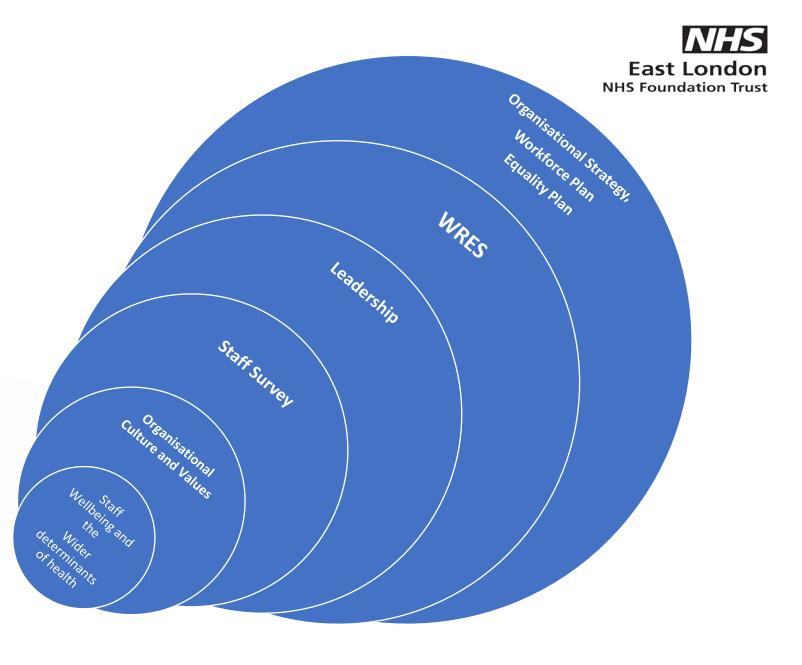


# Workforce Race Equality Standards (WRES) and Staff Survey Deep Dive

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# The Lenses





Pam Template 2

## **Equality & Diversity Plan**



Trust Strategy	Workforce Plan	Equality Objective	Strategic Outcomes Trustwide Objectives	Success Measures
pea		***	Reduce Gender Pay gap by promoting and rolling out development programmes specifically for women i.e. Springboard. Through increased representation of women on training & development courses Improved agile working through technology, Improved Flexible Working Policies and Practices – better education for managers Increased flexibility (modes of training) and accessibility of training courses	A 4.87% reduction in the mean hourly rate gender pay gap figure A 20% increase in the number of women in senior leadership positions A 50% increase in the number of women attending non mandatory L&D programmes A 10% increase in the number of women receiving Clinical Excellence Awards (CEAS)
By 2022 we will build on our success and lead on the delivery of integrated care.	Improving the experience of staff	To improve the experience of all staff and service users/patients	Reduce the disproportionate presence of BAME staff in formal HR processes through and the implementation of a fair treatment process in relation to disciplinary processes, improved HR KPIs and Workforce Race Equality Standards (WRES) metrics Implementation of coaching and mentoring programmes Review of the Dignity at Work Policy and Grievance Policy Increased BAME representation on personal development courses and improved transparency in terms of career progression	<ul> <li>A 20% reduction in the representation of BAME staff in the disciplinary process, and a more consistent approach in terms of sanctions that are issued across localities</li> <li>A 20% increase in the representation of BAME staff in senior leadership position</li> <li>A 20% reduction in the number of Dignity at Work complaints and/or Grievances as a result of discrimination and/or bullying, harassment of victimisation</li> <li>Improved metrics in terms of HR KPIs, improved staff survey results in relation to staff experience bullying, harassment, victimisation and discrimination</li> </ul>
			Increased Service User participation in the development of HR Policies, ER cases training etc. Implementation of Workforce Disability Equality Standards (WDES) November 2018 Implement an Access to Work lead – within HR through the development of an automated process for Access to Work requests	A 11% increase the reported numbers of staff with a disability A 20% increase in the number of staff who successfully submit Access to work applications Improved compliance to access to work recommendations for staff with a disability or who acquire a disability
By 203			Create and implement LQBT+ Policies and/or make reference to LGBT+/Transgender staff in all HR Policies Increase the representation of lesbians Improved reporting categories on ESR	An improvement in the Trust's position on the Stonewall index to the top 100 employers  A 3% increase in the number of staff reporting Transgender status  A 16% Increase number of lesbian women in senior leadership positions  Improved reporting categories on ESR  Foster an environment where staff feel comfortable to disclose their sexual orientation and disability status
NHS				
East Lon	idon	Our values	We care We re	spect We are inclusive

#### **Data Points**

The two highest-scoring enablers are Trust (4.07 out of 5) and Working Relationships (4.06);

The lowest scoring enabler remains Recognition (3.57). However, this has increased from a score of 3.49 in the previous survey;

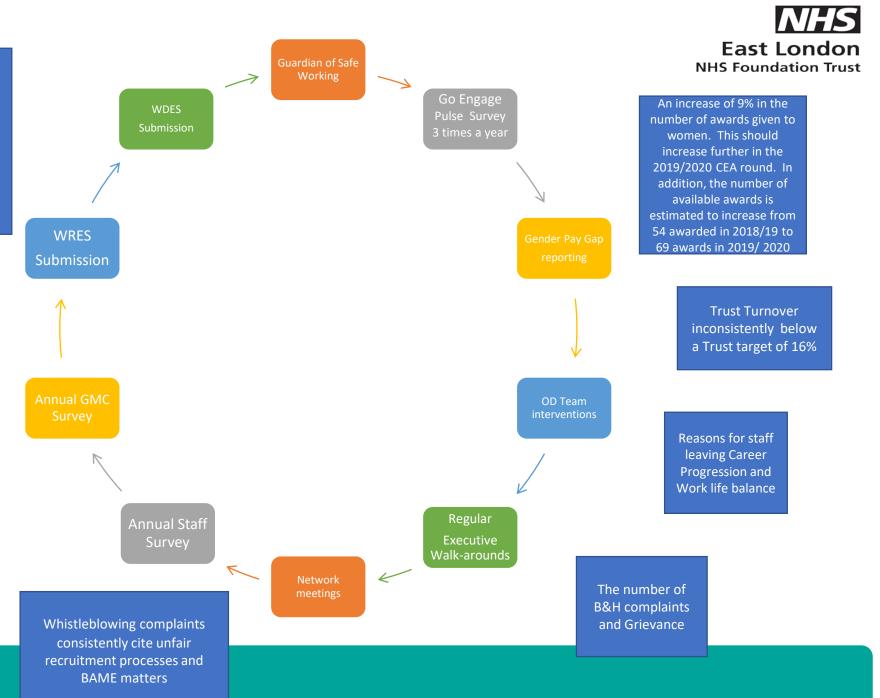
FFT - Levels of staff who would

FFT - Levels of staff who would recommend East London Foundation Trust as a place to work have increased from 70.45% in the previous survey to 74.24% in the current survey

The Staff Survey report indicates a higher proportion disabled staff that are recorded on ESR

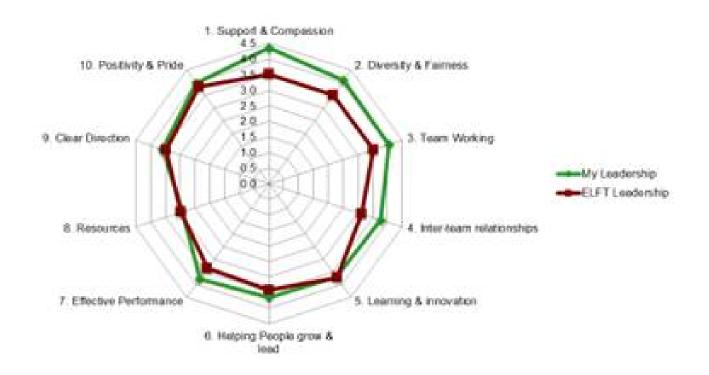
A survey of BME staff has confirmed that they felt that Disciplinary processes weren't fair

Suspensions have reduced
Greater consistency in terms of the number of suspensions by protected characteristics





# #ELFTLead Results (n=47)



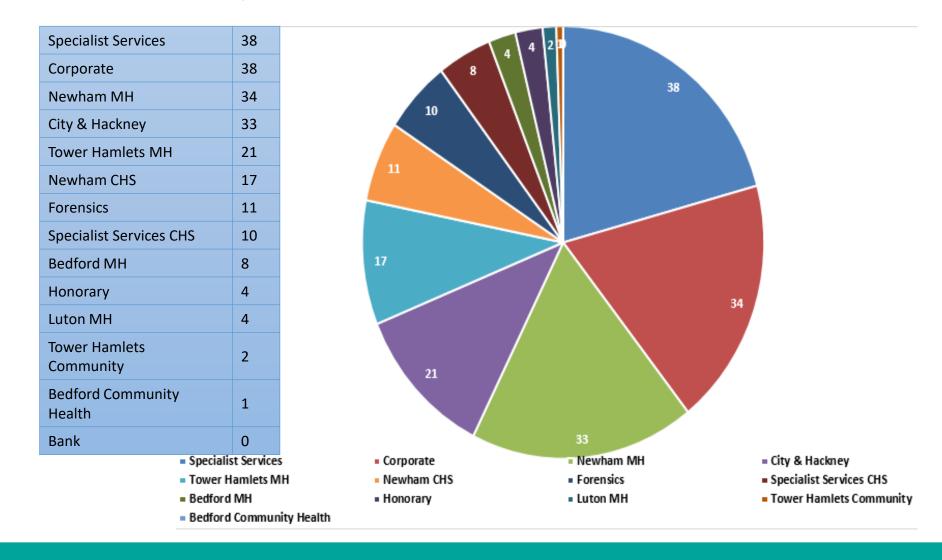
We care

We respect

We are inclusive



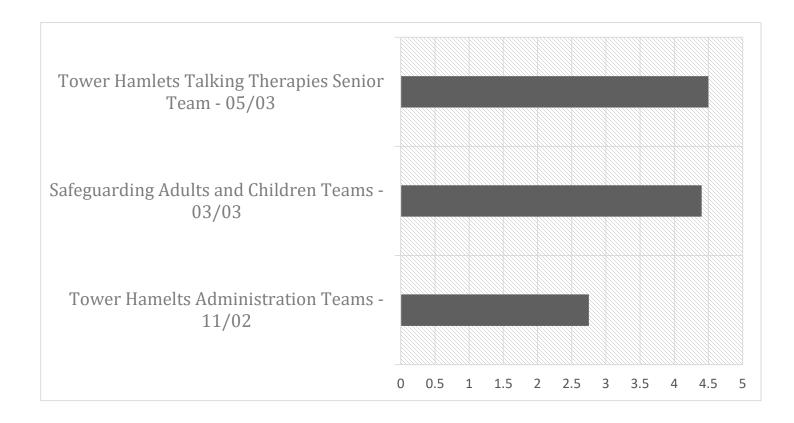
# Organisational Development Activity Interventions by place





## **Organisational Development Activity**

**Interventions Impact – Away Days (Overall Rating)** 



#### What we've done so far.... Themes









Freedom to Speak up Guardian

Respect & Dignity at Work project

Advise Navina sessions

Women's focus groups in Forensics.

Network meetings

Active listening forums.

Through Someone Else's Eyes

Through My Eyes

A Mile in My Shoes

Trainees complete an annual GMC survey which covers Bullying & undermining. Medical Education leads met with a consultant to feedback comments and encourage behavioural change.

Over 240 team OD interventions

Mediation service

Partnered with a new, more responsive EAP

Increase in formal complaints

Mediation

Fair treatment process

Peer support via Staff Networks

Schwarz rounds

Improved Wellbeing Benefits

Reflective practice sessions

Safety huddles

practice groups where they share personal experiences of patient encounters and how it affects them.

chaired by a consultant psychotherapist

Clear guidelines about support provided to staff regarding abuse

Support with making formal complaints

•Supporting staff with police complaints against patients (MH)

•General coaching for managers in regards (Community NEW/TH)

Staff Networks

Coaching both informal and formal

Development Programmes internal/external

Mentoring

Stepping Up Programme for BAME staff

Action plans focussing on career progression and development (Community CAMHS)

Development Programmes such as springboard

**Unconscious Bias training** 

LELFT / NHS leadership programmes

Guidance around Responsibility Allowance

Redeployment/Career Advisor

Appraisal training for managers and appraisees

Relaunch of the internal staff transfer scheme

PBP's final approving change forms for salary enhancements –

Coaching with interview skills support

Job evaluation proformas authorised by PBP's- CHS

Secondment & Acting Up Policy

### In the Pipeline



In addition to work that is already underway.... The focus going forward is

#### **Career Progression**

- Improved Values Based Recruitment
- Using different assessment/selection methods for recruitment i.e. psychometrics etc.
- Virtual Recruitment
- Support for candidates i.e. preparation for interviews
- Improve the experience of Bank workers and the process for converting from Bank to substantive
- Targeted development for Admin and Clerical Staff
- Implementing a Learning Management System and Learning Academy
- Reverse mentoring
- Covid Risk Assessment for vulnerable groups
- Analysis of employees by characteristics for Responsibility Allowances
- More dialogue with senior leaders about privilege and race

#### **Staff Support**

Debriefing Support post incident

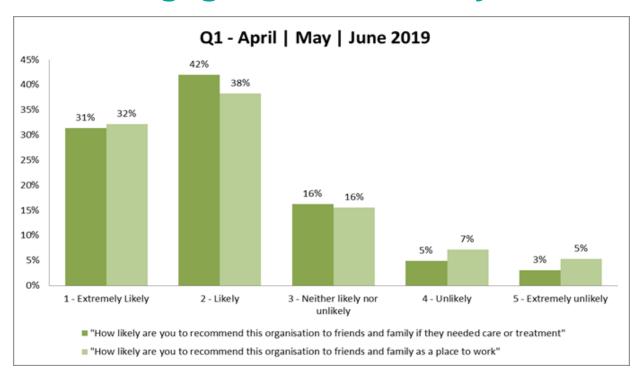
## Staff Survey Comparison (WRES) 2017, 2018 and 2019



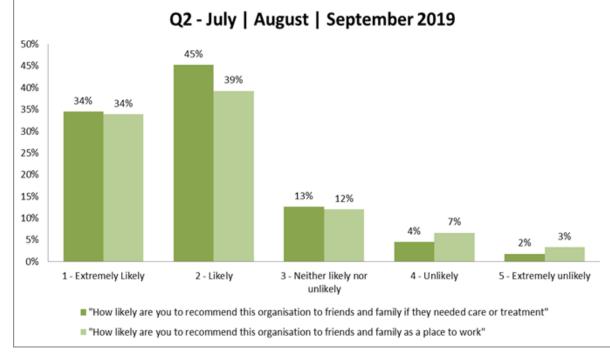
#### **Indicators 5-8 lifted from the staff survey:**

National Staff Survey Questions	2017 Score White	2017 Score BME	2018 Score White	2018 Score BME	2019 Score White	2019 Score BME
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	28.9%	32.6%	31.7%	35.6%	32.9%	37.7%
Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23.2%	22.6%	23.0%	24.5%	23.6%	27.9%
Percentage believing that trust provides equal opportunities for career progression or promotion	83.8%	72.6%	84.7%	71.8%	85.0%	71.8%
Percentage of staff personally experienced discrimination at work from Manager/team leader or other colleague	9.1%	13.0%	8.4%	14.4%	7.7%	15.6%

### **Go Engage – Pulse Survey Results**









# **Questions?**