Workforce Equality, Diversity, and Inclusion Annual Report

2024

A group of people posing for a photo

Description automatically generatedA group of people in uniform standing in a room

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A group of medical professionals holding signs

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A group of people standing in front of a large screen

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A person standing next to a table with a blue sign

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## **Accessibility Statement**

Here at Alder Hey Children’s NHS Foundation Trust, we want to provide information in clear and accessible ways to meet the communication needs of all our patients and staff.

To request any of our information or key documents in an alternative format including in larger print, audio or any an additional format, please access our website via the link below:

For further information contact:



General Enquiries telephone : 0151 228 4811



Website address: https://www.alderhey.nhs.uk

## **Introduction**

Alder Hey Children’s NHS Foundation Trust is committed to enhancing equality, diversity, and inclusion, creating a welcoming experience for all our patients, families, visitors, and staff. We support a diverse workforce, recognising that everyone has different backgrounds, different views, beliefs, and different ways of working. Appreciating this diversity is key to success, helping us to provide the best possible care to our children, young people, and their families. Patient care is at the heart of everything that we do, and this is reflected in the Alder Hey values. Equality, Diversity, and Inclusion flow through all these values and are key to delivering the organisational objectives. As a public sector organisation, we recognise our role and responsibility to provide equal opportunities and advance inclusion, working to eliminate discrimination and foster good relationships as defined in the Equality Act 2010. It’s not only our legal duty, but also the right thing to do and Alder Hey is committed to making a positive difference for our patients and our colleagues. We believe that everyone has a part to play in adopting a culture of inclusion and belonging and challenging inequality.

We encourage and support our people to work together, respect each other, appreciate differences, and deliver the best care to our children and young people.

This report highlights a range of initiatives undertaken throughout 2023 to embed equality, diversity, and inclusion, making it a central element of our core business. We are pleased to align our work with national plans to improve equality, diversity, and inclusion, addressing inequalities in our workforce and building an environment where staff feel valued, safe, cared for and a great place to work. We understand that we cannot make improvements without the support of our staff including our trade union representatives and staff networks who play an important role in guiding and engaging staff by raising awareness, and challenging systems, policies, practices, and behaviour. Involving our staff is critical to our success and we will continue to encourage all staff to get involved in supporting the equality, diversity, and inclusion work.

## **We Are Alder Hey**

Alder Hey Children’s NHS Foundation Trust, located in Liverpool, UK, is one of Europe’s biggest and busiest children’s hospitals, we treat everything from common illnesses to highly complex and specialist conditions. Alder Hey cares for over 330,000 children, young people, and their families every year. We know that a children’s hospital is different and that our job is more than just treating an illness. The Trust employs a workforce of 4,115 staff who work across our community and hospital sites. As a teaching and training hospital, we provide education and training to around 900 medical and over 800 nursing and allied health professional students each year. The 330,000 children and young people we see each year are a natural reflection of the rich, diverse mix of communities and cultures in the UK. Alder Hey is an inclusive, supportive environment with warm and friendly staff. We know that being a good employer is not just about benefits and celebration. We have our values which represent all we do and how we work together with our colleagues, children, young people, and their families. Our values are:

* Excellence-be part of an outstanding organisation
* Innovation-opportunity to be part of shaping the organisation
* Openness-to share and be listened to
* Respect - for each other and celebrating difference
* Together-working together to encourage inclusivity

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## **Our People**

Alder Hey is one of Europe’s biggest and busiest children’s hospitals, treating everything from common illnesses to highly complex and specialist conditions. Our highly skilled staff are dedicated to putting patients at the heart of everything they do. The Trust employs over 4,115 staff who work across community and hospital services, providing care to more than 330,000 children and young people each year. We continue to work towards ensuring our staff feel valued and cared for, generating equitable opportunities, and taking action to strengthen and support our workforce.

Our Staff Networks

We want to understand how it feels to work at Alder Hey so that we can work together with our staff to ensure they feel cared for, listened to, and valued. Our fantastic developing staff networks are growing from strength to strength and have been a powerful voice and source of positive change.

• The LGBTQIA+ staff network continues to support the Head of EDI in implementing the recommendations from the Navajo assessment. The network has developed an Allyship training programme which they have delivered to the Finance team. The programme is aimed at providing staff with an understanding of Allyship and how they can actively support the staff network by becoming an Ally. The network members are also supporting the Learning and Development team to create lived experience videos which will support and complement manager training. Plans for Liverpool PRIDE which will take place in June 2024, are already underway.

• The REACH staff network continues to make positive changes and is supporting the Trust to undertake work to become an Anti-Racist organisation.

• The Armed Forces staff network is engaging with the local Armed Forces community and will be holding a series of events to mark this occasion. They are also working hard to encourage any armed forces children, young people, and their families to come together in a safe space with others from armed forces backgrounds. They continue to work with the local community cadets and will be inviting them to attend our Remembrance service later this year.

• The ACE Disabilities and Long-Term Conditions staff network continues to grow. The meetings continue to be extremely positive generating ideas to make Alder Hey a great place to work. The group have recently been working with the Head of Facilities to provide insight into the Alder Hey environment, identifying ways of improving facilities which will not only benefit our staff but also our children and young people.

Our Staff Survey

The results from the 2023 staff survey show some improvement in several areas. The Trust takes a zero-tolerance approach to any sort of discrimination against staff, so whilst this data is encouraging, we know we have more work to do to reduce this even further. We had a fantastic 60% response rate which is a positive increase from 54% in 2022. There was an increase in the number of staff who believe that we are compassionate and inclusive, and we are above the national average which is encouraging. 71.15% of staff would recommend Alder Hey as a place to work which is 10.6% above the national average and was the top score in the northwest (acute and acute and community Trusts). Less colleagues than in 2022 reported that they had experienced discrimination, however those who reported that they had experienced this discrimination on the grounds of their ethnic background rose markedly from 19.5% in 2022 to 30.7% in 2023. This increase can also be seen nationally. Discrimination on the grounds of other protected characteristics such as disability, age and gender all decreased. This will be an area of focus for the Trust we will work with the REACH network to better understand and reduce racism; implementing the North West BAME Assembly Anti-Racist Framework will be key to this. Both the WRES and the WDES use data from the staff survey to inform the Trust position, and both saw marginal improvements in the scores from 2022 to 2023.

## **Our Legal Duties**

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. Under the Equality Act 2010 all public sector organisations, which include NHS, have a duty to meet the requirements of the Public Sector Equality Duty.

## **Progress 2023/2024**

The EDI Steering Group has been the forum for overseeing the development of the action plans in relation to all EDI frameworks and in addition, has been driving several other improvements. We have made significant progress over the last 12 months and the road map illustrates the start of our journey and some of the achievements we have made over the past 12 months. We will continue to work hard to support and implement initiatives that will positively impact the working lives of our workforce, making Alder Hey a great place to work.

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Key Achievements for 2023/2024

* Established and developed four staff networks
* Staff Network developed and delivered ‘Ally’ training
* Been awarded the Navajo Charter Mark. The Navajo Merseyside & Cheshire LGBTIQA+ Charter Mark is an equality mark sponsored by In-Trust Merseyside and supported by the LGBTIQA+ Community networks across Merseyside– a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing LGBTIQA+ people in Merseyside
* Alder Hey and its network members took part in another fantastic Liverpool Pride event in Summer 2023
* Working alongside HR, successfully launched the Reasonable Adjustments Policy
* Developed a suite of resources to support managers
* Produced excellent communication campaigns from all the networks, including Black History Month, Disability History Month, LGBTQIA+ History Month and delivery of a moving Remembrance Day service in the Atrium in November 2023.
* Achieved the Armed Forces Covenant Silver Employer Recognition Scheme (ERS) award in 2023
* Accreditation with the Veterans Covenant Healthcare Alliance (VCHA)

## **Our Equality Data**

## Workforce Race Equality Standard (WRES)

The Workforce Race Equality Standard (WRES) is a tool designed for identifying key differences, referred to as ‘indicators’, between our white and ethnic minority staff experience of the workplace. Our aim is to close any gaps by tackling discrimination, promoting a positive culture, and valuing all staff. By supporting our staff and improving their experiences, we will have a positive impact on patient care. An environment that values, supports, and commends the diversity of its workforce will result in staff that feel included, delivering high quality patient care and improved health outcomes for everyone.

We are pleased to note that Alder Hey has made improvements in two out of the nine indicators of race equality and remain static in one:

* Increase in the percentage of BME staff employed at Alder Hey Children’s NHS Foundation Trust
* Static in the likelihood of white applicants being appointed compared to ethnic minority applicants
* Decrease in the number of BME staff who have experienced harassment, bullying or abuse from staff

Several actions have been taken over the last twelve months that will have attributed to the above improvements, these include:

• Supporting the development and growth of the new REACH staff network

• Appointment of Head of Equality, Diversity, and Inclusion

• Communications regarding celebration days and events

• Supporting recruitment to reduce inequality in the recruitment processes

• Promote Learning and Development opportunities for BME staff

In response to the WRES data and with the support and involvement of the REACH staff network, we have developed a WRES action plan. We will work together to make improvements against the themes identified as concerns. Where possible, we will link our actions to the NHS Equality, Diversity, and Inclusion Improvement Framework to ensure we our activities are robust, align, and work towards improving the experience of our staff.

## Workforce Disability Equality Standard (WDES)

The NHS Workforce Disability Equality Standard (WDES) is an NHS wide standard which allows NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. NHS organisations use the metrics data to develop and publish an action plan. Year on year comparison enables us to show progress against the indicators of disability equality.

We are pleased to note that we have made improvements in 4 out of the 10 indicators of disability equality:

• There is an increase in staff working at Alder Hey Children’s NHS Foundation Trust who have declared a disability

• There has been a positive decrease in the relative likelihood of non-disabled staff being appointed from shortlisting compared to disabled staff

• There has been a slight decrease in the percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months

• The percentage of staff saying that they or a colleague reported harassment, bullying or abuse has increased over the past 12 months

Several actions have been taken in the last 12 months that may well have contributed to the above improvements, these include:

• Developing, supporting, and growing the ACE, Disabilities and Long-Term Conditions staff network

• Working alongside the communications team to raise awareness of the staff network and disabilities

• Launch of the Reasonable Adjustments Policy

• Development of resources to support managers

In response to the WDES data and with the support and involvement of the ACE staff network, we have developed a WDES action plan. We will continue to work together to make improvements against the themes identified as concerns.

The Gender Pay Gap

The gender pay gap is a measure of the difference between men’s and women’s average earnings across the organisation. As an NHS employer with more than 250 employees Alder Hey publish statutory calculations on its pay gap every year. The Gender Pay Gap report provides context to help us identify and understand the causes of any gaps, allowing us to develop, and monitor solutions that are targeted, innovative, and supportive. The gender pay gap shows the difference in average pay between all men and women in our organisation. It is different to equal pay, which examines the pay differences between men and women who carry out the same or similar jobs, or work of equal value. The data presented in this report as of March 2024 shows:

Mean gender pay gap – 27%

Median gender pay gap- 19%

Despite this pay gap, we are confident that this is not a result of paying men and women differently for the same or equivalent job roles. 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 on the overall gender pay gap results. Our long-term goal is to attain gender balance across our workforce, especially at the more senior levels within the trust. This will make a significant contribution to the reduction in gender pay gaps and gender occupational segregation across some of our staff groups. We have initiated a range of activities over the past 12 months which support closing the gender pay gap and support our ambition for Alder Hey to be the best place to work, attracting, retaining, valuing, and supporting our people:

* Well-established Menopause Support Group which has been well received. This group continues to grow offering a safe space to share experiences and support each other.
* Working with our Equality Staff Networks we have actively promoted leadership opportunities for our female staff
* We have continued to promote and support flexible working arrangements

Equality Delivery System 2022 (EDS22)

The NHS Equality Delivery System (EDS) for the NHS was launched in 2011. 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 considering the impact of COVID-19, the EDS has been updated and is now EDS 2022. This is the first year that Alder Hey has implemented the new EDS22. The EDS is an improvement tool for patients, staff, and leaders of the NHS.

It supports organisations in England – in active conversations with patients, the public, staff, staff networks, community groups, and trade unions – to review and develop their approach to addressing health inequalities through three domains:

• Services

• Workforce

• Inclusive leadership

The EDS22 was implemented for the first time at the Trust this year. We engaged with key stakeholders throughout the year to ensure a range of support and guidance to effectively implement EDS22. The EDS22 report was published in March 2024. The process will commence again in early 2024, with further commitment and engagement to ensure that we build on the work we completed in 2023.

Equality Priorities 2024/2025

As equality monitoring is essential to our EDI work for measuring progress, identifying any gaps, and setting priorities, we will continue to analyse our data in relation to the objectives set to create an inclusive environment.

Over the next 12 months, we will work hard to deliver key objectives which will align to the national Equality, Diversity, and Inclusion (EDI) Improvement Plan. The wide range, and volume, of actions involved in all our EDI work is extensive and there is currently no one set of actions which can easily be shared across the organisation to allow for meaningful, and simple, communication of those things we are focusing on as a Trust which matter, and which will truly make a difference to colleagues.

To simplify matters we will focus on our actions aligning with the national NHS EDI Improvement Plan, employing this as the action plan for the Trust. The national plan, by its very design, ensures Trusts are focused on all aspects of EDI, and provides us with a clear set of objectives which can be regularly monitored at the Trust Board, and shared with colleagues across the organisation as a demonstration of commitment and progress.

Conclusion

We commence 2024 with a strong leadership commitment to equality, diversity, and inclusion. We have made some steady progress which is reflected in our improved staff survey results. Although we have still work to do, during the next 12 months we will focus on improving and enhancing the experiences of our staff. We want to ensure that we understand the deeper detail, which is presented in the data, whilst listening to the narrative provided by our staff, allowing us to focus our attention on areas which need the greatest support. We will continue to work closely with our staff networks to ensure that we are listening to their voices, and working together to make positive changes that will impact the experiences of our staff.

It is an exciting time at Alder Hey, and we will continue to make valuable changes which will improve the working lives of our colleagues, our children and the young people we care for.