

WRES ACTION PLAN - Priorities

Agreed by Diversity Matters Group - October 2018 - updated November 2019
2018 - 2021

1	Issue	BME applicants appear to be less successful through our recruitment processes than White applicants						
	What is already in place?	Recruitment & Selection Policy, Shortlisting through TRAC requires scoring and recording for shortlisting, Interview assessment sheets require scoring, At least 2 people required to interview						
	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
1.1	Promote the benefits and outcomes of employing a diverse workforce through Recruitment & Selection training	To achieve a fair and equitable recruitment process	1, 2, 7	Recruitment Selection Training	Sarah Read	Year 1	Complete	Recruitment & Selection training includes: Unconscious bias discussed in R&S training. Pre-employment checks in place to eliminate individuals progressing due to immigration status.
1.2	Monitor, review and publish recruitment monitoring data	To achieve a fair and equitable recruitment process and ensure no blockages in any area	2, 7	Recruitment Training	Nikki Kriel Abbi Staunton / Mel Clay Babs Harris / Nikki Kriel	Year 1 Year 2 Year 1, 2 & 3	Jul-19 Jan-20 On-going	Published annually since 2015 via the Workforce Race Equality Standard. Medical HR and Recruitment provide annual detailed reports to inform the Trusts annual equality report. Annual data is reviewed to understand differences in the WRES data and develop future actions to improve BME experience
1.3	Offer BME staff career development support and interview skills training	To develop training opportunities for BME staff to aid career development	4, 7	Education Training	Val Fish / Babs Harris	Year 2 Year 2	Aug-19 Aug-19	BME Leadership offered to all. Opportunity shared with Practice Development / Matrons to encourage applications. Available programmes - Stepping Up for band 5-7. Applications from 9 July and will close when full. Commence Oct 2019 through to March 2020 - Ready Now Programme for Band 8a above. Residential hosted in Leeds. Applications open late 2020. Babs Harris attended WRES Expert programme in 2018 and learning being shared Generic interview skills training currently offered trust wide. Consider options for specific session for BME staff to attend
1.4	Recruitment images and internal headlines articles to be representative of population	To actively encourage a greater diversity of applicants	2, 7	Recruitment Communication	Jonathan Keeble / Abbi Staunton / Mel Clay	Year 1	Complete	Trust Communication Lead for corporate images is Theo Cronin. In all promotional and team engagements events, we aim to ensure a greater diversity of our workforce are represented

1.5	Increase the declaration rate of BME staff within the organisation	To ensure we understand the ethnic make-up of our organisation	All indicators	Recruitment Communication Training Education Appraisal Selection	Nikki Kriel	Year 2		Develop information booklet 'Monitoring data' - Tell us about You. To raise awareness within the organisation and for all new starters
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2	Issue	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 /						
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	What is already in place?	Equality & Diversity Policy, Equality Impact Assessment within workforce policies, Diversity Matters Group, Celebrating Cultures Network, Recruitment & Selection Policy, Shortlisting through TRAC requires scoring and recording for shortlisting, Interview assessment sheets require scoring, At least 2 people required to interview						
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	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
2.1	Improve BME representation from band 8a to VSM in the workforce following a 10 year action plan as set out in the model hospital strategy	BME representation from band 8a to VSM improves in line with national trajectory	1, 7	Education	Jennie Shore / Babs Harris	Year 2	Jan-20	Data provide by NHS England has outlined the Trust's 10 year goal setting trajectory to achieve equality by 2028 for AfC bands 8a to VSM. To be shared at DMG
				Culture Recruitment Selection				
				Training		Year 2 & 3	Apr-20	Support from the National WRES Implementation team will be provided. Proposed action plan to be presented at DMG

3	Issue	Staff from BME groups appear more likely to be subject to formal processes than White staff, Disciplinary Policy, Grievance & Fair treatment Policy						
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	What is already in place?	Employee Relations Tracker records all informal and formal processes						
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	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
3.1	Ensure Trust policies are equally applied to all staff	Fairness in the application of all policies regardless of race / ethnicity	3, 8	Communication	Babs Harris	Year 1	Apr-19	Met with Company Secretary in April 2019 to discuss formal process and quality assurance review to take place on a 6 monthly basis.
				Training				
						Year 2	Aug-19	Guidance on how to complete an Equality Impact Assessment being developed to support those undertaking an assessment
3.2	Ensure staff in leadership roles throughout the organisation are equipped to understand the complexities of race equality	Greater understanding and knowledge of the impact of race discrimination Reduction in numbers of BME staff progressing to formal cases	3, 6, 8	Communications Appraisal Education	Babs Harris	Year 2	Sep-19	Diversity awareness sessions to be rolled out to senior leaders to understand the impact and importance to equality in the workplace

4	Issue	Through the staff survey BME staff report higher levels of bullying; harassment or abuse from colleagues/managers than White staff						
	What is already in place?	Dignity at Work Policy (Bullying & Harassment, Freedom to Speak Up Guardian, Raising Concerns/Freedom to Speak Up Policy, Staff Counselling, Pop Up Schwartz Rounds, Celebrating Cultures Network						
	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
4.1	Deliver a session in the 'Western Sussex Way' training. Initiate conversations to include equalities discrimination, bullying concerns, impact of poor values & behaviours. Set expected standard and how to challenge/de-escalate. Promote Freedom To Speak Up Guardian	Internal material to be developed for staff to better understand the role of Freedom to Speak Up Guardian Monthly pulse check captured to Division and staff group level to evidence monthly feelings towards V&A. Questions to be added to the staff engagement questionnaire from Jan 2019	5, 6, 8	Communication Education Training	Delia Reed / David Clayton Evans / Nikki Kriel	Year 2	Complete	Freedom to Speak Up Guardian has a slot on Induction and Health & safety training and continues to be at many Trust events. Equality & Diversity training promotes discrimination against any of the protected characteristics will not be tolerated.
4.2	Highlight what our Zero Tolerance approach is	Educate through the Reducing Abusive Behaviours' Trust-wide project	5	Training Education Communication	Nikki Kriel	Year 2	Aug-19	Violence & Aggression Policy merged with the Security Policy to form a combined policy known as the Security Policy. The Reducing Abusive Behaviours Steering group meets monthly and is currently developing a set of tools and co-ordinating a mandatory roll out of Conflict Resolution Training (CRT) to A&E and the Emergency Floor.
5	Issue	A higher percentage of BME staff report experiencing discrimination at work in the last 12 months						
	What is already in place	Equality & Diversity Policy; Equality and Diversity session at corporate Trust Induction and mandatory Health & Safety training programme. Equality Impact Assessment within workforce policies, Freedom To Speak Up Guardian, Raising Concerns/Freedom to Speak Up Policy, Celebrating Cultures Network						
	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
	Examples of hate crime behaviours	An organisational		Education				Hate crime included in the Equality, Diversity & Inclusion Policy and included at Equality & Diversity sessions.

5.1	Crime behaviours communicated at mandatory health & safety training programme	understanding of the impact discrimination can have on individuals	8	Training	Nikki Kriel	Year 1	Complete	PC Allen attended Inclusion staff conference and shared hate crime process to 380 attendees. Future plans underway to incorporate hate crime message to new practice development cohorts and team away days
5.2	Review and update the Violence and Aggression Policy	Current policy will be updated to ensure relevant to current issues.	5, 6	Training Communication	David McLaughlin	Year 2	Complete	Policy updated and approved by TEC. Policy now known as the Security Policy. All signposting on StaffNet for V&A policy directs to Security Policy. Policy live for 1 year in line with future Security arrangements and CRT training
5.3	Drive improvements through the commissioned 'Reducing Abusive Behaviours' Trust-wide project	To be in the top 20% of acute trusts for all domains linked with violence, aggression, harassment and discrimination in the 2019 national staff survey results. Results due in February 2020.	5, 6, 8	Education Training Communication	Nikki Kriel	Year 2	Feb-20	New reporting themes introduced in 2018 survey. Indicator 8 - 14.3% BME / 6.3% White. Discrimination - 51.1% of all staff personally experienced discrimination at work on the grounds of Ethnicity. Reduce BME staff survey scores by 2.9% (target 11.4%) Reduce Ethnic Background staff survey scores by 8.7% (target 42.4%)

6	Issue	Percentage of organisations BME executive voting membership						
	What is already in place	Equality & Diversity Policy, Equality Impact Assessment within workforce policies, Diversity Matters Group, Celebrating Cultures Network						
	Actions required	Outcome	WRES Indicator(s)	Theme(s)	Lead	Year	Timescale	Progress Update
6.1	Reach out and engage with local communities to encourage applications from BME citizens to become a non-executive director when vacancies arise	Improved BME representation of executive membership	9	Education Culture	Jonathan Babs Harris	Year 2 and 3	Dec-19	Prior to non-executive director vacancies becoming available engage collaboratively with local community groups to encourage ethnic minority applications

Reference:

- Indicator 1 Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff
- Indicator 2 Relative likelihood of staff being appointed from shortlisting across all posts
- Indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
- Indicator 4 Relative likelihood of staff accessing non-mandatory training and CPD
- Indicator 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months - KF25 from NHS Staff
- Indicator 6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months - KF26 from NHS Staff Survey
- Indicator 7 Percentage believing that trust provides equal opportunities for career progression or promotion - KF21 from NHS Staff Survey
- Indicator 8 In the last 12 months have you personally experienced discrimination at work from your Manager/team leader or other colleagues? Q17(b) from the
- Indicator 9 Compare the difference for white and BME staff: Percentage difference between:

- The organisation's Board voting membership and its overall workforce
- The organisation's Board executive membership and its overall workforce