

Appendix 1: Workforce Race Equality Standard – Improvement Plan 2016 - 2018

WRES Indicator	Actions (How will we improve?)	Success Criteria and means of measurement (How will we know that our changes will be an improvement)	Responsible Officer	Timescale
Indicator 2: White staff 1.9 times more likely to be appointed from short listing.	<ul style="list-style-type: none"> Undertake additional analysis of data to understand trends and patterns in appointments (e.g. by directorate/speciality etc) Refresh Recruitment and Selection training to ensure greater focus on unconscious bias in recruitment and selection Ensure diverse and representative selection panels or that recruiting managers have had equality and diversity training 	<p>Narrow the gap in the relative likelihood of white staff being appointed compared to BME staff by 0.25</p> <p>Increase the % of recruitment panel members who have attended training where equality in recruitment & selection is explicitly covered to 90%.</p>	<p>Associate Director of Workforce Resourcing</p> <p>Head of Recruitment</p> <p>All Recruiting Managers</p>	<p>June 2018</p> <p>Progress reported annually at Education and Workforce Development Committee (Sub Committee of the Board)</p>
Indicator 3: Over-representation of BME staff entering the formal disciplinary process (2.75 times more	<ul style="list-style-type: none"> Undertake additional analysis of data to understand exactly what the issues are and identify any particular services or roles or working patterns Explore the “cultural ambassadors” programme with the RCN Consider alternative options before BME staff enter a formal disciplinary process 	<p>Reduce the over-representation of BME staff in formal disciplinary processes by half</p>	<p>Head of Employee Relations</p> <p>Associate Director of Human Resources</p>	<p>June 2018</p> <p>Progress reported annually at Education and Workforce Development Committee (Sub Committee of the</p>

likely)			Appropriate Managers/ Senior Managers (once data analysis completed)	Board)
Indicators 9: BME representation in board voting positions	<ul style="list-style-type: none"> Recruitment into senior management positions and board roles to contain statements encouraging applications from underrepresented BME groups. Look to utilise focussed recruitment mediums to target BME audiences Ensure recruitment agencies and executive search agencies are committed to delivering improved equality outcomes 	<p>BME staff in 12% of senior management roles by Jan'18. (currently 8% as of June '16)</p> <p>At least one BME board member.</p>	<p>Associate Director of Workforce Resourcing</p> <p>Head of Recruitment</p> <p>Senior Recruiting Managers</p>	<p>June 2018</p> <p>Progress reported annually at Education and Workforce Development Committee (Sub Committee of the Board)</p>