

EAST LONDON FOUNDATION TRUST (ELFT) WORKFORCE RACE EQUALITY STANDARDS (WRES)

ACTION PLAN 2019/2020

Indicator No.	Indicator					Progress to Date	Next Steps
1	<p>Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce</p>					<p>Reporting on job evaluations is now being undertaken, so that the changes can be monitored. There is improved consistency and the process is more robust.</p> <p>A more robust policy and request form has been created and is going through the Joint Staff side Committee.</p> <p>Succession Planning has been done at the Clinical Director, Borough Director of Executive Director. In addition, equality analysis has been undertaken on all protected characteristics to enable the Trust to identify how it can be more diverse in these senior roles.</p> <p>A number of BAME senior appointments have been made in the last year.</p>	<p>Communications regarding the senior BAME appointments to raise awareness internally of the Trusts progress against the WRES.</p> <p>Succession planning for levels below borough and clinical directors to ensure a diverse pipeline of candidates for senior roles that are reflective of the communities that we serve.</p> <p>Targeted recruitment adverts promoting the need to attract underrepresented groups in particular bands.</p> <p>Continue to explore working with organisations such as Diversity by</p>

						Design for recruitment for roles that are band 7 and above.
						Change in competencies required to uplift existing band 2 staff to band 3 for band 2s who transferred in from Bedfordshire Community.
						A similar exercise due to take place in Bedfordshire Community for those who transferred into the Trust in 2018. Subject to staff undertaking the Care Quality Certificate.
						Leadership Committee formed and first meeting held 28 th November 2018. (Known) in-house Leadership development programmes: Completed: 7 Active: 4 Planned: 6 Trust <u>working with Bedford Luton and Milton Keynes (BLMK)</u> to create a system leadership programme across STP in 2019. National Leadership Academy (External) leadership programmes, to date: Springboard (women n=20 Senior Clinical Leaders (clinicians n=45) Elderly x 2 programmes (Nursing n=40) B6 CHMT x 2 programmes (Nursing n=40)
						Divisional Education Committees (DECS) were allocated 50% of the HEE funding to use for development. Some use these funds for leadership development e.g., The King's Fund Top Managers Programme. The Trust are improving how they are procuring courses to ensure better economies of scale and improving the equality of access and availability of courses. Trust access Health Education England (East of England) Leadership

						<p>Nye Bevan 3 Edward Jenner 73 Stepping up 7 Mary Seacole 6 Ready Now 3 Elizabeth Garrett Anderson 2 CEO Fast Track 1</p> <p>Healthcare Leadership 360. 8 internal facilitators have completed their training by January 2019. This will increase our internal capacity to provide feedback to staff to support development.</p>	<p>Academy programmes and BLMK programmes. All are advertised in the Luton and Beds areas through HRBP and Head of HR/OD.</p> <p>Continue to undertake OD interventions at team level, organisational level (input at DMT away days) and at individual level such diagnostic tools 360 degree feedback, Myers Briggs Typology Indicators (MBTI), Discovery insights diagnostics profiles, coaching and/or mentoring programmes.</p> <p>Create a coaching and mentoring register so that staff can access coaching and/or mentoring. Continue to monitor employee take up and progress of those staff who have undertaken coaching and mentoring.</p>
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					<p>In-depth gender pay gap analysis (GPG) undertaken across all protected groupings is part of the Gender Pay Gap Reporting.</p> <p>Clinical Excellence Awards (CEAs)</p> <p>In addition to the general CEA communications we are in the process of doing targeted communications to consultants who are in the underrepresented groups (women and BAME) as well as those who are considered to be disabled.</p> <p>CEA briefing sessions to advise consultants the types of additional activities they could apply for CEAs.</p> <p>We have also offered workshops to help with the completion of the CEA application forms to try and maximise the number of applications from women and BAME consultants.</p>	<p>Repeat the CEA exercise and workshops in Autumn/Winter 2019.</p>
					<p>Apprentices and other staff groups are being supported by the Careers and Redeployment Advisor role to try and secure permanent employment.</p>	<p>Business case submitted to the Trust executive to request to make this resource permanent.</p>
2	Relative likelihood of White staff being appointed from shortlisting across all posts.	1.31	1.40		<p>We have started working with an organisation called Diversity by Design to recruit for difference. We are trialling a band 7 role in People & Culture to 'recruit for difference'.</p>	<p>Conduct an audit on successful BAME candidates to understand why they were unsuccessful.</p>

					<p>We have implemented a Functional Skills Facilitator post from 1st September 2018 to support the following groups with maths and English.</p> <p>On-going pilot of the Careers and Redeployment post to maximise individuals' chances of securing a position. Running interview skills and CV workshops in-house. We have managed to avoid 36 redundancies and have provided interview skills/CV skills workshops to staff.</p> <p>Implemented a Staff Transfer scheme for nurses – to enable staff to move around the Trust without the need for a formal recruitment process.</p>	<p>Survey internal unsuccessful candidates to understand what support and development they need in order to progress. This will be linked to their performance appraisal and Personal Development Plan (PDP)</p> <p>Business case being drafted to make these resources permanent.</p> <p>Promote and communicate the scheme more widely. Publish good news stories where this has been successful.</p>
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal	2.78	2.44		<p>Implemented the Fair Treatment process to review disciplinary cases. The impact of which has been a reduction in suspensions from around 8-15 at any one time, reduced to 2 suspensions as at July 2019. Service User review of the ER activity where mental health is a factor. Created a video</p>	<p>Continue to embed the Fair Treatment process and educate managers.</p> <p>Implement and recruit to a standalone investigator</p>

	<p>disciplinary investigation</p> <p>Note: This indicator will be based on data from a two year rolling average of the current year and the previous year</p>				<p>detailing these findings to better publicise and incorporate in training. This has meant that ER Advisors have better insight when advising managers.</p> <p>Procured and rolled out an electronic ER Case Tracker system to improve reporting. This has improved the quality of reporting and monitoring and has enabled us to identify possible trends.</p> <p>Service User involvement in the JSC policy sub-committee. This brings about a greater awareness and allows us to have a service user perspective.</p> <p>It is intended that all secondments are put through the candidate management system, TRAC, going forward. The Recruitment & Selection Policy has been updated to reflect this.</p>	<p>Band 7/8a and a Band 5 pastoral role to better support staff going through disciplinary processes.</p> <p>A survey to staff who have been suspended and/or on restricted duties/redeployed as an alternative to suspension to understand the effects and to learn from this.</p> <p>A review of the Disciplinary Policy to ensure a more compassionate emphasis.</p> <p>Provide support to staff who have been through the Disciplinary processes to help them to overcome the experience.</p> <p>Include some narrative about WRES in People & Culture Training.</p> <p>Develop communications more broadly regarding WRES.</p> <p>Support for staff with external factors that may be hindering their performance. Create safe</p>
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						spaces so that staff can disclose issues that they are facing so that managers can provide the relevant support and address issues that may be affecting the performance of staff to avoid having to go through formal processes.
4	Relative likelihood of staff accessing non-mandatory training and CPD	1.03	0.87		<p>The L&D team has been significantly invested in. We have collated more data (manually) which include development activity delivered by OD colleagues.</p> <p>The L&D function has been expanded by 10 WTE in order to centralise some L&D activity, so we can improve the L&D offering, as well as to monitor the take up and effectiveness of this training.</p> <p>We have improved our selection process to ensure equal access to these leadership courses. This include blind shortlisting to ensure potential biases are removed.</p>	<p>Admin development day Spring 2020.</p> <p>Create a prospectus that is easily accessible to admin staff to promote the many existing admin development programmes from functional skills, apprentice programmes. Programmes.</p>

							Create BAME and mainstream development programmes to enable staff the choice to select programmes that will better able them to thrive.
	Staff Survey	2017 White	2017 BME	2018 White	2018 BME	Progress to Date	Next Steps
5	KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	28.91%	32.62%	31.70%	35.60%	<p>We launched the Respect and Dignity @ Work Campaign.</p> <ul style="list-style-type: none"> Mile in My Shops Exhibition and Through My Eyes focus groups. <p>Expanding the Trust's OD provision.</p> <p>A new Associate Director of Organisational Development post has been established and recruited to and has been in post almost a year, and lots of development activity has taken place at a team level and at an individual level over 57 team interventions since April 2019. Some of which is attributed to the improvement in the likelihood of BAME staff accessing non statutory and mandatory training.</p> <p>18/21 teams completed QI Enjoying Work projects.</p> <p>A new Trust strategy, equalities plan and people plan have been implemented, with the overarching aim to improve staff experience.</p>	<p>Through Someone Else's Eyes. Sessions with 1300 line managers, supervisors and leaders to hear the stories collected in the 'Through My Eyes Sessions' to understand from managers what they need from the Trust to be more compassionate leaders.</p> <p>Find a more robust way to capture L&D activity for courses and development activity that are not booked centrally.</p> <p>Regular reports in terms of employee relations activity to: Service Delivery Board (SDB) Joint Staff Side Committee (JSC) The Trust board.</p>

						<p>A new Equalities plan for staff which has ambitious targets.</p> <p>Published Trust wide and locality Staff Survey Infographics being discussed at Department Management Team level. (DMT)</p> <p>Staff Survey action plans co-created in services.</p>	<p>Complete the Equality Delivery System assessment (EDS2).</p> <p>Improve communications and promotion of the newly rolled out Employee Engagement System (Go Engage).</p> <p>Continue to triangulate all People and culture data to identify trends i.e. staff survey data, ER data, Sickness data and other statistics.</p>
	KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23.24%	22.57%	16.20%	18.00%	<p>The Respect and Dignity @ Work project is ongoing. The Mile in My Shoes exhibition was visited by over 500 staff and positive feedback was received.</p> <p>Through My Eyes generated over 50 stories and around 40 illustrations. These stories have been shared at the Executive meetings, CEO discussion groups, Joint Staff side Committee (JSC) and Through Someone Else's Eyes session(s).</p> <p>The feedback has been very positive and the communications have been effective.</p> <p>Executive pledges have been made.</p>	<p>Dates for Through Someone Else's Eyes – publicised and are expected to carry on until February 2020.</p>

6	KF21. Percentage believing that trust provides equal opportunities for career progression or promotion	83.81%	72.57%	84.70%	71.80%	<p>The Trust Appraisal Process amended to include the Trust strategy and upward feedback. Appraisal completion c73% for staff on Agenda for Change terms and conditions.</p> <p>More development programmes and better selection/ recording.</p>	<p>Raise awareness of the Race Equality Standards (WRES).</p> <p>Intervene where recruitment processes that are perceived to not be transparent are brought to the attention of People & Culture.</p> <p>People and Culture, staff side and the Freedom to Speak up Guardian to continue to work in partnership.</p> <p>People Business Partners are auditing Appraisals and Personal Development needs.</p> <p>Incorporate succession planning conversations below clinical and borough directors in order to develop future internal talent.</p> <p>Promote positive stories of BAME appointments both internal and external.</p>
7	Q17. In the last 12 months have you personally	9.09%	13.02%	8.40%	14.40%	<p>After lengthy negotiations with Staff side, in relation to a Secondment and Acting up Policy this has been implemented.</p>	<p>People and Culture, staff side and the Freedom to Speak up Guardian to</p>

<p>experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues</p>						<p>The Trust have sent a joint communication from the Director of People & Culture and The Staff side Chair promote the benefits of trade union membership and encourage membership.</p> <p>The Freedom to Speak up Guardian (FTSUG) has access to case work software to improve reporting and monitoring.</p>	<p>continue to work in partnership.</p> <p>Continue to promote mediation services and publicise success stories of medication.</p> <p>Continue to promote Bullying and Harassment advisors.</p> <p>Continue the Respect and Dignity @ work project as detailed above.</p>
<p>Percentage difference between the organisations' Board membership and its overall workforce disaggregated:</p> <ul style="list-style-type: none"> • By voting membership of the Board • By executive membership of the Board 						<p>Trust board are 50% BME, this has increased from 44.4%.</p> <p>Voting membership BME has remained consistent between 2018 and 2019 at 46.67%.</p> <p>The non-voting board are 66.70% of BME this has increased from 33.3%.</p> <p>The Executive team are 60% BME which has increased from 500% in 2018.</p> <p>The number of BME non executives has also remained consistent at 37.5%.</p>	<p>Continue to advertise for, and actively recruitment Trust board members from diverse backgrounds.</p> <p>Design a comms campaign to celebrate that the Trust have the most/ one of the most divers executive teams and Trust board</p>