BACKGROUND AND OVERVIEW FOR COUNCIL OF GOVERNORS

18 JANUARY 2018

Title	Diversity and Inclusion update for Council of Governors
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Purpose of the Report:

To update the Council of Governors on progress and plans to support interventions to promote equality and diversity and inclusion. To provide information to inform discussions at the Council of Governors meeting.

1.0   Background and Introduction

1.1   The Trust goes beyond the application of standard policies to ensure that equality, valuing diversity and respecting human rights are fundamental to the provision of high quality services, tackling inequalities in the workplace, hence creating a better working environment for all staff. We have developed an Equality, Diversity and Human Rights strategy to support this aim. The overall vision of this strategy is 'to become an exemplar of best practice in advancing equality, diversity and human rights in England by 2018'.

1.2   East London NHS Foundation Trust is fully committed to:

- Advance equality of opportunity and make it everyone's responsibility;
- Value and understand the benefits that the diversity of our staff, service users and carers bring, to build organisational knowledge to better create solutions to complex problems;
- Improve staff awareness of the key policies supporting non adherence to the principles of the Trust's Equality and Diversity strategy;
- Recognise discriminatory behaviour when it happens and challenge discrimination and act to eliminate it.

1.3   This report is an update on the progress and plans to support interventions to promote staff inclusion. The appendices outline the current workforce and service users' profile by age, ethnicity, gender, disability, sexual orientation, religion, marriage and civil partnership, and pregnancy and maternity.

2.0   NHS Contexts and Frameworks – External Context

2.1   Since 2014, there have been significant changes in the external context and environment which have necessitated a response in our planning and strategic priorities to equality and diversity. They have helped us to understand our benchmark position against other organisations, supported the sector to develop a maturity of approach and identified ways we can share expertise and work on diversity and inclusion challenges collectively.

2.2   Key External Drivers

2.2.1   The following external drivers have helped ELFT develop strategic priorities and focus on:

- **Public Sector Equality Duty** created by the Equality Act 2010 sets out the legal requirements for Public Sector Bodies with over 150 employees and outlines general and specific duties required to undertake ELFT published its 3 year Equality, Diversity and Human Rights Strategy in 2014;
- **WRES** 9 indicators annually reported and published to achieve better race equality in the workforce ELFT performs well against these indicators in the main, however particular focus is given to outlying indicators Access to Career Progression and staff experiencing

discrimination and over representation of BME staff in disciplinary policies.

- **EDS2** The Equality Delivery System for the NHS was updated in 2013 and provides 18 indicators under 4 headings against which Trusts are assessed and graded;
- **Gender Pay Gap** reporting – we are required to publish our gender pay gap figures from April 2018;
- **Workforce Disability Equality Standard** will be mandated via the NHS standard contract from 2018.

3.0 Progress against Strategic Priorities

3.1 ELFT is recognised as a leader in the work that we are doing on Inclusion and Diversity. We have been pioneered through working with Roger Kline, Yvonne Coghill and the Kings Fund and are regularly invited to speak at national level and contribute to discussion and thought leadership. Other Trusts are endorsing our work and are calling upon us as a source of best practice (e.g., Northamptonshire Healthcare NHS Foundation Trust).

3.2 Board discussions were held in November 2016 and April 2017 which has helped shape strategic priorities. We set ourselves ambitious targets through the equality and diversity strategy agreed by the board in 2014 and have made progress against this strategy and plan.

3.3 Specifically we have made progress in the following priority areas:

3.4 **Trust workforce is truly representative of the communities we serve**. Progress indicator (apprentices). Building infrastructure to support this - Strong links with ELBA and local schools, greater cohesion through THT and links with Local Authority.

3.5 **Increase the diversity of staff at senior management levels.** Improved diversity of board since 2014, introduced mentoring scheme for leadership roles. Diversity and inclusion is a priority for the executive team and has been written into executive job descriptions in 2016 as senior leaders have a particular role to play as vocal and visible advocates for a more inclusive ELFT.

3.6 **Ensure fair treatment of staff to improve their experiences working for the Trust.** We have developed behaviours linked to our value of we are inclusive using action research and these behaviours have been embedded in recruitment and appraisal for Agenda for Change staff.

3.7 **Improve staff engagement at all levels of the workforce.** Overall improvement of staff engagement since 2014 in national staff survey.

3.8 **Recording and Analysis of Equality and Diversity Data.** Improved recording and qualitative and quantitative analysis of data including additional questions on discrimination, bullying and harassment in staff survey 2016. Identification of priorities through BME and LGBT conferences

in 2016, identification of experiences of leadership behaviours by different groups.

3.9   The Equality and Diversity Strategy is due for review in 2018 alongside the Trust and Workforce Strategy.   Plans are in place at organisational, directorate and to some degree team level in response to localised issues.

4.0   Summary

4.1   It is recognised that inclusion is a complex and multifaceted area of work and that a systematic approach to increase opportunities, remove barriers and shift culture is needed to make progress and that there is no single strand or intervention which will 'solve' the challenges we face. It is important that we set ourselves bold and clear pledges to our workforce and communities and hold ourselves to account for achieving these pledges. It is also important that the interventions we invest in are evidence based and evaluated.

5.0   What We Want to Do Next

5.1   **Develop the next iteration of the diversity and inclusion strategy** alongside Trust and Workforce Strategy in 2018 with clear, bold targets for developing, employing and growing our own workforce from the communities that we serve.

5.2   Set **external benchmarks** to help assess performance against equality and inclusion aims, i.e., Stonewall, business in the community Race equality campaign, Employers Forum on Disability, Best Employers for Race Listing.

5.3   Develop **clear targets for employment** from local area particularly using apprenticeships and linked to career pathways. Currently 35 % of our London workforce live in the boroughs that we serve, this has reduced from 37% 5 years ago, we need to increase both the number of staff and the diversity of staff from the local community as part of our medium and long term workforce planning.

5.4   Shift the focus from protected characteristics to **enabling inclusion** at every level and ability to enable every member of staff, service user and carer to be their most authentic self at work and achieve their potential for development and recovery. The aspiration is to achieve a 'climate of inclusion' as outlined in the Kings Fund paper of 2015.

5.5   **Reduce discrimination** by following up on actions identified by staff through conferences, networks and survey feedback.

5.6   Use and contribute to the **development of an evidence base** to develop a core offer of development and support for our work which currently identifies the following activities as core to making a difference. The actions which will underpin this are as follows:

- Focussing on taking the perspective of those in target groups;

- Developing allies;
- Using an education base focussing on more subtle, covert forms of discrimination;
- Focussing on teams and developing inclusive teams using the evidence base from the leadership pilot work.

5.7 Use the **work on violence through QI** to address verbal harassment and discrimination to challenge the view that this 'goes with the territory' working in mental health. Aggression and violence has been identified as one of the core cited reasons for staff leaving in the first year, ELFT has the highest score in the country for staff experiencing physical violence from patients, relatives or the public in the past 12 months 9% higher than the average in mental health and community trusts in 2016 which correlates strongly with verbal aggression.

5.8 Support the development of **mature networks** that are self-sustaining and move away from led to sponsored networks, learning from experience at civil service and others including EY and Accenture.

Appendix 1

1.0   Workforce profile

1.1   Age
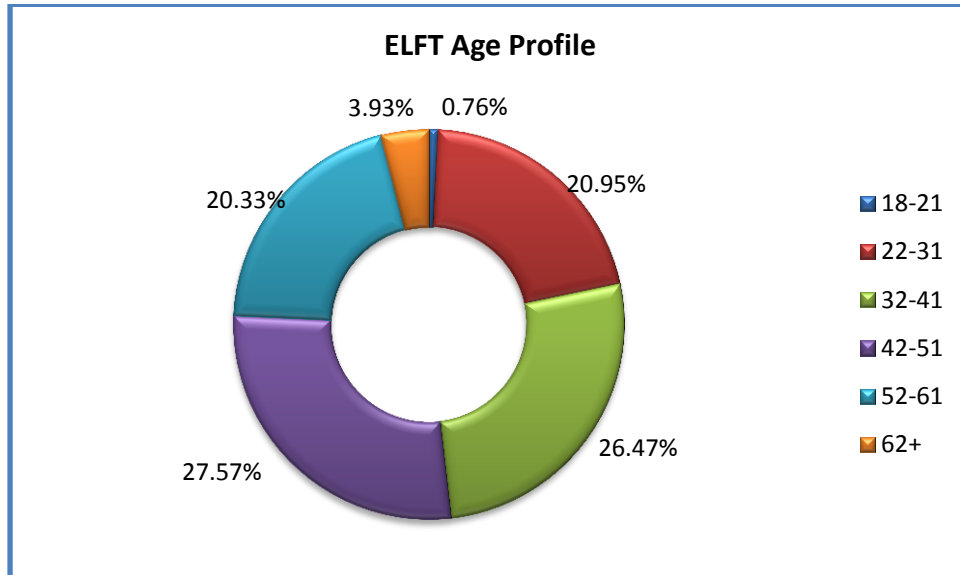
1.2   Ethnicity

Ethnicity	Hackney	Newham	Tower Hamlets	Luton	Bedford	Trust
White	54.7%	29.0%	45.2%	54.7%	80.5%	47.6%
Mixed	6.4%	4.5%	4.1%	4.1%	3.4%	4.1%
Asian	9.1%	42.2%	37.9%	29.3%	10.8%	15.9%
Black	23.1%	19.6%	7.3%	9.8%	3.9%	28.3%
Other Ethnic Group	5.3%	3.5%	2.3%	1.5%	0.7%	1.9%
Chinese	1.4%	1.3%	3.2%	0.7%	0.6%	0.0%
Not Declared	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%

1.3 Gender

ELFT Staff by Gender

29.04%

70.96%

Female
Male

1.4 Pay band by Gender

Pay Band by Gender

VSM
M&D - Consultant
M&D
Chair
Band 9
Band 8d
Band 8c
Band 8b
Band 8a
Band 7
Band 6
Band 5
Band 4
Band 3
Band 2
Apprentice

0%   20%   40%   60%   80%   100%

Female
Male

1.5   Disability

ELFT staff by Disability

- No
- Not Declared
- Yes

4.60%
23.22%
72.18%

1.6   Religious belief

ELFT staff by Religious belief

45.00%
40.00%
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%

41.63%   23.36%   15.55%   9.06%   4.38%   3.04%   1.09%   0.93%   0.91%   0.06%

Christianity | I do not wish to disclose my... | Atheism | Islam | Other | Hinduism | Sikhism | Buddhism | Judaism | Jainism

1.7 Sexual orientation

ELFT Staff by Sexual Orientation

Sexual Orientation	Percentage
Heterosexual	75.22%
I do not wish to disclose my sexual orientation	21.78%
Gay	1.40%
Lesbian	0.81%
Bisexual	0.79%

Appendix 2

1.0 Service user profile

1.1 Age

Percentage of Trust service users by recorded Age group

Age group	Percentage
0-17	13%
18-30	21%
31-45	26%
46-60	21%
61-75	9%
76+	10%
Not recorded	0%
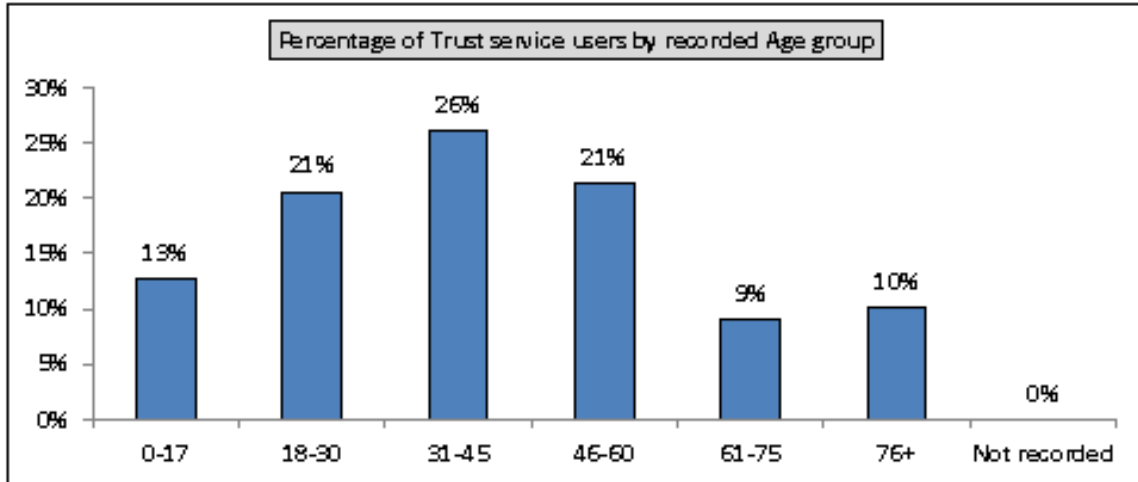
1.2 Learning disability

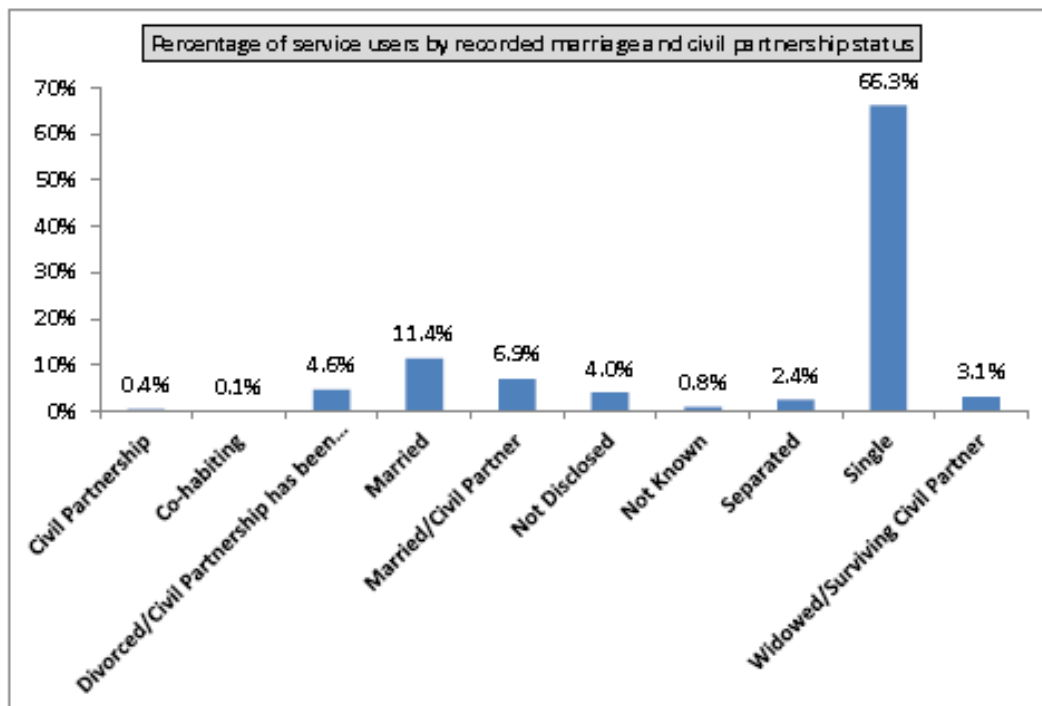| Do you have a learning disability?	No. that would recommend our services	Percentage that would recommend our service
Yes	256	228	89%
No	1534	1410	92%
Prefer not to say	135	114	84%

1.3 Marriage and civil partnership

Percentage of service users by recorded marriage and civil partnership status

Status	Percentage
Civil Partnership	0.4%
Co-habiting	0.1%
Divorced/Civil Partnership has been...	4.6%
Married	11.4%
Married/Civil Partner	6.9%
Not Disclosed	4.0%
Not Known	0.8%
Separated	2.4%
Single	66.3%
Widowed/Surviving Civil Partner	3.1%

1.4 Pregnancy and maternity

Percentage of service users by recorded Pregnancy status

	Yes	No	Not assessed	Not known
%	0.0%	1.6%	5.1%	0.0%
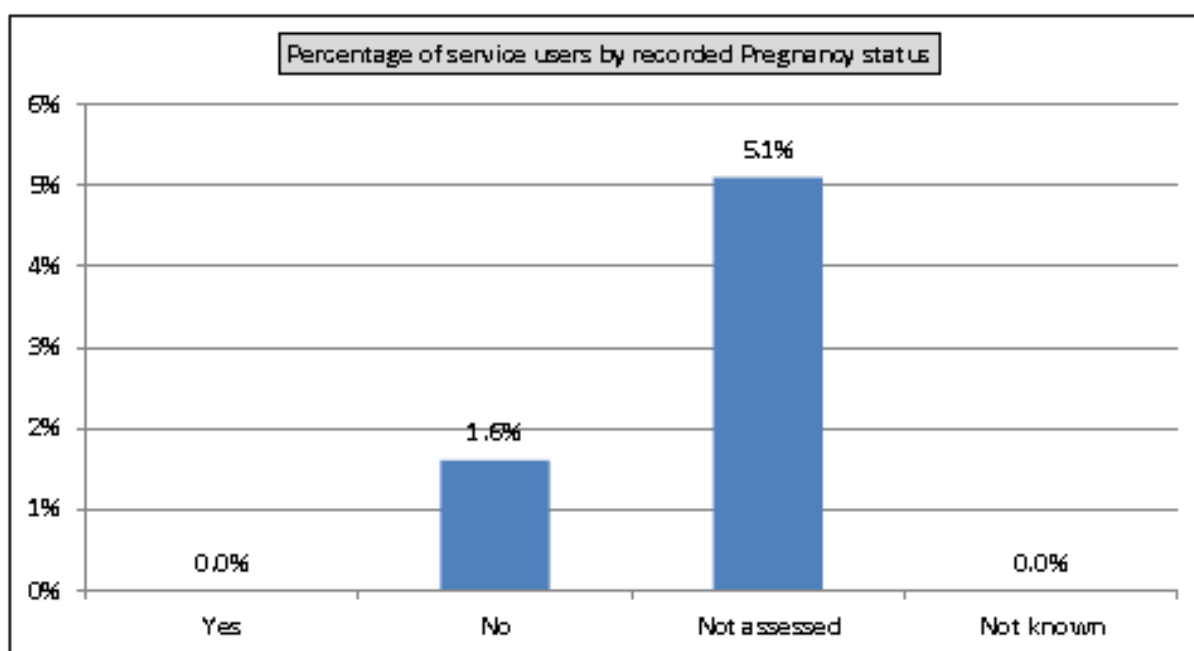
1.5 Race/ethnicity

Race	No of clients	%
White - British	11394	32.4%
Information not yet obtained	4745	13.5%
Asian or Asian British - Bangladeshi	3536	10.1%
White - Any other background	3343	9.5%
Any Other Group	2177	6.2%
Black or Black British - African	1762	5.0%
Black or Black British - Caribbean	1743	5.0%
Black or Black British - Any other background	1427	4.1%
Asian or Asian British - Any other background	1154	3.3%
Asian or Asian British - Pakistani	1134	3.2%
Asian or Asian British - Indian	993	2.8%
Mixed - Any other mixed background	543	1.5%
White - Irish	422	1.2%
Mixed - White & Black Caribbean	373	1.1%
Mixed - White & Asian	147	0.4%
Mixed - White & Black African	138	0.4%
Other Ethnic Groups - Chinese	128	0.4%

1.6   Religion and belief

Percentage of service users by recorded Religion or Belief

Christian 22.9%, Muslim 15.8%, None 9.8%, Other Religions 5.9%, Unknown 5.4%, Roman Catholic 2.9%, Hindu 1.1%, Jewish 0.9%, Sikh 0.5%, Atheist 0.5%, Buddhist 0.3%, Declines to Disclose 0.2%
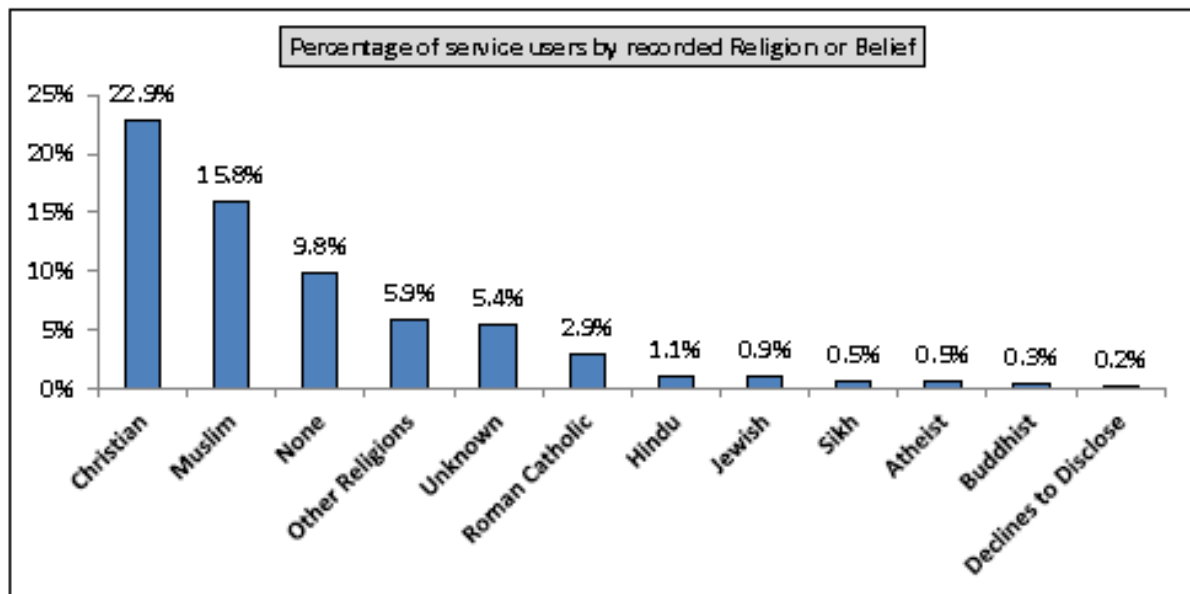
1.7   Sex/gender

Sex	No. of Service Users	Percentage of Service Users
Female	17951	51%
Male	17207	49%

1.8   Sexual orientation

Percentage of service users by recorded Sexuality

Gay/Lesbian 2.33%, Heterosexual 91.86%, Prefer not to say 1.16%, Unknown 4.65%