

St Helens and Knowsley Teaching Hospitals NHS Trust

# Equality Diversity and Inclusion Operational Plan 2022-2025

ACE People | ACE Place - #TeamSTHK



**Author:** Claire Scrafton

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## 1. Welcome



**Anne Marie Stretch, Deputy Chief Executive and Director of Human Resources**

“In the STHK family, everyone matters. Our patients come from all walks of life and so do we. We embrace people from all backgrounds, and we want you to bring your whole self to work where you feel respected and valued as an individual and part of our team. We expect kindness in everything you say and do. By committing to this, you will find a fulfilling, supportive and safe place to work at STHK”.

Ann Marie Stretch

Welcome to our equality, diversity and inclusion operational plan for 2022-2025. We are proud of the progress we made against the previous strategy. Over recent years we have actively worked to connect with our staff to really understand how different groups of our staff experience our organisation, to recognise our strengths and to clearly identify where we have further work to do. We have listened to our staff and analysed our performance and we know that there is still a difference in employee experiences and outcomes for some staff that hold particular protected characteristics and we understand what we need to do to make improvements to ensure we can all work in an environment and culture that is fair, supportive, enabling, equitable and intentionally inclusive. We want all our staff to feel valued and accepted and that they belong and can thrive and flourish. We are committed to develop as a truly inclusive employer of choice where everyone is supported to achieve their full potential. We recognise that we have work to do and we will hold ourselves to account in how we deliver the plan, in how we function as an employer, and how we support our workforce and address identified differences in outcomes and experiences for people that hold different protected characteristics in our diverse workforce to ensure the Trust feels to everyone like the best place to work and is ‘an employer of choice’.

The only way for us to consistently provide 5-star patient care and achieve our corporate objectives is by being truly inclusive and creating the right conditions for our employees to have a sense of belonging and flourish and for or patients to receive the services that they need personalised in the way that they need them. We are aligning our approach to embedding equality, diversity and inclusion with legal and mandatory requirements to improve the patient and employee experience for all. Our ambitions are big we want to be the best and to recognise, respect, and value every employee as an individual, recognise difference and harness these differences to the benefit of all. We look forward to sharing our progress on this journey with you and celebrating our successes.

## 2. Introduction

We believe that the only way to achieve the Trust's vision of Five Star Patient Care, is by continuously striving to be truly inclusive and creating the right conditions for staff to have a sense of belonging that will lead to us being an employer of choice in recruiting, training, developing, nurturing and retaining the best talent. Our ambitions are big we want to be the best and we can only achieve this if we ensure our actions speak as loudly as our words. We need to show that we recognise, respect and value every employee as an individual in a culture that celebrates inclusion, diversity, dignity and respect and that values, nurtures and harnesses difference for the benefit of all staff and patients.

This operational plan provides a framework for action based on three key foundations:

- Inclusive and Compassionate Leadership
- Culture of Inclusion
- Diverse Workforce

All underpinned by 'being kind' in everything that we do.

We are proud of the progress we have made from our previous strategy for 2018 – 2021 key highlights include:

- The creation of a number of new Staff Networks including Proud@StHK, Carers, Building a Multi-Cultural Environment, Building Abilities and Menopause Café to give our diverse employees a voice, peer support and a channel to influence decision making.
- Attainment of Disability Confident Leader accreditation for positive employment practices for disabled people (the highest Disability Confident level).
- An increase in the representation of colleagues with protected characteristics across the workforce achieved by supporting opportunities for career progression and inclusive recruitment campaigns.
- Closing the disparity in the likelihood of black and ethnic minority staff entering in to disciplinaries in comparison to white staff.
- Attainment of the NHS Rainbow badge bronze level accreditation with the LGBT Foundation.
- Regaining the veteran awareness accreditation.
- The development of new policies to support our staff including Reasonable Adjustments for disabled staff and those affected by the Menopause (policy links included in references section).
- New employment law training modules.

We recognise that there is more work to be done to support our workforce and improve equality in employment outcomes and employee experiences for all staff

and in ensuring equality, diversity and inclusion is a golden thread in everything that we do.

We remain committed to meeting and exceeding our public sector equality duty to eliminate discrimination, promote and advance equality of opportunity, and foster good relations between those that share protected characteristics and those that do not. We continue to be committed to meeting all of the current and future legislative and NHS mandated standards and requirements relating to equality, diversity and inclusion and to the vision from the NHS Long Term Plan and NHS People Plan to ensure inclusion for all of our workforce.

This operational plan describes how we intend to continue our journey towards achieving this.

## 2.1. About the ED & I Operational Plan

### 2.1.1. Our Mission Statement

**Equality, Diversity and Inclusion the STHK way:  
ACE place to work, ACE place to grow - #TeamSTHK**

### 2.1.2. Our Vision

We are committed to delivering 5-star equality, diversity and inclusion in employment outcomes and experiences for all colleagues from all protected characteristics.

We will actively work toward becoming truly and effortlessly inclusive and anti-racist to create the right conditions and working environment for all staff from all backgrounds to have a sense of belonging by celebrating differences and demonstrating that we recognise, respect and value every employee in how we recruit, train, develop, nurture and retain staff.

Making use of qualitative and quantitative data, feedback and intelligence from across the organisation, regionally and nationally we will design and deliver innovative and impactful equality, diversity and inclusion interventions aligned to our workforce and population needs, our corporate objectives, our equality objectives, our public sector equality and mandatory gender pay gap reporting duty, NHS mandated equality standards including The Workforce Race Equality Standard (WRES), The Workforce Disability Equality Standard (WDES), The Equality Delivery System 2/3 (EDS), other NHS specific initiatives and frameworks, and accreditations and the NHS People Promise to improve equality performance and remove any differences in experience and outcomes. We recognise that nationally consultation is underway around ethnicity and disability pay gap reporting and that the medical WRES and bank WRES is on the horizon (further details about the legal and national context is in appendix 2).

Equality, Diversity and Inclusion will be mainstreamed as a golden thread through every aspect of the employment cycle and employment experience and in all related operational plans. With this in mind our approach is broken down into 3 key elements over a 3-year period focussing on outcomes.

### 2.1.3. Priorities

| Priorities |  | Context   |
|------------|--|---|
| 1          | Inclusive and compassionate leadership | Operational plan led from the top and owned by everyone with proactive leaders that are accountable and champion and role model inclusion in their behaviours, everyday interactions and decision making.   |
| 2          | Culture of Inclusion                   | Create and sustain a culture of inclusion, where everyone is respected and supported, where we actively listen and all voices are heard and there is no difference in experience between those with protected characteristics, where colleagues are culturally competent and aware and unacceptable behaviours are actively challenged. |
| 3          | Diverse Workforce                      | Proactively attracting, recruiting and developing a diverse workforce at all levels through ensuring processes are fair, open and transparent and taking positive action to address any under representation and inequality in outcomes.  |

### 2.2. Alignment to objectives

The workforce related aspects of the corporate equality objectives 2019 to 2023 are to:

- Take steps to ensure that our workforce is broadly representative of the communities we serve at all levels
- Improve the wellbeing of staff employed in the Trust
- Improve the experiences of Black and Minority Ethnic staff employed in the Trust).

The workforce related aspects of EDS2 and EDS3 are:

- Goal 3 A supported and representative workforce
- Goal 4 Inclusive Leadership.

In 2022/23 STHK have launched a new set of objectives with a specific section aimed at our workforce “developing organisational culture and supporting our workforce” that forms part of the NHS people plan pillar ‘Belonging in the NHS’.

The Trust's vision is to provide **Five Star Patient Care**  
 Illustrated by our Star Chart, delivered through our strategic

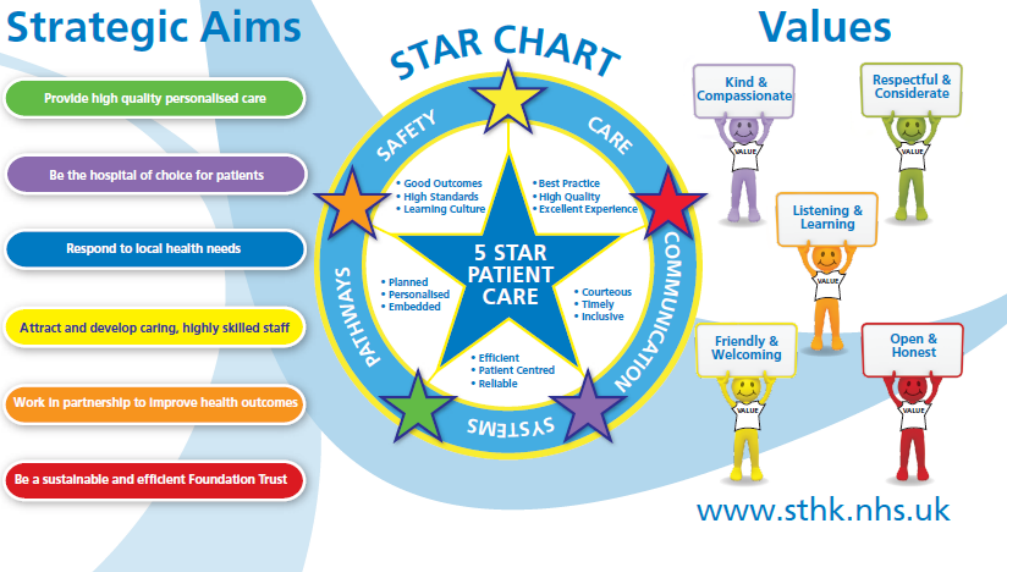


Figure 1: Five Star Patient Care diagram

The plan aligns and supports achievement of the new values and behaviours framework.



## 2.3. Our Values and Behaviours

# Our Values and Behaviours



Experiences

I try to make everybody I meet feel special.

I treat everyone the way they want to be treated.

I do my best to stop what I am doing to greet someone and give them my full attention.

I take responsibility for my actions and responses in any situation.

I find all the facts before I make a decision or a comment.

Communication

I will include everybody and make sure nobody is ever left out.

I respectfully listen to what others have to say.

I greet everyone new by saying 'hello' with a smile and tell them my name and job.

I willingly share information and experience and am honest when I don't know an answer.

I will be clear in communication and always check I have been understood.

Attitudes

I try to understand people and do not make judgements.

I am sensitive to others regardless of race, culture, ethnicity, religion, gender, sexual orientation, age or disability.

I am always polite and helpful no matter how I am feeling.

I will do the right thing at all times.

I will look for a solution to a problem.

Figure 2: Our Values and Behaviour

The aim of our operational plan is to positively impact all areas identified within an analysis of current workforce equality performance against all legal and NHS mandated standards and frameworks and the promotion of STHK as an employer of choice. The three key ED & I priorities defined will support STHK to achieve all of the above objectives and aligns with the “Belonging in the NHS” pillar of the people plan.

The delivery of the plan will be supported as follows:

| EDI Delivery Framework   |   |  |
|--|---|--|
| All Trust Employees  | Managers and Leaders  | ED&I Networks  |
| <ul style="list-style-type: none"> <li>• ED&amp;I Awareness</li> <li>• Training and CPD</li> <li>• Adjustment Conversations</li> <li>• Behaviour Standards</li> <li>• Bystander Behaviours</li> <li>• Access Staff Networks</li> <li>• Freedom to Speak Up safely</li> <li>• Improved ED&amp;I incident reporting</li> <li>• Cultural Ambassadors</li> </ul> | <ul style="list-style-type: none"> <li>• Training and CPD</li> <li>• Inclusive Practices (Culture, Employee Relations, Recruitment, Talent Management)</li> <li>• Facilitating Adjustment Conversations</li> <li>• Providing Fair Access to Support &amp; Resources</li> <li>• Policy Compliance</li> <li>• Impact Assessments</li> <li>• Management of ED&amp;I Related incidents</li> </ul> | <ul style="list-style-type: none"> <li>• Targeted Interventions &amp; Initiatives</li> <li>• Relaunch and sider engagement</li> <li>• Network input in inclusive process improvements</li> <li>• Giving staff a voice</li> <li>• Sign posting staff for support</li> <li>• Education programme</li> <li>• ED&amp;I Resources</li> <li>• Communication of annual programmes of events/activities</li> </ul> |

## 2.4. What does equality, diversity and inclusion mean at STHK?

**Equality** is about creating a fairer society where everyone can participate and has the opportunity to fulfil their potential. At STHK we recognise that to achieve equality we need to understand the barriers our staff face so we can address and remove them.

**Diversity** Acknowledges and values the full range of differences between people both in the workplace and in society. At STHK we celebrate our diverse workforce and see them as an asset.

**Inclusion** Is to ensure all our staff feel valued and accepted and a sense of belonging.

## 2.5. What challenges do we face today?

We are committed to being transparent and it is important that we understand the need for change and the evidence underpinning it.

As high priorities we recognise from the WRES that for black and minority ethnic staff:

- We must significantly reduce instances of discrimination from a manager/team leader or other colleagues against black and minority ethnic staff.
- We must improve career progression in lower to middle level clinical role.
- We must improve the belief that the Trust provides equal opportunities for career progression or promotion

As high priorities we recognise from the WDES that for disabled staff

- We must increase self-reporting of disability
- Reduce the number of staff reporting that they felt pressure to come to work despite not being well enough to perform their duties.
- We must significantly reduce instances of harassment, bullying or abuse from patients, relatives or the public, managers and other colleagues
- We must improve the belief that the Trust provides equal opportunities for career progression or promotion

Our workforce profile shows that we are not truly representative of the population we serve at all levels particularly men under 25 and over 60. We have a reported median gender pay gap of 16.09 % (31.3.2021 data)

### 3. Our Focus to 2025

#### 3.1. Priority One: Inclusive leadership

“Strategy led from the top and owned by everyone with proactive leaders that are accountable and champion and role model inclusion in their behaviours, everyday interactions and decision making”.

|   | <b>Our Commitment</b>  | <b>What will success look like?</b>  |
|---|--|--|
| A   | We will thread inclusivity and the EDI operational plan through the Trust’s corporate objectives and into Board and Executive level, departmental and individual objectives.                   | Clear accountability for EDI at all levels that is measured and monitored leading to improvements in key equality KPI’s eg WRES, WDES, staff survey, GPG indicators  |
| B   | Inclusive leadership competencies will be integrated into the Trust’s Leadership Competency Framework and used in recruitment and appraisal.   | Leaders will be assessed against inclusive leadership competencies leading to reported improvements in staff experience amongst those from diverse backgrounds as measured in the staff survey.  |
| C   | We will establish a Board sponsor of each network and a lead sponsor for the WRES and WDES   | Active sponsors, engaging with the networks, raising the profile and championing EDI issues at Board level.  |
| D   | Develop and launch Employment Law training modules for all line managers including race, disability and making adjustments and unconscious Bias and a review and update of mandatory training. | Suite of training interventions developed and delivered. Increase in training completion leading to reported improvements in staff experience amongst those from diverse backgrounds as measured in the staff survey.  |
| E   | Ensure our leadership is well networked and represented within regional EDI activities.  | Representation at regional meetings and networks. Increase in collaborative working.   |
| F   | Participate in national and regional development programmes to support future leaders; enhance communications around how to share information for existing leaders.                            | Increase in number of staff applying for and participating in regional and national development programmes.  |
| <b>Reporting – Performance management</b> |  | <ul style="list-style-type: none"> <li>• Key Performance indicators will be used to measure desired outcomes (WRES, WDES, Staff Survey, GPG, Equality monitoring reports)</li> <li>• Benchmarking against regional and national data</li> <li>• Reporting of progress against actions to EDI steering group</li> </ul> |

#### 3.2. Priority Two: Culture of Inclusion

“Create and sustain a culture of inclusion, where everyone is respected and supported, where we actively listen and all voices are heard and there is no difference in experience between those with protected characteristics, where

colleagues are culturally competent and aware and unacceptable behaviours are actively challenged”.

|   | <b>Our Commitment</b>   | <b>What will Success look like?</b>   |
|---|---|---|
| A | Continuously celebrate the diversity of our workforce, through developing and promoting a calendar of events of national celebration and awareness events, communications (newsletter, intranet)  | Annual calendar of events agreed with networks and comms and ongoing visibility and promotion.  |
| B | Develop our Staff Networks to align their programme of work to the ED&I strategy, review the terms of reference and ensure the workforce are supported to undertake their network roles and recruitment campaign to encourage membership of Staff Networks to ensure staff are supported and voices are heard and there is a two-way communication throughout the organisation. | Staff network terms of reference agreed including support for network members and network activity.<br>Increase in staff network membership and activity leading to reported improvements in staff experience amongst those from diverse backgrounds as measured in the staff survey. |
| C | Create the role of ED&I Ambassadors/Champions. Develop the role by supporting staff to complete the RCN cultural ambassador programme.  | EDI Ambassador/Champion role agreed and recruited to, trained and launched. Leading to reported improvements in staff experience amongst those from diverse backgrounds as measured in the staff survey.  |
| D | Enhance data to inform actions through surveys, deep dives and focus groups including inviting anonymous feedback from staff members in relation to their lived experiences and how they could be better supported in the workplace.  | Surveys, deep dives and action plans include an equality focus. Results able to be routinely analysed from an equality perspective to identify any differences in experience.   |
| E | Introduce and support a culture of civility and respect to include a review of behavioural standards and their link to the Trusts corporate values.   | Civility and respect toolkit launched. Behavioural standards reviewed and updated.  |
| F | Deep dive into the data on staff experiences of bullying and harassment to ensure appropriate ED&I Metrics are routinely reported as part of the implementation of the new Security Group and Violence Reduction Strategy.  | Identification of hot spots and areas of focus.<br>Agreed monitoring metrics.   |
| G | Educate and support employees to be aware of the range of inclusive people practices they can access including reasonable adjustments, flexible working, carers' passport and HWWB services.  | Increased awareness.<br>Increase in number of flexible working requests, reasonable adjustments and carers passports and use of HWWB services for all protected characteristics.  |
| H | Review of how we welcome back and support staff that may have had a   | Review complete.<br>Identification of barriers.   |

|   | <b>Our Commitment</b>  | <b>What will Success look like?</b>  |
|---|--|--|
|   | significant amount of time away from work (i.e. maternity or adoption leave) and analysis of what the barriers are to further career progression when returning to work. | Actions agreed to drive improvements.  |
| I   | We will work toward the BAME assembly anti-racist accreditation.   | Self-assessment against the 5 principles of the anti-racism framework with the staff network to assess current position and readiness to apply.<br>Leading to reported improvements in staff experience from BAME staff as measured in the staff survey.   |
| J   | We will implement actions from the bronze level Rainbow badge assessment to improve policy and practice for LGBTQ+ and support progress                                  | Actions plan completed<br>Readiness to apply for silver and gold levels.<br>Leading to reported improvements in staff experience from LGBTQ+ staff as measured in the staff survey.  |
| <b>Reporting – Performance management</b> |  | <ul style="list-style-type: none"> <li>• Key Performance indicators will be used to measure desired outcomes (WRES, WDES, Staff Survey, GPG, Equality monitoring reports).</li> <li>• Benchmarking against regional and national data.</li> <li>• Reporting of progress against actions to EDI steering group.</li> <li>• Accreditation outcomes.</li> </ul> |

### 3.3. Priority Three: Diverse Workforce

“Proactively attracting, recruiting and developing a diverse workforce at all levels through ensuring processes are fair, open and transparent and taking positive action to address any under representation and inequality in outcomes”.

|   | <b>Our Commitment</b>  | <b>What will Success look like?</b>  |
|---|--|--|
| A | Working towards targets set out in the Model Employer Ten Year Aspirational Plan.  | Achievement of trajectories to increase representation at a senior level.  |
| B | Work in collaboration to review the recruitment processes of the Trust to remove bias and ensure they are appropriate and accessible to all including Equality Representatives who will ensure that the interview process is carried out fairly and raise concerns if they observe any overt bias during the process; inclusive attraction campaigns and advertising | Changes implemented to recruitment and selection policy, procedure and processes. Increase in diversity of applicants, shortlisted and appointed. Improvement in WRES and WDES shortlisting to appointment indicators. |
| C | Identifying links (via the ED&I regional Task & Finish Group) with local community organisations to promote vacancies to under-represented groups.   | Jobs distribution channels established and active.<br>Increase in diversity of applicants for employment.  |

|   | <b>Our Commitment</b>  | <b>What will Success look like?</b>   |
|---|--|---|
| D   | Implement succession planning and talent management that takes account of the needs of diverse groups.   | Specific targeted action in succession planning and talent management for underrepresented groups.  |
| E   | Actively promote and support employees to participate in national development programmes including the NHS Leadership Academy 'Stepping Up' programme for aspiring black, Asian and minority ethnic (BAME) colleagues. | Targeted promotion of development programmes through the networks. Increase in applicants for and participants of national programmes.  |
| <b>Reporting – Performance Management</b> |  | <ul style="list-style-type: none"> <li>• Key Performance indicators will be used to measure desired outcomes (WRES, WDES, model employer trajectories, Equality monitoring reports).</li> <li>• Benchmarking against regional and national data.</li> <li>• Reporting of progress against actions to EDI steering group.</li> </ul> |

## 4. Performance Management and Reporting

| <b>Measure</b>                                | <b>Frequency</b> | <b>Reported to</b>                    |
|---|------------------|---------------------------------------|
| Workforce Race Equality Standard (WRES)       | Bi-monthly       | Equality and Diversity Steering Group |
| Workforce Disability Equality Standard (WDES) | Bi-monthly       | Equality and Diversity Steering Group |
| Staff Survey                                  | Annually         | Executive Board                       |
| Gender Pay Gap                                | Annually         | Executive Board                       |
| EDS2/3  | Annually         | Executive Board                       |
| Annual equality monitoring report (PSED)      | Annual           | Executive Board                       |

## 5. Appendix 1: References

How to Measure Inclusion in the Workplace, Harvard Business Review, May 2021, Romansky, Garrod, Brown and Deo.

*Ethnic Inequalities in Healthcare: A Rapid Evidence Review*, NHS Race and Health Observatory, February 2022. [Ethnic Inequalities in Healthcare: A Rapid Evidence Review - NHS - Race and Health Observatory](#)  
[NHS – Race and Health Observatory \(nhsrho.org\)](#)

*Workforce Race Equalities and Inclusion in NHS Providers*, The Kings Fund, July 2020 [Workforce race inequalities and inclusion in NHS providers | The King's Fund \(kingsfund.org.uk\)](#)

*Workforce Race Equality Standard 2021 Report*, NHS England, 2022. [NHS England » Workforce Race Equality Standard 2021](#)

*NHS Northwest Anti-racism framework* [PowerPoint Presentation \(england.nhs.uk\)](#)

*Workforce Disability Equality Standard: 2021 data analysis report for NHS trusts and foundation trusts*

[NHS England » Workforce Disability Equality Standard: 2021 data analysis report for NHS trusts and foundation trusts](#)

*A refreshed Equality Delivery System for the NHS* [eds-nov131.pdf \(england.nhs.uk\)](#)

*NHS Rainbow Badge* [LGBT Foundation - NHS Rainbow Badge](#)  
Prescot and Whiston Profile, 2018 [Sourced Online]

[https://knowsleyknowledge.org.uk/wp-content/uploads/2020/01/Prescot-and-Whiston-Profile\\_010518.pdf](https://knowsleyknowledge.org.uk/wp-content/uploads/2020/01/Prescot-and-Whiston-Profile_010518.pdf)



## 6. Appendix 2: Legal, National and Local Context

### 6.1. The Legal Context

#### The Equality Act 2010

The Equality Act 2010 (“the Act”) provides the legislative framework to protect the rights of individuals and advance equality of opportunity for all. The Act harmonises and simplifies previous equality legislation with the aim of delivering an accessible framework of discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

The Act determined the “protected characteristics” to which it applies, in a consistent way, the traditional elements of direct and indirect discrimination, victimisation and harassment.

The protected characteristics are:

- Age
- Disability
- Gender Reassignment (including Non-Binary)
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race (including ethnicity and nationality)
- Religion Belief, Philosophical Belief, and Non-Belief
- Sex
- Sexual Orientation

**The Public Sector Equality Duty (PSED)** which is part of the Equality Act (section 149), applies to public sector bodies, including the NHS, and others who undertake public functions. The legislation also requires these organisations to publish information to evidence compliance with the PSED. The information, which also includes equality objectives, must show that the organisation has due regard to the requirement to:

- Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not,
- Foster good relations between persons who share a relevant protected characteristic and persons who do not.

#### Gender Pay Gap reporting

The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. If women do more of the less well paid jobs within an organisation than men, the gender pay gap is usually bigger. The gender pay gap is

not the same as unequal pay which is paying men and women differently for performing the same (or similar) work. Unequal pay has been unlawful since 1970.

As a NHS Trust, we are legally required to publish gender pay gap data on the Trust website and on the Government website. This requirement is governed by our duties under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 as a public sector employer with more than 250 employees. Data that must be published is:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- The proportion of men in the organisation receiving a bonus payment
- The proportion of women the organisation receiving a bonus payment
- The proportion of men and women in each quartile pay band

## 6.2. The National Context

The NHS ten year plan and the people plan clearly sets out a direction of travel for the NHS which depends on ensuring innovation, engagement and respect for all staff and thereby, drawing on the talent in our workforce. The internal and external national levers that provide a framework of clear direction for delivery, compliance and best practice are many and include the following current and anticipated requirements:

*Table 1: ED&I External Communications 2022-25*

| ED&I External Communications 2022-25  |   |  |
|---|---|--|
| Statutory   | NHS Specific  | Accreditations   |
| <ul style="list-style-type: none"> <li>• Public Sector Equality Duty: Equality Objectives and Reporting Duties</li> <li>• Gender Pay Gap</li> </ul> | <ul style="list-style-type: none"> <li>• Equality Delivery System 3 (Pilot)</li> <li>• Workforce Race Equality Standard (WRES)</li> <li>• Workforce Disability Equality Standard (WDES)</li> <li>• Disparity Ratio Action Plan</li> <li>• Model Employer Strategy &amp; Action Plan</li> <li>• Staff Networks Maturity Framework</li> <li>• NHS NW Anti-Racist Framework</li> <li>• NHS Staff Survey Action Plan</li> </ul> | <ul style="list-style-type: none"> <li>• Disability Confident (Level 3 Leader)</li> <li>• NHS Rainbow Badge (LGBT)</li> <li>• Armed Forces Covenant</li> </ul> |
| Expected  | Expected  | Expected   |
| <ul style="list-style-type: none"> <li>• Ethnicity Pay Gap (2023)</li> <li>• Disability Pay Gap (under consultation)</li> </ul>                     | <ul style="list-style-type: none"> <li>• Medical Workforce Race Equality Standard (MWRES)</li> <li>• Bank Workforce Race Equality Standard (BWRES)</li> </ul>   | n/a  |

However, this strategy is more about creating the best place to provide 5 star patient care by being the best place to work and becoming an 'employer of choice'. It's about doing the right things, at the right time, for the right reasons.

### **6.3. The Local Context**

There is growing evidence to support the core role for equality, diversity and inclusion in how the NHS operates. The evidence shows that managing diversity is key to:

- an organisation's reputation, (it's 'brand') - a good reputation attracts talent from all communities even from outside the local area, helping to meet service delivery needs
- staff recruitment and retention – being able to demonstrate and evidence that they value diversity, enables employers to recruit and retain the best people for the job
- productivity - staff perform better in organisations that value diversity and are committed to employees' well being
- mitigating organisational risks - effective diversity management enables an organisation to limit the risk of legal challenges and costly awards

St Helen's & Knowsley Teaching Hospitals NHS Trust (StHK or the Trust) provides acute healthcare services at St Helens and Whiston Hospitals, both of which are modern, high quality facilities. The Trust also delivers adult community nursing services (in partnership), a primary care practice and community intermediate care services from Newton Community Hospital. The Trust has an excellent track record of providing high standards of care to a population principally from St Helens, Knowsley, Halton and Liverpool, and also from other neighbouring areas such as Warrington, Ormskirk and Wigan. In addition, the Mersey Regional Burns and Plastic Surgery Unit provides treatment for patients across Merseyside, Cheshire, North Wales, the Isle of Man and other parts of the North West, serving a population of over 4 million.

The Trust also provides services to other NHS organisations. The Health Informatics Service (HIS) provides information systems and expertise to several CCGs and Trusts in Mid- Mersey and our Human Resources and Payroll teams deliver the payroll service to a large proportion of the Trusts in Merseyside. The Trust also acts as the lead employer for Junior Doctors in training on behalf of a number of Deaneries, across the country.

The demographic profile of the Trust's staff is broadly reflective of its population with an ethnicity profile that has a higher proportion of BME workforce than the population. The age profile is broadly comparable in the mid ranges although the Trust recognises that the under 25's and over 60's are under-represented in the workforce.

There is no doubt that, the increasing health demands of the population it serves and the circumstances of the current economic climate within and external to the NHS, presents the Trust with challenges to ensure that it is representative and consistent

in its use of policies, practices, values and behaviours. However, this also provides opportunities for making changes and improvements. We see the Trust's Workforce Equality, Diversity & Inclusion operational plan as a core part of the cultural improvements and key to achieving the Trust's vision and objectives.

## 7. Appendix 3: EDI Staff Profile

The snapshot date for the following staff profile is April 2022. The data does not include Bank staff.

### Age

| Age Band | Headcount | %     |
|----------|-----------|-------|
| <20      | 28        | 0.42  |
| 21-25    | 458       | 6.89  |
| 26-30    | 810       | 12.19 |
| 31-35    | 827       | 12.44 |
| 36-40    | 769       | 11.57 |
| 41-45    | 717       | 10.79 |
| 46-50    | 772       | 11.62 |
| 51-55    | 905       | 13.62 |
| 56-60    | 797       | 11.99 |
| 61-65    | 429       | 6.46  |
| 66-70    | 106       | 1.59  |
| 71+      | 28        | 0.42  |

### Disability

| Disability           | #    | %    |
|----------------------|------|------|
| No known disability  | 6437 | 96.9 |
| Yes known disability | 209  | 3.1  |

### Disability – by type

The data is based on the type of reported disabilities. An individual may report more than 1 type of disability. Therefore, the numbers do not reflect the number of known disabled staff.

| Disability Category            | #  | %     |
|--------------------------------|----|-------|
| Learning disability/difficulty | 42 | 17.00 |
| Long-standing illness          | 65 | 26.32 |
| Mental Health Condition        | 18 | 7.29  |
| Other                          | 38 | 15.38 |
| Physical Impairment            | 25 | 10.12 |
| Sensory Impairment             | 12 | 4.86  |
| Yes - Unspecified              | 47 | 19.03 |

### Race – 3 Ways

|                  | #     | %     |
|------------------|-------|-------|
| BME / BAME / POC | 762   | 11.47 |
| White            | 5,795 | 87.20 |
| Unknown          | 89    | 1.34  |

## Race – 5 Ways

|         | #     | %     |
|---------|-------|-------|
| Asian   | 547   | 8.23  |
| Black   | 148   | 2.23  |
| Other   | 67    | 1.01  |
| White   | 5,795 | 87.20 |
| Unknown | 89    | 1.34  |

## Race – 19 Ways

|                         | #     | %     |
|-------------------------|-------|-------|
| <b>Asian</b>            |       |       |
| Asian Bangladeshi       | 5     | 0.08  |
| Asian Chinese           | 21    | 0.32  |
| Asian Indian            | 334   | 5.03  |
| Asian Pakistani         | 40    | 0.60  |
| White & Asian           | 15    | 0.23  |
| Asian Other             | 132   | 1.99  |
| <b>Black</b>            |       |       |
| Black African           | 111   | 1.67  |
| Black Caribbean         | 8     | 0.12  |
| White & Black African   | 9     | 0.14  |
| White & Black Caribbean | 12    | 0.18  |
| Black Other             | 8     | 0.12  |
| <b>Other</b>            |       |       |
| Arab                    | 0     | 0.00  |
| Other Dual/Multiple     | 12    | 0.18  |
| Other Ethnicity         | 55    | 0.83  |
| <b>White</b>            |       |       |
| White British           | 5,648 | 84.98 |
| White Irish             | 54    | 0.81  |
| Gypsy/Traveller         | 0     | 0.00  |
| White Other             | 93    | 1.40  |
| <b>Unknown</b>          |       |       |
| Unknown                 | 89    | 1.34  |

*POC: People of Colour*

## Religious Belief and Non-Belief

| Religious Belief | #     | %     |
|------------------|-------|-------|
| Atheism          | 633   | 9.52  |
| Buddhism         | 18    | 0.27  |
| Christianity     | 3,826 | 57.57 |
| Hinduism         | 131   | 1.97  |
| Islam            | 118   | 1.78  |
| Jainism          | 2     | 0.03  |
| Judaism          | 3     | 0.05  |
| Not Disclosed    | 1,513 | 22.77 |
| Other            | 384   | 5.78  |
| Sikhism          | 5     | 0.08  |
| Unspecified      | 13    | 0.20  |

## Sex

| Sex    | #     | %     |
|--------|-------|-------|
| Female | 5,464 | 82.20 |
| Male   | 1,182 | 17.80 |

## Sexual Orientation

| Sexual Orientation       | #     | %     |
|--------------------------|-------|-------|
| Bisexual                 | 49    | 0.74  |
| Gay or Lesbian           | 106   | 1.59  |
| Heterosexual or straight | 5,121 | 77.05 |
| Other                    | 7     | 0.11  |
| Unknown                  | 1,363 | 20.51 |

Snapshot: April 2022

## 8. Appendix 4: Actin Plan

### 8.1. Priority 1: Inclusive and compassionate leadership

Strategy led from the top and owned by everyone with proactive leaders that are accountable and champion and role model inclusion in their behaviours, everyday interactions and decision making.

| Statement of Intent   | Key Initiative   |    | Measure of success   | Delivery year | Lead   |
|---|--|----|--|---------------|--|
| 1. We will thread inclusivity and the EDI strategy through the Trust's corporate objectives and into Board and Executive level, departmental and individual objectives. | EDI included in objective setting at all levels.                                   | a. | EDI objectives set at all levels and measured and monitored in Appraisal/PDR.                                      | 2023-2024     | Adam Rudduck, Assistant Director of Organisational Development |
| 2. Inclusive leadership competencies will be integrated into the Trust's Leadership Competency Framework and used in recruitment and appraisal.                         | Inclusive leadership competencies included in the Leadership Competency Framework. | a. | Leaders aware of competence required   | 2023-2024     | Adam Rudduck, Assistant Director of Organisational Development |
|   | Leadership competencies assessed in recruitment                                    | b. | Leadership competence evaluated and assessed routinely in recruitment as a core component of the selection process | 2023-2024     | Vicki Lewis, Recruitment Manager                               |
|   | Leadership competencies assessed in appraisal                                      | c. | Assurance of assessment of competence in appraisals. Performance management of competence                          | 2023-2024     | Adam Rudduck, Assistant Director of Organisational Development |
| 3. Develop and launch Employment Law training   | Review mandatory training  | a. | Training package refreshed, increase in training completion  | 2024-2025     | Darren Mooney Head of EDI                                      |



| Statement of Intent   | Key Initiative   |           | Measure of success  | Delivery year | Lead   |
|---|--|-----------|---|---------------|--|
| modules for all line managers   | Disability and making adjustments  | <b>b.</b> | Training developed and implemented. Completion of training  | 2024-2025     | Darren Mooney<br>Head of EDI   |
|   | Unconscious bias   | <b>c.</b> | Training developed and implemented. Completion of training  | 2024-2025     | Darren Mooney<br>Head of EDI   |
| 4. Participate in national and regional development programmes to support future leaders      | Enhance communications around how to share information for existing leaders. | <b>a.</b> | Increase in number of staff applying for and participating in regional and national development programmes.                 | 2023-2024     | Claire Scrafton, Deputy Director of HR & Governance/Darren Mooney, Head of EDI           |
| 5. Ensure our leadership is well networked and represented within regional activities         | Representation at regional and network meetings                              | <b>a.</b> | Representation at regional and network meetings and increase in collaborative working                                       | 2024-2025     | Anne-Marie Stretch, Director of HR / Claire Scrafton, Deputy Director of HR & Governance |
| 6. We will establish a Board sponsor of each network and a lead sponsor for the WRES and WDES | Board sponsor for each network agreed  | <b>a.</b> | Active named sponsors, ongoing engagement with the networks, raising the profile and championing EDI issues at Board level. | 2023-2024     | Anne-Marie Stretch, Director of HR   |
|   | WRES and WDES Board sponsors agreed  | <b>b.</b> | Active sponsors, raising the profile and championing WRES and WDES issues at Board level.                                   | 2023-2024     | Anne-Marie Stretch, Director of HR   |

## 8.2. Priority 2: Culture of Inclusion

Create and sustain a culture of inclusion, where everyone is respected and supported, where we actively listen and all voices are heard and there is no difference in experience between those with protected characteristics, where colleagues are culturally competent and aware and unacceptable behaviours are actively challenged.

| Statement of Intent  | Key initiative  |    | Measure of success   | Delivery year | Lead  |
|--|---|----|--|---------------|---|
| 1. Continuously celebrate the diversity of our workforce.  | Developing and promoting a calendar of events of national celebration and awareness events, communications (newsletter, intranet)   | a. | Calendar of events produced and agreed with comms and staff networks   | 2023-2026     | Darren Mooney<br>Head of EDI  |
|  |   | b. | Celebrations of national awareness events with staff network involvement   | 2023-2026     | Ditto   |
| 2. Develop our Staff Networks to align their programme of work to the ED&I strategy,   | Ensure the workforce are supported to undertake their network roles and recruitment campaign to encourage membership of Staff Networks to ensure staff are supported and voices are heard and there is a two-way communication throughout the organisation. | a. | New staff network terms of reference agreed setting out support for network officials and members  | 2023-2024     | Ditto   |
|  |   | b. | Increase in network membership and activity  | 2023-2024     | Ditto   |
|  |   | c. | improvements in staff experience amongst those from diverse backgrounds as measured in the staff survey.                                   | 2023-2026     | Ditto   |
| 3. Create the role of ED&I Ambassadors/Champions. Develop the role by supporting staff to complete the RCN cultural ambassador programme | Recruit and develop EDI Ambassadors/Champions   | a. | Ambassador/Champion role defined   | 2023-2024     | Ditto   |
|  |   | b. | Ambassador/champions recruited and trained   | 2023-2024     | Ditto   |
| 4. Place increasing emphasis on whether organisations have made real and measurable progress on equality, diversity and                  | Enhance data to inform actions through surveys, deep dives and focus groups including inviting anonymous feedback from staff members in relation to   | a. | . Results able to be routinely analysed from an equality perspective to identify any differences in experience, increase in info available | 2023-2024     | Claire Scrafton,<br>Deputy Director of HR & Governance/Darren Mooney, Head of EDI |

| Statement of Intent   | Key initiative  |           | Measure of success   | Delivery year                         | Lead   |
|---|---|-----------|--|---------------------------------------|--|
| inclusion, as part of the well-led domain   | their lived experiences and how they could be better supported in the workplace   | <b>b.</b> | Established ED&I Advisory Group who have identified ED&I priorities and a work plan for the next three years which will include education, awareness and training for all staff. | 2023-2024                             | Claire Scrafton, Deputy Director of HR & Governance/Darren Mooney, Head of EDI |
| 5. Introduce and support a culture of civility and respect  | Introduce and support a culture of civility and respect to include a review of behavioural standards and their link to the Trusts corporate values.   | <b>a.</b> | Civility and respect toolkit launched.   | 2024-2025 (TBC when toolkit released) | Ditto  |
|   |   | <b>b.</b> | Behavioural standards reviewed and updated.  | 2024-2025 (TBC when toolkit released) | Ditto  |
| 6. Deep dive into the data on staff experiences of bullying and harassment  | Deep dive to ensure appropriate ED&I Metrics are routinely reported as part of the implementation of the new Security Group and Violence Reduction Strategy.  | <b>a.</b> | Identification of hot spots and areas of focus.  | 2023-2024                             | People Protection and Asset Manager /Darren Mooney, Head of ED&I               |
|   |   | <b>b.</b> | Agreed monitoring metrics for the security group   | 2023-2024                             |  |
| 7. Educate and support employees to be aware of the range of inclusive people practices they can access including reasonable adjustments, flexible working, carers' passport and HWWB services. | Awareness raising and training employees to be aware of the range of inclusive people practices they can access including reasonable adjustments, flexible working, carers' passport and HWWB services. | <b>a.</b> | Increased awareness.   | 2023-2024                             | Claire Scrafton, Deputy Director of HR & Governance/Darren Mooney, Head of EDI |
|   |   | <b>b.</b> | Increase in number of flexible working requests, reasonable adjustments and carers passports and use of HWB services for all protected characteristics.                          | 2023-2026                             | Ditto  |
| 8. Review of how we welcome back and support staff that may have had a significant amount of time away from work (i.e. maternity or adoption leave) and analysis                                | Review of how we welcome back and support staff, and analysis of what the barriers are to further career progression when returning to work.  | <b>a.</b> | Identification of barriers and actions to improve  | 2023-2024                             | Ditto  |
|   |   | <b>b.</b> | Review complete  | 2023-2024                             | Ditto  |

| Statement of Intent  | Key initiative  |           | Measure of success  | Delivery year | Lead   |
|--|---|-----------|---|---------------|--|
| of what the barriers are to further career progression when returning to work. |   |           |   |               |  |
| 9. We will work toward the BAmE assembly anti-racist accreditation.            | We will work toward the BAmE assembly anti-racist accreditation.  | <b>a.</b> | Self-assessment against the 5 principles of the anti-racism framework with the staff network to assess current position and readiness to apply. | 2024-2225     | Claire Scrafton, Deputy Director of HR & Governance/Darren Mooney, Head of EDI |
| 10. We will make progress with the Rainbow accreditation                       | We will implement actions from the bronze level Rainbow badge assessment to improve policy and practice for LGBTQ+ staff and support progress | <b>a.</b> | Actions plan completed  | 2023-2024     | Ditto  |
|  |   | <b>b.</b> | Readiness to apply for silver and gold levels.  | 2024-2026     | Ditto  |
|  |   | <b>c.</b> | Leading to reported improvements in staff experience from LGBTQ+ staff as measured in the staff survey.   | 2023-2026     | Ditto  |

### 8.3. Priority 3: Diverse Workforce

Proactively attracting, recruiting, and developing a diverse workforce at all levels through ensuring processes are fair, open and transparent and takin

| Statement of Intent  | Key Initiative   |    | Measure of success  | Delivery year | Lead   |
|--|--|----|---|---------------|--|
| 1. Working towards targets set out in the Model Employer Ten Year Aspirational Plan.   | Working towards targets set out in the Model Employer Ten Year Aspirational Plan.  | a. | Achievement of trajectories to increase representation at a senior level.         | 2023-2026     | Laura Codling, Assistant Director of Workforce Development & Resourcing/Darren Mooney, Head of EDI |
| 2. Work in collaboration to review the recruitment processes of the Trust to remove bias and ensure they are appropriate and accessible to all | Work in collaboration to review the recruitment processes of the Trust to remove bias and ensure they are appropriate and accessible to all including Equality Representatives who will ensure that the interview process is carried out fairly and raise concerns if they observe any overt bias during the process; inclusive attraction campaigns and advertising | a. | Equality representatives involved in selection                                    | 2023-2024     | Ditto  |
|  |  | b. | Recruitment processes reviewed and updated  | 2023-2024     | Ditto  |
|  |  | c. | Changes implemented to recruitment and selection policy, procedure and processes. | 2023-2024     | Ditto  |
|  |  | d. | Increase in diversity of applicants, shortlisted and appointed.                   | 2023-2026     | Ditto  |
|  |  | e. | Improvement in WRES and WDES shortlisting to appointment indicators.              | 2023-2026     | Ditto  |
| 3. Promoting vacancies to under-represented groups.  | Identifying links (via the ED&I regional Task & Finish Group) with local community organisations to promote vacancies to under-represented groups.   | a. | Jobs distribution channels established and active.                                | 2023-2024     | Ditto  |
|  |  | b. | Increase in diversity of applicants for employment.                               | 2023-2026     | Ditto  |

| Statement of Intent   | Key Initiative   |           | Measure of success   | Delivery year | Lead   |
|---|--|-----------|--|---------------|--|
| 4. Implement succession planning and talent management that takes account of the needs of diverse groups.   | Specific targeted action in succession planning and talent management for underrepresented groups.   | <b>a.</b> | Targeted action taking place for underrepresented groups.          | 2023-2026     | Paul Maskell, Head of Learning & OD/Darren Mooney, Head of EDI |
|   |  |           |  |               | Paul Maskell, Head of Learning & OD/Darren Mooney, Head of EDI |
| 5. Actively promote and support employees to participate in national development programmes including the NHS Leadership Academy 'Stepping Up' programme for aspiring black, Asian and minority ethnic (BAME) colleagues. | Actively promote and support employees to participate in national development programmes including the NHS Leadership Academy 'Stepping Up' programme for aspiring black, Asian and minority ethnic (BAME) colleagues. | <b>a.</b> | Targeted promotion of development programmes through the networks. | 2023-2026     | Paul Maskell, Head of Learning & OD                            |
|   |  | <b>b.</b> | Increase in applicants for and participants of national programmes | 2023-2026     | Paul Maskell, Head of Learning & OD                            |