

Meeting:	Board of Directors (in Public)				
Meeting Date:	5 October 2021	Agenda item:	19		
Report Title:	Equality Diversity and Inclusion				
Author:	Chelsea Kirk, EDI Lead				
Executive Sponsor:	Jo Humphries, Director of People				
Implications					
Link to key strategic objectives <i>[highlight which KSO(s) this recommendation aims to support]</i>					
KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
<i>Safe and compassionate care</i>	<i>Modernise hospital and estate</i>	Staff engagement	<i>Partnership working, clinical and financial sustainability</i>	<i>Healthy lives staff and patients</i>	Investing in our staff
Board assurance framework	<p>SO3 There is a risk that Trust leaders may be unable to strengthen staff engagement and trust impacting on the development of an open culture at the Trust.</p> <p>SO6 There is a risk that Trust leaders are unable to maximise opportunities for staff which could impact in the ability of staff to deliver outstanding care.</p>				
Significant risk register	No				
	Y/N	If Yes state impact/ implications and mitigation			
Quality	N				
Legal and regulatory	N				
Financial	N				
Assurance route					
Previously considered by:	People Committee				
Executive summary					
Action required: <i>[highlight one only]</i>	Approval	Information	Discussion	Assurance	Review
Purpose of the report:	To provide a summary of the recent NHS WRES and WDES indicators and key areas of focus to support equality, diversity and inclusivity within our workforce.				
Summary of Key issues:	<p>Workforce Race Equality Standard</p> <ul style="list-style-type: none"> The Trust data shows 25% of our workforce are self-declared BAME, significantly higher than the 3.5% BAME representation in the communities we serve. BAME staff 11% more likely to be appointed following shortlisting than last year. Lower likelihood of BAME staff entering a disciplinary process than white staff. Increase in the % of BAME staff experiencing harassment, bullying or abuse from patients, their relatives or members of the public increased 				

	<p>from 34% last year to 36.9% compared to their white colleagues who reported a drop in this measure from 28.8% last year to 23.4%.</p> <ul style="list-style-type: none"> • Decrease in the % of BAME staff experiencing bullying or harassment from other member of staff from 37.2% last year to 29.1% compared to white colleagues reducing from 29.4% last year to 27.7%. • The percentage of staff believing the Trust provides equal opportunities for career progression increased from 71.3% last year to 74% though this is lower than 82.5% for white colleagues. • 18.7% BAME staff reported discrimination from their manager or a colleague compared to 17.2% last year. This compares to 7.5% (2019) and 6.6% (2020) for white colleagues. <p>Workforce Disability Equality Standard</p> <ul style="list-style-type: none"> • 3% of the Trust staff have declared a disability with 16.47% not declaring (a reduction from 25% last year). • 50% of staff said that the last time they experienced bullying, harassment or abuse they, or a colleague, reported it (an increase from 43% last year). • 75% of disabled colleagues say they have had adjustments made to enable to complete their work <p>Trust EDI Strategy</p> <ul style="list-style-type: none"> • Fully aligned to the East of England EDI agenda <ul style="list-style-type: none"> ○ Anti-Racism Programme <ul style="list-style-type: none"> ▪ Leadership and Management ▪ Representation ▪ Racial harassment and abuse from patients/ public ▪ Systems and Processes • EDI Lead role to further develop the Trust action plan as detailed within this report
Recommendation:	To review the report.
Acronyms	EDI – Equality, Diversity, and Inclusion WRES – Workforce Race Equality Standard WDES – Workforce Disability Equality Standard BAME – Black Asian and Minority Ethnic FTSU – Freedom to Speak Up ICS – Integrated Care System

WRES

The Workforce Race Equality Standard is reported annually with a snapshot of data taken as 31st March each year.

Geographic data relating to ethnicity identifies that the non-white (BAME) population in Norfolk is 3.5%, across the East of England it is 9.2% and across England is 14.6% (Census 2011 data).

The Trust reports an overall 25% declaration rate for non-white (BAME) staff as of March 2021 (WRES return) which is significantly higher than the communities it serves.

1. Percentage of BAME staff overall.

- a. Workforce BAME representation was reported as 22.2% (2020) and 25% (2021)
- b. Clinical workforce BAME representation was reported as 22% (2020) and 27% (2021)

2. Relative likelihood of white staff being appointed from shortlisting across all posts compared to BAME applicants.

- a. An increase of 11% year on year regarding the likelihood of appointment from shortlisting for BAME staff.
 - i. From 1st July 2021 new best practice established to ensure BAME representation on all shortlisting and interview panels for posts at Band 7 and above (plus gender balance and HR representation).
 - ii. Recruiting with Values is a core part of the culture programme which ensures inclusion of EDI questions within interviews.

3. Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff.

- a. 0.21% BAME staff compared to 0.24% white staff.

4. Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BAME staff.

- a. 2021 WRES data shows that there is a slight decline since 2020 of 0.06%.

5. Percentage of staff experiencing harassment, bullying or abuse from patients, their relatives, or the public in the last 12 months.

	2017	2018	2019	2020
White	31.2%	30.4%	28.8%	23.4%
BAME	40.4%	37.4%	34.0%	36.9%

6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.

	2017	2018	2019	2020
White	28.4%	31.1%	29.4%	27.7%
BAME	27.2%	29.1%	37.2%	29.1%

7. Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion

	2017	2018	2019	2020
White	86.1%	79.4%	82.2%	82.5%
BAME	82.4%	72.4%	71.3%	74.0%

8. Percentage of staff personally experiencing discrimination at work from a manager/team leader or other colleagues.

	2017	2018	2019	2020
White	10.4%	9.1%	7.5%	6.6%
BAME	16.8%	16.8%	17.2%	18.7%

9. Percentage difference between the organisations' Board voting membership and its overall workforce

a. Below details our current board members

	2020	2021
BAME	0	1
White	16	15

WDES

The Workforce Disability Equality Standards is reported annually with a snapshot of data taken as 31 March each year.

Geographical data identifies that 20% of Norfolk and Waveney working age adults are classified as having physical or learning disabilities against 17.6% across England (*source – Norfolk County Council 'Life Opportunities studies' 2014*).

The Trust reports an overall 3% disability declaration rate for all staff as of March 2021 (WDES return), significantly lower than the communities we serve. However, approximately 16.47% of staff have not recorded their status which is a decrease of 8.53% from 2020. This could imply that more staff are comfortable in declaring their status as a result of being more confident that they would not be discriminated against.

1. Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (Inc Exec board members) compared with the percentage of staff in the overall workforce data stated below shows some measurable increases in comparison to 2020. However, notable there is more work needed to support disabled staff.

a) Our data shows we have 3% of our workforce who identify themselves as having a disability.

2. Relative likelihood of non-disabled staff being appointed from shortlisting across all posts

a) There is a significant decline for disabled staff being appointed from shortlisting which requires further investigation.

	2020			2021		
	Disabled	Non-disabled	Unknown	Disabled	Non-disabled	Unknown
Number of applicants	57	1328	76	68	1638	73
Number appointed from shortlisting	20	346	41	20	529	33
Likelihood of shortlisting appointed	0.35	0.26	0.54	0.29	0.32	0.45
Relative likelihood non-disabled staff being appointed from shortlisting compared to Disabled staff	0.74			1.10		

3. **Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure**

a) Data shows that disabled staff entering a formal capability process remains at 0

4.

a) **Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: Managers/ Other colleagues/ Patient & Services users**

	2018		2019		2020	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
Managers	26.2%	15.1%	23.2%	12.2%	17.7%	13.2%
Other colleagues	32.6%	21.5%	37.4%	20.2%	27.9%	18.9%
Patient/ service users	38.1%	29.9%	35.6%	28.0%	26.5%	25.0%

b) **Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it. The data is as of March 2020.**

	2018	2019	2020
Disabled	43.1%	43.2%	49.7%
Non-disabled	42.7%	49.1%	45.8%

5. **Percentage of disabled staff compared to non-disabled staff believing that their organisation provides equal opportunities for career progression or promotion**

i. The table below illustrates career progression shows improvement from 2018 to 2020.

	2018	2019	2020
Disabled	74.1%	74.7%	75.6%
Non-disabled	78.9%	82.2%	82.9%

6. **Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties**

	2018	2019	2020
Disabled	37.1%	34.6%	29.4%
Non-disabled	22.3%	19.1%	20.2%

7. **Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work**

	2018	2019	2020
Disabled	21.0%	28.1%	28.4%
Non-disabled	36.3%	41.1%	46.5%

8. **Percentage of disabled staff saying that their employer has made adequate adjustments to enable them to carry out their work**

2018	70.2%
2019	73.8%
2020	75.4%

9. The staff engagement score for disabled staff

	2018	2019	2020
Disabled	6.1%	6.2%	6.6%
Non-disabled	6.6%	6.9%	6.9%

10. Percentage difference between the organisations board voting membership and its overall workforce

	2021
Disabled	0
Non-disabled	14
Unknown	2

Trust EDI Strategy – Progress Summary

Training and Awareness

- A quarterly EDI awareness training session
 - first session covering Transgender awareness.
 - external speaker who shared her personal journey.
- Tailored bitesize leadership programme
 - to support BAME/female staff gain skills in confidence, personal leadership, and empowerment.
- Active promotion of BAME professional development programmes
 - The Florence Nightingale programme (Windrush)
 - Step-Up
- Developing a Race Awareness Resource Guide

Inclusive Culture

- Developing a diversity and inclusion calendar
 - to celebrate, recognise and educate our staff and patients
 - including a “gold” celebration each month, additional resources and lived experiences captured from our staff

Staff Networks

- Continue to strengthen in providing peer support and open discussion about barriers to inclusion
 - Received Bronze accreditation for our Rainbow Badge pilot programme lead by the LGBTQ+ staff network
 - CEO briefing regarding the Trust’s zero-tolerance approach to discrimination.
 - Poster campaign and the BAME network reinforcing the importance of staff speaking up and reporting any incidents

EDI Next Steps

	ACTION	WHO	WHEN
1	Devise a detailed EDI action plan and maturity matrix	CRK	Q3 2021
2	Continue to Strengthen Staff Networks	CRK	Q3 2021
3	Implement a Diversity & Inclusion calendar for 2022	CRK	2022