

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

ACTION PLAN 2020/2021

Indicator No.	Indicator		Action	Progress to date	Lead
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. Create and implement Guidance.</p> <p>Communications regarding the senior BAME appointments to raise awareness internally of the Trusts progress against the WRES.</p> <p>Undertake Succession Planning at all levels.</p> <p>Targeted recruitment adverts promoting the need to attract underrepresented groups in particular bands.</p>	<p>This is now being undertaken, so that the changes can be monitored. There is improved consistency and the process is more robust.</p> <p>Succession planning is already underway for CEO, Executives, Clinical/Service Directors and deputies using the Leadership Academy's 9 box Grid. To ensure a diverse pipeline of candidates for senior roles that are reflective of the communities that we serve. In addition, equality analysis has been undertaken on all protected characteristics to enable the Trust to identify</p>	<p>People Relations Manager</p> <p>Director of People & Culture & Comms.</p> <p>Associate Director of People Development and People Development Business Partner & People Business Partners and Service Directors</p>

			<p>Continue to explore working with organisations such as Diversity by Design for recruitment for roles that are band 7 and above.</p> <p>A number of BAME senior appointments have been made in the last year.</p>	<p>how it can be more diverse in these senior roles.</p> <p>The pilot with Diversity by Design was unsuccessful. But a new project in terms of values recruitment is underway. We are also about to launch a Career Development working group following on from the feedback from the 2020/21 WRES and 2019/2020 Staff Survey results and feedback from the Covid, Race and Privilege events.</p> <p>This is being progressed as part of the Values Based Recruitment project.</p>	
			<p>Change in competencies required to uplift existing band 2 staff to band 3 for band 2s who transferred in from Bedfordshire Community.</p>	<p>A similar exercise due to take place in Bedfordshire Community for those who transferred into the Trust in 2018. Subject to staff</p>	<p>Director of Nursing (Community).</p>

				undertaking the Care Quality Certificate.	
			<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>	<p>A new Leadership workstream has been set up post Covid 19.</p> <p>A coaching platform has been procured and is being implemented.</p>	<p>Associate Director of People Development</p> <p>Exec Director of Commercial Development, Chief Nurse and Director of People & Culture.</p> <p>OD Manager</p>

			<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) 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>There as no submission in 2020 due to Covid 19.</p> <p>Repeat the CEA exercise and workshops in Autumn/Winter 2020 We were unable to run the CEA exercises, but it has been agreed that the available awards will allocated to all eligible consultants for 2019/2020 round.</p>	<p>Head of People.</p> <p>Associate Director of People & Culture – L&B</p>
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				Apprentices and other staff groups are being supported by the Careers and Redeployment Advisor role to try and secure permanent employment. Business case submitted to the Trust executive to request to make this resource permanent.	This resource has been made permanent.	
2	Relative likelihood of White staff being appointed from shortlisting across all posts.	2019 1.40	2020 1.34	<p>Conduct an audit on successful BAME candidates to understand why they were unsuccessful.</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>We have implemented a Functional Skills Facilitator post from 1st September 2018 to support the following groups with maths and English.</p>	<p>This Audit will be completed Autumn 2020.</p> <p>This resource is now permanent, and a number of staff have successfully gone through the Functional Skills programme.</p> <p>Recruitment policy re-written with greater focus on</p>	<p>Head of Resourcing</p> <p>Functional Skills Lead.</p>

				Implemented a Staff Transfer scheme for nurses – to enable staff to move around the Trust without the need for a formal recruitment process. Consider expanding to Admin & Clerical Staff.	successful developmental feedback, values based questions and panel diversity	
3	<p>Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal 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>2019</p> <p>2.44</p>	<p>2020</p> <p>1.19</p>	<p>Implemented the Fair Treatment process to review disciplinary cases.</p> <p>Service User review of the ER activity where mental health is a factor. Created a video detailing these findings to better</p>	<p>We have continued with the Fair Treatment Process and have managed a sustained reduction in suspensions. We have also reduced the gap in the number of disciplinary staff from BAME backgrounds compared to White staff. 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 and this has remained consistent up to August 2020</p> <p>Service User involvement has continued at JSC Sub Committee meetings.</p>	<p>Associate Director of people & Culture</p> <p>Associate Director of people & Culture</p>

			<p>publicise and incorporate in training. This has meant that People Relations 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</p>	<p>Reporting has improved and is more detailed and is reported to Joint Staff side Committee (JSC) Service Delivery Board (SDB) Appointments and Remuneration Committee and the Trust Board. This has continued.</p>	<p>People Relations Manager</p> <p>Head of Resourcing</p>
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			<p>Recruitment & Selection Policy has been updated to reflect this.</p> <p>Implement and recruit to a standalone investigator 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. Develop communications more broadly regarding WRES. Support for staff with external factors that may be hindering their performance.</p>	<p>The Investigator commenced in June 2020.</p>	<p>People Relations Manager</p> <p>People Relations Manager</p> <p>Business Partners</p> <p>People Relations Manager</p> <p>People Relations Manager/Business Partners</p> <p>Director of People & Culture and Communications</p>
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				Create safe spaces so that staff can disclose issues that they are facing so that		
4	Relative likelihood of staff accessing non-mandatory training and CPD	2019 0.87	2020 0.78	<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>Admin development day. This has been delayed to Covid 19.</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> <p>Create BAME and mainstream development programmes to enable staff the choice to select programmes that will better able them to thrive.</p> <p>A proposal to purchase new Learning Management System (LMS) was approved in early 2020 for purchase and implementation by the end of Dec 2020.</p>	<p>The L&D team was renamed People Development and has a full establishment</p> <p>Spring 2021</p> <p>Winter 2020</p> <p>Spring 2021</p> <p>Winter 2020</p>	<p>Associate Director of People Development.</p> <p>People Development Business Partner</p> <p>People Development Business Partner</p> <p>Associate Director of People Development.</p>

					<p>We have launched the 'Covid 19 Race and Privilege' sessions and the 'Understanding White Privilege' Sessions. Localities have run their own campaigns also; reading & videos in circulation to educate on white privilege</p> <p>In addition, an Inequalities workstream has been set up and focus groups have taken place for the Equality Delivery System (EDS2)</p>	
KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23.00%	24.50%	23.60%	27.90%	<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>We are creating a conflict management pathway.</p> <p>We are progressing to phase 4 – We've heard you.</p> <p>Executive and NED pledges have been made.</p>	Director of Integrated Care.
KF21. Percentage believing that trust provides equal	84.70%	71.80%	85.00%	71.80%		

opportunities for career progression or promotion					<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. 2019/20. The Appraisal return for 2020 is to be confirmed as the deadlines the end of September 2020.</p> <p>More development programmes and better selection/recording.</p>	
Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	8.40%	14.40%	7.70%	15.60%	<p>Improve communications and promotion of the newly rolled out Employee Engagement System (Go Engage). Continue to triangulate all People and culture data to identify trends i.e. staff survey data, ER data, Sickness data and other statistics.</p>	
Percentage difference between the organisations' Board membership and its overall workforce disaggregated: <ul style="list-style-type: none"> • By voting membership of the Board • By executive membership of the Board 					<p>Currently ahead of the 2019 Model Employer Target.</p>	