

Agenda Item	
MEETING	
PAPER/REPORT TITLE:	Equality Diversity and Inclusion: Update on WRES and WDES 2021 Data
DATE OF MEETING:	Click here to enter a date.
ACTION REQUIRED	Assurance
EXECUTIVE DIRECTOR:	Michelle Turner, Chief People Officer
AUTHOR(S):	Rachel Cowley, Head of Culture and Staff Experience
STRATEGIC OBJECTIVES:	<p>Which Objective(s)?</p> <p>1. To develop a well led, capable, motivated and entrepreneurial workforce <input checked="" type="checkbox"/></p> <p>2. To be ambitious and efficient and make the best use of available resource <input type="checkbox"/></p> <p>3. To deliver safe services <input type="checkbox"/></p> <p>4. To participate in high quality research and to deliver the most effective Outcomes <input type="checkbox"/></p> <p>5. To deliver the best possible experience for patients and staff <input checked="" type="checkbox"/></p>
LINK TO BOARD ASSURANCE FRAMEWORK (BAF):	<p>Which condition(s)?</p> <p>1. <i>Staff are not engaged, motivated or effective in delivering the vision, values and aims of the Trust.....</i> <input checked="" type="checkbox"/></p> <p>2. <i>Potential risk of harm to patients and damage to Trust's reputation as a result of failure to have sufficient numbers of clinical staff with the capability and capacity to deliver the best care.</i> <input type="checkbox"/></p> <p>3. <i>The Trust is not financially sustainable beyond the current financial year.....</i> <input type="checkbox"/></p> <p>4. <i>Failure to deliver the annual financial plan</i> <input type="checkbox"/></p> <p>5. <i>Location, size, layout and accessibility of current services do not provide for sustainable integrated care or quality service provision</i> <input type="checkbox"/></p> <p>6. <i>Ineffective understanding and learning following significant events.....</i> <input type="checkbox"/></p> <p>7. <i>Inability to achieve and maintain regulatory compliance, performance and assurance.....</i> <input type="checkbox"/></p> <p>8. <i>Failure to deliver an integrated EPR against agreed Board plan (Dec 2016)</i> <input type="checkbox"/></p>
CQC DOMAIN	<p>Which Domain?</p> <p>SAFE- <i>People are protected from abuse and harm</i> <input checked="" type="checkbox"/></p> <p>EFFECTIVE - <i>people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.</i> <input type="checkbox"/></p> <p>CARING - <i>the service(s) involves and treats people with compassion, kindness, dignity and respect.</i> <input checked="" type="checkbox"/></p> <p>RESPONSIVE – <i>the services meet people's needs.</i> <input type="checkbox"/></p> <p>WELL-LED - <i>the leadership, management and governance of the organisation assures the delivery of high-quality and person-centred care, supports learning and innovation, and promotes an open and fair culture.</i> <input checked="" type="checkbox"/></p> <p>ALL DOMAINS <input type="checkbox"/></p>

LINK TO TRUST STRATEGY, PLAN AND EXTERNAL REQUIREMENT	1. Trust Constitution <input checked="" type="checkbox"/> 2. Operational Plan <input checked="" type="checkbox"/> 3. NHS Compliance <input type="checkbox"/>	4. NHS Constitution <input type="checkbox"/> 5. Equality and Diversity <input type="checkbox"/> 6. Other: Our Strategy 2021-2025 & Putting People First Strategy 2019-2024
FREEDOM OF INFORMATION (FOIA):	1. This report will be published in line with the Trust's Publication Scheme, subject to redactions approved by the Board, within 3 weeks of the meeting	
RECOMMENDATION : <i>(eg: The Board/Committee is asked to:-....)</i>	The committee is asked to note the contents of the report, be assured that appropriate actions are being taken, and support the ongoing work on the ED&I agenda.	
PREVIOUSLY CONSIDERED BY:	Committee name	Not Applicable
	Date of meeting	

Executive Summary

This paper:

- presents the annual data pertaining to the Workforce Race Equality Standard (WRES) and the Workforce Disability Standard (WDES)
- demonstrates that the organisation has not become significantly more diverse over the last 12 months. Appraises the Board of actions taken to support and connect with ethnic minority and disabled colleagues during covid and beyond.
- Sets out the actions planned in the next 12 months to further strengthen the ED&I position

Report

Introduction

At Liverpool Women's we recognise that some positive work is undertaken in the area of ED&I. The WRES and WDES data referenced in this paper illustrate the progress over the past 12 months to strengthen ED&I within the organisation and strategic ambitions outlined in Our Strategy 2021-2025:

Be recognised as the most inclusive organisation in the NHS with Zero discrimination for staff and patients (zero complaints from patients, zero investigations)

- *Treble number of staff from ethnic minority backgrounds in leadership roles (Band 7 and above) by 2022*
- *Ensure our workforce matches the ward of Riverside in terms of % of staff from ethnic minority backgrounds by 2025*

ED&I during Covid

The national focus and spotlight on health inequalities for diverse communities, in particular the poorer health outcomes aligned to Covid for individuals from ethnic minority backgrounds has been something of a 'wake up call' for the NHS as a whole and has provided a much needed focus via the NHS People Plan on creating real change in how we create a more diverse workforce from board to ward level.

For the Trust, Covid has been the catalyst to set up an inclusion network for staff from ethnic minority backgrounds. This group, along with an ethnic minority representative on Covid Oversight Committee and some key consultants with a passion for the ED&I agenda, is enabling the voice of ethnic minority staff to be clearly heard at board level, who are being appraised of the key themes coming from the network.

All staff have completed a Covid Risk Assessment, and reasonable adjustments as a result of these have been put into place.

Key ED&I achievements in past 12 months

Key achievements and progress in relation to our ED&I agenda over the past 12 months include:

- Launch of an inclusion network for staff from an ethnic minority background
- Launch of an inclusion network for staff with disabilities
- Inclusion activities, with strong links with education at all levels in the city and with the DWP
- Linking with Navajo to establish a baseline for Liverpool Women's and identification of areas for improvement for LGBT+ staff and patients
- A Great Day of ED&I with fantastic guest speakers, including John Barnes MBE. Really good attendance to the whole day and many staff have since viewed the recording of the event
- Improved local community engagement within L8, particularly with the Imams, Pakistani Centre, Caribbean Centre, BAME Life Skills Worker, Somalian community and Chinese Community
- Improved access for ethnic minority background women, this includes:
 - health fairs in the local Pakistani Centre, focusing on diet, perinatal mental health and physiotherapy
 - support to ethnic minority pregnant women and their families who have 'no-status' and have not had access to necessary healthcare appointments
- Appointment of a second Freedom to Speak Up Guardian from an ethnic minority background
- Diverse representation at interview panels and other assessments as part of the selection process for key senior roles
- Career conversations for all ethnic minority staff have been offered and continue to take place
- All ethnic minority staff offered the opportunity to attend coaching level 5 qualification
- All ethnic minority staff offered the opportunity to access mentoring and reverse mentoring
- Work in partnership with Microsoft on how Liverpool Women's can improve Digital Inclusion through technology, for both patients, translation opportunities and improved staff support for those with neurodiversity
- Work has commenced to explore improved patient experience where English is not a first language, utilising skills of our own staff appropriately to put patients and families at ease until translator services are available
- Celebration and educational pieces on Easter, Lent, Passover, Ramadan and Pride month
- Promotion of Learning Disabilities week in relation to access for our patients

- Ethnic minority staff contacted in relation to mentoring, coaching and reverse mentoring opportunities
- Appointment to four new senior roles with a focus on ED&I for staff and patients:
 - Head of Culture and Staff Experience, commenced 1st April 2021 = 40% of role is D&I focused for staff experience
 - Equality, Diversity and Inclusion lead, commenced 1st June 2021, 100% of role D&I focused for both patient experience and staff experience
 - Patient Experience Matron, currently at interview stage, 30% of role is D&I focuses for patient experience
 - Diversity Midwife, currently at advertisement stage, 100% of role is D&I focus for patient experience
- Membership of Inclusive Companies, benefits of membership:
 - Access to the Inclusive Top 50 UK Employers Survey & Index to help establish a baseline of how inclusive Liverpool Women's is and what areas require improvement
 - Unlimited access to all Inclusive Companies events, webinars and training opportunities throughout the year available to all employees – improving education and understanding
 - Access to the Inclusive Companies Network and participation in monthly Round Table discussions with fellow Inclusive Companies members, to share best practice and learning
 - Access to a members hub which can be shared internally so Liverpool Women's staff can access toolkits, case studies, exclusive reports and webinar recordings
 - 12 Months unlimited job listings on Inclusive jobs website
 - One quarter page advert in Inclusive Companies directory

Summary of WRES and WDES data

Whilst there has been significant progress in the past 12 months in relation to ED&I there are still areas for improvement, in particular relation to the WRES and WDES reports the Trust is required to report on an annual basis.

In summary from the latest Workforce Race Equality Standard (WRES) submission, it can be evidenced that the workforce remains largely static in relation to the demographics of employees, with a minimal decrease from 8.5% to 8.4% of ethnic minority staff.

In 'Our Strategy 2021-2025' the Trust has committed to treble number of staff from ethnic minority backgrounds in leadership roles (Band 7 and above) by 2022. In 2019 there were 16 staff from ethnic minority backgrounds in Band 7 and above roles, this has seen a little growth in 2021 to 19. To achieve the strategic commitment, the Trust needs to recruit a minimum of 29 staff with an ethnic minority background at band 7 and above and focus on retention of all currently in roles.

In summary from the latest Workforce Disability Equality Standard (WDES) submission, it can be evidenced that the workforce remains largely static in relation to the demographics of employees, with a minimal decrease from 3.0% to 2.91% of disabled staff.

There remains an important issue of staff data disclosure on ESR, in particular staff not wanting to disclose disability and ethnicity when they commence in post on ESR.

In addition, there are themes relating to retention and career progression for our ethnic minority staff, and their staff experience whilst in post at Liverpool Women's.

Further themes have arisen in relation to support at assessment stage of application process for disabled candidates and appointing managers, as well as a focus for bullying, harassment for all staff.

WRES Data 2021

Band distribution has not changed with the majority of ethnic minority staff holding clinical Band 5, Band 6 and Band 7 posts. The highest banded non-clinical role remains the same as 2019, one individual at Band 8a. The highest banded clinical role (excluding medics) remains one individual at Band 8b.

Medical staff figures remain static at 34 staff disclosed ethnic minority background on ESR in both 2020 and 2021.

There are 12 staff from Agenda for Change paycales who have not disclosed on ethnicity on ESR and 23 staff from Medical grades who have not disclosed ethnicity on ESR.

Board member and non-Executive Director data for ethnic minority staff remains static at 1 person in non-Executive Director role.

Relative likelihood of being appointed from interview if an applicant is of ethnic minority background has increased from 41.67% in 2020 to 52.70% in 2021. On reviewing the data this can be attributed to the increase in ethnic minority staff being shortlisted and appointed, however some of these may have been appointed in year and not yet commenced in post, in addition turnover is not taken into account for the national reporting figure.

For the last 3 years there have been no staff from ethnic minority background staff entering the formal disciplinary process.

It is positive to see the reduction in the number of staff from an ethnic minority background stating they have experienced harassment, bullying or abuse from staff, this has reduced from 33.9% to 23.9%, compared to their white colleagues reporting 18.0% this year. However whilst this figure is lower than the national average for ethnic minority staff (28.7%) it remains a concern that nearly a quarter of ethnic minority staff experience bullying or harassment from their colleagues at Liverpool Women's.

There has been a reduction in the number of ethnic minority staff believing the Trust provides equal opportunities for career progression, from 87.9% to 84.2% compared to 90.7% of white staff this year.

WDES Data 2021

There are 285 staff from Agenda for Change paycales who have not disclosed disability status on ESR (status unknown) and 20 staff from Medical grades who have not disclosed on ESR.

In terms of band distribution, there are 2 disabled staff above band 8a in non-clinical roles, and 1 disabled staff above band 8a in clinical roles. This is an increase from a zero return for previous reporting year. There are no staff disclosing a disability in medical roles.

In terms of recruitment, non-disabled candidates are 1.67 times more likely to be appointed from shortlisting stage than disabled candidates which is a positive position compared to previous year where non-disabled candidates were 2.32 times more likely to be appointed. 25 disabled staff applied for a job at the Trust in 20/21 which is a decrease from the previous year (32) however only 12 were appointed.

Disabled staff are 8.92 times more likely to enter the formal capability process than non-disabled staff.

It is concerning that the number of disabled staff (21.3%) state they have experienced bullying, harassment or abuse in the workplace compared to non-disabled colleagues (11.9%), though this is lower than the national average for disabled staff (25.4%). Disabled staff are slightly more likely to report it (55.8%) than non-disabled (46.8%).

A positive improvement from 83% in previous year, 89.3% of disabled staff believes the Trust provides equal opportunities for career progression compared to 90.3% of non-disabled employees.

EDI focus for next 12 months

There are lots of planned actions over the next 12 months which will address concerns raised in WRES and WDES 2021 data, as well as strengthen the overall ED&I agenda. These include:

- Complete a deep dive by end of 2021 into turnover from staff with ethnic minority backgrounds and ensure exit interviews have been completed for leavers with ethnic minority backgrounds
- Data cleanse campaign to commence in January 2022 for improvement of disclosure on ESR for all protected characteristics
- First impressions party was ceased as a result of covid, reintroduce in a covid safe format (paper/electronic survey) including data disclosure to ensure accurate data is stored on ESR following appointment
- Embed reverse mentoring and coaching opportunities for disabled and ethnic minority staff
- Embed career conversations for disabled and ethnic minority staff
- Embed Health and Wellbeing conversations for all staff, refreshing the Covid Risk Assessments, ensuring all staff from protected characteristics or with long term health conditions have completed a refreshed Covid Risk Assessment by the end of 2021.
- Ringfenced places on Liverpool Women's new Leadership Development Programme for staff from an ethnic minority background
- Review of Friends and Family Test protected characteristic data for improved patient experience
- Continue to strengthen links with diverse community groups, working in partnership to improve positive relationship for staff and patients, as well as improved access for patient care
- Sharing of staff experience stories of staff from protected characteristics, listening and learning how the Trust can improve and embed an inclusive culture
- Review of the current Equality Impact Assessment (EIA) process, simplification of document and sufficient guidance and education on how to complete – anything that impacts on staff and patient experience should have a completed EIA at the beginning mid-point and end of the planning phases (every project, process, transformation, CIP, policy, etc)
- Extension of e-learning package to design and deliver specific ED&I training and education to all staff – improved knowledge will result in benefits for better staff and patient experience
- Education and celebration of the key ED&I events: Black History Month, Disability History Month, LGBT+ History Month and key faith observance days/festivals
- Exploration of how the Trust attracts local population to work at Liverpool Women's, utilising widening participation programmes and alternative ways to advertise and promote our job opportunities
- Exploration and implementation of more diverse recruitment and selection processes, which includes:

- Recruitment and selection training for members of inclusion staff networks, to ensure sufficiently skilled interview panel members from diverse backgrounds can support recruitment decisions
- ED&I panel representative to clarify with appointing manager rationale if staff with disclosed disabilities and ethnicity are not chosen for appointment

Recommendations

The committee is asked to note the contents of the report, be assured that appropriate actions are being taken, and support the ongoing work on the ED&I agenda.