

Workforce Race Equality Standard - Interim Actions

	WRES Action	Deliverables	WRES Indicator	Timescale	Outcome Measures	Lead	Progress	Status
1	Increase strategic capacity for Diversity and Inclusion	Recruit, select and appoint a new Head of Diversity and Inclusion.	All	May-15	Appoint Head of Diversity	SOL	Postholder appointed and in post	Complete June 15
2	Increase organisational awareness of WRES at all levels.	Meet with department Heads in areas with most significant gaps (ethnicity of staff v local demography) and increase awareness of WRES.	Metric 1	Nov-15	Local leadership is aware of the new WRES	KP	Meetings WITH Local area managers have taken place . Further Communications are planned.	On Target
3	Ensure that all YAS Job adverts on NHS Jobs have an inclusive statement which actively encourages members of the BME community to apply for jobs at YAS	Inclusive adverts which will encourage BME applications	Metric 1 & 2	May-15	Applicants from BME communities are encouraged to apply for positions within YAS.	NT	This section has been included . Alternative methods of recruitment to the BME community are being considered.	Complete May 15
4	BME staff network members to receive Recruitment and Selection training	BME staff network members to receive training and be involved in the recruitment and selection process (Selection events and on panels).	Metric 2	May-15	Training complete. A higher rate of confidence in the recruitment and selection process exists	KP	Four BME staff network members have successfully completed a recruitment and selection training course.	Complete May 15
5	To increase the BME representation on interview panels and at recruitment events	Ensure that all recruitment and selection events at the Life Wise Centre have BME staff representation.	Metric 1 & 2	Jun-15	BME representation at all Life Wise recruitment events, which encourages BME applicants to participate.	NT	There is regular participation of trained BME staff at Life wise events	Complete June 15

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6	To ensure that recruitment agencies used encourage a diverse selection of staff	Agree with recruitment agencies their policy for encouraging diverse staff	Metric 2	Jul-15	Monitor agency staff by ethnicity	NT	The Head of Recruitment has met with the Agency to highlight the importance of this action.	Complete
7	Enhance recruitment activity in BME communitiesof	The Diveristy and Inclusion Unit and Recruitment team will target Leeds,Bradford and Sheffield Local Authorities to access their community consultation mechanisms to raise the profile of YAS as an employer of choice.	Metric 1 & 2	Nov-15	An increased awarene	KH	Leeds Equalities Assembly will be targetted in November.	On Target
8	Audit NHS Jobs data	Audit sample data from NHS jobs to identify what stages candidates are unsuccessful.	Metric 2	Oct-15	Results from audit to inform additional actions	NT	The procurement of an applicant tracking system will enable the service to identify more easily the stages at which applicants are unsuccessful. An initial audit of ECA roles has taken place and identifies the need to focus on attraction of BME candidates to the service.	On Target
9	Review values based questionnaire	To be able to monitor successful and unsuccessful BME candidates at the first selection stage	Metric 2	Jan-16	A monitoring process exists at the first stage of shortlisting which the organisation is assured of its reliability and validity.	NT	This is monitored through NHS jobs. An initial review of the questionnaire has been held with the provider. A further review will be taking place to ensure that the questionnaire is reliable and valid.	On Target

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10	Audit Expressions of Interest/Secondment Opportunities (Internal) where possible to ensure they comply with the Recruitment and Selection Policy	Audit expression of interest/secondment opportunities such as Band 3/4 conversations to Band 5 Identify range of expression of interest / secondment opportunities	Metric 2	Nov-15	To ensure that if there are any secondment or expression of interest opportunities (internal) the selection process is fair and transparent.	TA	Band 3/4 conversion to Band 5 have been reviewed. In implementing the tracking system it will be made a requirement that all expressions of interest comply with policy.	On Target
11	Promote development programmes for BME staff	Promote NHS development programmes for BME managers and aspiring managers. Identify and support access programmes such as NHS Education England - Ready Now Programme. Encourage BME staff to attend development opportunities where available.	Metric 1 & 2	Mar-16	Opportunities for BME staff to attend development programmes to encourage progression	KP	Contact has been made with the NHS Leadership Academy to identify relevant programmes. Alternative programmes have also been sourced and will be available in 2016.	On Target
12	Promote development opportunities for BME staff	Linked to the above programmes. Provide positive action development programme for BME staff to attend.	Metric 1	Mar-16	Development of internal talent programme for BME staff, to encourage progression	SOL	This is being progressed as part of the leadership and management development strategy.	On Target
13	Deliver unconscious bias training to all YAS managers	Identify training provider. Agree programme to be delivered, commence training and evaluate intervention.	All	Mar-16	Complete and evaluate programme, which will support changed perceptions in staff survey results	SOL	A provider has been procured and the programme is being designed with a view to commencement in November . Rollout will extend beyond March 2016 for all managers.	Complete

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14a	Analyse the outcome of disciplinary data as applied to BME staff.	Identify by ethnic group the outcomes of disciplinary data over the last two years e.g. no case to answer or sanction received. Explore with BME staff network members perceptions of fairness in the disciplinary process	Metric 3	Jul-15	Provide assurance that systems have been applied fairly	DS	An initial review has been shared with the BME sub group. Further analysis to explore any differential in level of sanction will be undertaken . Regular updates will be provided to the BME staff network.	On Target
14b	Investigate disciplinary data.	Confidence that Claims of Racist and Inappropriate Behaviour have been dealt with appropriately. Regular reporting will take place to provide assurance that cases have been dealt with robustly .	Metric 3	Dec-15	Systems are applied fairly across the organisation and action is taken to address this in specific areas.	DS	Reported cases have been investigated to ensure appropriate level of sanction 17/07/15. Members of the BME sub group will act as advisors to provide assurance of appropriate levels of sanction.	On Target
15	Recruit and develop BME candidates to Executive, NED and senior posts	Recruitment to senior positions should positively encourage applicants from BME communities. Review with recruitment agencies when posts become available	Metric 9	On-going	To improve BME representation at senior organisational levels	DS	To be discussed further with recruitment agencies and when posts become available.	On Target
16	Board development session	Arrange a Board development session on the responsibility of NHS Boards, and the diversity and inclusion agenda.	All	Jan-16	Board session complete	KP	To be agreed as part of the Board Development session	On Target
17	Review the YAS Equal Opportunities Policy to include positive action	Update Policy to include definition of positive action.	WRES 5, 6, 7, 8	Sep-15	Policy change	KP		Complete
18a	Support staff to observe religious practice	Introduce a YAS Prayer Guidance document.	WRES 5, 6, 7, 8	May-15	Prayer Guidance	KP/TA		Complete May 15

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18b	Monitor the usage of the YAS Prayer Guidance	Where possible staff who wish to pray are accommodated.	WRES 5, 6, 7, 8	Oct-15	Staff feedback.	KP	Feedback requested at BME Staff Network. Action complete.	Complete
19	Measure how fair BME staff feel they are being treated	Encourage BME staff to complete Cultural Questionnaire and review data.	WRES 5, 6, 7, 8	Sep-15	BME Staff completed questionnaire	KP	The survey is being analysed to understand BME staff views. Additionally action will be taken to encourage more BME staff to complete the staff survey.	On Target
20	Develop the BME staff network	Enhance the BME staff 'voice' through the BME network and BME sub-group	All	Jul-15	A more robust feedback mechanism exists with BME staff	TA/IB	the BME staff network has been relaunched . Further dates for meetings will be circulated and the Chief Executive invited to attend.	Complete