

WORKFORCE RACE EQUALITY STANDARD WRES

2020-2021 ACTION PLAN

Equality Objective	WRES Indicator	2018-2019	2019-2020	Action
<p>Increase overall visibility of Trust Board and Senior Leaders commitment to EDI.</p> <p><i>Support the Trust in visible demonstrating its commitment to ED&I in response to findings from WRES, Staff Survey and Staff Network feedback.</i></p>	<p>All indicators explicitly measured in workforce representation indicator 1 & Board representation indicator 9</p> <p><i>Indicator 1- Relative likelihood of white staff being appointed from shortlisting</i></p>	2.01	1.45	<ul style="list-style-type: none"> • Greater accountability, governance and awareness to Trust Board and Senior Leaders on EDI (using staff stories to highlight issues, sharing data on regular basis and testing the pulse of the organisation ie BLM open discussion. • Through regular transparent measures and outcomes such as model employer goals/ people plan/ London Workforce Race strategy reported through the EDI steering group/People Strategy. • Continue to roll out Trust wide EDI culture competence ie reverse mentoring programme, at all levels of the organisation, just culture approach. • Elevate and strengthen staff network, working together on EDI events and WRES action plan. • Engaging/involving Senior Leaders with network, discussions and celebrations/ events throughout the year to further improve visibility of inclusion • Mandatory and protected role (Inclusion agents) • Embed Positive Action Charter and pledges
<p>Inclusive and compassionate Management</p> <p><i>Equipping managers with the confidence, competence, resources and support to lead and manage inclusive teams-improve experience, opportunities and retention</i></p>	<p>Indicator 1, 2, 4, 5, 6, 7, 8</p>			<ul style="list-style-type: none"> • Diverse panels embedded for all roles at all levels with written feedback provided • Measure success of career conversations, development opportunity stretch assignments, shadowing, mentoring. • Embed Respect Others and Positive Action charter locally. • Continue to embed cultural competence, just culture approach to middle managers. • Increase and improve zero tolerance posters and messaging. • Support staff in effective de-escalation

				<ul style="list-style-type: none"> • Ensure local areas have embedded actions to improve visibility of robust diverse recruitment process, career development opportunities, Inclusion Agents and accountability.
<p>Develop and enhance knowledge base of managers and employees in managing the formal disciplinary process</p> <p><i>Reduce the volume of Black, Asian and Minority Ethnic staff entering the formal disciplinary process.</i></p> <p><i>Equipping managers to effectively manage difficult and sensitive issues</i></p> <p><i>Embed Respect Others in all communication and management</i></p>	<p>Indicator 3 WRES disciplinary</p> <p>Indicator 3 Relative likelihood of BME staff entering the formal disciplinary process</p> <p>Indicator 5 Percentage of staff experiencing bullying, harassment or abuse from patients, relatives or the public in the last year</p> <p>Indicator 6 Percentage of staff experiencing harassment, bullying</p>	<p>2.5</p> <p>25%</p> <p>29%</p>	<p>2.8</p> <p>24%</p> <p>27%</p>	<ul style="list-style-type: none"> • Apply Just Culture approach to all potential disciplinary cases prior to entering the formal process. • Implement and embed cultural competence and a just culture methodology to effectively manage difficult situations. • Evidence based model with Workforce relations team support to provide alternatives to disciplinary. • Embed good inclusive management into training. • Monthly data return with analysis of themes, and demographical data on staff member entering the disciplinary- part of pan London WRES • Roll out of the training, using a targeted approach for those areas that are the highest priority based on existing data- Staff experience group • Increase awareness of micro-aggression and its impact. • Increase awareness and capability in effective and fair conversations building cultural competence • Supporting staff through time of uncertainty and its impact on health and wellbeing. Speak up and take action • Improve perception of speaking up with collaborative working with Inclusion Agents • Increase visibility of Inclusion Agents in all areas, championing EDI best practice. • Zero tolerance campaign for staff on racism.

	<p>or abuse from staff in the last year In the last year have you personally experienced discrimination at work from your manager, team leader or other colleagues</p> <p>Indicator 8 In the last year have you personally experienced discrimination at work from your manager, team leader or other colleagues</p>	17%	15%	<ul style="list-style-type: none"> • Increase awareness of impact of racism and discrimination. Improve Cultural knowledge, micro aggression impact, unconscious bias training. Increase uptake of Reverse mentoring programme
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<p>To reduce the disparity between white and Black, Asian and minority ethnic staff being appointed from shortlisting</p> <p><i>Data shows that shortlisted applicants from ethnic backgrounds are less likely to be appointed, specifically senior posts i.e. Band 6-9 jobs than white candidates</i></p>	<p>WRES 1, 2, 7</p> <p>Indicator 7 Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion</p>	<p>6.7</p>	<p>6.6</p>	<ul style="list-style-type: none"> • Diverse interview panel for all interviews. Diverse shortlisting panel. Specific diverse panel training for diverse panel member. • Embed Unconscious Bias awareness to all staff involved in the recruitment and selection process. • Robust and standardised interview assessment process, including Trust Values and Equality questions. • Transparent scoring methodology which is reflective of the trusts values. • Written feedback to internal unsuccessful applicant's • Improve career development opportunities such as shadowing and secondments to support internal career progression. • Improve and increase confidence, networking and involvement of innovation /transformation-including in PDR/1:1- Quality Improvement team –training to advance promotion prospect.
<p>To improve the representation of Black, Asian and minority ethnic staff in senior posts</p>			<p>Model employer goals</p>	<ul style="list-style-type: none"> • Make all acting up and secondment opportunities available to all via TRAC • Monitor promotion/recruitment against the aspirational model employer goals. • Re-energise and expand centralised administrative recruitment • Provide interview and application skills training to staff • Create a range of visible career resources to staff and managers to enable all staff to realise their potential on an equitable basis. • Positive Pathway Career development workshops and development programme.

				<ul style="list-style-type: none">• Embedding career conversation in PDR, using 6m action planning in 1:1 supervisions.• Monitor and track the number of staff applying and attending non mandatory courses with targets. Identify when/why training is refused.
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