**ELFT WORKFORCE RACE EQUALITY STANDARD (WRES)**

**REPORT AND ACTION PLAN 2022/23**

**Introduction**

East London NHS Foundation Trust is committed to meeting the requirements of the Workforce Race Equality Standard for NHS Trusts’. ELFT submitted the Trust’s workforce data to the national WRES team on 31 August 2022 as per our contractual obligations.

This WRES action plan focuses on objectives for the financial year 2022/23 where some actions have already been completed. To ensure that this plan plays a key role in our journey towards becoming an anti-racist organisation, we have grouped this action plan into four themes to reflect the WRES return and the [Trust’s People Strategy.](https://i.emlfiles4.com/cmpdoc/4/5/4/5/8/files/902533_elft_people_plan_strategy_a5_mar22-v6-final-2.pdf?dm_i=1TXQ,7VJJU,QFLSPD,W5TMQ,1)

•  New Ways of Works

•  Looking After Our People

•  Belonging in the NHS

•  Growing and Developing for the Future

**Monitoring and Evaluation**

The action plan will be monitored by the Trust’s Race Equality Working Group on a bi-monthly basis and by the newly formed Equality Programme Board on a quarterly basis, and through the Trust Appointments and Remuneration Committee for end of year assessment and evaluation.

**Future Plan**

Outcomes from this plan will inform the development of an integrated and ambitious 3-year WRES action plan from March 2023 to March 2026.

**WORKFORCE RACE EQUALITY STANDARD REPORT: DATA ON 31 AUGUST 2022**

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| **Metric** | | **2021** | **2022** |  | **Comment** |
| **Metric 1 - Staff representation**  Percentage of BME 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. | Overall BME Percentage | 53.1% | 53.7% | **↑** | Careers and Redeployment Advisor continues to support staff in securing permanent employment.    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 more diverse in senior roles  Clinical Excellence Awards (CEAs)  In addition to the general CEA communications, targeted communications were sent to consultants in the underrepresented groups (women and BAME).  CEA briefing sessions advised consultants the types of additional activities they could apply for CEAs. |
| Non-clinical Band 1 - 4 | 53.9% | 59.4% | **↑** |
| Non-clinical Band 5 - 7 | 52.5% | 54.5% | **↑** |
| Non-clinical Band 8A - 8B | 44.5% | 41.6% | **↓** |
| Non-clinical Band 8C - VSM | 19.7% | 22.5% | **↑** |
| Clinical Band 1 - 4 | 64.1% | 65.5% | **↑** |
| Clinical Band 5 - 7 | 53.1% | 55.0% | **↑** |
| Clinical Band 8A - 8B | 31.6% | 34.6% | **↑** |
| Clinical Band 8C - VSM | 17.1% | 19.6% | **↑** |
| Medical and Dental Consultants | 41.2% | 41.3% | **—** |
| Medical and Dental Non-Consultants | 56.4% | 46.8% | **↓** |
| Medical and Dental Trainees | 19.1% | 55.8% | **↑** |
| **Metric 2 - Recruitment**  Relative likelihood of White staff being appointed from shortlisting across all posts  *(A figure below 1.00 indicates that BME staff are more likely than white staff to be appointed from shortlisting)* | | 1.22 | 1. 23 | **—** | ELFT were ranked best 25% nationally in 2021.  Audit on successful BAME candidates to understand why they were unsuccessful was completed in 2020.  Continued survey for internal unsuccessful candidates to understand what support and development they need in order to progress. This is linked to individual performance appraisal and Personal Development Plan (PDP)" |

**↓ Needs Improvement ↑ Improved — No Change**

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| --- | --- | --- | --- | --- | --- |
| **Metric** | | **2021** | **2020** |  | **Comments** |
| **Metric 3 - Disciplinary**  Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation  *Note: This indicator will be based on data from a two-year rolling average of the current year and the previous year.* | | 1.95 | 1.0 | **↑** | 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. |
| **Metric 4 - CPD**  Relative likelihood of staff accessing non-mandatory training and CPD  *(A figure below 1.00 indicates that BME staff are more likely than white staff to be appointed from shortlisting)* | | 1.02 | 0.08 | **↑** | ELFT were ranked best 5% nationally in 2021 reporting.  The L&D team has been significantly invested in and changed name to People Development in 2021. A new Learning Academy launched in February 2022 which transforms the way we all access learning across the Trust. BME and mainstream development programmes have been created to enable staff the choice to select programmes that will better able them to thrive. |
| **Metric 5 - Bullying and Harassment**  KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months | **BME** | 37% | 33% | **↑** | Analysis shows that BME Healthcare Assistants had experienced the highest rate of harassment, bullying or abuse from patients, relatives or the public in this reporting period.  Work is currently underway to better understand these experiences. |
| **White** | 31% | 30% | **↑** |

**↓ Needs Improvement ↑ Improved — No Change**

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| **Metric** | | **2021** | **2022** |  | **Comment** |
| **Metric 6 - Bullying and Harassment**  KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. | **BME** | 26% | 22% | **↑** | In terms of the percentage of BME staff who experienced harassment, bullying or abuse from other staff in the last 12 months, the Trust performed better than 68% of Trusts and worse than 32% of Trusts |
| **White** | 23% | 21% | **↑** |
| **Metric 7 - Career Progression**  KF21. Percentage believing that trust provides equal opportunities for career progression or promotion | **BME** | 46% | 50% | **↓** | A new appraisal conversation framework has been streamlined to enable quality conversations. We have a variety of resources providing information on the new process. P&C Business Partner undertake Directorate appraisal audits. Issues from audits addressed by P&C Business Partner at directorate management  team meetings (DMT) |
| **White** | 62% | 61% | **↑** |
| **Metric 8 – Discrimination**  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 | **BME** | 16% | 15% | **↑** | Work is currently underway to better understand these experiences. Freedom To Speak Up Gardian has updated policies and guidance such as Whistleblowing Policy and FTSU Policy to remove barriers in identifying and reporting concerns. |
| **White** | 8% | 9% | **↓** |
| **Metric 9 – Board Representation**  Percentage difference between the organisations’ Board voting membership and its overall workforce. Note: Only voting members of the Board should be included when considering this indicator. | Overall Trust Board | 52.60% | 52.60% | **—** | ELFT were ranked best 5% nationally in 2021.  Encourage all Board members are encouraged to complete their diversity data; and Staff Networks members continue to be involves in the Non-Executive and Executive recruitment process. |
| Voting Membership | 46.67% | 52.94% | **↑** |
| Non-voting Executives | 50% | 50% | **—** |
| Executive Team | 50% | 50.% | **—** |
| Non-executive Team | 55.56 | 55.56% | **—** |

**↓ Needs Improvement ↑ Improved — No Change**

**ELFT WORKFORCE RACE EQUALITY STANDARD ACTION PLAN 2022/23 (Summary)**

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|  | **Objective** | **Action** | **WRES Metrics** |
| **1.0** | **New Ways of Working** | | |
| 1.1 | De-bias recruitment practices and processes to have greater representation from the local community and to improve BME representation across | Monitor recruitment activity for all posts where racial disparity exists and review to determine barriers to access. | 1, 2, 7 |
| 1.2 | Ensure that the workplace barriers are removed, reduced or prevented for BME staff | Improve flexible working polices, practice and modes of working to be consistent and transparent | 1, 3, 5, 6, 7, 8 |
| **2.0** | **Looking After Our People** | | |
| 2.1 | A responsive and evolving wellbeing offer that develops a trauma informed approach to support the health of BME staff | Provide resources to support the emotional, environment, social, physical and financial needs of BME staff and those who are clinically vulnerable to Covid. | 3, 6, 8 |
| 2.2 | Managers are empowered and supported to have effective conversations about racism. | Anti-Racism scoping webinar to be held with BME staff including managers to scope areas of improving awareness of systematic racism | 2, 3, 4, 5, 6, 8, 7 |
| **3.0** | **Belonging in the NHS** | | |
| 3.1 | Becoming an anti-racist and multicultural organisation | Implementation of Trust-wide Equality Network Group and Equality Programme Board | All metrics |
| 3.2 | BME Network continues to thrive as a formal staff network, celebrating diversity through events and marketing | Continue to resource and support BME network to enable it to run effectively and deliver on network strategy in line with Trust strategy and Equality Plans. | All metrics |
| **4.0** | **Growing and Developing for the Future** | | |
| 4.1 | Improve transparency of alternative career pathways and progression for BME staff | Create a prospectus that is easily accessible to non-clinical staff to promote the many existing development programmes from functional skills, apprenticeships, and leadership programmes | 2, 3, 7 |
| 4.2 | Increase board level equality leadership and engagement | Board members to hold network strategic meetings to connect cross-cutting agendas. . | 5, 6, 7, 8 |
| 4.3 | Working closely with communities and local partners as an Anchor organisation. | Collaborating with communities to help address local priorities, build on their energy and skills; and work with other anchors and partners to increase and scale impact | 5, 6, 7, 8 |

**ELFT WORKFORCE RACE EQUALITY STANDARD ACTION PLAN 2022/23 (Detailed)**

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|  | **Objective** | **Action** | **WRES Metric** | **Time** | **Lead** |
| **1.0** | **New Ways of Works** | | | | |
| **1.1** | **De-bias recruitment practices and processes to have greater representation from the local community and to improve BME representation across all areas where racial disparity exists** | 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) which is audited by People and Culture Business Partners. | **1, 2** | **Ongoing** | **Head of Resourcing**  **Head of People Development** |
| Implemented a Staff Transfer scheme for nurses – to enable staff to move around the Trust without the need for a formal recruitment process. | **1, 2, 7** | **Ongoing** | **Head of Resourcing** |
| Explore a plan to temporarily fill vacancies with acting up opportunities to enable colleagues to gain more experience to become successful in obtaining new roles | **1, 2, 7** | **March 2023** | **Chief People Officer**  **Head of Resourcing** |
| Increase recording on the ethnicity section of ESR for all staff, with aim to improve ‘unknown' entries. | **1** | **Ongoing** | **Head of Resourcing** |
| **1.2** | **Ensure that the workplace barriers are removed, reduced or prevented for BME staff** | Improve flexible working polices, practice and modes of working to be consistent and transparent. Examining key issues facing BME staff and improve working experience. | **3, 7, 8** | **March 2023** | **Head of People Relations**  **Head of Equality Diversity and Inclusion** |
| Review of Zero Tolerance policy to protect staff from abuse.  Review of Grievance Policy to ensure it is accessible and reflective of Zero Tolerance Policy. | **5, 6, 7, 8** | **March 2023** | **Chief People Officer**  **Freedom to Speak Up Guardian**  **Head of Equality Diversity and Inclusion** |
| Promote fair investigation processes  Standalone investigator and FTSU Guardian to review experiences of BME staff who have been through disciplinary process to better understand barriers.  To reported to the Equality Programme Board. | **3, 7** | **Ongoing** | **Freedom to Speak Up Guardian**  **Head of People and Culture** |
| Review the current pool of managers who are trained to undertake investigations and assess the ethnic breakdown of that pool. | **3** | **March 2023** | **Chief People Officer** |
| **2.0** | **Looking After Our People** | | | | |
| **2.1** | **A responsive and evolving wellbeing offer that develops a trauma informed approach to support the health of BME staff** | Trust activities to support staff during the cost-of-living crisis should specifically consider the needs of BME staff. |  | **Ongoing** | **Head of Wellbeing and Engagement**  **BME Staff Network** |
| Provide resources and support to enable the high-risk Covid staff support group to be self-sustaining.  Use the Wellbeing Wheel to support the emotional, environment, social, physical and financial needs of BME staff and those who are clinically vulnerable to Covid. | **3, 6, 8** | **Ongoing** | **Head of Wellbeing and Engagement** |
| **2.2** | **Managers are empowered and supported to have effective conversations about racism.** | Anti-Racism scoping webinar to be held with BME staff including managers to scope areas of improving awareness of systematic racism | **3, 5, 6, 8** | **March 2023** | **BME Staff Network**  **Anti- Racist Allies** |
| Continue roll out of ‘Pull Up Your Brave Pants’ unconscious bias training to managers. | **3, 5, 6, 7, 8** | **Ongoing** | **Head of People Development** |
| Continue rollout of Respectful Resolution and refresher sessions across each directorate. | **2, 3** | **Ongoing** | **People Relations Business Managers** |
| **3.0** | **Belonging in the NHS** | | | | |
| **3.1** | **Becoming an anti-racist and multicultural organisation** | Implementation of Trust-wide Equality Network Group and Equality Programme Board to provide a space for equality initiatives to be implemented, monitored, and scrutinised. The system includes functions that will:   * Analytically discuss, review and identify racial discrimination within policy, processes and systems. * Develop and seek agreement for items of work based on analysis and priority * Mitigate risk and appropriate management measures which will form the basis of formal recommendations * Ensure policies and procedures pertaining to racism remain up to date in light of local or national learning * Oversee the development of training pertinent and its delivery to staff teams   QI insights from Race and Privilege and Making Equality Work programmes will be presented to Trust-wide working groups to agree action points and change ideas. | **All Metrics** | **Fully Implemented by March 2023** | **Chief Nurse**  **Chief People Officer**  **Director of Integrated Care** |
| Review options for cultural competency learning package for all staff and managers. London Boroughs are currently testing options as part of the MH Transformation Programme. To be reported on by March 2023. | **3, 5, 6, 7, 8** | **March 2023** | **Head of Equality Diversity and Inclusion** |
| Implement ‘Race In The Workplace’ survey via the FLAIR programme.  Survey focus are:  • Racial bias  • Racial awareness  • Racial behaviours  • Racial inclusion  Survey is targeted at all staff. Annual reporting of survey results will be reported and used to develop action places trust-wide and service specific where a need is identified.  Outcomes to further develop a long-term anti-racism plan to improve staff experiences at work. | **5, 6, 7, 8** | **Ongoing** | **Chief People Officer**  **Head of Equality Diversity and Inclusion** |
| Proactively monitor reporting rates for harassment, bullying, abuse and physical violence in the Staff Survey and through grievance policy to monitor any further divergence in reporting.  Investigate how many complaints of discrimination were received by Human Resources in each reporting period compared to the percentage reported through the staff survey. In contrast the results from the staff survey show greater number respondents stating experience of discrimination (via colleagues and/or their manager). | **3, 5, 6, 7, 8** | **Ongoing** | **Head of Equality Diversity and Inclusion**  **Freedom to Speak Up Guardian** |
| **3.2** | **BME Network continues to thrive as a formal staff network, celebrating diversity through events and marketing** | Continue to resource and support BME network to enable it to run effectively and deliver on network strategy in line with Trust strategy and Equality Plans.  Continue to fund three members of the leadership team on secondment for one day per week who meet regularly with Chief Executive.    BME network to host:  • an annual conference for all staff  • monthly network catch-up sessions  • monthly or bi-monthly seminars/webinars. | **All metrics** | **Ongoing** | **BME Staff Network**  **Communications Team**  **P&C Senior Leadership Team** |
| Utilise network activities and central network email address for staff to raise concerns. Signposting and support to escalating bullying and harassment issues to Freedom to Speak up Guardian as required. | **5, 6, 7, 8** | **Ongoing** | **Freedom to Speak Up Guardian**  **BME Staff Network** |
| Network leads to have quarterly meetings with the Chief Executive to appraise on network priorities and unblock barriers. |  | **Ongoing** | **ELFT Equality Staff Networks**  **Head of Equality Diversity and Inclusion** |
| Produce quarterly reports to the Executive sponsor, Equality Board, EDI lead and FTSU Guardian to review emerging themes of harassment, bullying and abuse raised by BME staff. | **5, 6, 7, 8, 9** | **Ongoing** | **BME Staff Network** |
| **4.0** | **Growing and Developing for the Future** | | | | |
| **4.1** | **Improve transparency of alternative career pathways and progression for BME staff** | Refocus the appraisal process to ensure that all staff have clarity of objectives, feel their work is valued and their personal development aspirations incorporated | **3, 7** | **March 2023** | **Head of People Development** |
| Using certified and validated competency frameworks to inform and develop our staff including for recruitment at senior level | **2, 3, 7** | **Ongoing** | **Chief People Officer**  **Head of Resourcing** |
| Create a prospectus that is easily accessible to non-clinical staff to promote the many existing development programmes from functional skills, apprenticeships, and leadership programmes.    This has already been completed for admin roles as all courses are publicised using SWAY. | **7** | **March 2023** | **Head of People Development** |
| **4.2** | **Increase board level equality leadership and engagement** | Produce a report on the review of the staff survey and other experience measures of BME staff; to be presented to Equality Programme Board and inform future Trust-wide Equality Plan. | **5, 6, 7, 8** | **March 2023** | **Head of Equality Diversity and Inclusion** |
| Board members to hold network strategic meetings to connect cross-cutting agendas.    Member of the Board to be the network sponsor and an active advocate and attendee of events, supporting the strategic agenda and hold a monthly meeting to understand and unblock challenges.  Network presented to Chief Executive strategic group with an audience of the Trust-wide leadership team. | **5, 6, 7, 8** | **Ongoing** | **Chief People Officer** |
| **4.3** | **Working closely with communities and local partners as an Anchor organisation.** | Collaborate with communities to help address local priorities, build on their energy and skills; and work with other anchors and partners to increase and scale impact | **5, 6, 7, 8** | **Ongoing** | **Chief People Officer** |

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