

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

DRAFT ACTION PLAN 2020/2021

Indicator No.	Indicator		Action	Progress to date	Lead	Status
1	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>Reporting on job evaluations. Create and implement Guidance.</p> <p>Communications regarding the senior BAME appointments to raise awareness internally AND externally of the Trusts progress against the WRES.</p> <p>Undertake Succession Planning at all levels.</p>	<p>There is improved consistency and the process is more robust. Report by the end of August 2021</p> <p>The model employer goals show progress from 2019/2020. See appendix 1</p> <p>Succession planning is already underway for CEO, Executives, Clinical/Service Directors and deputies using the Leadership Academy's Talent Management Methodology. 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 how it can be</p>	<p>People Relations Manager</p> <p>Chief People Officer & Comms.</p> <p>Associate Director of People Development and People Business Partner & People Partners and Service Directors</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing for Executives, Services Directors/Clinical Directors and deputies.</p>

			<p>more diverse in these senior roles.</p> <p>B7 career Development conversations launching Summer 2021. B8a and above launching 2022/2023.</p> <p>Development proposition being piloted with the BAME Network and Admin and Clerical Staff and Women's Network Autumn 2021.</p> <p>Significant progress of appointments of people from BAME groups in 8a and 8b. Appointments of people from BAME backgrounds have deteriorated in Bands 8c and 8d.</p> <p>The pilot with Diversity by Design was unsuccessful. But a new project in terms of values recruitment is underway. We have run a</p>	<p>L&D Business Partner</p> <p>L&D Business Partner/ Director of People & Culture</p> <p>Service Directors</p> <p>Deputy Director of People & Culture</p>	<p>Spring 2022</p> <p>Autumn 2021</p> <p>Ongoing</p> <p>Pilot ended</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 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>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 19, Race and Privilege events.</p> <p>This is being progressed as part of the Values Based Recruitment project. Work is ongoing to de-bias recruitment. QI project with People Participation to improve service user experience on panels.</p>	Chief People Officer and Deputy Director of People & Culture	
			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.	Director of Nursing (Community).	Completed.

			<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 and has rolled out peer leadership circles.</p> <p>A coaching platform has been procured and has been implemented. The first cohort of Reverse Mentors has also been launched. A coaching programme (group and Individual) has been commissioned commencing in Autumn 2021.</p>	<p>Associate Director of People Development Exec Director of Commercial Development, Chief Nurse and Director of People & Culture.</p> <p>Associate Director of P&C. OD.</p>	<p>Completed</p> <p>In progress</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) 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</p>	<p>There was no submission in 2020 due to Covid 19. The submission was made on 28 September 2021. The gender pay gap has decreased from 12.01% to 11.65%</p> <p>Repeat the CEA exercise and workshops in Autumn/Winter 2020. The CEA round was completed. We have seen an increase in the number of Women and there is more work to do.</p> <p>We were unable to run the CEA exercises, but it has been agreed that the available awards will be allocated to all eligible consultants for 2019/2020 and 2021/22 round.</p>	<p>Head of People.</p> <p>Associate Director of People & Culture</p>	
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			applications from women and BAME consultants.			
			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	This resource has been made permanent.		

				executive to request to make this resource 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>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>This Audit was delayed due to COVID19.</p> <p>This resource is now permanent, and a number of staff have successfully gone through the Functional Skills programme.</p> <p>Undertake ongoing promotion.</p>	Head of Resourcing	of
						Functional Skills Lead.	

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>1.44</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 publicise and incorporate in training. This has meant that People Relations</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.</p> <p>Service User involvement has continued at JSC Sub Committee meetings.</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>This work has continued we have received impactful feedback about these two</p>	<p>Associate Director of people & Culture</p> <p>Associate Director of people & Culture</p>	

			<p>Advisors have better insight when advising managers.</p>	<p>roles and it is proving for a more positive experience for staff. ELFT won the 2020/21 HSJ WRES Award for Compassion and Equality in Employee Relations. And are rolling out the respectful resolution programme in Summer 2021.</p> <p>We are also in the process of rolling out Respectful Resolution.</p>	<p>People Relations Manager</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</p>	<p>Regular reports are going to the Appointment and Remuneration Committee and Trust Board. We are starting to undertake analysis on key trends.</p>	<p>Head of Resourcing</p>	

			<p>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>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>The Investigator commenced in June 2020. There has been positive feedback.</p> <p>The review is due for completion at the end of May 2021.</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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				<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 spaces so that staff can disclose issues that they are facing so that</p>			
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>The L&D team was renamed People Development and has a full establishment</p> <p>Spring 2021</p> <p>Winter 2020</p>	<p>Associate Director of People Development.</p> <p>People Development Business Partner</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>This has been completed as all courses are publicised through the use of SWAY.</p> <p>Winter 2021</p> <p>The LMS project is underway but was delayed due to COVID19. Implementation in planned for winter 2021.</p>	<p>People Development Business Partner</p> <p>Associate Director of People Development.</p>	
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Staff Survey Findings Indicators 5-8 lifted from the staff survey:

National Staff Survey Questions	2018 White (%)	2018 BME (%)	2019 White (%)	2019 BME (%)	2020 White (%)	2020 BME (%)
KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	31.70%	35.60%	32.9%	37.7%	31%	37%
KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23.00%	24.50%	23.60%	27.90%	16%	20%
KF21. Percentage believing that trust provides equal opportunities for career progression or promotion	84.70%	71.80%	85.00%	71.80%	87%	72%
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%	8%	16%
KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	31.70%	35.60%	32.9%	37.7%	31%	37%

Appendix 1 - Model Employer Goals

Table 3. Goal setting trajectory for bands 8a-VSM BME recruitment for East London NHS Foundation Trust

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Band 8a	120	129	138	148	157	166	175	184	194	203	212
Band 8b	22	26	30	34	39	43	47	51	55	59	63
Band 8c	15	17	19	21	24	26	28	30	32	34	36
Band 8d	2	3	4	6	7	8	9	11	12	13	14
Band 9	3	3	4	4	5	5	5	6	6	6	7
VSM	4	4	4	4	4	4	4	5	5	5	5

ELFT Progress against the 10-Year Trajectory

	2019 actual	2019 Ambition	Gap	2020 actual	2020 ambition	Gap	2021 actual	2021 ambition	Gap
Band 8a	135	129	6	166	138	28	196	148	48
Band 8b	34	26	8	23	30	-7	44	34	10
Band 8c	16	17	-1	14	19	-5	15	21	-6
Band 8d	3	3	0	6	4	2	5	6	1
Band 9	3	3	0	2	4	-2	4	4	0
VSM	6	4	2	6	4	2	6	4	2

