

Equality Report 2019



1. Commitment

We respect and value the diversity of our patients, their relatives, carers, and our staff and are committed to meeting the needs and expectations of the diverse communities we serve, providing high quality care.

Statement from Cara Charles-Barks MBE, Chief Executive Officer:

“I would like us to be a truly inclusive and diverse organisation and then reflect the creativity and opportunities that come with that. An organisation where every staff member regardless of race, background or characteristic feel that they have the opportunity, support and encouragement to be the very best they can be. In the community I would like us to play a role in breaking down the barriers to inclusion and diversity.”



2. Background

The purpose of this report is:

- To update the Board and the public on progress being made towards the development of a culture of inclusion, as a service provider and an employer, where all people are valued and respected for their individual differences in accordance with the Trust values, and
- To provide the Board and the public with assurance about the steps taken to meet the Trust’s commitment to comply with the Public Sector Equality Duty under the Equality Act 2010, our compliance with equality and diversity requirements of the NHS standard contract, NHS Constitution and CQC criteria.

3. Legislation

Under section 149 of the Equality Act (2010), a public sector equality duty was created, which is a statutory obligation for all public authorities. This is defined in legislation as the general duty and all public authorities are adherent to the following obligations to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The general duty is underpinned by a set of actions and assurances termed the specific duties. These serve as guidance on how the general duty can be met, through a range of actions and the provision of evidence in varied formats. The specific duties are to:

- Publish Information outlining how they will comply with the general duty by 31/1/2012 (Annually thereafter).
- Formulate at least one Equality objective
- All information published on how they will meet the equality duty must be presented in such a manner that it is accessible to the public.



The Equality Act 2010

4. Activity since October 2018



In October 2018, Salisbury NHS Foundation Trust appointed a new Head of Diversity and Inclusion. The role is located within OD and People and is a Band 8 (22.5 hours per week), is line managed by the Associate Director of Education, Inclusion, Communications and Engagement, under the direction of the Director of OD and People.

Following the completion of the Annual Equality Report 2018 and the CQC Inspection in November 2018 a request was made by CQC for an additional report detailing progress on equality, diversity and inclusion issues. The report was prepared in early 2019 and included reference to proposed actions for the future.

Staff Support Networks:

The reports identified the need to re-establish staff support networks such as the BAME (Black, Asian, Minority Ethnic) network and a 'Diversity Champions' programme.

In January 2018 the BAME Forum held its first meeting and it was agreed that the forum should meet on a regular basis throughout the year. The forum is now meeting on a monthly basis and has identified a number of BAME Diversity Champions to represent it on the EDI committee.

During the year the forum has reviewed its terms of reference, a member of the network has designed a new logo and the group have been active in arranging a number of events for Black History Month (October 2019).



The BAME Forum has also set up its own WhatsApp group and has been providing support for new overseas recruits who have joined the Trust during the year.

The Rainbow Shed Network has continued to work on issues affecting our LGBT staff. During the year they assisted in recruiting a number of LGBT Allies across the Trust. Membership of the allies programme is recognised by the wearing of Rainbow Lanyards.

In February 2019 the group joined with allies, with the support of the Trust Board to celebrate LGBT History Month. The Rainbow Flag was flown on the green outside of the Trust offices throughout the month.



Through the year we have been working with our Diversity Champions to support the development of appropriate networks. Progress has been different for each area of focus.

Our Disability Diversity Champions have yet to come together as a network although we have engaged with them over the completion of the Workforce Disability Equality Standard referred to later in this report. We have also been identifying others within the Trust who identify with disabilities. We are continuing to work together to form a Disability Network.



In June 2019 the SFT Women's network was launched in the lecture theatre at the Trust. The launch incorporated a presentation about menopause in the workplace.

The network used the event to recruit members and also to get people to sign up to be Menopause Champions across the Trust.

The network is developing further sessions and will be a partner in developing our response to the Gender Pay Gap Report as mentioned later in this report.

To celebrate and recognise National Staff Network Day the Trust hosted a conference entitled “Public Sector Staff Networks – The future”. This was held on the 9th May 2019 and was attended by people from a range of public sector organisations including the Police, Fire & Rescue Service, Local Council, Salisbury NHS Foundation Trust and a number of other NHS Trusts.

The audience heard from a number of staff networks across the organisations. The presentations celebrated the good work the networks are doing but also examined the challenges faced by networks and organisations.

The conference was also addressed by Rob Neil OBE an authority on staff networks.



A number of those who attended the conference agreed to work together in future to develop networks and share best practice.

One of the issues which came out of the conference was staff being allowed time at work to take part in Staff Network activities. The Trust has been working with the line managers of the Diversity Champions, with the purpose of ensuring that individuals have the support of their line managers to engage in the work of the staff networks.

The Trust has two EU Diversity Champions, who have been working since 2017 to raise awareness for EU staff and support them during the lead up to Brexit. During December 2018 these Champions, together with the support of the Trust and the Head of EDI, assisted our EU staff in taking part in the government settled status programme.

Activities included advisory drop-in session and promotional display stands, to help people to register for settled status during the period of the Home Office's pilot registration project; approximately 75 members of staff took the opportunity to register. Following this success, both EU Diversity Champions are organising an EU staff network, with the purpose of identifying issues staff may have as the UK leaves the European Union. This will also provide a mechanism to offer appropriate support to individual members of staff.

Equality, Diversity, Inclusion and Freedom to Speak Up Training.

The Trust is currently reviewing its EDI training and assessing training requirements to further support the FTSU programme.

All staff are required to undertake the national NHS E-learning package for equality; this forms part of the initial induction programme. This package is being reviewed, but as it is a national product it may be difficult to amend.

The Trust has developed an introductory session for EDI and the FTSU programme to be included as part of the mandatory new staff inductions. This input is an opportunity for the Head of Diversity and Inclusion and the Freedom To Speak Up Guardian to introduce themselves to new starters. It also allows for the link between the Trust Values, EDI and Freedom To Speak Up to be emphasised.

During the year interactive workshops have been put in place. The first sessions were piloted as part of LGBT History Month in February 2019. We are now running these workshops on a quarterly basis.

These workshops are open to all Trust staff and volunteers, with the aim of increasing knowledge and understanding of:

- Equality, Diversity and Inclusion
- How EDI relates to Salisbury NHS Foundation Trust
- Diversity in the wider community related to Salisbury NHS Foundation Trust
- The dynamics of stereotyping and unconscious bias
- How to explore personal and organisational values
- The workings of the 'Freedom to Speak Up' Programme

As part of the Trust's regular corporate governance activities the first of a series of reports on the EDI programme were presented to the Trust Governors in February 2019.



In September 2019 the Trust Board took the opportunity to participate in the EDI and FTSU workshop. They spent the afternoon actively engaged in the facilitated workshop.

Equality, Diversity and Inclusion Committee

This committee will meet on a regular basis to direct work and act as a link between the Diversity Champions and Strategic leaders. The EDI Committee will be chaired by Tania Baker, one of the Trust's Non-Executive Directors.

The EDI Committee was relaunched in July this year with a workshop which was open to all staff. Unfortunately this was not widely attended. The workshop was followed by a meeting of the EDI Committee who discussed a number of issues including terms of reference and membership.

It was agreed that the committee would be a place where the Diversity Champions can have contact with strategic leaders. At the present time the EDI Committee will report to the Workforce Committee and meet on a six weekly basis.

The EDI Committee will be responsible for ensuring that any EDI Actions agreed by the Board are achieved effectively.

Freedom To Speak Up Guardian



Salisbury hospital has a 'Freedom to Speak Up' (FTSU) Guardian; this is an independent role, which became full time in January 2019 as part of the Trust's recent moves to emphasis diversity and change the internal culture. The role has direct access to the CEO and is supported by a Non-executive Director.

The 'Freedom to Speak Up' Guardian has reviewed and re-written the 'Freedom to Speak Up' Policy in association with the Head of Diversity and Inclusion. The Trust board is currently self-assessing its performance in the FTSU Programme. The FTSUG reports to Board on a quarterly basis.

The Trusts' senior leaders are committed to ensuring that FTSU is given appropriate prominence within the Trust. FTSUG will work with the Trust's senior leaders to ensure that they can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.

A communications plan is currently being developed that tailors and ensures appropriate FTSU communications to different groups of staff, and that learning from concerns is clearly communicated.

Presently, the 'Freedom to Speak Up' Guardian is taking part in a 12 month project with other Guardians based in London to develop skills and identify best practice. She is also engaging with the National FTSU office and regional Guardians.

The Head of Diversity and Inclusion has completed training to become a 'Freedom to Speak Up' Guardian'. He is working closely with the Guardian to cover for absences and provide support where necessary.

Together they are reviewing the informal networks staff use to raise issues and intend to use the information gathered to establish a network of FTSU Ambassadors to support the FTSUG in line with national guidance.

**Freedom to Speak Up
Guardian**





Overseas Nurses

Members of the OD and People directorate have been working together over the past months to ensure that our new overseas recruits are welcomed upon arrival at the Trust. This has involved working across a number of directorates to create an information event on the day after they arrive to inform them of local resources available to them. The session ends with a conducted tour of the hospital by their clinical leads.

Further work is being undertaken with local community groups and the voluntary sector in Salisbury to assist in integrating the new arrivals into the local community.

VIP Visit to the Trust

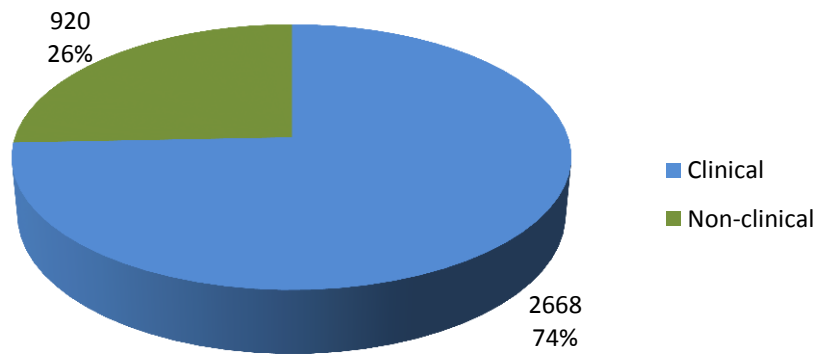
Lord Victor Adebowale, the chief executive of Turning Point, visited Salisbury NHS Foundation Trust to meet the hospital's chief executive, Cara Charles-Barks, the Trust's chairman, Nick Marsden, and staff on the 25th February 2019.

His visit included seeing critical care services and meeting diversity, equality and inclusion champions in the hospital. There was also a "town hall" style meeting with staff.

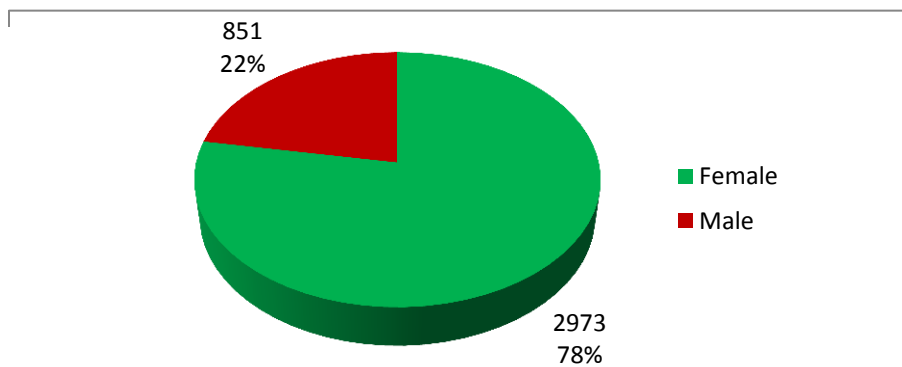


5. Our Workforce

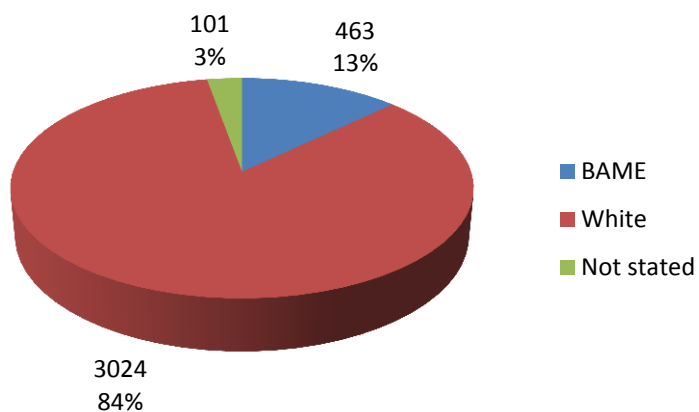
On 31st March 2019 there were 3588 people employed across the Trust. This amounted to 2668 in clinical roles and 920 in non-clinical roles.



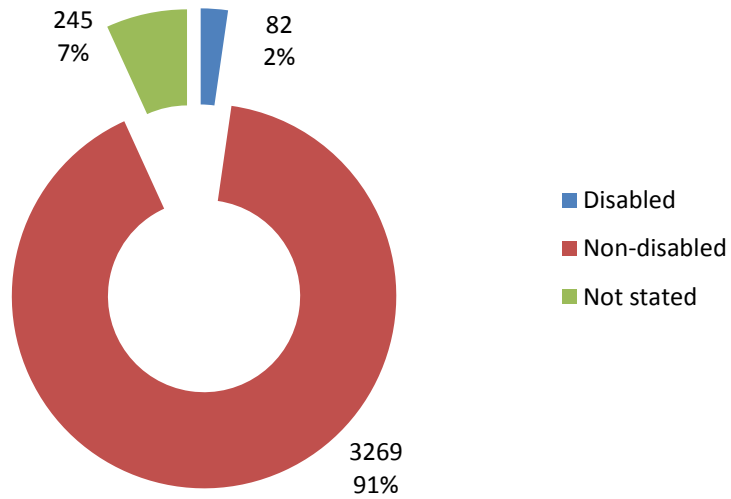
Workforce by Gender:



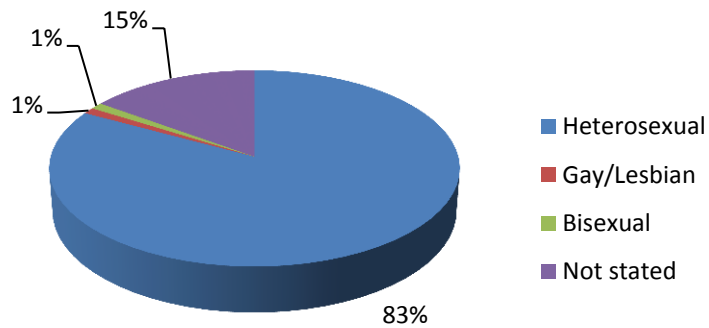
Workforce by Ethnicity:



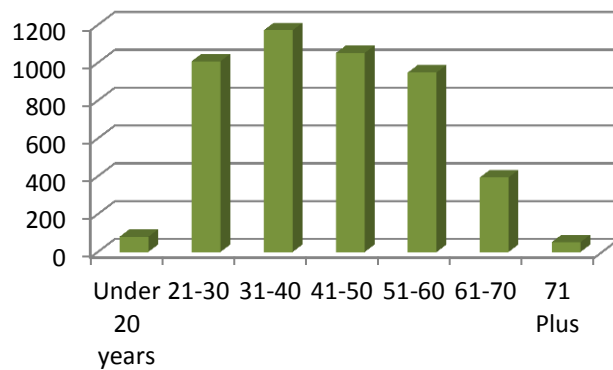
Workforce by Disability:



Workforce by sexual Orientation:



Workforce by Age



6. Gender Pay Gap

The gender pay audit obligations are outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As an organisation that employs more than 250 people and listed in Schedule 2 to the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 we must publish and report specific information about our gender pay gap.

Salisbury NHS Foundation Trust has reported similar pay gap data for the past three years. Since posting the first details in 2017 the Trust appears to be making some slight progress in reducing the gap. This years' figure of 23.8% is taking us closer to the NHS average of 23%.

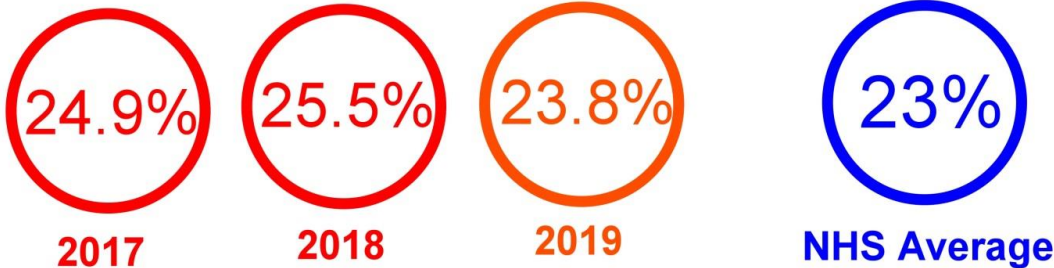
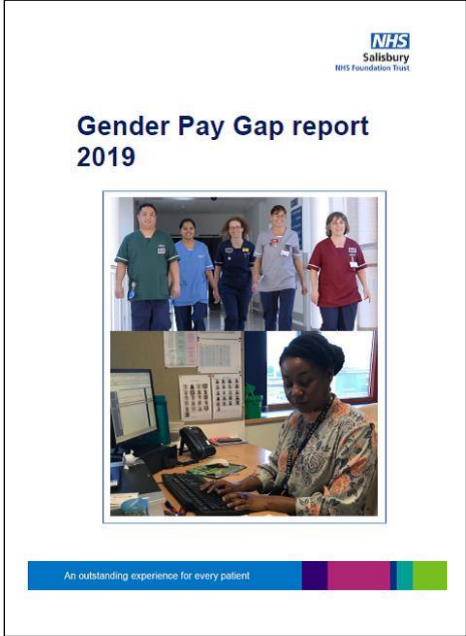
On closer investigation there are three main staff groups with double figure pay gaps:

- Administrative and Clerical
- Additional Professional, Scientific and Technical
- Medical and Dental

It will be noted that a large proportion of males employed in these groups are within the top pay quartile.

A high percentage of females in these areas are employed at Band 4 and below. A significant number of these are also employed on part-time contracts.

One area of our Trust has a negative (minus 10.25%) pay gap in favour of female employees. This is Allied Health Professionals. Employees in this group work across for pay bands from Band 5 to Band 8.



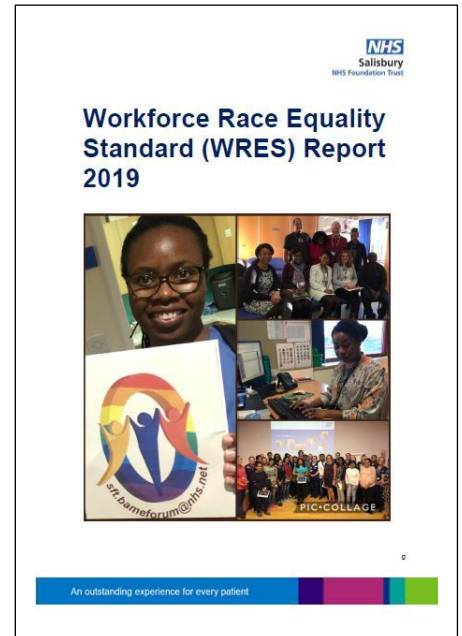
The Gender Pay Gap report has a more in depth analysis of our data together with a number of recommendations.

7. WRES (Workforce Race Equality Standard)

The NHS Workforce Race Equality Standard (WRES) was made available to the NHS from April 2015, following sustained engagement and consultation with key stakeholders including a widespread of NHS organisations across England. The WRES is included in the NHS standard contract, and since July 2015, NHS trusts have been producing and publishing their WRES data on an annual basis.

The main purpose of the WRES is:

- to help local, and national, NHS organisations (and other organisations providing NHS services) to review their data against the nine WRES indicators,
- to produce action plans to close the gaps in workplace experience between white and Black and Ethnic Minority (BME) staff, and,
- to improve BME representation at the Board level of the organisation.



Commissioned by the NHS Equality and Diversity Council (EDC) and NHS England, the design and development of the WRES is underpinned by engagement with, and contributions from, the NHS and national healthcare organisations, including the WRES Strategic Advisory Group.

The WRES is being implemented as the best means of helping the NHS as a whole to improve its performance on workforce race equality. There is considerable evidence that the less favourable treatment of BME staff in the NHS, through poor treatment and opportunities, has a significant impact on staff well-being, patient outcomes and on the efficient and effective running of the NHS and that the measures needed to address such discrimination will benefit patient care and organisational effectiveness.

Our Trust submitted its 2019 data in September 2019 and has completed a WRES report which includes in depth analysis, a comparison against 2018 figures and some recommendations.

The report comes to the following conclusion:

In the past year there has been a rise in the number of BAME staff employed within the Trust. The current figure of 13% of the workforce is significantly higher than the local demographics within the Salisbury area. The latest estimate for the Salisbury area is that 4.7% of the population identify as BAME.

The Trust recruitment of BAME and overseas staff has an influence on the demographics of the area. There is a responsibility on the Trust to work with local communities and partners to ensure our BAME staff are able to integrate and be supported within the local community.

Despite the increase in numbers of BAME employees our WRES data has not changed drastically over the past year compared to 2017/18.

The data shows that we still have fewer BAME staff in Band 8 posts and above, both clinical and non-clinical. In fact the number of BAME staff in Band 8 posts has reduced from 3 to 2. The exception is within the Medical and Dental grades.

In Section 15 of the WRES report (WRES Metric 9) we acknowledge that we have no BAME representation on the Trust Board. A number of actions were set within the 2018 WRES Action Plan to address this issue. These actions are still ongoing as can be seen in section 17 of this report.

Section 17 of the WRES report gives progress on the 2018 WRES Action plan. It can be seen that a number of the actions set have been completed, some have become business as usual and a number of others are ongoing. Only one action has yet to be progressed.

At Section 9 of the WRES report you will see that we have identified a gap in providing reporting data for WRES Metric 4. This refers to the reporting of BAME staff accessing non-mandatory training. At the present time we do not have a mechanism for collecting this information and the subject is under review.

A Model Employer: Increasing black and minority ethnic representation at senior levels across Salisbury NHS Foundation Trust

NHSI and NHSE have recently produced a document for each NHS Trust which includes details of implementing the NHS Workforce Race Equality Standard (WRES) leadership strategy.

This document identifies the data regarding the low numbers of BAME staff at Band 8 and above, which confirms the position outlined in our WRES Report 2019. NHSI and NHSE have calculated the number of BAME staff who need to be recruited to Band 8 and above roles to achieve equity by 2028. This is in line with the NHS Long Term Plan.

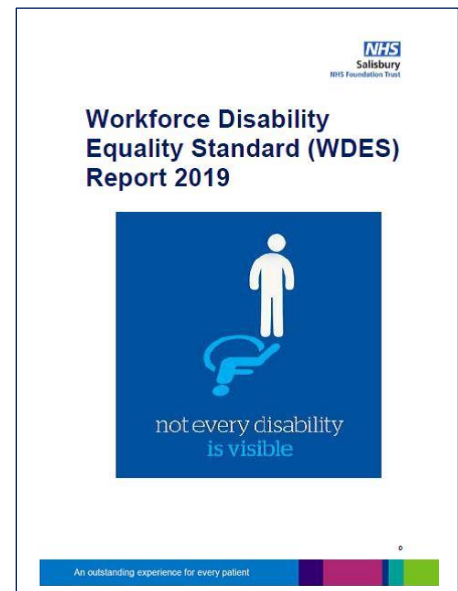
The document also includes some proposed actions to achieve the desired results. These actions will be considered and incorporated in future WRES action plans for Salisbury NHS Foundation Trust.

8. WDES (Workforce Disability Equality Standard)

The Workforce Disability Equality Standard (WDES) is mandated by the NHS Standard Contract and applies to all NHS Trusts and Foundation Trusts from April 2019. The WDES is a data-based standard that uses a series of measures (Metrics) to improve the experiences of Disabled staff in the NHS.

Our trust submitted data to the WDES website in August 2019 for the first time. This data will be analysed and compared with the data from other Trusts in January 2020.

We have written the Workforce Disability Equality Standard report for 2019 which has come to the following conclusions:



In collecting the data within the Trust we have identified that we do not have a true picture of people with a disability within our HR systems. Within those systems 82 people have identified as having a disability and 245 staff did not whether they had a disability or not. When we looked at the response to the NHS Staff Survey we see that 217 of our people identified as having some form of disability. This indicates that we need to encourage our people to provide accurate and up-to-date equality data.

Another area we have identified as need improvement was around reasonable adjustments. The Trust does not currently have a specific reasonable adjustments policy as indicated in Section 13 of this report. We do not have a central register of reasonable adjustments or any dedicated core funding, as these are dealt with between the local managers and the individual. There also appears to be some lack of understanding of what a “reasonable adjustment” is.

As we have no central record we are unable to evidence the efficiency of our process. Anecdotally we hear that the time frame for reasonable adjustments being put in place can be quite extended, especially if this involves extra funding being required. There is clearly a need to review the reasonable adjustments process.

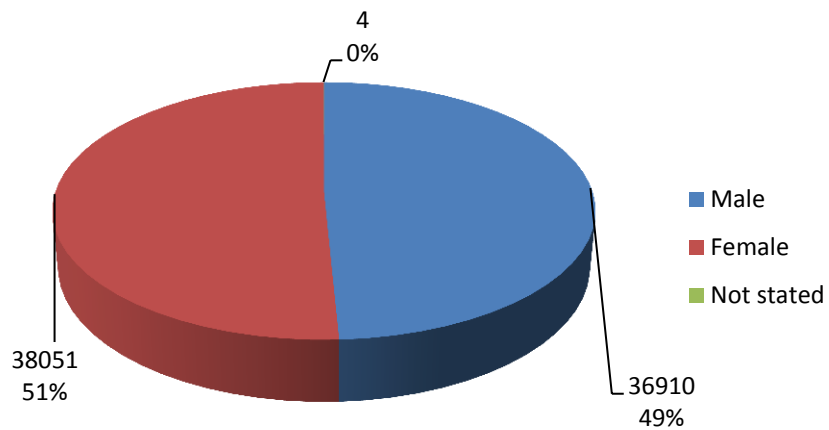
At the present time we do not have an effective staff disability network. We do have a number of Disability Diversity champions and the number is increasing.

Of those who completed the staff survey questions 70% of disabled staff stated that they “pressure from their manager to come to work, despite not feeling well enough to perform their duties”.

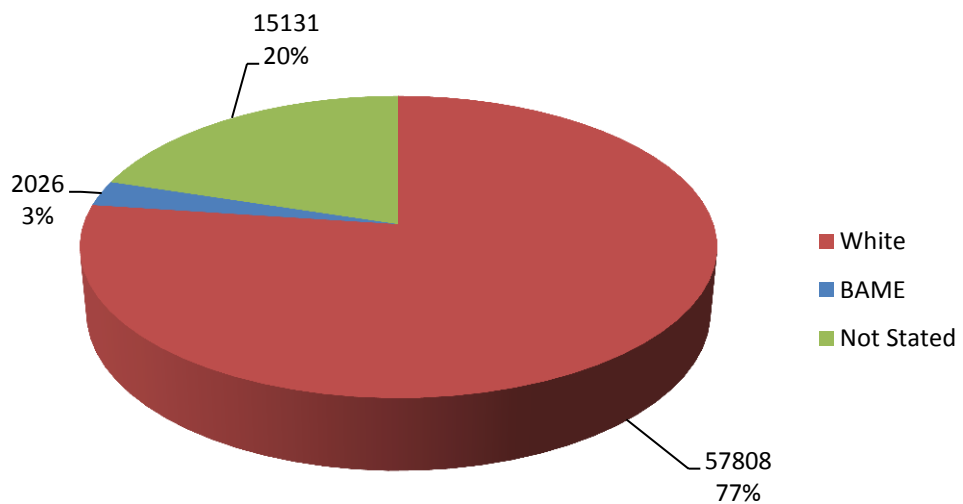
9. Our Patients

During the financial year 2018/19 Salisbury NHS Foundation trust saw 74,965 patients.

Gender



Ethnicity



The estimated BAME population within the Salisbury area is 4.5%.

Sexual orientation

A patient's sexual orientation is not a field that is recorded within LORENZO

This is a field that can be recorded within the GUM system Lillie; however this only covers those patients that attend a GUM Clinic

Disability

This information is currently not available.

10. Equality Analysis/Monitoring

All Trust policies require the completion of an Equality Impact Assessment as part of the development and review process. This assessment is designed to identify any adverse impact of the policy on people with protected characteristics.

At this time the Equality Impact Assessment process is only being implemented within the policy development process. A review is underway to look at the possibility of implementing the process across the decision making process and other areas of the Trust.

Equality Monitoring

At the present time the Trust does not have a central Equality Monitoring policy to ensure standardised equality data is collected across the organisation. The Head of Diversity and Inclusion is working with the information governance team to develop an appropriate Equality Monitoring policy.



11. Future influencing factors

The following initiatives will have an effect and influence our approach to ED&I over the coming months:

- The NHS Long Term Plan
- Annual contribution to the WRES and WDES programmes
- Annual reporting against the Gender Pay Gap programme.
- The NHS Workforce Race Equality Standard (WRES) leadership strategy.
- The Learning Disability programme
- The Sexual Orientation Monitoring programme
- Equality Delivery system three.
- The Ethnicity Pay Gap Reporting
- Organisational Development cultural review
- Brexit

12. Conclusions

The Trust Equality Report 2019 covers the progress made on our equality journey over the past twelve months. The report also contains references to a number of other reports which the Trust is required to produce each year:

- The Gender Pay Gap Report 2019
- The Workforce Race Equality Standard Report 2019
- The Workforce Disability Equality Standard Report 2019

These reports provide a detailed analysis of the data supplied by the Trust to the national programs.

The report details a number of future influencing factors which will have an effect of the Trusts approach to equality, diversity and inclusion over the next twelve months.

In Section 9 of this report it will be noted that the Trust does not currently record the Sexual Orientation of its patients. This is partly due to the fact that the Trust did not implement the national voluntary Sexual Monitoring Programme. This is currently being reviewed on a national basis. Our Trust will be considering this within the review of the Equality Monitoring Policy.

It is acknowledged that a lot of equality, diversity and inclusion work is taking place across all directorates within the Trust. We do not always recognise some of this as EDI related and we need to identify ways of capturing this good work in future Equality Reports.

13. Recommendations

Salisbury NHS Foundation Trust should take the following action to continue our equality, diversity and inclusion journey.

- The EDI Committee should consider this report together with the Gender Pay Gap, WRES and WDES reports to create a SMART equality action plan in line with the NHS Long Term Plan.
- The Head of Diversity and Inclusion together with the EDI Committee should review and update the Equality Policy which is due for review in February 2020.
- The Head of Diversity and Inclusion to work with Information governance to develop an Equality Monitoring Policy to ensure that a standard set of equality data is recorded across all directorates in the Trust.
- The EDI Committee to develop a mechanism for identifying and collecting EDI related work across all directorates.

14. Author and Sponsor

Author: Rex Webb, Head of Diversity and Inclusion
Rex.webb@nhs.net

Sponsor: Director of OD and People