

**WRES ACTION PLAN - Priorities**

Updated October 2020 to be ratified at next Diversity Matters Group

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	Recruitment Lead	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	Recruitment Manager & Medical HR Manager  Lead for Equality Diversity and Inclusion	Year 2  Year 1, 2 & 3	Jan-20  On-going	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	Lead for Equality Diversity and Inclusion & Head of Learning and Development	Year 3  Year 3	Aug-21  Aug-21	BME Leadership offered to all. Opportunity shared with Practice Development / Matrons to encourage applications i.e. Stepping Up Programme  Babs Harris attended WRES Expert programme in 2018 and learning being shared  Generic interview skills training currently offered trust wide, working with colleagues in BSUH
	Recruitment images and internal headlines	To actively encourage		Recruitment	Head of Communications,			Trust Communication Lead for corporate images is Theo Cronin. In all promotional and team

1.4	articles to be representative of population	a greater diversity of applicants	2, 7	Communication	Recruitment Manager & Medical HR Manager	Year 1	Complete	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	Lead for Equality Diversity and Inclusion	Year 2	Complete	Develop information booklet 'Monitoring data' - Tell us about You. To raise awareness within the organisation and for all new starters

<b>2</b>	<b>Issue</b>	<b>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 /</b>						
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	<b>What is already in place?</b>	<b>Equality &amp; Diversity Policy, Equality Impact Assessment within workforce policies, Diversity Matters Group, Celebrating Cultures Network, Recruitment &amp; Selection Policy, Shortlisting through TRAC requires scoring and recording for shortlisting, Interview assessment sheets require scoring, At least 2 people required to interview</b>						
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	<b>Actions required</b>	<b>Outcome</b>	<b>WRES Indicator(s)</b>	<b>Theme(s)</b>	<b>Lead</b>	<b>Year</b>	<b>Timescale</b>	<b>Progress Update</b>
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 Employer strategy	BME representation from band 8a to VSM improves in line with national trajectory	1, 7	Education	Human Resources Director & Lead for Equality Diversity and Inclusion	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				Year 2 & 3
				Training				

<b>3</b>	<b>Issue</b>	<b>Staff from BME groups appear more likely to be subject to formal processes than White staff, Disciplinary Policy, Grievance &amp; Fair treatment Policy</b>						
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	<b>What is already in place?</b>	<b>Employee Relations Tracker records all informal and formal processes</b>						
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	<b>Actions required</b>	<b>Outcome</b>	<b>WRES Indicator(s)</b>	<b>Theme(s)</b>	<b>Lead</b>	<b>Year</b>	<b>Timescale</b>	<b>Progress Update</b>
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	Lead for Equality Diversity and Inclusion	Year 1	Complete	Met with Company Secretary in April 2019 to discuss formal process and quality assurance review to take place on a 6 monthly basis.
				Training				3
2.2	Ensure staff in leadership roles throughout the organisation are	Greater understanding and knowledge of the impact of race discrimination	2, 6, 8	Communications	Lead for Equality Diversity and	Year 2	Sep-21	Diversity awareness sessions to be rolled out to senior leaders to understand the impact and

3.2	equipped to understand the complexities of race equality	Reduction in numbers of BME staff progressing to formal cases	5, 6, 8	Appraisal Education	Diversity and Inclusion	Year 3	Sep-21	Senior leaders to understand the impact and importance to equality in the workplace
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<b>4</b>	<b>Issue</b>	<b>Through the staff survey BME staff report higher levels of bullying; harassment or abuse from colleagues/managers than White staff</b>						
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	<b>What is already in place?</b>	<b>Dignity at Work Policy (Bullying &amp; Harassment, Freedom to Speak Up Guardian, Raising Concerns/Freedom to Speak Up Policy, Staff Counselling, Pop Up Schwartz Rounds, Celebrating Cultures Network</b>						
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	<b>Actions required</b>	<b>Outcome</b>	<b>WRES Indicator(s)</b>	<b>Theme(s)</b>	<b>Lead</b>	<b>Year</b>	<b>Timescale</b>	<b>Progress Update</b>
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	5, 6, 8	Communication	Head of Learning and Development & Lead for Equality, Diversity and Inclusion	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.
		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		Education				Training
4.2	Highlight what our Zero Tolerance approach is	Educate through the Reducing Abusive Behaviours' Trust-wide project	5	Training Education Communication	Lead for Equality, Diversity and Inclusion	Year 2	Complete	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.

<b>5</b>	<b>Issue</b>	<b>A higher percentage of BME staff report experiencing discrimination at work in the last 12 months</b>						
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	<b>What is already in place</b>	<b>Equality &amp; Diversity Policy; Equality and Diversity session at corporate Trust Induction and mandatory Health &amp; Safety training programme. Equality Impact Assessment within workforce policies, Freedom To Speak Up Guardian, Raising Concerns/Freedom to Speak Up Policy, Celebrating Cultures Network</b>						
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	<b>Actions required</b>	<b>Outcome</b>	<b>WRES Indicator(s)</b>	<b>Theme(s)</b>	<b>Lead</b>	<b>Year</b>	<b>Timescale</b>	<b>Progress Update</b>
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5.1	Examples of hate crime behaviours communicated at mandatory health & safety training programme	An organisational understanding of the impact discrimination can have on individuals	8	Education Training	Lead for Equality, Diversity and Inclusion	Year 1	Complete	Hate crime included in the Equality, Diversity & Inclusion Policy and included at Equality & Diversity sessions. 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	Director of Estates and Facilities	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	Lead for Equality, Diversity and Inclusion	Year 3	Feb-21	Indicator 8 - 13.10% BME indicated they had experienced discrimination at work. This has reduced from 14.30% last year. New figures will be available via staff survey in February 2021

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	Head of Communications Lead for Equality, Diversity and Inclusion	Year 3	Dec-21	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 in the
- 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 Survey
- 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 Staff

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