



**Workforce Equality Diversity and Inclusion
Annual Report
31st March 2023**





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INTRODUCTION

Alder Hey Children's NHS Foundation Trust aims to create a welcoming experience for all our patients, families and visitors and we are committed to creating a culture that is transparent, diverse and inclusive. Our aim is to make a positive difference for our colleagues and also our children and young people. Patient care is at the heart of everything that we do and this is reflected in the Alder Hey values of **Respect**- for each other celebrating difference, **Excellence**- be part of an outstanding organisation, **Innovation**- opportunity to be part of shaping the organisation, **Together**- working together to encourage inclusivity, **Openness**- to share and be listened to each other. Equality, Diversity, and Inclusion flows through all of these values and is key to delivering the organisational objectives. We will care for each other, building a culture of belonging, generating opportunities and developing actions to strengthen our workforce. We will encourage and support our people to work together, to celebrate difference, and to deliver the best care to our children and young people.

As a public sector body, we are governed by the Equality Act, 2010 and the Public Sector Equality Duty (PSED) in relation to our equality responsibilities. Not only is it our legal duty, it is also the right thing to do and Alder Hey is committed to making a positive difference not only for our children and young people but also for our colleagues, and we believe that everyone has a part to play in adopting a culture of inclusion, belonging and challenging inequality.

This report will highlight the progress we have made in building the foundations to embed Equality, Diversity, and Inclusion into our core business. There is still a long journey ahead and lots of changes to be made, but this is an exciting time to be part of the Alder Hey team, making a positive difference.

Progress 2022/2023

What have we done

- We have appointed Chairs/Deputy Chairs for each of our three staff networks and we will continue to grow and develop these networks, providing them with a safe space to come together to create connections, having a shared purpose, interests, and sense of belonging.
- A head of Equality, Diversity, and Inclusion has recently been appointed to support the trust in ensuring that we are delivering commitments, achieving our objectives, making a positive change.
- A workforce Equality, Diversity, and Inclusion plan has been produced to ensure that all aspects related to EDI are implemented and evaluated throughout the year.

What we plan to do

- We will support the staff networks, providing, training and development to the Chairs/Deputy-Chairs, to enable them to grow, becoming a powerful voice and a source of positive change.
- We will develop training and resources to ensure that staff feel educated and knowledgeable in relation to equality, diversity, and inclusion.
- We will develop tools and resources for managers so that they feel able to support staff
- We will ensure that we are continuously monitoring our equality data and developing plans to enhance the experiences of our workforce
- We will work towards providing development opportunities for our staff, with the ambition to increase representation at a senior level



Public Sector Equality Duty

The principles of Equality, Diversity, and Inclusion are integral to all that we do at Alder Hey and we want to ensure that we are all working to a consistent standard, and that equality is considered when implementing new and amended services, and workforce practices.

We will work hard to

- Eradicate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Encourage and nurture good relations between different groups, learning from each other
- Strive to improve existing practices, embed new initiatives, driving forward our equality and diversity activity

We are continuing to work towards achieving the objectives identified in line with the specific duties of the Public Sector Equality Duty

The Public Sector Equality Duty

Public bodies in England (and non-devolved bodies in Scotland and Wales)

 Equality and
Human Rights
Commission



Equality Delivery System 2

The Equality Delivery System (EDS) for the NHS was made available to the NHS in June 2011. It was formally launched on 11 November 2011. Following an evaluation of the implementation of the EDS in 2012, and subsequent consultation with a spread of NHS organisations, a refreshed EDS is now available. It is known as EDS2. The main purpose of the EDS was, and remains, to help local NHS organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010. By using the EDS, NHS organisations can also be helped to deliver on the public sector Equality Duty (PSED). A review of the EDS2 was undertaken to incorporate system changes and take account of the new system architecture. Through collaboration and co-production and taking into account the impact of COVID-19, the EDS has been updated and EDS 2022 is now available for live testing during 2022/23. Alder Hey will undertake the EDS22 review in 2023/24.

This year we have worked with many of our stakeholders to ensure that the implementation of the EDS2 identifies areas of good practice as well as providing a focus for areas requiring further support and development. Our plans include empowering our staff networks to drive forward a positive change which is supported by the voices of our workforce. We will use the next 12 months to plan our engagement and implementation plan for the ED22, integrating it into the wider Equality, Diversity, and Inclusion workstream.



Workforce Race Equality Standard 2022 (WRES)

From 2017, independent healthcare providers are required to publish their Workforce Race Equality Standard (WRES) data. NHS providers are expected to show progress against a number of indicators of workforce equality, including a specific indicator to address the low numbers of BME board members across the organisation. Implementing WRES is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract. The WRES consists of nine metrics which consider the fairness of how BAME staff are treated. Trusts must report on the metrics annually and implement an action plan to address any disparities highlighted by the information, in an attempt to try and close the gap between the experiences of BAME staff as compared to White staff. The current WRES report can be found on our trust website: [Alder Hey WRES report 2022](#)

Summary of WRES Report 2022			
Indicator	Trust performance since 2020		National Comparison from 2021 (England average)
Indicator 1: Representation	Improved	From 7.8% to 8.9%	22.4% (NW 13.3%)
Indicator 2: Likelihood of appointment (ratio)	Improved	From 1.07 to 0.91	1.61
Indicator 3: Likelihood of disciplinary action (ratio)	Declined	From 0.43 to 0.91	1.14
Indicator 4: Access to training & CPD (ratio)	Improved	From 1.23 to 0.32	1.14
Indicator 5: Bullying & harassment from public (staff survey data)	Declined	From 13.4% to 16.9%	28.9%
Indicator 5: Bullying & harassment from staff (staff survey data)	Improved	From 27.5% to 20.1%	28.8%
Indicator 6: Fairness in career progression (staff survey data)	Improved	From 48.4% to 51%	69.2%
Indicator 7: Experience of discrimination (staff survey data)	Improved	From 12.4% to 10.5%	16.7%
Indicator 8: Board voting membership	Improved	From 21.4% to 28.6%	12.6%



Workforce Disability Equality Standard 2022 (WDES)

The NHS Workforce Disability Equality Standard (WDES) came into force on 1 April 2019 and is a set of specific measures (metrics) that assists NHS organisations to compare the experiences of disabled and non-disabled staff. This information is then used by organisations to develop a local action plan, and enable them to demonstrate progress against the indicators of disability equality. The WDES data is so important for the reason that evidence suggests that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety. The WDES plays a part in supporting positive change for our workforce, encouraging a more inclusive environment for disabled people working in the NHS. The current WDES report can be found on our trust website: [Alder Hey WDES report 2022](#)

Indicator	SUMMARY TABLE		National comparison from 2021 (England average)
	Trust performance since 2020		
WDES Indicator 1: Representation	n/a	3.9% report having a disability	3.7% report having a disability
WDES Indicator 2: Likelihood of appointment	Decline	From 1.65 to 1.89	1.11
WDES Indicator 3: Likelihood of capability	Not enough data to interpret	Not enough data to interpret	1.94
WDES Indicator 4: Bullying & harassment: <ul style="list-style-type: none"> • From patients • From line manager • From other colleagues • Was it reported? 	Decline Decline Decline Improved	From 22.2% to 23.8% From 12.8% to 14.6% From 17.4% to 21.4% From 51.6% to 53.5%	31.9% 18.5% 25.6% 47%
WDES Indicator 5: Fairness in career progression	Decline	From 55.8% to 54.9%	78.4%
WDES Indicator 6: Pressure to come into work (presenteeism)	Improved	From 31.1% to 23.4%	32.2%
WDES Indicator 7: Feeling valued	Decline	From 43.5% to 42.6%	32.6%
WDES Indicator 8: Adequate adjustments	Decline	From 80.5% to 74.3%	76.6%
WDES Indicator 9: Staff engagement (score out of 10)	Decline	From 7.4 to 7.2	6.4
WDES Indicator 10: Board membership	No Change	0% report having a disability	3.7% report having a disability



Gender Pay Gap Report 2022

On 31 March 2017 it became a legal requirement for employers with more than 250 employees to annually publish their gender pay gap. This report provides information about the gender pay gap at Alder Hey Children's Hospital. Gender Pay Gap reporting is a statutory requirement and also provides context to help the trust understand our findings and to take steps to reduce any potential for gender inequality. It is important to recognise that the gender pay gap differs to equal pay. Equal pay is in relation to pay differences between men and women who carry out the same job for different pay, which is unlawful. The gender pay gap shows the difference in average pay of all men and the average pay of all women employed by the Trust. It is therefore possible to have genuine pay equality but still have a gender pay gap. The report summarises the Trust pay gap data based on the gender split of the organisation in line with the government's gender pay gap reporting regulations ahead of submission of 31st March 2023. As at 31st March 2022 the gender split of our workforce was 82.5% females and 17.5% males. This compares similarly with the overall gender profile of the NHS



17.5%



82.5%

Mean gender pay gap – 27%
Median gender pay gap- 19%.

The Gender Pay Gap report demonstrated that the Trust gender pay gap remains mainly within our Medical and Dental staff groups and is reflective of an ageing male workforce within this staff group. Medical & Dental female workforce profile is evolving with an increased number of female consultants being appointed. The reasons for a gender pay gap are often multi-factorial; terms and conditions, length of service, gender mix, pension and flexible working arrangements will all have an impact upon the overall gender pay gap results. The Trust is committed to ensuring an equitable workforce and we will take steps to reduce the gender pay gap, monitoring progress and ensuring that all actions align with our organisational objectives



Equality, Diversity, and Inclusion Steering Group

The Trust's Equality Diversity and Inclusion Steering Group provides oversight to the Trust's strategic ambitions and specific Equality Diversity and Inclusion goals, and to ensure that Equality, Diversity, and Inclusion is at the heart of the Trust's policies and practices as an employer, health care provider and procurer of services.

The Trust relaunched the Equality, Diversity, and Inclusion Steering Group, chaired by Non-Executive Director Garth Dallas, with the inaugural meeting taking place on 21st July 2022. The Steering Group will play a crucial governance role in providing strategic coherence and oversight across all matters related to Equality, Diversity, and Inclusion. The group established an agreed Terms of Reference with an accompanying annual workplan for 2023 and will meet bi-monthly to review progress against the workplan, strengthening its role and responsibility and establishing a clear reporting structure.

The membership of the Equality, Diversity, and Inclusion Steering Group will include the staff network chairs and executive sponsors, providing the group with a wider workforce representation and ensuring that the decisions and delivery of the workplan objectives are better informed by the needs and voices of our workforce. We will be working to develop a Equality, Diversity, and Inclusion sub group which will bring together representation from all trust divisions, ensuring that we all moving in the same direction, and working to align our objectives to the wider equality, diversity, and inclusion agenda.



Workforce Plan

The workplan aims to ensure that the Trust meets the General Equality Duties as outlined in the Equality Act 2010, through the submission of specific equality information in a timely manner and monitors progress against the associated actions plans. It also supports the implementation of key workstreams and projects that impact on the Equality agenda, supporting the development of a diverse and inclusive culture at Alder Hey. The plan focuses on four main areas:

- Performance delivery: *Review and monitor the trust performance using our equality data, staff survey, networks, listening events, to ensure that we are continuously assessing our position and actions*
- Inclusive recruitment and progression practices and increased representation: *Review our current recruitment and retention practices and work closely with our staff networks to embed inclusive practices*
- Leadership and culture of inclusion and belonging: *Work closely with the trust board to ensure that equality, diversity, and inclusion is the golden thread running through our organisation*
- Addressing differentials in experience: *Work closely with staff networks, communications, and identified divisional leads to promote and celebrate difference. Providing equal opportunities for our staff, as well as our children and young people, working together to reduce inequalities.*

The EDI Steering group will support and drive the EDI agenda for the Trust during 2023 and beyond.



Staff Networks

Alder Hey is committed to building a caring, compassionate, and diverse culture in which staff come to work in a supportive environment. We want to understand how it feels like to work at Alder Hey so that we can work together to ensure our staff feel cared for, listened to and valued. The development of our equality staff networks will offer staff groups to come together in a safe space to create connections, having a shared purpose, interests, and sense of belonging for our members. They will give staff the opportunity to share problems, ideas, knowledge, solutions etc. The Networks will become a powerful voice and a source of positive change, enabling members to play their full part individually and collectively in the organisation, supporting the leadership team and the decision making across the organisation. Our current staff networks include:

- LGBTQIA+ network: **Chair**, Alex Bowman, **Executive Sponsor**, Nathan Askew
- Race, Ethnicity, and Cultural Heritage (REACH) network: **Chair**, Vacant, **Deputy Chair**, Raji Thomas, **Executive Sponsor**, Dr Urmi Das
- Disabilities and Long Term Conditions network: **Chair**, Vacant, **Deputy Chair**, Emily Kavanagh, **Executive Sponsor**, Kate Warriner

We hope to grow and develop the existing staff networks, working towards developing further networks influenced by what our staff needs are. Staff Networks have a deep reach into the workforce of our organisation and most effective where lived experience and inclusion expertise can influence board-level decision making. The staff networks will work to develop plans to support the organisational objectives, reporting and providing regular updates to the Equality, Diversity, and Inclusion Steering Group.



Staff Survey Results

The NHS Staff Survey is one of the largest workforce surveys in the world and it is carried out every year to improve staff experiences. We achieved a 54% response rate to our Staff Survey with over 2000 staff taking their time to tell us about their experiences of working at Alder Hey. Although this is a great response we will work hard to improve this over the next 12 months, encouraging more colleagues to complete the survey, providing them with the chance to tell us about their experiences of working at Alder Hey.

The results show a decline in the number staff who feel that we act fairly with regards to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability, or age. We want to do better with this, so we will work hard to ensure that staff are encouraged and supported to progress in their careers, fulfilling their potential.

We are delighted to report that 77% of our staff feel that Alder Hey respects individual difference and will continue to build on the foundations already laid to ensure that inclusivity is embraced and celebrated.

It is very positive to note that 88% of staff feel that their role makes a difference to patients and services users.



Learning and Development

Alder Hey have an excellent learning and development team who offer a wide range of learning and development opportunities for all staff, focusing on inclusivity. The team work hard, regularly reviewing staff participation. The Strong Foundations Leadership programme is an award winning, compassionate leadership programme, developed at Alder Hey for all aspiring clinical and non clinical leaders. It aims to help build a compassionate culture, developing, sustaining, and supporting all staff. Alder Hey also offers a local Mary Seacole and Edward Jenner programmes.

Mary Seacole programme is a six month leadership and development programme designed by NHS Leadership Academy.

The Edward Jenner programme is designed for staff looking to build a strong foundation and is recommended to anyone aspiring to their first leadership role within the healthcare sector.

The team also offer team and individual support for further development, such as coaching and team building opportunities. We will continue to work towards developing our staff from underrepresented groups, providing them with opportunities to grow, enriching their experience at Alder Hey.



Priorities and Plans 2023/2024

Performance delivery:

- Focus on our current position using our equality data to inform our approach
- Focus on three key areas for improvement, continuously review and evaluating progress
- Use the staff networks to understand the impact of the improvement initiatives
- Ensure that we are continuously assessing risks related to equality, diversity, and inclusion and reporting back to trust board

Inclusive recruitment and progression practices and increased representation:

- Review current practices and policies making sure that they are inclusive
- Work with staff networks to support the recruitment review
- Work with Learning & Development to support career progression initiatives
- Engage with local communities, higher education institutes and widening participation initiatives

Leadership and culture of inclusion and belonging:

- Promote the divisional activities supporting equality, diversity, and inclusion
- Work to address discrimination, promoting the trust policies and working with Freedom to Speak Out Guardian to ensure staff feel safe and able to speak out
- Develop a communications strategy to support the promotion of equality, diversity, and inclusion within the trust

Addressing differentials in experience:

- Work together to support staff and managers on supporting colleagues
- Support the development and empowerment of the staff networks
- Develop opportunities for staff from under represented groups to support their leadership progression, talent succession

