

2018/19

## Whittington Health – WRES reporting highlights



**How we're progressing**

**The Workforce Race Equality Scheme (WRES) provides data to facilitate the Trust's ability to make informed decisions and take action to actively promote equality of opportunity, as well as to reduce discrimination which may exist, to improve the working lives and wellbeing of staff, patients and service users.**



**Areas for Improvement**

**Bullying and Harassment:** In the last year the Trust has undertaken several interventions to raise awareness that the Trust has a zero tolerance to bullying and harassment. Work will continue to change the culture of the organisation this includes bespoke training 'Caring for those who Care' to all managers from band 5 upwards and the publication of unacceptable behaviors.



**Indicator 1:** There is a slight improvement of 4% of Black, Asian & Minority Ethnic (BAME) staff in senior roles (B8A-VSM) from previous years. However, we continue to see little other change in the distribution of BAME staff across the different pay bands. The percentage of BAME staff between Bands 1-7 remains high in comparison to BAME staff in Bands 8, 9, and Very Senior Manager (VSM) (Approximately 2:1)



**Recruitment:** From Band 8a all appointments include a BAME representative on the interview panels, and shortly there will be a reporting process in place to identify BAME candidates who come close but were not recruited, this will provide more insight. In addition, all job adverts now include a positive action statement.



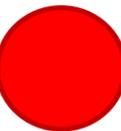
**Indicator 2:** This is the largest improvement from previous years in the appointment of BAME from shortlisting. However, the indicator shows a significant gap (1.65 times more likely) in the likelihood of White and BAME staff being appointed from shortlisting across all bands.



**Staff Inclusion Network:** In the last year the Trust has launched three specific staff networks; BAME, LGBTQ+ and 'Whittability' (Disability network). The Trust will continue to provide opportunities for sharing experiences and promote fairness.



**Indicator 3:** The likelihood of entering into a formal disciplinary process has increased slightly showing that BAME staffs are 0.26 times more likely to enter into the process, than last year.



**Inclusive culture:** The Clinical leadership Band 6-7, and ICARE leadership programme have been extended to compassionate and inclusive leadership programme. The aim is to ensure equality, diversity and race extend to all ICARE leadership programmes. The work to further embed inclusivity within the Trust organisational culture will continue to be at the forefront.



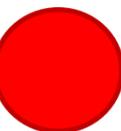
**Indicator 4:** There is relatively equal access for BAME and White staff accessing non-mandatory training, with BAME staff accessing very slightly more.



**Disciplinary Process:** Fair Treatment Panel was established to address the disparity in entry into the formal disciplinary process by BAME staff in comparison to white staff. The panel will continue to review all disciplinary cases as part of the formal disciplinary process.



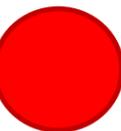
**Indicator 5:** The result for bullying from the public is of concern. White staff report a 3% increase and BAME staff report a 7% increase in bullying, widening the gap between White and BAME staff by 4%.



**Managers Toolkit:** Developed a toolkit for managers to support them on how to facilitate conversation to tackle difficult conversations. This also includes Mediation which has also been promoted to resolve conflict that can lead to formal process.



**Indicator 6:** Staff from all groups has reported an increase in experiencing bullying from colleagues (increased of 4% for white staff and increase of 3% for BAME staff). However the gap between BAME and white staff has decreased slightly from 6% to 5%.



**New Appraisal framework:** This year the Trust, designed and developed a new appraisal paperwork. Focus was placed on the personal development plan part of the annual appraisal with outcomes. As a result, the new paperwork includes a specific section on development and career aspirations.



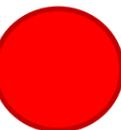
**Indicator 7:** Staff from all groups has reported less satisfaction with the opportunities for career development. However BAME staff reported they are less satisfied with opportunities available for career development than their White colleagues. This has widened the gap between white staff and BAME staff from 24% to 25%, an increase of 1%.



**Career Development opportunities:** BAME staff including those of the final cohort of Stepping Stones were offered follow on development and support such as shadowing and coaching. The aim is to continue to offer career development opportunities to BAME staff to ensure high levels of BAME participation.



**Indicator 8:** Staff is experiencing an increase of discrimination from previous years. However BAME staff reported an increase in discrimination, this has widened the gap between BAME staff from their white colleagues by 2%, from 9% to 11%.



**Indicator 9:** The Board makeup has not changed, there remains a under representation of BAME staff on the board.



### What more we will do to improve:

- A comprehensive development of the behavioural framework
- Offering career development programmes for lower banded posts
- Developing a Trust wide 'staff charter'
- Continuation of the Culture and Leadership Collaborative work
- Monitoring of the effectiveness of the mediation service
- Continue to offer unconscious bias training for all staff
- 2<sup>nd</sup> Cohort of reverse mentors to be in place and rolled out across the Trust
- Improve our data capture, with a greater focus on recording and monitoring non-mandatory training.
- Increase staff engagement opportunities through events, and support in-team discussions about the importance of Equality, Diversity and Inclusion with the intention to create greater awareness and increase knowledge and understanding.