

Sussex Partnership NHS Foundation Trust Workforce Race Equality Standard (WRES) Action Plan 2019

WRES 1 To address the disparity between the percentage of BAME staff in Bands 8-9 and VSM posts					
Index	Action	Outcome	Lead	Update	Timescale
1.1	To implement the national talent management scheme pilot	Building on the BAME talent management programme, to have a clear process in place for identifying and building talent in our BAME staff group	Race Reference Group, EDI Lead & Chair of BAME Network	TBC	October 2019 – October 2020
1.2	Apply to become Apprenticeship Diversity Champion Network. If successful positively recruit a BAME quota into roles in line with the Model Hospital	To encourage more people from underrepresented groups, including those with disabilities, women and members of the black, Asian and minority ethnic (BAME) communities, to consider apprenticeships at Sussex Partnership NHS FT.	Workforce Transformation Manager	The trust has been successful in being awarded Apprenticeship Diversity Champion Network Status on 30 August 2019	September 2019
WRES 2 To address the relative likelihood that White staff 1.3 are times more likely to be appointed from shortlisting compared to white staff					
Index	Action	Outcome	Lead	Update	Timescale
2.1	Undertake review of full recruitment process from advertising to appointment with BAME colleagues to identify any areas of concern and implement appropriate actions	A clearer understanding of what practices currently being undertaken in the recruitment process are potentially impeding BAME applicants	Resourcing, EDI Lead, BAME network Chair		October 2019 – January 2020
2.2	Update the recruitment policy and include the Sheffield Hospital	Improve the feedback process with additional information on areas for	Head of HR Operations &	Completed and approved in	January – March 2020

	model of interview questions and the scoring system across the Trust to include detailed feedback to unsuccessful candidates	development for the unsuccessful applicants	Resourcing	September 2019	
2.3	Bitesize training for interview panels on Unconscious Bias	Better understanding interviewer's own bias through the recruiting process	Associate Director of E&D HR Business Partners	TBC	October 2019 October 2020
WRES 3: To address that BAME staff are 1.4 times more likely to enter the formal disciplinary process when compared to White staff					
Index	Action	Outcome	Lead	Update	Timescale
3.1	All potential disciplinary cases are reviewed ahead of entering the formal process to ensure this is the correct action to be taking or whether there is a more appropriate way of managing	Less over representation of BAME staff in formal disciplinary cases	Head of Employee Relations, HR Business Partners and EDI Lead	Progress is being made in this area but continue to review all potential disciplinary cases against principles of fairness, learning, accountability and responsibility. Cases are discussed on a quarterly basis.	Ongoing
WRES 4: Relative likelihood of BAME staff (1.6) times less likely to non-mandatory training and CPD as compared to White staff					
Index	Action	Outcome	Lead	Update	Timescale
4.1	A scoping exercise to gain a better understanding of applications at CDS Level for CPD	A clearer understanding of the practices at a local CDS Level	Associate Director of E&D	TBC	April 2020
WRES 5 KF 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months					
Index	Action	Outcome	Lead	Update	Timescale
5.1	Re-launch Operation Cavell at front facing services	Services aware of protocols around Operation Cavell and encouraging	Operation Cavell Team	Incidents by protected	Ongoing

		staff to make use of this where appropriate	and Head of Security	characteristics will be reported and monitored at the OP Cavell meetings held quarterly	
5.2	Develop a protocol to support staff with a protected characteristic that have experienced abuse	Staff and managers feel more confident to support staff that experience harassment, bullying or abuse from patients, relatives	Secure and forensic Leadership Team and EDI Lead	TBC	December 2019
5.3	Continue to promote the Employer Assist programme	More up-take from BAME staff and reduction in Staff Survey results	Health and Wellbeing team & BAME Network Chair	This piece of work is ongoing and business as usual	Ongoing
5.4	Include Indicator 5 into PMVA mandatory training	Staff are more aware of the likelihood of BAME being exposed to abuse and feel confident to de-escalate incidents	EDI Lead & PMVA Team	Completed.	October 2019
WRES 6: KF 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months					
Index	Action	Outcome	Lead	Update	Timescale
6.1	Undertake a communications campaign reminding staff of expected behaviours and also the action staff should take if they believe they have been subjected to bullying, harassment or abuse	Greater understanding by staff around expected behaviour and greater confidence by those experiencing harassment, bullying or abuse around how they can report incidents	Director of Comms, Head of Employee Relations, EDI Lead	TBC	February 2020
6.2	Include awareness of bullying, harassment and abusive behaviour as part of Middle Management Development programme	Increased understanding by middle managers on these issues and how to address bullying and harassment at local level	Director of HR & OD Associate Director of E&D	TBC	April 2020
6.3	A BAME Conference to take place in January 2020 aimed at middle	Increased awareness of BAME staff work experience and the WRES	Race Executive Sponsor and	Conference booked for 23 January 2020	January 2020

	managers.	Indicators	EDI Lead		
WRES 7: KF 27. Percentage believing that trust provides equal opportunities for career progression or promotion					
Index	Action	Outcome	Lead	Update	Timescale
7.1	Correlates to Action 1.1 & 1.2	More movement for Bandings for both Clinical and Non- clinical Roles	Race Reference Group, EDI Lead, Workforce Transformation Manager & Chair of BAME Network	As 1.1& 1.2	September 2019 – October 2020
7.2	Work with the STP Leadership and Talent Management collaborative to commission a Leadership Academy Stepping up programme. This is the leadership development programme specifically aimed at supporting staff from a BAME background.	To provide a focused STP wide career development programme for BAME staff Bands 4 - 7	Associate Director of E&D	TBC	31/03/2020
	Work with the Nursing Associates team to recruit develop more BAME Support workers and Healthcare Assistants into a career of Nursing	Retain and develop current BAME non-qualified staff at the Trust and attract more nursing staff	Nursing Associates team & Ward Managers	TBC	Ongoing
WRES 8: In the last 12 months have you personally experienced discrimination at work from a manager/team leader or other colleagues					
Index	Action	Outcome	Lead	Update	Timescale
8.1	As for WRES Indicator 6				April 2020
8.2	Recruit a selection of BAME First Aiders across SPFT	BAME staff are supported to	Health and Wellbeing team BAME Network Lead		March 2020

WRES 9: Percentage difference between the organisations' Board voting membership and its overall workforce					
Index	Action	Outcome	Lead	Update	Timescale
9.1	Ensure that the Board of Directors are inclusive	Board membership to be represented to the BAME population of Sussex	SPFT Chair	<p>Completed</p> <p>100% Declaration of ethnicity Percentage of Board members by ethnicity BAME 17% White 83%</p> <p>Percentage of voting Board Members by Ethnicity BAME 23% White 77%</p>	Completed