

Report to:	Trust Board (Public)	Agenda item:	SFT4150
Date of Meeting:	06 December 2018		

Report Title:	Equality, Diversity and Inclusion Report 2018			
Status:	Information	Discussion	Assurance	Approval
				X
Prepared by:	Rex Webb, Diversity & Inclusion Lead			
Executive Sponsor (presenting):	Paul Hargreaves, Director of Organisational Development and People			
Appendices (list if applicable):	Main Equality, Diversity & Inclusion Report 2018. Appendix 1: Trust Values and Equality Objectives Appendix 2: Draft WRES (Workforce Race Equality Standard) Action Plan 2018/19.			

Recommendation:

The Board endorses the attached EDI Annual Report and adopts the proposed actions contained within the report.

Executive Summary:

The attached report documents the current position regarding Equality, Diversity and Inclusion within Salisbury NHS Foundation Trust. It documents current equality data and includes a number of proposed actions to ensure compliance with the Public Sector Equality Duty to further embed equality, Diversity and Inclusion across the Trust.

The report also includes a number of actions to ensure progress on the NHS Equality Delivery System 2 and the Workforce Race Equality Standard.

- WRES action highlights under representation of BAME staff at senior levels and over representation at lower levels
- “Glass ceiling” structure established but further progress required to close the gender pay gap
- Report describes foundation structure to develop an inclusive culture

Board Assurance Framework – Strategic Priorities	Select as applicable
Local Services - We will meet the needs of the local population by developing new ways of working which always put patients at the centre of all that we do	<input checked="" type="checkbox"/>
Specialist Services - We will provide innovative, high quality specialist care delivering outstanding outcomes for a wider population	<input checked="" type="checkbox"/>
Innovation - We will promote new and better ways of working, always looking to achieve excellence and sustainability in how our services are delivered	<input checked="" type="checkbox"/>
Care - We will treat our patients, and their families, with care, kindness and compassion and keep them safe from avoidable harm	<input checked="" type="checkbox"/>
People - We will make SFT a place to work where staff feel valued and are able to develop as individuals and as teams	<input checked="" type="checkbox"/>
Resources - We will make best use of our resources to achieve a financially sustainable future, securing the best outcomes within the available resources	<input checked="" type="checkbox"/>

Equality, Diversity and Inclusion Report 2018

Executive Sponsor: Paul Hargreaves, Director of People and Organisational Development.

Diversity & Inclusion Lead: Rex Webb

Background:

The purpose of this report is:

- To update the Board 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 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.

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.

Standards and Assurance:

Gender Pay Gap

Gender pay difference between all staff including non – AfC.

	Total Salary	Total FTE	Average Salary
Female	£63,449,664	2228.19	£28,475.90
Male	£26,887,477	714.37	£37,637.91
Total	£90,337,141	2942.56	£30,700.18

The average mean salary for women is £27,910 and the average mean salary for men is £36,784. The total average salary for both men and women is £30,070. This is not unusual as this depicts a trend that is reflected across most of the NHS whereby a larger proportion of senior consultant roles are held by men.

Gender Pay Gap all staff AfC only – The average mean salary for women is £25394.00 and the average mean salary for men is £26233.00. Of the band 7 and above 7.9% of women occupy these AfC roles compared to 6.5% occupied by men.

All staff at the Trust have the same opportunities to work flexibly, with on site child care arrangements, home working options, carers leave and flexible hours which contribute to the opportunities for staff with childcare and carers responsibilities.

A full report was provided to the Trust Board early in 2018.

The gender balance on the Executive Board with its current gender make up of 3 men and 3 women at Executive Director level, 3 women and 4 men at Non-Executive Director level, a female CEO and 1 male Chair.

Proposed Action: The EDISG (Equality, Diversity and Inclusion Steering Group) to assess glass ceiling inequalities, including women and BAME staff. They will introduce an action plan to ensure a diverse workforce across the organisation.

WRES (Workplace Race Equality Standard):

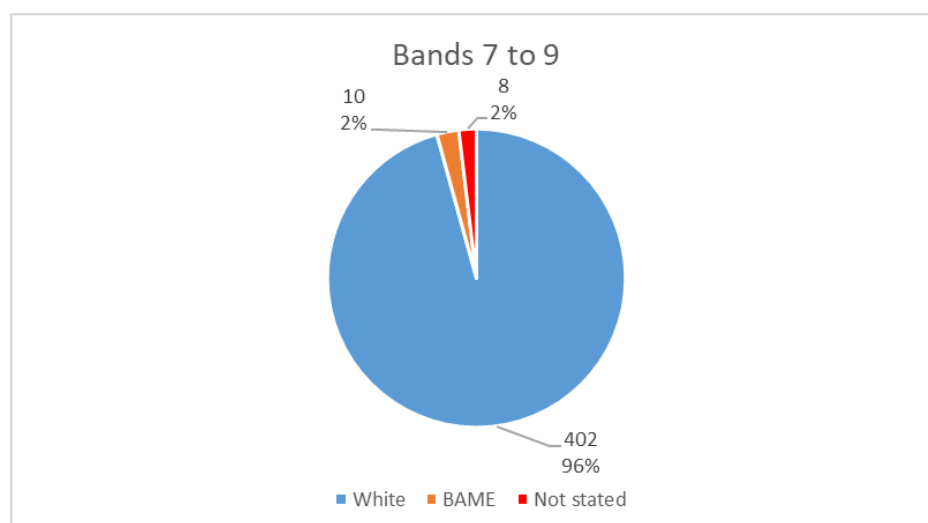
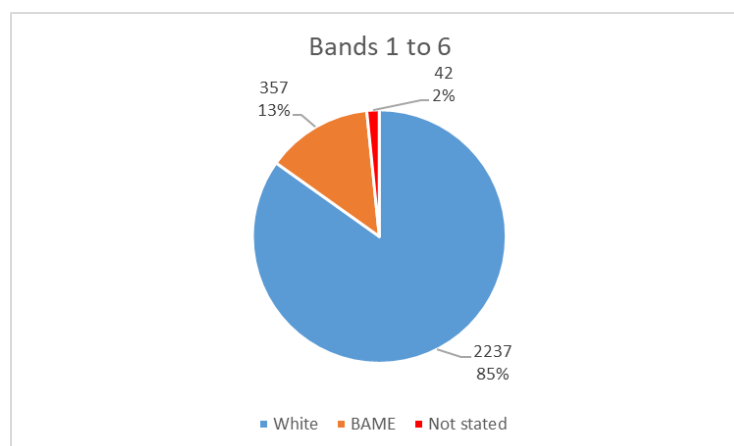


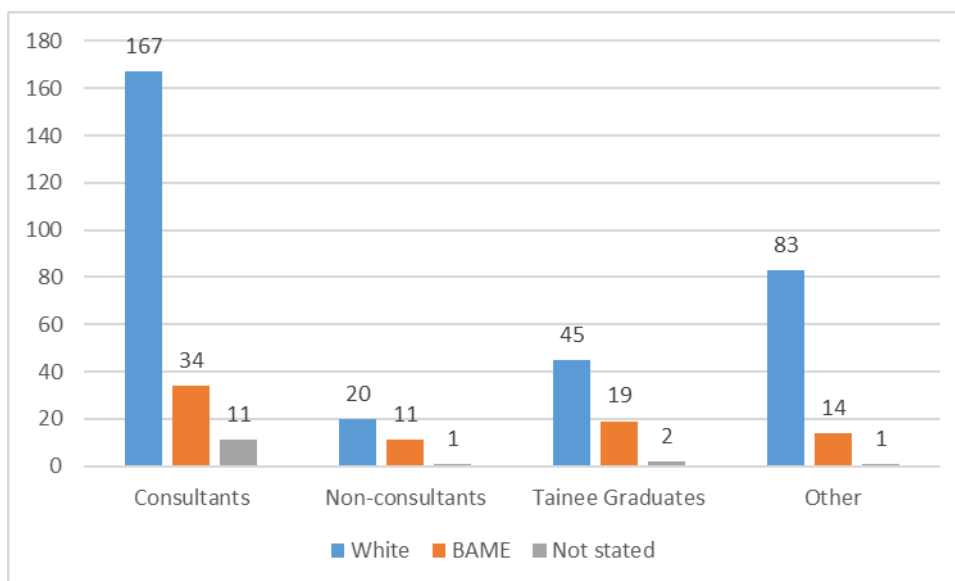
“Almost 1 in 5 of staff working in the NHS are from BAME (Black, Asian and Minority Ethnic) background, yet we know that the treatment and opportunities that they get in the workplace often do not correspond with the values that the NHS represents.”

The WRES was mandated across the NHS in April 2015 and assists organisations to meet the 5 Year Forward, Developing People & Improving Care, as well as the values set out in the NHS Constitution. The WRES was also part of the Trusts CQC inspections under the Well Led domain in April 2016.

The evidence of the link between the treatment of staff and patient care is well

- evidenced for BAME staff in the NHS; to this end the NHS has launched the WRES. 72% of our BAME staff believes that the Trust provides equal opportunities for career progression or promotion.
- 13% of the BAME staff completing the survey identified they have experienced discrimination at work in the last 12 months; this compares to 6% of white staff who stated they experienced discrimination.
- There is a lack of representation of BAME staff at band 7 and above; this is also true at the Trust Board and Governor level.





Proposed Action: The Trust is developing a SMART WRES Action Plan for 2018/19. The actions will include;

- Re-establishing the REACH (BAME) staff support network
- Identifying and supporting BAME Diversity Champions
- Identifying a lead BAME Diversity Champion to attend the Trust EDI Steering Group.
- Developing appropriate EDI training for our people.
- Reverse Mentoring for the Trust Board and senior leaders.
- Actions to improve the diversity on the Trust Board and Governors

EDS2 – (Equality Deliver System 2):

The 2015 EDS2 annual review RAG gradings are predominately green coloured which illustrates that the Trust is in the 'achieving' category. In one area we are graded as purple, which is the highest grading colour and illustrates that we are 'excelling' in this particular objective, Outcome 3.2, 'The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations.' This rating has not changed over the last 2 years.

The final 2015 assessment shows positive examples of good practice, including equality becoming mainstreamed within services and processes at the Trust.

Proposed Action: The EDISG (Equality, Diversity and Inclusion Steering Group) will re-assess the Trust position with EDS2 and develop an EDI Action Plan which will have direct links to the Organisational Plan and the development of our Equality Objectives (See Appendix 1)

The Terms of Reference for the EDISG to be reviewed.

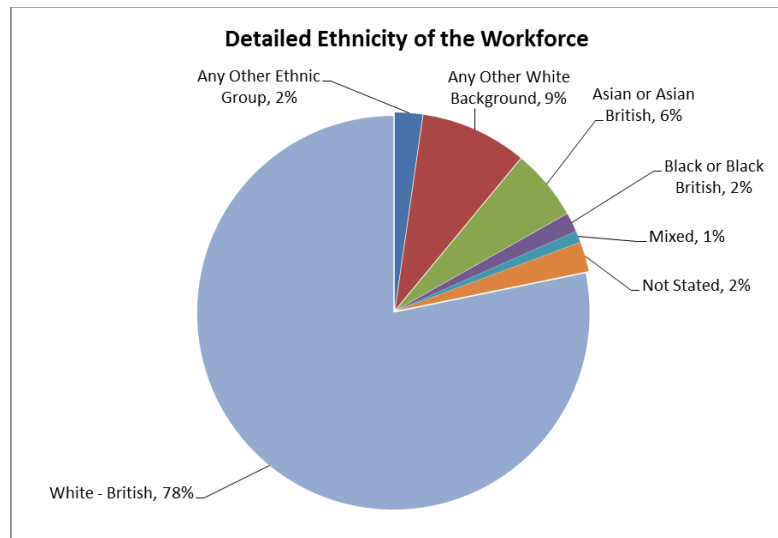
Membership of the EDISG to be reviewed to ensure a mix of managers and diversity champions from across the Trust.

The EDISG to be Chaired by a Non-Executive Director.

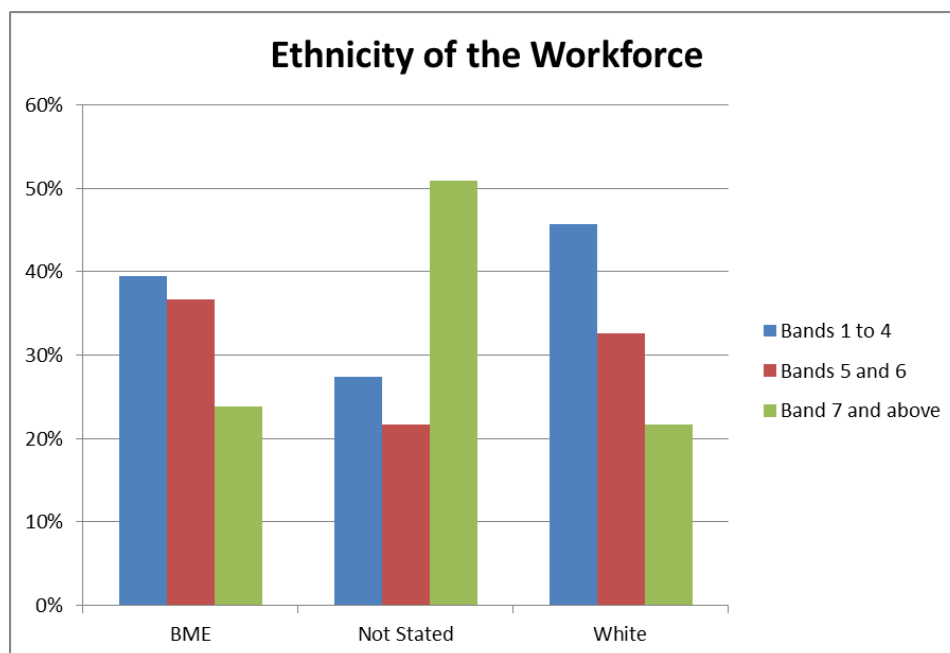
OUR WORKFORCE:

This section of the report highlights headline workforce, & grievances data.

Occupations by Ethnicity – At the Trust 11% of the workforce describe themselves as from the BAME communities. The Office for the National Statistics estimates that 4.7% of Wiltshire population identify as BAME.



Of the 11% BAME staff working in the Trust 39% work in roles from band 4 and below, 38% in band 5 to 6 and 23% in band 7 and above. This data includes clinical and non-clinical staff.

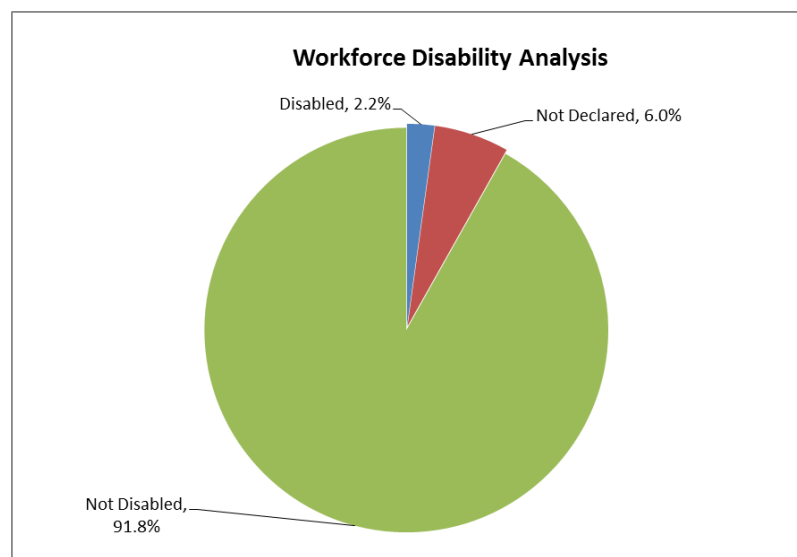


We know from our data that In 2017/18, 92% of promoted staff were white, 6% were BAME. This compares to a ratio of 78% white staff to 11% BAME staff in the workforce as a whole.

Age Range of Workforce - Of the staff aged over 60 who work at the Trust, 14% work in band 4 and below positions and 57% aged 40-59 work in band 7 and above positions.

Proposed Action: Consider identifying an Age Diversity Champion to sit on the Equality, Diversity & Inclusion Steering Group.

Disability – 2.2% of our people identify as having some form of disability. This will include some degree of mental or physical impairment.

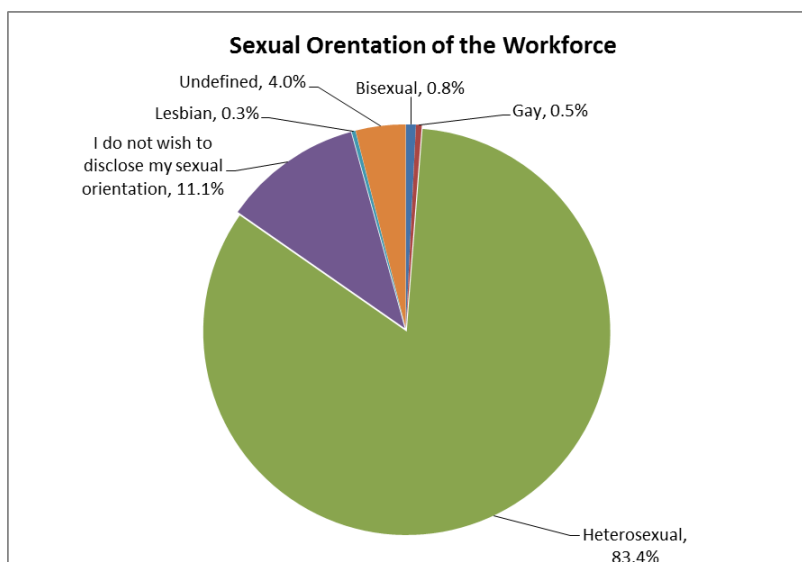


Proposed Action: To develop and support a Disability Network for our people.

To identify Disability Diversity Champions.

To identify a Lead Disability Diversity Champion to sit on the EDI Steering Group.

Sexual Orientation - In total 83.4% of our staff describe themselves as heterosexual/straight, 15% either did not want to disclose their sexual orientation or chose to tick the undefined category, 1.6% of our workforce has identified themselves as LGBT (Lesbian, Gay, Bisexual or Transgender). The Government Equalities Office has stated a reasonable estimate of 5% to 7% of the population consider themselves as LGBT.



During 2018 the Trust has raised awareness, supported & promoted LGBT allies and RainbowSHED. The CEO together with our LGBT Diversity Champion have recruited LGBT allies encouraging our people to wear the RainbowSHED Lanyards and commit to supporting those who identify as LGBT+. This will enable patients and our people who identify as LGBT+ to have an outstanding experience at the hospital.

Proposed Action: Identify a number of LGBT+ Diversity Champions to facilitate and oversee the progress of the RainbowSHED network and allies programme.

Also to identify a lead LGBT+ Diversity Champion to sit on the Equality, Diversity and Inclusion Steering group.

To encourage more of our people to join the RainbowSHED Network and Allies program.

To work with RUH and GWH to develop similar LGBT+ networks and Allies programs.

NHS Jobs – applications, shortlisted and appointed - The Trust has analysed NHS Jobs data from March 2017 to April 2018 which illustrates applications, shortlisted and appointed under ethnic background, gender, disability, age, region and sexual orientation. The report continues to identify disproportionality with White applications to appointments in comparison with BME applications to appointments; this theme also applies to female applications to appointments in comparison to male applications to appointments.

Proposed Action: The EDISG to oversee the collection of data to monitor the progress of applications, shortlists and appointment. They will be assisted in this process by the WRES stats, the REACH and Women's networks.

Staff Training on Mandatory Equality, Diversity & Inclusion - To date approximately 90% of our workforce have undertaken mandatory equality, diversity & inclusion training, the national average for acute Trusts being 63% and the best acute trust score at 85%.

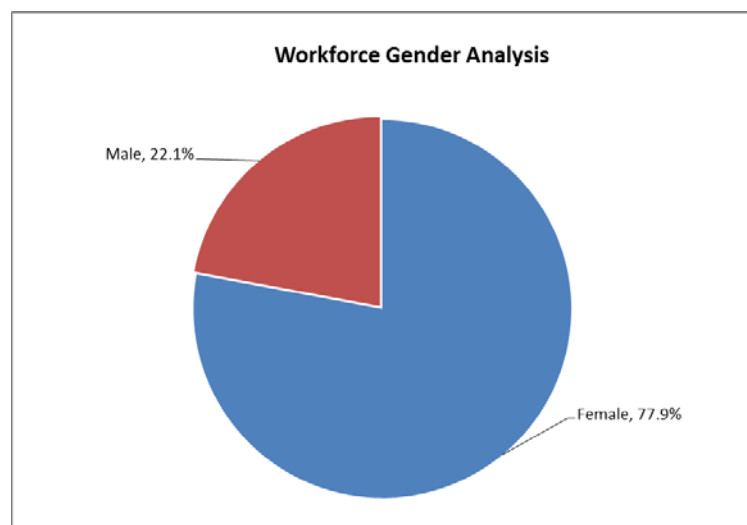
Proposed Action: The EDI e-learning package is a standard NHS product, this will be reviewed to ensure it is still fit for purpose.

Ensure that the Diversity & Inclusion Lead has an input to new starters on the first day of their induction to ensure the commitment to EDI is emphasised.

Develop a face to face EDI training session linked to the Trust values for all our people.

Research the need for further specific EDI training for managers and leaders.

Occupations by Gender (Part & Full Time) - Of the Trusts female workforce, 39% are full time and 61% are part time. In total 68% of male staff are full time and 32% are working part time. The gender balance varies considerably by occupational group, for example the Trust has more females than males working in Nursing and Midwifery, more males than females working in Estates and Ancillary and a 50/50 split of males and females in Medical and Dental.



Proposed Action: To develop a Women's Network to support women in the workplace and identify issues that affect progress to senior positions.

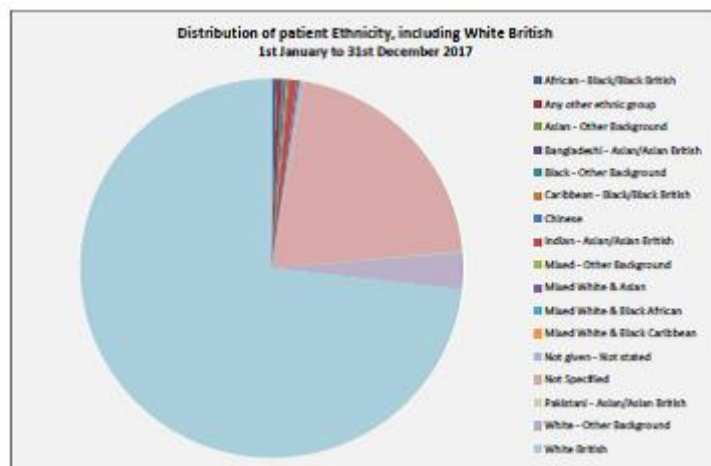
To identify Women's Diversity Champions.

To identify a Lead Women's Diversity Champion to sit on the Equality, Diversity & Inclusion Steering Group.

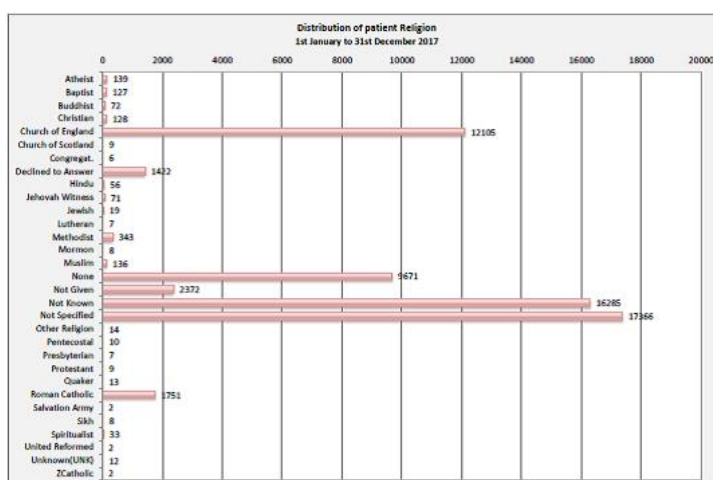
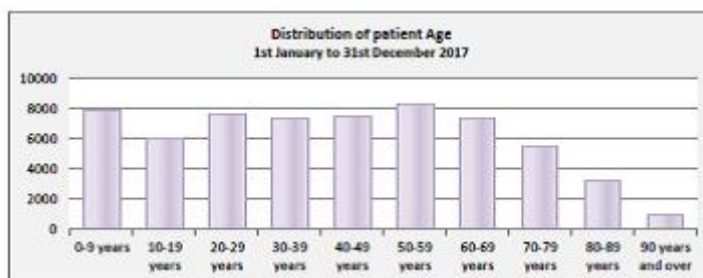
To research the under-representation of Males in nursing & midwifery to identify any issues this may cause.

Our Patients (Different Protected Characteristics)

For 2017 in total there were 31,043 female patients and 31,157 male patients. 77% (47,506) patients described themselves as White. 2% (1,629) patients described themselves from a BAME (Black, Asian, Minority & Ethnic) community, whilst 21% (13,070) of patients did not specify or not stated.



The hospital has a varied distribution of age ranges. 22.5% (14,023) of our patients are aged 19 or below, 50% (31,073) of our patients are within the age category of 20 to 60, and 27.5 % (17,109) of our patients are aged 60 and above.



Key Activities 2017/18

- Re-establishing the Equality, Diversity and Inclusion Steering Group.
- Creating a WRES Action Plan for 2018/19.
- #LoveOUREUStaff – nominating key members of staff to lead this project to identify issues arising from Brexit.
- October 2018 – Appointing a new Diversity & Inclusion Lead.
- November 2018 – Appointing a dedicated Freedom to Speak Up Guardian.

Equality Analysis (EA)

The Trust continues to use the Equality Analysis methodology for all policies, new and updated. Formal and informal discussions occur to assess equality analysis for protected groups.

Proposed Action: Review the Equality Analysis process and ensure that it is fit for purpose.

Identify ways to incorporate EA's into organisational and service decision making processes.

Work towards an electronic EA process.

Future Influencing Factors:

- Workplace Disability Equality System
- Workplace Sexual Orientation Monitoring System
- Equality Delivery System 3.
- Disability and Ethnicity Pay Gap legislation.
- Brexit
- Settled Persons status (EU nationals)
- Review of the Gender Recognition legislation.

Authors:

Executive Sponsor – Paul Hargreaves Director of People and Organisational Development

Diversity & Inclusion Lead – Rex Webb

Appendix 1: Equality Objectives



Appendix 2: WRES

Equality, Diversity & Inclusion – WRES (Workforce Race Equality Standard) – 2017 Onwards (Version-3)			
WRES – Priorities 2017/18	Current Position	Plans for 2017/18	Future Developments/ Plans for 2018/19
1. We will reduce the percentage of BAME staff experiencing discrimination at work by a manager/ team leader or other colleague.	In the staff survey results, currently 19% of BAME staff versus 6% white staff describe that they experience discrimination by their managers/team leader or other colleague.	Director of People and OD to deep dive into the data. HR Directorate Managers to work with their Directorates and Head of EDI to assess, review and action any further support needed for staff, white & BAME staff. WRES update report to CEO (WRES Executive Lead) Feb 2018 and August 2018.	Inclusive workforce improvements should lead to a decrease in discrimination for all staff, including BAME staff.
2. We will reduce the percentage of BAME staff experiencing harassment, bullying or abuse from staff.	In the staff survey results, currently 29% of BAME staff versus 22% white staff experience harassment, bullying or abuse from staff.	Director of People and OD to deep dive into the data. HR Directorate Managers to work with their Directorates and Head of EDI to assess review and action any further support needed for staff, white & BAME staff. WRES update report to CEO (WRES Executive Lead) Feb 2018 and August 2018.	Inclusive workforce improvements should lead to a decrease in discrimination for all staff, including BAME staff.
3. We will increase our confidence with BAME staff to enable all staff have equal opportunity for career progression at the Trust.	In the staff survey results, currently 89% White staff believe that the Trust provides equal opportunities to career progression to 71% of BAME staff.	Current data suggest low disproportionality with BAME internal promotions versus White internal promotions. Assess glass ceiling for BAME staff within this promotion data. Further work required to highlight the ethnic diversity within the Trust, through BAME role models, increasing confidence and sharing BAME promotions stories. Head of EDI will lead on this work.	Practical solutions to engage with BAME staff to access professional and personal development, through line management interventions. We will know we have achieved this target as ethnic diversity will be visible in senior non clinical roles and senior nursing roles.

Proposed Action plan 2018/19:

Action	Lead	Deadline	Progress
Re-establish and develop the REACH (BAME) Staff Network.	Diversity & Inclusion Lead. Sandy Woodbridge. Denis	31/12/18	
Identify BAME Diversity Champions.	-ditto-	31/12/18	
Secure agreement from Trust Board and Managers of the time staff can contribute to staff network activity.	Diversity & Inclusion Lead. The Trust Board. Trust Managers.	31/12/18	
Identify a Lead Champion to facilitate the network and represent it at the next and subsequent EDI Committee Meetings	Diversity & Inclusion Lead. REACH staff network	31/12/18	

Discuss the WRES Action Plan with Staff Side Organisations to engage them in the WRES process.	Diversity & Inclusion Lead. Lead BAME Diversity Champion.	31/12/18	
Arrange a meeting of the Equality, Diversity and Inclusion steering group by the 30/11/18	Diversity & Inclusion Lead. Chair of the EDI Steering Group	31/12/18	
Work with NHS Leadership Academy to identify appropriate mentoring and coaching initiatives for BAME staff.	Diversity & Inclusion Lead. Education Department. Leadership academy.	01/01/19	
Ensure that all staff have a clear understanding of the bullying and harassment process and procedures. Also ensure staff receive support when they raise issues.	Freedom to Speak Up Guardian. Diversity & Inclusion Lead.	01/01/19	
Develop a communications plan to publicise the WRES process and action plan. Ensuring that positive benefits are emphasised.	Diversity & Inclusion Lead. Head of Communications.	01/01/19	
Develop appropriate Equality, Diversity & Inclusion Training for our people linked to the TRUST values. Include reference to the WRES process and action plan.	Diversity & Inclusion Lead	01/01/19	

Explore the feasibility of having an “open seat” at the Trust Board for a representative from the REACH (BAME) staff Network.	Diversity & Inclusion Manager. Trust Board. REACH staff Network.	01/01/19	
Identify the equality data of the Trust Governors to evidence of diversity. Explore possibility of recruiting governors from particular ethnic community groups, not just on a geographical basis.	Diversity & Inclusion Lead. Person responsible for managing the recruitment/managing the Governors.	01/01/19	
Consider and Develop a reverse mentoring program for the Trust Board members and Senior management.	Diversity & Inclusion lead	01/01/19	