues. Undertake a communication campaign to emphasise the Trust's zero approach to bullying and harassment and discrimination. Ensure that all staff are aware of how to raise a concern and the support and	Short term Medium term	HR Operational Team Senior HR Projects Officer/ HR Operational Team/Communi cations	September 2016 December 2016

Workforce Race Equality Standard (WRES) Action plan 2016/2017

			<p>advice available to them.</p> <p>Review the Trust's equality and diversity training (both face to face and online) to ensure that it continues to reflect the needs of BME staff in the workplace.</p>	Medium Term	Senior HR Projects Officer/HR Operational Team	November 2016
7.	KF27: Percentage believing that the Trust provides equal opportunities for career progression or promotion.	The Trust performed within the top 20% of Acute and Community Trusts in relation to equal opportunity for career progression or promotion	<p>Continue to roll out the Leadership and Management Development Programmes within the Trust. Work with the Associate Directors of Operations to ensure that all staff groups have equal access to career progression.</p> <p>Review the Trust's Workforce Strategy in partnership with staff side to ensure that there are no barriers to career opportunities. Re-review the Learning Board Terms of Reference to ensure career progression is identified for all staff groups.</p> <p>Develop a retention strategy, to include succession planning, and mindful of development for BME staff at all levels within the Trust.</p>	<p>Short/Medium Term</p> <p>Short Term</p> <p>Medium term</p>	<p>L & D</p> <p>L & D</p> <p>L & D</p>	<p>January 2017</p> <p>December 2017</p> <p>December 2017</p>

8.	<p>Q17. In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.</p>		<p>Undertake a communication campaign to emphasise the Trust's zero approach to bullying and harassment and discrimination. Ensure that all staff are aware of how to raise a concern and the support and advice available to them.</p>	Medium term	Senior HR Projects Officer/ HR Operational Team/Communications	December 2016
			<p>Review the Trust's equality and diversity training (both face to face and online) to ensure that it continues to reflect the needs of BME staff in the workplace.</p>	Medium term	Senior HR Projects Officer/ HR Operational Team	November 2016
9.	<p>Board representation indicator For this indicator, compare the difference for White and BME staff. Percentage difference between the organisations' Board voting membership and its overall workforce.</p>	<p>The Board membership is 13% BME.</p>	<p>The Trust will continue to use external recruitment support to ensure that any non-executive director opportunities are brought to the attention of BME groups in the community.</p>	Long Term	Director of HR	Ongoing