

# Annual Workforce Equality & Diversity Report

April 2017 – March 2018



***We are on a journey to make our organisation truly inclusive - a place where everyone's differences are respected and where employees can give their all for the benefit of our patients. Inclusion can enhance our ability to be more productive and achieve better care for patients by engaging people with diverse backgrounds.***

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### N.B

- Collection of data - Workforce data is collected and stored in our Human Resources system and is analysed by professionals in our Human Resources department. Monitoring reports are shared yearly with the Board, and published on our external and internal websites as part of contract compliance.
- Data as at 31 March 2018, Total 3542 excluding WorkChoice, our flexible workforce.
- For this report 'senior management' includes all SM 1, 2, 3 and director roles. It does not include consultants and non-consultant doctor roles and does not include managers at Band 7.
- For analysis purposes, people who have responded with '*Prefer not to say*' or with *no response* and not recorded numbers are excluded from calculations.
- Due to the low disclosure rates for some protected characteristics it is difficult to determine trends and hotspots. The analysis in this report is based on actual declared characteristics.

## Foreword

At St Andrew's, our vision for Equality & Diversity is to foster a culture of inclusion that recognises and values the importance of diversity to create an engaged workforce and transform the lives of our patients.

Our focus is to further develop an inclusive culture where diverse talent thrives, and help everyone to take responsibility for embedding diversity and inclusion in everything they do. Our teams interact with patients on a daily basis - and patients see how we interact as colleagues all the time. We have a responsibility to act as positive role models for them.

## Our Commitment

We expect everyone to commit to treating other people fairly and to respect and value their differences. That means finding ways to include and involve the people around you. We all have the right to our own views and beliefs. But we don't have the right to express them in a way that may be offensive to another person.

## Learning & Development

Learning & Development activities are a key tool for promoting inclusion - from initial inductions for new joiners to leadership training for senior managers. Our Equality and Diversity e-learning is mandatory for all new staff and refresher training is also given after 24 months. In 2017, 96% of staff had completed their e-learning.

Equality, diversity and human rights affect everything we do, every day. We do have specific equality and diversity training, however our approach is to weave consistent equality and diversity themes throughout our learning and development activities, rather than just using our standalone diversity related training courses. This is helping us to embed an inclusive mind-set that influences everyday thought processes. We want our employees to think automatically about the impact they could potentially make on people dissimilar to themselves. Our belief in inclusion is a thread running through Learning & Development. Our employees are encouraged and supported to take full advantage of development opportunities. Our training activities are regularly reviewed for accessibility. No group should be disadvantaged by being less able to attend any training on offer.

## Championing Diversity - Making Inclusion a Reality

### Employee Networks

Our Employee Networks are voluntary, employee-led groups for those with shared interests, characteristics or life experiences. They serve as a resource for members and the Charity. Their purpose is:

- to enhance the professional growth and development of its members and to promote the vision, goals and values of St Andrew's,
- to foster a diverse and inclusive work environment that treats all employees with dignity, fairness and respect,
- to organise activities and develop resources that help to increase understanding and awareness of relevant issues. These activities also utilise the skills and talents of its members to help meet the goals of St Andrew's Equality & Diversity strategy,
- to support the Charity in complying with and exceeding legislative requirements.

### **ABLE** - *Disability and Wellbeing Network - Supporting everyone's mental and physical wellbeing*

- We have Disability Confident employer status and have established an in house occupational health service. We aim to offer pro-active support for colleagues affected by both physical and mental health needs, and improve on the services of previous external providers.

**LGBT** - *Lesbian, Gay, Bisexual & Transgender Network - Supporting everyone's sexual and gender identity*

- In 2016, 2017 and 2018 we have been rated a top 100 Employer in the Stonewall Work Equality Index.
- This year we held many displays and events across the Charity to raise awareness about sexual orientation and transgender inclusion.
- Staff participated in the Birmingham Pride march and shared their experience internally and on social media.

**RACE** - *Race & Culture Equality Network - Supporting everyone's race and cultural equality*

- Supported diverse community cultural celebration events, for example Ramadan, 'Eid.
- Achieved a Gold banding in 'Race for Opportunity', up from our previous Bronze banding. This is one of the UK's most comprehensive race diversity benchmarks.

**Best Practice and Knowledge Development**

To integrate the inclusion agenda within St Andrew's we continue to develop our practice and are proud of the developments we have made this year:

- Unconscious bias training was provided to 180 leaders across the Charity. This has been mapped to our first line management training programme, and 54 newly promoted managers have been trained. All new leaders are mandated to attend the programme.
- Publication of our gender pay gap in March 2018 concluded that we had a median gender pay gap of -5.2%, which is significantly lower than the national average.
- Conducting a D&I Survey across the Charity to establish a sense of what is working well and where we can focus our development.
- 2 Day International Women's Day Conference – celebrating female leaders in the organisation, in our community and across our patient groups.
- Selected to participate in the NHS Diversity and Inclusion Partner Programme – contributing to initiatives to promote and embed inclusion and best practice.

## Executive Summary

The data in this report provides an annual overview of the workforce and specific HR activities over the period April 2017 - March 2018, such as disciplinary, grievances and training. The workforce is constantly changing as employees join and leave St Andrew's; this dataset is therefore drawn from the workforce profile at the end of the financial year i.e. March 31<sup>st</sup> 2018, as per previous reports.

The analysis reviews the size, movements within the workforce, and leavers, against the protected diversity characteristics. This intelligence will help inform and further grow St Andrew's inclusion and diversity practices'.

### Key Findings:

- Our gender profile is slightly higher but still comparable to other NHS organisations:
  - Male to female ratio of our medics is comparable with those registered with the General Medical Council (GMC).
  - The representation of women at senior manager level is proportionate to the overall population.
- Our BAME (Black, Asian, Minority Ethnic) population is higher than the national average:
  - BAME representation is 11% at senior manager level, higher than the previous year.
  - There remains a lack of progression for Black employees beyond Band 5.
  - Compared to last year, the number of disciplinary cases against Black employees has reduced.
  - There is a decrease in the number of Black staff entering the disciplinary process.
  - Grievances remain low, 4% are against employees' from "Other Ethnic" backgrounds however, this represents 1 case.
  - Black applicants are less likely to take up a role in St Andrew's after being offered, we will need to understand where we can improve this.
  - The majority of Datix reported instances classified as "personalised/other; i.e. foul language, verbal abuse are related to Race compared to other characteristics.
- 4.5% of employees who have declared their sexual orientation have disclosed as being Lesbian, Gay or Bisexual (LGB). This is a good representation when compared to the Office for National Statistics data where 2% of the UK population identify as LGBT.
- Distribution of IPDR ratings are mostly equitable across all ethnicities, however White employees are awarded 4 and 5 ratings more often compared to other groups.
- Attendance at non-mandatory training continues to be higher amongst White employees.
- Turnover for employees declaring as Lesbian, Gay and Bisexual has decreased.
- Turnover for Black, Asian and Other Ethnic groups has decreased, whilst employees from Mixed Ethnicity is showing an increase.
- Declaration levels continue to be low; this may be impacted by self-service access and systems use. Additionally for new joiners diversity data is collected at application stage but is not migrated across to SAP upon appointment.

## 1. Workforce Report

### a) Disclosure Rates

| Characteristic     | Number Disclosed | % Disclosure | Non Disclosure | % Non Disclosure | Blank | % Blank | Variance Since Last Report |
|--------------------|------------------|--------------|----------------|------------------|-------|---------|----------------------------|
| Age                | 3529             | 100%         | 0              | 0%               | 0     | 0%      | 0.0%                       |
| Gender             | 3529             | 100%         | 0              | 0%               | 0     | 0%      | 0.0%                       |
| Ethnicity          | 2251             | 64%          | 875            | 25%              | 403   | 11%     | -3.9%                      |
| Disability         | 1056             | 30%          | 27             | 1%               | 2446  | 69%     | 29.9%                      |
| Religion/ Faith    | 1045             | 30%          | 1178           | 33%              | 1306  | 37%     | -3.1%                      |
| Sexual Orientation | 1273             | 36%          | 75             | 2%               | 2181  | 62%     | -1.8%                      |
| Transgender        | 1333             | 38%          | 0              | 0%               | 2196  | 62%     | 37.6%                      |

- Disclosure levels have decreased in the following three categories ethnicity, religion/faith, and sexual orientation. Disclosure on disability is considerably lower than other categories.
- There remains a high percentage of non-completion despite campaigns to encourage staff to update personal information within SAP. This may be due to accessibility and system usage of SAP. These have been addressed and we hope to see improved disclosure in this category going forward.
- Staff will continue to have the option to get their information updated centrally by completing and submitting a form to the D&I team. Drop in sessions will continue to be offered to encourage disclosure. Initiatives to improve disclosure levels will continue.

### b) Gender and Age

#### Gender

| Gender     | Employees | Senior Managers | Medical Professional | Nursing | Variance Since Last Report |
|------------|-----------|-----------------|----------------------|---------|----------------------------|
| Male       | 1276      | 73              | 50                   | 762     | -1.4%                      |
| Female     | 2253      | 128             | 41                   | 1184    | 1.4%                       |
| Not Stated | 0         | 0               | 0                    | 0       | 0.0%                       |

- The higher proportion of female employees is comparable to the overall healthcare sector.
- Female representation at senior management level remains at 63.7% and is proportionate to the overall representation.
- Female representation at Executive Director Level is 33%, and compares favourably to the 27.7% average female representation in FTSE 100 Executive Committees. We have an opportunity to improve this if we benchmark against Executive Committees of Mental Health Trusts where this ranges from 33% - 55%.
- Female representation at Board Level is also 33% and compares very favourably against average FTSE 100 Boards which is 8.9%.
- We are not currently able to offer the option to self-describe to understand if employees are 'non-binary' or 'gender fluid'. This is a challenge given our current employee data systems.

## Age

| Age      | All Employees | Senior Managers | Medical Professional | Nursing | Variance Since Last Report |
|----------|---------------|-----------------|----------------------|---------|----------------------------|
| Under 21 | 58            | 0               | 0                    | 50      | → 0.5%                     |
| 21 - 30  | 812           | 24              | 0                    | 499     | ↓ -1.4%                    |
| 31 - 40  | 874           | 61              | 26                   | 492     | → 0.2%                     |
| 41 - 50  | 902           | 65              | 48                   | 480     | → -0.5%                    |
| 51 - 60  | 683           | 45              | 17                   | 330     | → 0.6%                     |
| Over 60  | 200           | 6               | 0                    | 95      | → 0.7%                     |

- Employee age and gender profiles have remained relatively constant, with minimal variance. There is a good distribution across the age ranges, which is favourable when compared to the NHS which has an aging workforce amongst nurses.

### c) Ethnicity

| Ethnicity         | All Employees | Senior Managers | Medical Professional | Nursing | Variance Since Last Report |
|-------------------|---------------|-----------------|----------------------|---------|----------------------------|
| Asian             | 87            | 5               | 20                   | 37      | → 0.3%                     |
| Black             | 380           | 8               | 2                    | 342     | → -0.5%                    |
| Mixed             | 71            | 2               | 4                    | 47      | → -0.4%                    |
| Other Ethic Group | 23            | 1               | 1                    | 16      | → -0.1%                    |
| White             | 1690          | 125             | 27                   | 730     | ↓ -3.2%                    |
| Prefer not to say | 875           | 38              | 21                   | 575     | → 0.5%                     |
| Not Recorded      | 403           | 22              | 16                   | 199     | ↓ 3.4%                     |

- 25% of employees disclosed they are BAME, this compares very favourably to a BAME population of 12.5% nationally and the NHS where 17% of staff disclosed they were BAME.
- BAME representation at senior level is 11%.
- Almost 1 in 4 employees have disclosed "Prefer not to say" which impacts on the ability to analyse a clear trend in the data set.

### d) Disability

- Disclosure on disability is considerably lower than any other category. Work is in progress with the ABLE Employee Network to help improve this.
- The ERP systems remain difficult to access and navigate, reducing compliance rates in declaring Disability information.
- Data is gathered at recruitment stage, poor system integration loses data at appointment stage.

**e) Religion & Faith**

| Religion          | All Employees | Senior Managers | Medical Professional | Nursing | Variance Since Last Report |
|-------------------|---------------|-----------------|----------------------|---------|----------------------------|
| Atheist/ Agnostic | 248           | 18              | 11                   | 107     | ⇒ -0.8%                    |
| Christian         | 661           | 39              | 11                   | 380     | ↓ -2.1%                    |
| Hindu             | 22            | 3               | 9                    | 3       | ⇒ 0.0%                     |
| Muslim            | 19            | 0               | 2                    | 12      | ⇒ 0.1%                     |
| Sikh              | 4             | 0               | 0                    | 2       | ⇒ 0.1%                     |
| Other             | 95            | 3               | 1                    | 42      | ⇒ -0.3%                    |
| Prefer not to say | 1178          | 71              | 29                   | 637     | ↑ -4.7%                    |
| Not Recorded      | 1306          | 67              | 28                   | 765     | ↓ 7.8%                     |

- Variances from last year show a small change in the number of employees declaring Christianity as a faith and an almost 8% increase in unrecorded declarations. The D&I survey conducted in March did feedback that employees were keen to explore a Faith Network. This will be positioned in the 2018 - 2023 Inclusion Strategy for consideration.
- Due to the low disclosure levels, analysis of this data is not statistically relevant.

**f) Sexual Orientation**

| Sexual Orientation | All Employees | Senior Managers | Medical Professional | Nursing | Variance Since Last Report |
|--------------------|---------------|-----------------|----------------------|---------|----------------------------|
| Bisexual           | 22            | 1               | 0                    | 14      | ⇒ 0.1%                     |
| Gay                | 12            | 0               | 3                    | 7       | ⇒ 0.0%                     |
| Lesbian            | 24            | 1               | 0                    | 15      | ⇒ 0.0%                     |
| Heterosexual       | 1215          | 80              | 36                   | 603     | ↓ -1.9%                    |
| Prefer not to say  | 75            | 5               | 0                    | 49      | ⇒ 0.0%                     |
| Not Recorded       | 2181          | 114             | 52                   | 1258    | ↓ 1.8%                     |

- 36.1% of employees disclosed their sexual orientation. Of these 4.9% identified as Lesbian, Gay or Bisexual. Estimates shared by Office for National Statistics, the Treasury and Stonewall, suggest the LGBTQ+ population nationally is between 2% - 7%; reflecting a good representation in the workforce.

## 2. Employment Activities

### a) Discipline and Grievance Cases by Ethnicity

| Ethnicity          | Number of Employees | Number of Disciplinary Cases | % Disciplinary Cases | Number of Grievance Cases | % Grievance Cases |
|--------------------|---------------------|------------------------------|----------------------|---------------------------|-------------------|
| Asian              | 87                  | 2                            | 2.3%                 | 0                         | 0.0%              |
| Black              | 380                 | 11                           | 2.9%                 | 1                         | 0.3%              |
| Mixed              | 71                  | 1                            | 1.4%                 | 1                         | 1.4%              |
| Other Ethnic Group | 23                  | 1                            | 4.3%                 | 1                         | 4.3%              |
| White              | 1690                | 25                           | 1.5%                 | 12                        | 0.7%              |
| Prefer not to say  | 875                 | 1                            | 0.1%                 | 3                         | 0.3%              |
| Not Recorded       | 403                 | 35                           | 8.7%                 | 27                        | 6.7%              |

- SAP Case management is a standalone module and does not link to the SAP Employee record. Ethnicity needs to be recorded by the HR representative creating and managing the case.
- There is a decrease in the number of Black staff entering the disciplinary process.
- Unconscious bias training, delivered as part of the first line manager training (Transform Programme), develops manager's skills in making balanced decisions in formal disciplinary and grievance processes.

### b) Recruitment by Ethnicity and Sexual Orientation

| Ethnicity          | Number of All Applications | Short Listing | Interview | Offer | Hired | Variance Since Last Report |
|--------------------|----------------------------|---------------|-----------|-------|-------|----------------------------|
| Asian              | 2131                       | 46.0%         | 26.7%     | 4.1%  | 1.9%  | ↑ 1.3%                     |
| Black              | 3975                       | 38.3%         | 27.4%     | 10.6% | 2.8%  | ↑ 2.5%                     |
| Mixed              | 759                        | 40.7%         | 25.7%     | 9.1%  | 4.3%  | ↑ 4.3%                     |
| Not Recorded       | 3776                       | 18.3%         | 39.6%     | 11.9% | 7.7%  | ↑ 5.5%                     |
| Other Ethnic Group | 0                          | 0.0%          | 0.0%      | 0.0%  | 0.0%  | → 0.0%                     |
| White              | 12918                      | 38.9%         | 28.6%     | 7.4%  | 3.6%  | ↑ 3.0%                     |
| Prefer not to say  | 304                        | 48.4%         | 31.3%     | 3.9%  | 2.0%  | ↑ 2.0%                     |

| Sexual Orientation | Applications | Short listing | Interview | Offer | Hired | Variance Since Last Report |
|--------------------|--------------|---------------|-----------|-------|-------|----------------------------|
| Bisexual           | 527          | 39.1%         | 24.7%     | 8.7%  | 6.8%  | ↑ 5.7%                     |
| Gay                | 193          | 45.1%         | 18.1%     | 8.8%  | 3.1%  | ↑ 3.1%                     |
| Lesbian            | 154          | 36.1%         | 33.1%     | 9.1%  | 2.6%  | ↑ 2.6%                     |
| Heterosexual       | 17154        | 40.8%         | 28.0%     | 7.1%  | 3.1%  | ↑ 2.8%                     |
| Prefer not to say  | 1266         | 41.5%         | 26.8%     | 7.6%  | 2.5%  | → 0.7%                     |

- The recruitment by ethnicity and sexual orientation data does not include people recruited via recruitment events, NHS Jobs or applications withdrawn by the applicant.
- Disclosure levels at application stage are reasonably high. However application data is not automatically migrated across to SAP after hire. This is currently bridged through a manual process. On-going reviews of our system functionality are conducted to improve this where possible.
- There has been an increase in new hires declaring their Ethnicity and LGB status.

**c) Pay Bands by Ethnicity and Sexual Orientation**

- If we exclude the medical professionals, White employees have a higher representation at all pay bands.
- Black employees are well represented at Band 5 and 6. However this declines at Band 7, SM2 and SM3. In comparison the representation of White employees continues to increase across these bands.
- The data shows minimal representation of LGB employees at Band 7 and above.

**d) IPDR Ratings by Ethnicity (Performance Year Ending March 2017)**

| IPDR by Ethnicity 2018                      |       |       |       |              |       |                   |       |
|---|-------|-------|-------|--------------|-------|-------------------|-------|
|   | Asian | Black | Mixed | Not recorded | Other | Prefer not to say | White |
| <b>5 - Significantly above expectations</b> | 1     | 2     | 1     | 0            | 0     | 7                 | 18    |
| <b>4 - Above expectations</b>               | 13    | 52    | 11    | 27           | 2     | 83                | 291   |
| <b>3 - Meets expectations</b>               | 65    | 297   | 42    | 218          | 19    | 565               | 1173  |
| <b>2 - Below expectations</b>               | 4     | 15    | 9     | 16           | 2     | 62                | 88    |
| <b>1 - Significantly below expectations</b> | 1     | 1     | 2     | 2            | 0     | 5                 | 10    |
| <b>Unrated</b>                              | 0     | 0     | 0     | 0            | 0     | 1                 | 0     |

- White employees have more instances of being performance rated at level 3 and above compared to employees of Other Ethnicities.

**e) Attendance at Internal Training by Ethnicity**

| Ethnicity         | Total Courses Attended | % Attended Internal Training | Actual % Current Employees | Variance Since Last Report |
|-------------------|------------------------|------------------------------|----------------------------|----------------------------|
| Asian             | 27                     | 1.79%                        | 31.03%                     | ↓ -8.0%                    |
| Black             | 159                    | 10.54%                       | 41.84%                     | ↑ 15.5%                    |
| Mixed             | 34                     | 2.25%                        | 47.89%                     | ↑ 14.1%                    |
| Other             | 11                     | 0.73%                        | 47.83%                     | → 0.0%                     |
| White             | 805                    | 53.35%                       | 47.63%                     | ↑ 4.5%                     |
| Prefer not to say | 332                    | 22.00%                       | 37.94%                     | ↓ 13.0%                    |
| Not Recorded      | 141                    | 9.34%                        | 34.99%                     | ↓ 17.9%                    |

- Compared to last year there is an increase in the number of internal training courses attended by Black employees, and employees of Mixed Ethnicity.

**f) Leavers by Ethnicity and Sexual Orientation**

| Ethnicity          | No Of Employees | No Of Leavers | % Turnover | Variance Since Last Report |
|--------------------|-----------------|---------------|------------|----------------------------|
| Asian              | 87              | 11            | 12.6%      | ↑ -9.2%                    |
| Black              | 380             | 40            | 10.5%      | ↑ -1.7%                    |
| Mixed              | 71              | 13            | 18.3%      | ↓ 10.1%                    |
| Other Ethnic Group | 23              | 3             | 13.0%      | ↑ -7.0%                    |
| White              | 1690            | 294           | 17.4%      | → 0.8%                     |
| Prefer not to say  | 875             | 236           | 27.0%      | ↓ 2.5%                     |
| Not Recorded       | 403             | 100           | 24.8%      | → -0.9%                    |

| Sexual Orientation | No Of Employees | No Of Leavers | % Turnover | Variance Since Last Report |
|--------------------|-----------------|---------------|------------|----------------------------|
| Bisexual           | 22              | 2             | 9.1%       | ↑ -5.9%                    |
| Gay                | 12              | 3             | 25.0%      | ↑ -5.8%                    |
| Lesbian            | 24              | 2             | 8.3%       | ↑ -17.8%                   |
| Heterosexual       | 1215            | 207           | 17.0%      | → 0.1%                     |
| Prefer not to say  | 75              | 12            | 16.0%      | ↓ 2.7%                     |
| Not Recorded       | 2181            | 471           | 21.6%      | ↓ 1.8%                     |

- Due to changes in systems and methods of data analysis, turnover figures have increased in all Management Information reporting sets.
- Non voluntary leavers were highest amongst employees from Other Ethnic and Mixed Ethnic backgrounds. Equality impact analysis is conducted for non-voluntary leavers e.g. redundancies, to monitor impact. Overall turnover is highest in employees from Mixed Ethnic backgrounds followed by White employees.

**g) Datix Reporting – Patient on Employee Incidents**

| Protected Characteristic | CAMH      | ASD        | LDD        | MMH        | NPS        | WMH        | Totals     |
|--------------------------|-----------|------------|------------|------------|------------|------------|------------|
| Age                      | 2         | 1          | 1          | 3          | 1          | 2          | 10         |
| Disability               | 0         | 0          | 0          | 0          | 0          | 2          | 2          |
| Faith                    | 0         | 0          | 0          | 1          | 0          | 1          | 2          |
| Gender                   | 6         | 6          | 4          | 7          | 4          | 1          | 28         |
| Race                     | 12        | 22         | 23         | 24         | 14         | 31         | 126        |
| Sexual Orientation       | 2         | 2          | 2          | 2          | 4          | 3          | 15         |
| Transgender              | 0         | 0          | 0          | 0          | 0          | 3          | 3          |
| Personalised             | 75        | 72         | 72         | 66         | 130        | 140        | 555        |
| <b>Totals</b>            | <b>97</b> | <b>103</b> | <b>102</b> | <b>103</b> | <b>153</b> | <b>182</b> | <b>741</b> |

- Datix records incidents that patients instigate on our employees. These are reported by protected characteristics. 741 incidents were reported during the period of this report.
- The majority of these were classified as ‘personalised/other’, i.e. might be foul language and verbal abuse. Race was cited most in these incidents compared to any other characteristic, and these are higher in the Women’s wards followed by Men’s and LDD.