

Workforce Race Equality Standard (WRES) – action plan August 2022

Indicator	Action(s)	Lead	Date	Status (RAG)	Progress	Anticipated outcome/ measure	Completed
1. Self-reporting of ethnicity	<ul style="list-style-type: none"> – Identify ways in which we can encourage more of our people to disclose their ethnicity – Engage with the Race Equality Network to discuss and understand why people do not wish to disclose their ethnicity – Enable colleagues to update their own personal/ demographic details in Florence 	Tina Tailor Annie Rallison Andi C Stefan Rademan				Opportunity to report better metrics ethnicity.	
2. Conversion rate of BAME applicants from shortlisting to appointment and turnover of BAME leavers	<ul style="list-style-type: none"> – Gain an understanding of why a high proportion of BAME candidates are unsuccessful with their application – Ask unsuccessful BAME candidates to complete a short online survey regarding their recruitment experience and analyse the results to gain a better understanding and identify ways that we can increase conversion 	Simon Potts Michael Hill Recruitment Team – Tina Tailor L&D Team – Pauline Hart				Increase ratio of BAME applications to short-listing. Continue with Spire programme of education and understanding of unconscious bias with Managers/ Team Leaders through Mastering Management training.	

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2. Conversion rate of BAME applicants from shortlisting to appointment and turnover of BAME leavers	<ul style="list-style-type: none"> – Re-run unconscious bias training with our Recruitment Team and incorporate it further into the interviewing mastering management module – Refresh the wording in our recruitment adverts to target an increase in BAME applicants – Improve our attraction strategy to target BAME applicants with a particular focus on those studying Nursing – Consciously engage and involve BAME managers wherever practicable in the interview process – Report quarterly statistics non BAME – BAME for leavers 	Tina Tailor Annie Rallison Andi C Stefan Rademan				Increase ratio of BAME applications to short-listing. Continue with Spire programme of education and understanding of unconscious bias with Managers/ Team Leaders through Mastering Management training.	
3. Maintaining equity of colleagues entering formal disciplinary process	<ul style="list-style-type: none"> – Review pool of investigation managers to ensure we maintain equity across all populations – Improve data collection for all protected characteristics using new Case Management System – Improve the recording of disciplinary data and ensure it is regularly monitored, reviewed and reported 	Colleague Relations Team				Ensure we maintain the present rate of equity across all representations.	

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4. Reporting and accessibility of non-mandatory training	<ul style="list-style-type: none"> – Take positive action to promote training opportunities and CPD in partnership with BAME colleague network – Encourage Line Managers to support all colleagues to continuously learn – Work with REN (Race Equality Network) and run focus groups to identify any barriers that prevent BAME colleagues from accessing non-mandatory learning 	Pauline Hart L&D Team HoP's REN & Colleague Relations Team			There is unlikely to be any progression within the next 12 months to invest in a system/platform that will capture this data.		
5. % of colleagues experiencing harassment, bullying or abuse	<ul style="list-style-type: none"> – Recruit from BAME community to increase representation on our Freedom to Speak Up cohort – Launch of a Code of Conduct Policy to ensure everyone knows what is expected of them 	Colleague Relations/Central Concerns				Working with REN to help create a culture of inclusiveness, honesty and openness without fear of repercussions.	
6. Equal opportunities for career progression or promotion	<ul style="list-style-type: none"> – Arrange Trainings sessions for managers to look at their responsibility in relation to the Public Sector Equality Duty, in particular around WRES – Ensure an Equality Impact Assessment is conducted on all policies in relation to career progression and promotion 	Annie Rallison				BAME colleagues to feel included in any acting up or secondment opportunities and ensure the process has been fair and transparent.	

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7. Understanding and preventing discrimination	<ul style="list-style-type: none"> – Working with REN, undertake a series of focus groups with BAME colleagues to understand perceived or real experiences of discrimination – Review discrimination cases raised by BAME colleagues and ensure key learnings are shared – Ensure REN colleague network is empowered to act as a safe supportive space for colleagues to raise issues/concerns 	REN/Tina Tailor/ Colleague Relations Promoted by Exec				This will result in the reduction of grievances brought by BAME colleagues who assert they are being treated differently.	
8. Board representation	<ul style="list-style-type: none"> – Our current BAME Board level representation is proportionate to the number of BAME colleagues within our organisation 	No action required					