Race Equality Network

LGBT+ Network

Women's Network

Disability and Difference Network

Equality, Diversity and Inclusion Annual Report 2023/2024
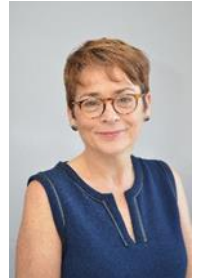
May 2024

Onika Patrick-Redhead - Head of EDI

Compassion Excellence Collaboration

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Equality Diversity and Inclusion Annual Report 2023-24
Onika Patrick-Redhead, Head of EDI

Welcome to Royal Papworth Hospital's (RPH) 23/24 Equality Diversity and Inclusion (EDI) Annual Report which provides a summary of the work undertaken over the past year.

The drivers for publishing this report is to both celebrate the achievements of the last year and to be transparent and accountable for the work we still have to do. It is a way to communicate to our employees, patients, partners, and stakeholders, the steps we are taking to achieve our EDI goals. It allows us to transparently showcase our journey, achievements, and challenges; strengthening our dedication to continually developing and improving.

At the core of our values and workforce strategy is our ambition to provide staff with a positive working experience and build an inclusive culture. The foundation of this is providing equality of opportunity to all our staff, irrespective of their age, race, gender, disability, religion, or sexual orientation. It means we are working to enable all staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work-life balance, and feel engaged in their work.

Over the past year we have worked closely with partners in the Cambridgeshire and Peterborough Integrated Care System to commission and implement an Inclusive Leadership Programme that is based on Cultural Intelligence. The learning from this programme will influence our thinking over the coming year as we develop our vision for inclusive leadership.

This report not only looks back at the work we have done over the last year, it also sets out the work that lies ahead, and our commitment to fostering an environment where everyone can thrive, irrespective of their differences.

I would like to thank the EDI team for their outstanding contribution over 24/25 and to the staff networks who play such a vital role in sharing the experiences of staff and leading on putting in place practical steps to help us improve.

O. Monkhouse

Oonagh Monkhouse
Director of Workforce and OD

2. Executive summary

2.1 Introduction

The purpose of this report is to provide an overview of the Equality, Diversity, and Inclusion (EDI) activities that have taken place between 1 April 2023 and 31 March 2024 by Royal Papworth NHS Foundation Trust (RPH) and show how the Trust monitors the work being undertaken to achieve the Trust's equality objectives, and against legislative and equality standards in the NHS.

Royal Papworth Hospital is committed to promoting equality, diversity, and inclusion (EDI) and human rights with the highest possible standards of care and outcomes for patients and staff. We aspire to being an organisation that tackles inequalities, and we know that embedding equality, diversity, and inclusion is critical to achieving our strategic objectives.

EDI is a focal and integral aspect of the Trusts Workforce Strategy. One of the six themes in this strategy is "Belonging and Inclusion for All - ensuring we are an organisation where everyone is welcome, everyone is respected, everyone can grow, and everyone feels their voices are heard".

We will seek to create an inclusive environment that is supportive of our diverse workforce and be an employer of choice, delivering compassionate care to all communities we serve.

2.2 Regional Anti-Racism Strategy

In 2021 the East of England (NHSE) launched an Anti-Racism Strategy, "Making anti-racism a reality". The Strategy set out a clear vision and principles and linked to the NHS Long term peoples plan, Workforce Race Equality Standards, the lived experiences of staff, Covid, and Phase 3 recovery plans and planning guidance. This Trust signed up to working to implementing this Strategy and integrating it into our Trust strategies and work plans.

The Strategy set out three priority areas for action, which RPH aligned our EDI workplan to.

Leadership and management

Talent and career progression

Racial harassment and abuse from patients/public

In this paper we provide an insight into the work that we have focused on in 23/24 which links directly to the priority areas highlighted in the Workforce Strategy.

2.3 EDI Team

Over the last 12 months the Trust has made a continuous effort to move the equality agenda forward, working closely with our four staff networks. Further information on these networks is provided later in this paper. There are Chairs/Co-Chairs and Deputy Chairs attached to the networks, who work closely with the EDI Team.

Over the past year there has been leadership changes for two of the Networks, who now have Co-Chairing arrangements, and increasing representation among clinical staff.

Along with the Staff Network leads in 23/24 the EDI team comprises of the Head of EDI and the Staff Network and Compliance Officer and TSS EDI admin support.

The EDI team is dedicated to creating an environment where all staff, patients, and carers have equal opportunities and fair access to services. This commitment aligns with our Workforce and Trust Strategy, local and national compliance, and the National EDI Improvement Plan.

3. Achievements and highlights in 2023 - 2024

Key highlights and achievement

- April 2023 Launch of the Abuse Violence and Aggression Policy Working Group.
- Commissioning of external evaluation of Transformational Reciprocal Mentoring for Inclusion Programme.
- April 2023, started a programme of Trustwide sessions for the year on Civility and Microaggression sessions.
- May 2023, revamping of external EDI page.
- May 2023, SCHWARTZ round focused on Neurodiversity.
- May 2023, publishment of the EDI Network Strategy.
- June 2023, publishing the first EDI Annual Report.
- June 2023, Re-launch and Network name change of the BAME staff Network to Race Equality Network.
- June 2023, supporting informal Men's Health group.
- July 2023, EDS2022 Annual review and priorities, Domain 1, 2 and 3 commenced.
- July 2023, CQC Fundamentals of Care- Jul 2023 (CQC Fundamental Regulation peer-review assessment).
- Inclusion In Action- Part of Line Managers Development Programme- Building Cultural Awareness, Understanding Impact of Inclusion, EDI Linking Through All We Do, Cohort 4,5,6 start July -Sep 2023.
- July 2023, Transformational Reciprocal Mentoring for Inclusion Programme Cohort 1 completion.
- September 2023, Cohort 2 Transformational Reciprocal Mentoring for Inclusion Programme commenced.
- September 2023, communication around National EDI Improvement Plan.
- September 2023, National Inclusion week, Staff Networks raised £315.70 for RPH's charity, through a joint event.
- October -November 2023, re-launch of Abuse Violence and Aggression Policy. (Masterclasses)
- December 2023, 2 TRMIP Cohort 1 participants won the awards for Inclusive Leader of the year and EDI Award.
- December 2023, first in the Women's Network, Inspirational panel-based sessions Women In Conversation- Topic "Challenges faced in our Leadership Journey"
- December 2023 – February 2024, planning and communications regarding the Recruitment Audit Proposal to begin in April 2024.
- January 2024, review of Civility and Microaggression face to face (2023) sessions.
- January-March 2024, independent external EDI Audit.
- February 2024, approval, and publishing of EDS22 report and Action Plan.
- February 2024, review of WRES, WDES, 23/24 action plans.
- March 2024, review, and renewal of AccessAble contract.

Photos of some highlights and EDI events 23-24

Divali Celebrations 2023

Black History Month Event October 2023

LGBT History Month Feb 2024

DaD and working Carer's Schwartz Round event May 2023

Women's Network raising funds for Charity National Inclusion week Sep 2023

Chief Exec and Deputy Chief Executive supporting National Inclusion week Sep 2023

International Women's Day 2024

Women in Conversation December 2023

4. Legislation and oversight

4.1 The Equality Act 2010

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.

It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone. It is against the law to discriminate against someone because of:

o age
o disability
o gender reassignment
o marriage and civil partnership
o pregnancy and maternity
o race
o religion or belief
o sex
o sexual orientation

These are called protected characteristics.

4.2 Public Sector Equality Duty

The Public Sector Equality Duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Employers are required to publish their equality objectives, at least every four years and information to demonstrate our compliance with the public sector equality duty. These are demonstrated in the form of our Workforce Race Equality Standards, Workforce Disability Equality Standards, Gender Pay Gap Action Plans.

4.3 General Duty

Organisations must have regard to the need to:

- Eliminate unlawful discrimination, harassment, and victimisation.
- Advance equality of opportunity between different groups.
- Foster good relations between different groups.

4.4 Equality Delivery System

The Equality Delivery System (EDS) is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. It provides a framework for NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement, and insight.

RPH is required to carry out EDS reviews, creating improvement plans and act on completed EDS reviews and their action plans in conjunction with our WRES WDES and GPG action plans. EDS reviews should be

carried out annually with the result of the review published on organisation websites by 28th February. The improvement tool focuses on three domains, the first domain looks at how we provide services to our patients, i.e., looking at access, if their needs are met, experience etc. Domain two looks at the health and wellbeing of RPH's workforce, and domain three requires the Trust to look at its Inclusive leadership in partnership with another organisation.

In 2022/23, due to disruptions caused by the COVID-19 pandemic, RPH accepted the opportunity to defer this review. However, in 2023/24, the full process was carried out, providing valuable insights into how the process can be improved for future years.

4.5 Workforce Race Equality Standard (WRES)

The WRES was launched and mandated for all NHS Trusts in 2015/16. WRES provides performance indicators for the working experiences of staff from minority ethnic backgrounds. It was introduced to ensure employees from Black Minority Ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Built around nine indicators, the WRES provides a robust reporting framework that comprises of:

1.Workforce indicators 1-4 covering recruitment, promotion, career progression and staff development.

2.Staff Survey indicators 5-8 covering harassment, bullying or abuse from managers, colleagues, patients, relatives, or the public.

3.Board representation indicator 9 which specifically measures BME representation at Board level.

The requirement is for results to be published annually to support organisations, particularly those with lower scores, to continuously improve standards, and to produce active action plans that can help with these improvements. Trusts can compare their performance with others in the same region or providing similar services.

RPH's data for 22/23 indicates that we need to focus and prioritise three areas:

•Indicator 8: discrimination from a manager/team leader or other colleagues in last 12 months against BME staff.

•Indicator 1: Career progression in clinical roles (middle to upper levels).

•Indicator 1: Career progression in clinical roles (lower to upper levels).

4.6 Workforce Disability Equality Standard (WDES)

The NHS Workforce Disability Equality Standard (WDES) was launched on 1 April 2019. The overall aim is to make the NHS an exemplar employer for disabled people and to address the issues they face in the workplace.

WDES is a set of ten specific measures (metrics) that enable NHS organisations to compare the experiences of Disabled and non-disabled staff. This information is then to be used by the organisation to develop a local action plan and enable them to demonstrate progress against the indicators of disability equality. Key areas covered include:

•	Representation across pay bands.

•	Recruitment.

•	Involvement in formal capability processes, and

•	Experiences of bullying and harassment.

The WDES allows us to understand the experiences of our disabled staff and support positive changes for all existing employees. Over the past year, we have conducted targeted communication campaigns to encourage staff to update their ESR disability status. These efforts have included discussions at staff inductions, weekly newsbite articles (internal weekly communication), and internal all-staff briefings. For 2024/25, the staff network associated with this standard has proposed two targeted ideas to actively increase visibility and declaration. Please refer to section 10 for the 24/25 objectives.

4.7 Gender Pay Audit

By law, men and women must get equal pay for doing 'equal work'. This is work that equal pay law classes as the same, similar, equivalent or of equal value. This means someone must not get less pay compared to someone who is both: the opposite sex. The gender pay audit looks at the difference in the average earnings between men and women in an organisation, taking account of the full range of jobs and salaries. This is expressed as a percentage of men's earnings e.g.; women earn 15% less than men.

Public sector employers with more than 250 employees are mandated to publish the outputs of the annual pay audit along with an action plan on their website. This cycle continues each year with organisations being required to maintain the data on their website for three years to show the progress made.

If a workplace has a particularly high gender pay gap the expectation is that organisation consider the underlying causes to take steps to reduce the gap and ensure that the organisation can demonstrate that it is a fair and progressive employer.

Royal Papworth's action plan for 23/24 focus remains the same on flexible working, career progression and Clinical Excellence Awards.

4.8 Ethnicity Pay Audit

The UK government's 2017 report, 'Race in the Workplace,' emphasised the need to measure the disadvantages faced by ethnic minorities to address barriers preventing them from earning as much as their white colleagues. In 2018, the Race Disparity Unit and CIPD's 'Our Manifesto for Work' called for the introduction of ethnicity pay gap reporting, prompting a government consultation from October 2018 to January 2019 on whether such reporting should be made mandatory. Although the Women and Equalities Committee recommended implementing mandatory ethnicity pay reporting by April 2023, the government has confirmed that it will not legislate on this at present.

At Royal Papworth Hospital, we recognise the importance of measuring and addressing the disadvantages faced by ethnic minority staff to remove barriers to equal pay. Although ethnicity pay gap reporting is not yet mandated by the government, we are taking a proactive anti-racist approach by voluntarily reporting on our ethnicity pay data in 2024/2025.

Our report compares the average pay of white staff with those who have specified being from Black, Asian, and minority ethnic backgrounds. This approach provides the most precise view, as including unstated ethnicities could skew the data. However, we acknowledge that grouping diverse ethnic groups into one category can mask variations, so we have included a breakdown using the five ONS Census ethnicity categories.

The report includes:

- Mean and median ethnicity pay gaps.
- Mean and median ethnicity bonus pay gaps.
- Proportions receiving bonuses by ethnicity.
- Distribution across pay quartiles by ethnicity.
- Ordinary pay, which is based on gross earnings, including basic pay, recruitment and retention premiums, on-call pay, and emergency work (note: this does not include overtime)

4.9 EDI Governance
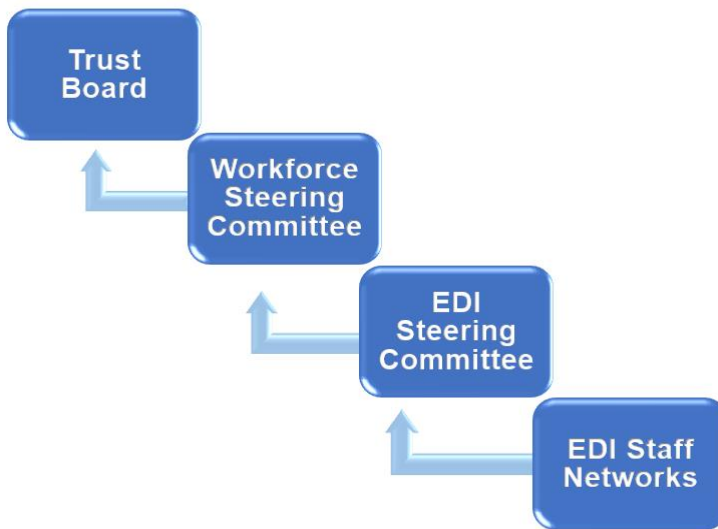
In the Governance structure outlined above, the foundation consists of the EDI Team and Staff Networks, which drive the execution of RPH's values by fostering inclusivity and innovation in their respective areas. Both report to the EDI Steering Committee, a group of individuals with significant expertise in equality, diversity, and inclusion. The committee ensures the Trust adheres to legislative and regulatory requirements and guides, evaluates, and supports the initiatives from the EDI Staff Networks. It serves as a conduit, conveying their voices to higher governance levels.

The EDI Steering Committee's proposals and feedback are reviewed by the Workforce Committee, a sub-committee of the Trust Board.

At the top of the structure is RPH's Trust Board, the ultimate decision-making body. This governance structure promotes a transparent, inclusive, and collaborative system, empowering each level while upholding the principles of EDI and integrating the new National EDI Improvement plan, which includes specific high-impact actions from the Board.

5.1 Transformational Reciprocal Mentoring for Inclusion Programme:

As we continued building on the priorities set out in the East of England Anti-Racism Strategy, we saw Cohort 1 of the Transformational Reciprocal Mentoring for Inclusion Programme conclude with a graduation ceremony entitled the Transformational Reciprocal Mentoring Programme Transition Event.

At the event 11 sets of partners invite their colleagues, line managers, Executive Directors including the Executive sponsor for the Programme, and the TRMIP Programme Board, to the event. It aimed to bring together mentors and mentees from the programme together to facilitate a valuable exchange of insights, experiences, and personal growth. It provided a platform for networking, learning, and establishing new connections within the mentoring community.

Cohort 1 served as a catalyst for securing funding for Cohort 2, which officially launched in September 2023 and will conclude in September 2024. Between April 2023 and August 2023, the Director of Workforce and Head of EDI worked diligently to establish relationships with colleagues to sign up for Cohort 2. Weekly communications and meet-and-greet events in the atrium were among the hands-on engagements that took place.

The expression of interest phase for the programme concluded in mid-June 2023, resulting in 36 colleagues submitting their interest. Subsequently, colleagues, along with leads from the Women's Network, actively engaged in comprehensive discussions regarding their applications.

Upon completion of the assessment process, letters were sent to notify the successful candidates of their acceptance into the programme. For those who were unable to proceed to the next stage, personalised guidance was provided to explore alternative opportunities that align with their interests and skills. Our pioneering Transformational Reciprocal Mentoring for Inclusion Programme, (TRMIP) which pairs senior leaders with mentors from different backgrounds, (BAME, Disabled, Women), is now midway through its second Cohort, with Cohort 1 continuing to have wrap around support.

5.2 Line Managers Development Programme- Inclusion in Action

Since its establishment in June 2022, the Inclusion in Action component of the Trust's Line Managers Development Programme has evolved. While the key headings have remained consistent, some content has been updated to emphasize inclusive, values-based leadership and its significance. A crucial aspect of the Compassionate and Collective Leadership Programme is cultivating confident and skilled line managers who compassionately lead and develop their teams, embedding inclusion and equality in their decision-making.

In January 2024, the content was reviewed and refined further, incorporating feedback from 2023 and drawing on new academic insights from the EDI and Learning and Development teams.

The Inclusion In Action Modules looks at:
- The Equality Act
- Building Cultural Awareness

- Understanding the Impact of Inclusive Leadership
- Linking EDI to all we do.

5.3 Cultural Ambassadors Programme

The RCN Cultural Ambassador Programme, established in 2014 by the RCN West Midlands leadership team, was developed in partnership with internal and external equality and inclusion experts. The program initially aimed to ensure fair treatment for staff from Black, Asian, and Minority Ethnic (BAME) backgrounds in disciplinary and grievance hearings by challenging systems and processes that resulted in poorer outcomes and experiences compared to their white colleagues. After pilot programs and testing, the role expanded to include other HR processes and protected characteristics.

In alignment with the Trust's implementation of the Workforce Race Equality Standards (WRES), Workforce Disability Equality Standards (WDES) action plan, and the East of England's Anti-Racism Strategy, the Trust introduced the role of Cultural Ambassadors. In 2022/23, we recruited and trained 15 Cultural Ambassadors and have a waiting list of five staff members who wish to become Cultural Ambassadors. We worked with them to develop a protocol outlining how they would fulfil their roles.

The Cultural Ambassador role at RPH involves supporting managers in evaluating complaints or allegations against BAME and other staff members with known protected characteristics, ensuring that decisions are free from conscious or unconscious cultural or discriminatory bias. Additionally, Cultural Ambassadors participate in the recruitment process for roles at Band 8a and above.

The EDI team established a Cultural Ambassador framework and, in collaboration with the Employee Relations team, published a governance structure and process to oversee the program. Since launching the Cultural Ambassadors Programme in the Trust, we have secured 15 Ambassadors who have played a vital role in fulfilling the program's original intent. By actively participating in key processes and ensuring fairness and inclusion, Cultural Ambassadors have significantly contributed to fostering an equitable and supportive workplace.

Since launching the framework and between May 2023 and March 2024, the EDI Team received 15 formal requests for support in interviews and ER cases through our electronically generated request form. Additionally, over the same period, there were three informal, face-to-face requests.

5.4 Equality Delivery System22 (EDS22)

The Equality Delivery System (EDS) is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010.

The EDS is an improvement tool for patients, staff, and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement, and insight.

RPH is required to carry out EDS reviews, creating improvement plans and act on completed EDS reviews and their action plans in conjunction with our WRES WDES and GPG action plans. EDS reviews should be carried out annually with the result of the review published on organisation websites by 28th February 2024. The improvement tool focuses on three domains, the first domain looks at how we provide services to our patients, i.e., looking at access, if their needs are met, experience etc. Domain two looks at the health and wellbeing of RPH's workforce, and domain three requires the Trust to look at its Inclusive leadership in partnership with another organisation.

The EDI and Governance and Risk team, which leads on patient experience and health inequalities, worked in collaboration for over nine months, on each of the three Domains.

Domain 1 update prepared by the Trust Health Inequalities lead and Head of Quality Improvement and Transformation. The three services that would be reviewed are:

1. Cardiac Rehab
2. Transplant
3. Cystic Fibrosis

Domain 2 asks the Trust to review the Workforce health and well-being offer, looking at four core areas, as a Trust we have been able to demonstrate these by the initiatives and resources we provide to staff.

Domain 3 asks the Trust to have third-party involvement in reviewing and rating how inclusive our leadership is. On the 8th of November 2023, RPH's EDI team held a peer review with Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) and North West Anglia Foundation Trust (NWAFT). The team has engaged with its OD leads and Union reps, who helped aid in this peer review.

5.5 Transgender Staff and Patients Procedure

In July 2023, after 12 months of engagement with staff networks, joint staff council, senior clinical leads across the organisation, and Gendered Intelligence (a trans-led and trans-involving charity) the LGBT+ staff Network Chair and EDI team successfully launched the Transgender Staff and Patients Procedure.

This was a huge accomplishment for the Network as it not only promotes the inclusion agenda, it demonstrates a commitment to human rights, seta a positive example that practices can change, and improves healthcare access and quality for patients.

5.6 Accessible information standard (AIS)

The Accessible Information Standard (AIS) aims to make sure that people who have a disability, impairment or sensory loss are provided with information that they can easily read or understand so they can communicate effectively with health and social care services. It is the responsibility of all staff to:
- Identify and record individual need: Finding out if someone has any information or communication needs and record them if they do.
- Share and check individual needs: Passing on information about someone's needs to people who are looking after them. It also means checking their needs are met to the best of our capacity, every time they come to the service.
- Take action/meeting their needs: Making sure that the person's needs are met, for example sending them information in the right format or providing the communication support they need (i.e., arranging for translation/interpretation services).

The Trust has invested in a number of initiatives including investment in both BSL training for staff, and SignLive, both of which are discussed further in this report.

5.6 Equality Impact Assessment (EIA)

Equality Impact Assessments, (EIA) ensure that our policies, services, and legislation do not discriminate against anyone and that, where possible, we promote equality of opportunity.

The equality impact assessment is a systematic and evidence-based tool, which enables us to consider the likely impact of work on different groups of people. Completion of equality impact assessments is a legal requirement under race, disability, and gender equality legislation.

In March 2023 the trusts EIA was reviewed and updated to a more user-friendly workable document.

5.8 Civility and Microaggression Training

Following the May 2022 Critical Care Transformation Implementation Group's Culture and Civility Workstream, the EDI team in collaboration with the FTSU team, delivered civility and microaggression sessions to staff across the Trust in January to December of 2023.

In response to positive feedback, staff from across the organisation requested that this training be made available to their teams. As a result, a series of sessions has been planned for as advised above.

The training was designed to align with the Trust staff survey results, the WRES and WDES outcomes, and the East of England Anti-Racism strategy's key priorities.

Throughout 2023, 138 people requested training through the education team, with 93 individuals attending. Of these, 54 completed the feedback form. Additionally, the FTSU guardian and Head of EDI conducted a one-off two-hour session for the Radiology staff in October 2023, attended by 25 individuals.

Ground rules for each session were also agreed to help participants discuss and explore the sensitivity which emerge from personal professional experiences. The approach undertaken was to ensure staff felt safe, that sessions were welcoming, without judgement, and based in staff realities. Outcomes of WRES, WDES and staff survey results and trust values provided context.

Overall, the sessions were well received, feedback was based on two specific questions, 1. What insights have you gained, and 2. What difference do you expect your insights to make? Over 90% indicated a level of learning either as new or confirming known concerns regarding incivility and microaggressions within the work setting.

5.9 Recruitment Audit - No more Tick Boxes – Fair Recruitment

No More Tick Boxes is a report by Roger Kline that has strong links to the East of England Anti-Racism Strategy. It brings together a range of research evidence to suggest practical steps NHS employers can take to reduce inequalities and remove bias in staff recruitment and career progression. It specifically focuses on the treatment of female, disabled and BAME staff.

Written for practitioners, it summarises some of the research evidence on fair recruitment and career progression and provides recommendations for improving each stage of recruitment and career progression. The practitioner's guide that sits alongside this report is called "If your face fits".

In the later part of 2022, RPH started formally reviewing its recruitment practices, the No more Tick boxes and its practitioner guide "If your face fits", has been used to guide how we can debias our recruitment practices. A major revision of our Recruitment and Selection Procedure and training was completed.

In 2023 adding to this critical piece of work, the Head of EDI and Head of Resourcing developed a Recruitment Audit framework.

In alignment with the Trust's commitment to the National EDI Action Plan, Fairer Recruitment principles, Gender Pay Gap Action Plan, WRES and WDES, the purpose of this recruitment audit framework is to increase diversity and representation in senior recruitment, ensure fair and equitable hiring practices, and assign accountability to hiring managers. To achieve this, we are proposing to introduce new measures to monitor and audit recruitment practices across the Trust for 20% of Band 7's and all Band 8a and above roles. This will enable greater oversight from recruitment and equality/diversity perspectives by gaining clearer insights on hiring processes and progress towards diversity goals. Ultimately, the framework aims to increase recruitment panel diversity and to hold senior level decision makers accountable.

The audit is proposed to be carried out as a priority in 24/25 workplan.

5.10 Disability Confident Accreditation

On the 27[th of] April 2023 RPH was awarded the Level 2 Disability Confident Employer status. The Disability Confident Scheme supports employers to support disabled people and the talents they can bring to the workplace.

 At each level of the process employers commit to take actions that will make a difference to disabled employment. As part of the accreditation process all organisations complete a self-assessment around two themes: keeping and developing the workforce and employing people with disabilities.

The Disability Confident Scheme provides an employer with the examples, confidence and skills that are needed to recruit, retain, and develop disabled employees.

As part of the 24/25 WDES action plan we hope to apply for level 3 status by 2026/2027.

5.11 Spotlight on

As part of the Race Equality Network (formerly BAME) strategy around:

•Providing a platform for all BAME staff to feel empowered by developing their leadership skills through coaching, training, and mentoring and enable to achieve career progression.

•Recognising the talent, potential and significant contributions of the BAME Staff to help the Trust make fully informed decisions in advancing its strategic aims and objectives, as well as promoting positive staff experience.

The Network worked with the EDI and Communications team to spotlight four of the Networks active members. In November 2023 the spotlight was shone on one of the Trust's stars Josevine McClean. Spotlight article below.

Race Equality Network member and staff governor

Josevine was recently elected as a staff governor, so we caught up with her to find out a little bit more about her. "I started my Royal Papworth journey when I did my placement here as a student nurse.

"I was recruited as a staff nurse at the old site in 2018 in Hemingford HDU and was redeployed during the pandemic to critical care. Personally, applying for the role as a governor meant so much to me as it gives me the opportunity to represent staff experiences. Being a member of staff myself, I interact with my colleagues daily; our interactions give me the opportunity to represent their views, to help shape the service that we deliver to our users.

As a Race and Equality Network member my intention is to bring a diverse perspective and experience that otherwise might have been overlooked, helping to shape the decision-making process, bringing more inclusive and diverse ideas, that considers a wider range of information, and represents the population we serve. I will try, in a small way, to enhance the cultural competencies of the governance team, which will hopefully enable us to not only serve the diverse staff group in Royal Papworth Hospital, but also by extension, the diverse community we serve.

I will ensure that discussions and decisions consider the different impact they may have on various groups within the community we serve, to bring about fair and equitable processes. In leveraging the strength and insights from the Reciprocal Mentoring Programme, I challenge the status quo and try to introduce fresh,

innovative ideas that aim to catalyse positive change. As a Staff Governor, I am dedicated to fostering transformation that transcends mere representation, bringing about substantive and beneficial shifts in our workplace culture and practices."

6. Staff Networks

6.1 The Trust has four staff networks who play an important role in giving a voice to the experience of staff and in helping the Trust to improve equality, diversity, and inclusion. The Networks each have a Chair/Co-chair and Deputy Chair, that are supported by the EDI team.

In November 2023 all the Networks reviewed their Terms of Reference.

They each have an Executive Director sponsor and we promote and celebrate the achievements of the Networks through our communication channels. Following feedback from Network Chairs and Deputies we formalised the arrangements for paid time off to undertake their role. We keep this under review. In August 22-March 24 we also introduced a temporary Network Support Officer role funded through the Royal Papworth Charity grant for the Compassionate and Collective Leadership Programme. Key aspects of this role are to support the networks with communication and promotion and to help them implement their plans.

In 2023 the Networks five-year strategy was presented to the Board and was approved and finalised.

Staff Network	Membership	Chairs/Co-Chairs/Deputy Chairs	Executive Sponsor/NED
Black Asian Minority Ethnic (BAME)	102 members	Jan 2018-October 2023 Judith Machiwenyika 2021-present Czarmaine Nicholson November 2023-Present Victor Tapah and Ninfa Jarin	Cynthia Conquest Diane Leacock
LGBT+ Network	35 members	Jack Fellows	Maura Screaton
Disability and Difference and Working Carers (DaD)	43 members	Gerrie Powell-Jones Trevor McLeese	Tim Glenn/Sophie Harrison
Women's Network	86 members	September 2022- December 2023 Amy Chadwick Katie Morrish January 2024-Present Jacqui Pettit and Siobhan Singh	Amanda Fadero

6.2 Networks progress review for 23/24

Disability and Difference and Working Carers Network:

In March 2024, the Networks new Exec Sponsor, along with Network Chair and Head of EDI, reviewed the strategy and updated their purpose as below:

The Network describes their purpose as:
- The purpose of this Strategy is to lay out the Network aims and action plan for the next 5 years, showing how we will help develop as an organisation and improve the lives of both those working for the Trust and those under our care.
- This Strategy supports the achievement of the Trust's 2020-25 Strategy, specifically the third strategic objective to offer a positive staff experience, and demonstrates a commitment from

the Trust to build on its values of compassion, collaboration, and excellence in the following ways:

Compassion – the Trust is committed to treating all its staff and patients with compassion, respect/ kindness, and fairness.

Collaboration – the Trust recognises best results are achieved by listening to the full diversity of voices in the Trust.

Excellence – the Trust strives to be a leading employer and to constantly improve through engagement, collaboration, and vision.

23/24 Highlights:

- Commissioning sign language training and making it available for staff. Two staff successfully attaining their level 1 BSL qualifications. One staff pictured below.
- Improving the availability of wheelchairs for patients.
- Continue highlighting and amplifying the experiences of neurodivergent staff.
- Clear focus on men's health.
- Improving experience of our physical disabled staff through the staff and patient car park.
- Raising awareness of positioning of sink and mirrors in both staff and patient bathrooms.
- Raised concerns that accessible toilets not being wheelchair friendly.
- Automatic Doors in Outpatients being looked into to make them easier to open.
- Identifying the need to focus on disability issues (for the second year) as part of the Transformational Reciprocal Mentoring for Inclusion programme.

Network member with BSL certificate.

Women's Network

The Women's Network, describes it purpose as:
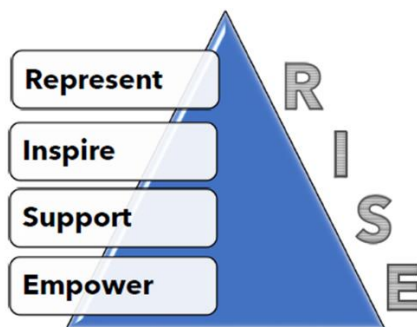
R   REPRESENT:

To provide a platform for the voice and views of women from RPH to be represented within the organisation.

I   INSPIRE:

To provide a range of opportunities including talks, guest speakers, and learning events to inspire women and facilitate personal and professional development and fulfilment.

S   SUPPORT:

To provide a shared safe space to talk about, share, listen and learn from the lived experiences and interests of women from RPH.
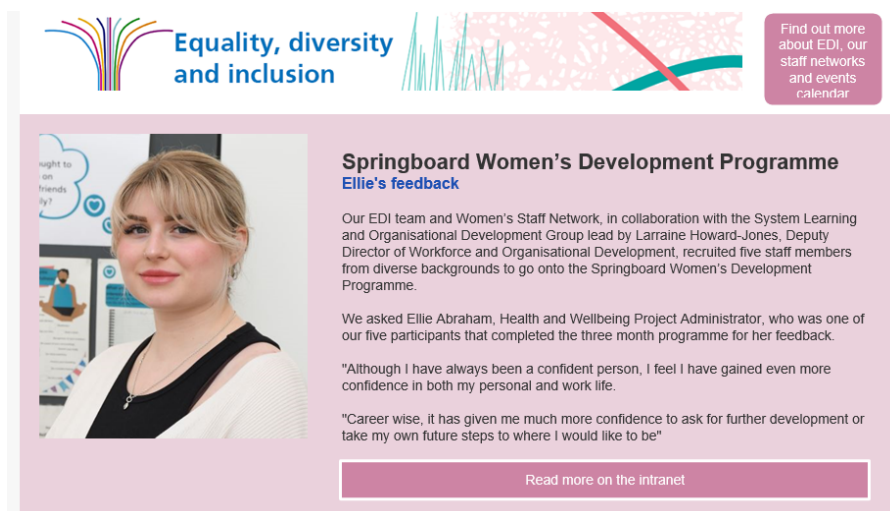
E   EMPOWER:

To empower all staff to be active allies of women, driving forward a cultural and behavioural shift across the organisation to enhance women's experience of working at RPH.

23/24 Highlights:

- Good engagement and attendance at meetings.
- Two virtual Women in Conversation events, focused on Leadership and Flexible working.
- International Women's Day event.
- Raising and advocating for the provision of free sanitary care provision for staff which has been implemented with the support of the Royal Papworth Charity.
- Raising with estates the need for suitable sanitary disposal at Waterbeach accommodation.
- Advising on the development of the Gender Pay Audit action plan.
- Informing training for 24/25 around sexual safety.
- Involvement in the development of the Domestic Violence Policy.
- Continued work on Menopause support, through ESR, Healthroster, working groups etc.
- Identifying the need to focus on gender issues as part of the Transformational Reciprocal Mentoring for Inclusion programme.
- Instrumental into the recruitment of staff onto the Transformational Reciprocal Mentoring for Inclusion Cohort 2.
- April 23-March 24, we saw a total of 11female staff members successfully participate in the System Springboard Development Programme, a programme designed for women who want to take control over their lives, become more assertive, increase their confidence and build themselves a more

positive attitude in both their work and home lives. The programme gives women the time to reflect, share, and most importantly, set achievable goals for now and the future.

Network member sharing their experience of the Programme.

LGBT+ Network

For the 23/24 year, the LGBT network focused on the Trans procedure, and making sure staff has access to Trans awareness training.

In 22/23 we identified the purpose of the Network, as a Network to promote the interests of LGBT+ staff, identify ways of challenging discrimination and stereotyping among colleagues and patients, and to promote mutual support to LGBT+ staff.

The aims continue to:
- Promote equality and diversity – enable staff to feel able to 'bring their whole selves to work' without fear of discrimination.
- Builds reputation – Show that the organisation values its LGBT+ employees and patients, and therefore makes the organisation more attractive both as a place to work and to receive treatment.
- Sense of community and involvement – provide a safe space for employees to meet other members of the LGBT+ community, to talk and raise concerns, and to get involved with events and policy affecting the community.
- Allow staff to develop skills – Provide role models of success within the organisation, networking opportunities and development of skills through career development programmes.
- Enhances communication – Provide a point of contact between the LGBT+ community and the organisation so that they can work together effectively on policies and other issues.
- Enable legal compliance –ensure that Trust policies consider the perspective and needs of the LGBT+ community and that legal commitments to the community are upheld.

23/24 Highlights:

- Commissioned and delivery of Trans Awareness training sessions.
- Developed and published the Trans Procedure which covers staff and patient issues.
- Organised several very well received webinars for LGBT+ History months.
- Hosted several drop-in sessions to boost engagement and involvement.
- Launched the pilot of the Pronoun Badge.

- Created a video around the importance of Staff Networks, and the benefits of being a Chair of a Network.
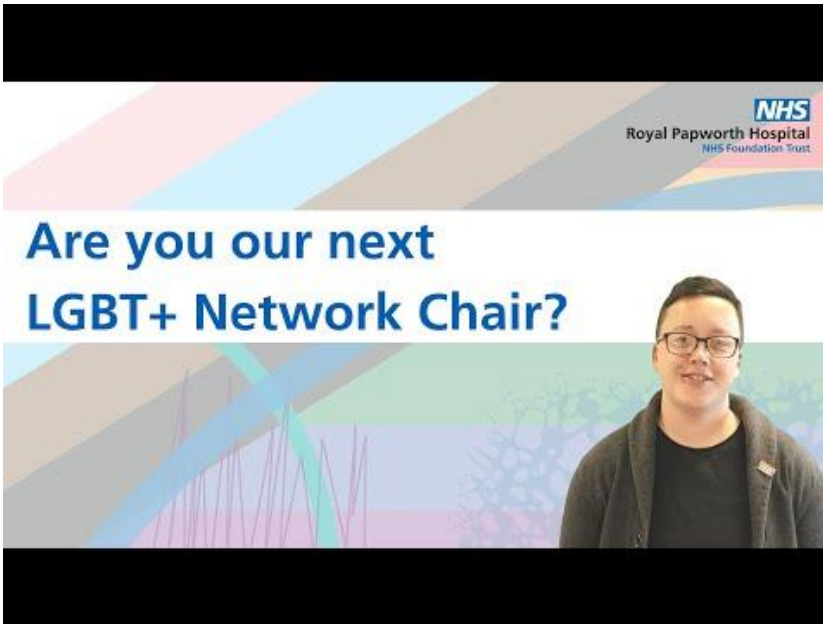
EDI Staff Network Chair LGBT+Network

Black and Asian Minority Ethnic Network Now Race Equality Network (REN)

The BAME Network's aim is to ensure that the Trust becomes an outstanding organisation, embracing all staff from diverse background, and allowing them to grow and reach their maximum potential in a compassionate and inclusive environment, where the Trust Values of Compassion, Collaboration and Excellence are fully embedded. It works to do this by:

- Supporting the Trust in meeting its commitment to equality, diversity and inclusivity through the development, revision and implementation of policies and procedures
- Collaborating with the Stakeholders in formulating strategies to address inequalities and identify accessible and appropriate mechanisms of accountability.
- Providing a platform for all BAME staff to feel empowered by developing their leadership skills through coaching, training, and mentoring and enable to achieve career progression.
- Recognising the talent, potential and significant contributions of the BAME Staff to help the Trust make fully informed decisions in advancing its strategic aims and objectives, as well as promoting positive staff experience.
- Raising awareness and eliminating the bullying, harassment, microaggression and discrimination experienced by staff from BAME background in the organisation.

23/24 Highlights:

- Re-launch and Re-naming of the Network, to the new name of the Race Equality Network.
- Celebrated Black History Month by running one in person event with guest speakers from across the NHS and beyond. Where the Trust celebrated the accomplishments of Black Women across the NHS.
- Facilitated and supported one staff to tell their stories at Trust Board.
- Supporting the revision of the Violence and Aggression Procedure now the Abuse Violence and Aggression Procedure.
- Overseeing the implementation and updating of the 23/24 WRES action plan.
- Commissioned funding for English classes for staff whose first language isn't English.

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Onika Patrick-Redhead, Head of EDI

- Initiated review into fair pay for experienced overseas staff, brining it in line with experienced staff from the UK.
- Commissioned funding for four more Cultural Ambassadors. Trained by the Royal College of Nursing. These ambassadors will assist managers in the consideration of any complaints or allegations raised against BAME and other staff members with known protected characteristics, thereby ensuring no conscious/unconscious cultural or discriminatory bias is influencing management decision making in the consideration of such matters.
- Working with the Director of Workforce and OD and the Head of EDI to highlight the need to support staff some pay protection when applying for internal higher banded posts. Which lead to a 12-month trial started here at Royal Papworth at the beginning of April 2023 which guarantees that any staff promoted to a higher band will not be paid less than in their previous role/band.
- Identifying the need to focus on race issues as part of the Transformational Reciprocal Mentoring for Inclusion programme.
- Commissioned funding to help support overseas staff when they are moving out of accommodation into their new homes with their family.
- Spotlight four of the Networks active members around the work they do in the organisation and or their story that makes them who they are as leaders across the Trust.

Kuljit K Mann - South Asian Heritage Month

Kuljit is a workforce business partner supporting the surgery transplant and anaesthetics division. She shares her journey for South Asian Heritage Month.

Why is South Asian Heritage Month important to you?

Spotlight on EDI REN member K Mann.

Workforce Profile – 31st March 2024

The following overview of the profile of our workforce is taken from data held on the Electronic Staff Record and is self-declared by the member of staff.

The hospital had 2211 employees as of 31st March 2024, excluding hosted services, of which, 1644 were full time employees and 567 were part time.

Gender

Gender	Full Time		Part Time		Grand Total	
	Headcount	% of Full Time	Headcount	% of Part Time	Headcount	% of Workforce
Female	1115	67.82%	491	86.60%	1606	72.64%
Male	529	32.18%	76	13.40%	605	27.36%
Grand Total	**1644**	**100.00%**	**567**	**100.00%**	**2211**	**100.00%**
% of Total Workforce who are FT & PT:	**74.36%**		**25.64%**			

Staff in Post by Age Band and Gender as at 31.03.24

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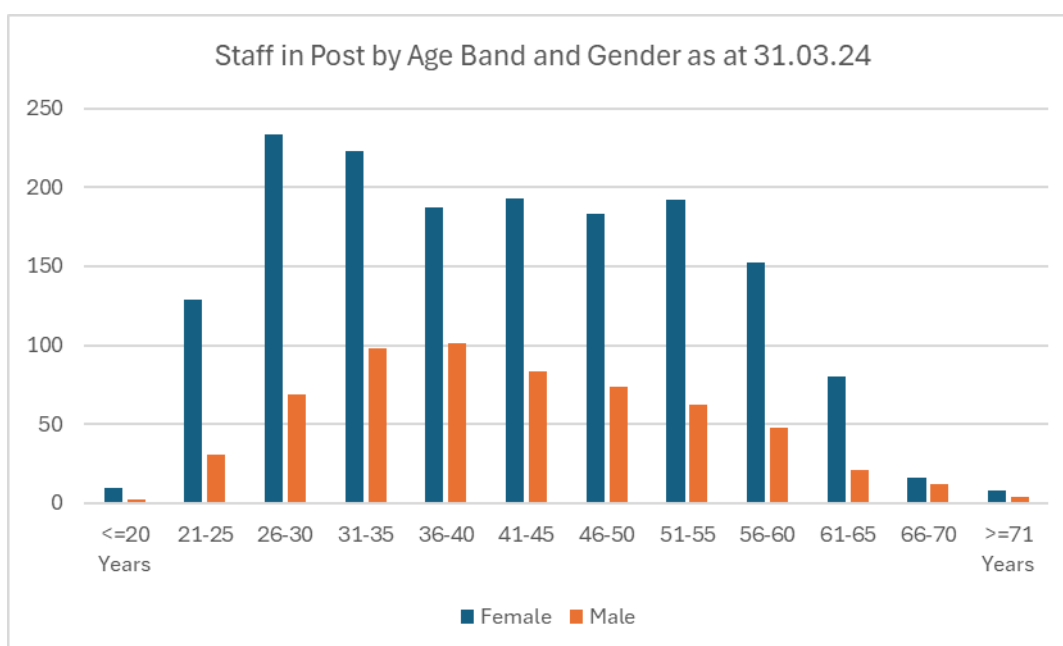
Age Band	Female		Male		Grand Total	
	Headcount	% of Female	Headcount	% of Male	Headcount	% of Workforce
<=20 Years	10	0.62%	2	0.33%	12	0.54%
21-25	129	8.03%	31	5.12%	160	7.24%
26-30	233	14.51%	69	11.40%	302	13.66%
31-35	223	13.89%	98	16.20%	321	14.52%
36-40	187	11.64%	101	16.69%	288	13.03%
41-45	193	12.02%	83	13.72%	276	12.48%
46-50	183	11.39%	74	12.23%	257	11.62%
51-55	192	11.96%	62	10.25%	254	11.49%
56-60	152	9.46%	48	7.93%	200	9.05%
61-65	80	4.98%	21	3.47%	101	4.57%
66-70	16	1.00%	12	1.98%	28	1.27%
>=71 Years	8	0.50%	4	0.66%	12	0.54%
Grand Total	1606	100.00%	605	100.00%	2211	100.00%
% of Total Workforce who are Female & Male:	72.64%		27.36%			

Gender Pay Gap

The Trust has complied with the reporting requirements in relation to the gender pay gap and have developed an action plan to ensure that we better understand historical reasons for the gender balance in particular areas, that we share data with our staff and that we put in place measures, including training and support, that will allow us to address issues that are identified.

Royal Papworth Hospital NHS FT	ORDINARY PAY										BONUS PAY			
	Mean pay gap %	Median Pay gap %	Quartile 4 (Top quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (lower middle quartile)		Quartile 1 (Lower quartile)		Mean Bonus pay gap %	Median Bonus Pay gap %	Proportion of males and females receiving a bonus payment	
Year ending			Men	Women	Men	Women	Men	Women	Men	Women			Men	Women
2023	21.66%	11.07%	40.15%	59.85%	21.57%	78.43%	21.97%	78.03%	23.91%	76.09%	49.13%	34.31%	11.08%	1.97%

Ethnicity

Ethnicity Profile as at 31.03.24

- White 65.45%
- Asian 23.65%
- Black 5.47%
- Mixed 1.99%
- Any Other Ethnic Group 2.26%
- Not Stated 1.18%
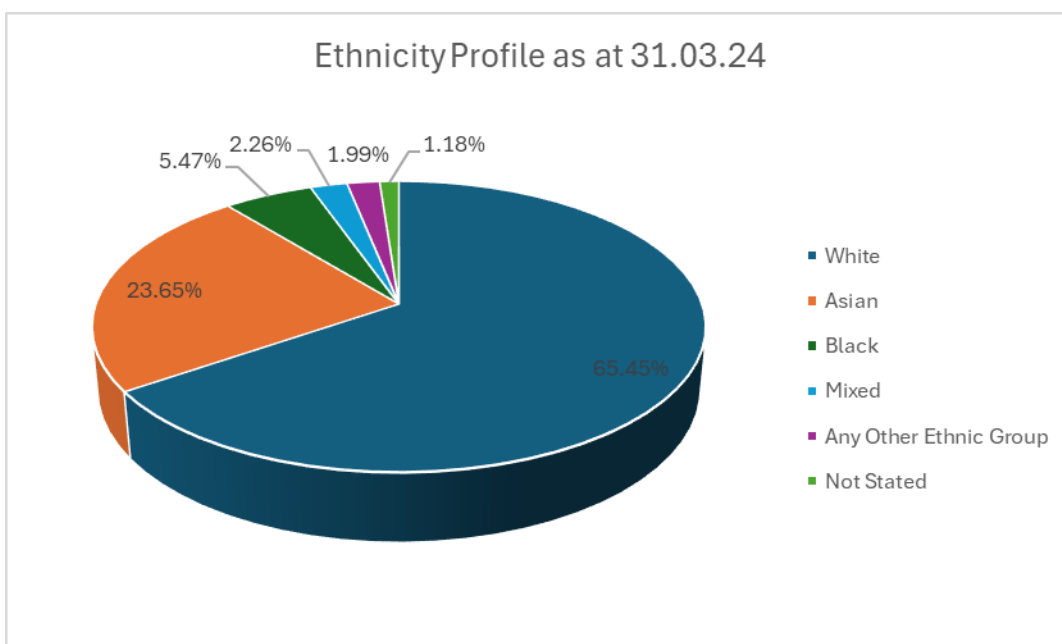
Ethnicity	Female		Male		Grand Total	
	Headcount	% of Female	Headcount	% of Male	Headcount	% of Workforce
White	1118	69.61%	329	54.38%	1447	65.45%
Asian	334	20.80%	189	31.24%	523	23.65%
Black	77	4.79%	44	7.27%	121	5.47%
Mixed	37	2.30%	13	2.15%	50	2.26%
Any Other Ethnic Group	25	1.56%	19	3.14%	44	1.99%
Not Stated	15	0.93%	11	1.82%	26	1.18%
Grand Total	1606	100.00%	605	100.00%	2211	100.00%

Disability

Disability	Female		Male		Grand Total	
	Headcount	% of Female	Headcount	% of Male	Headcount	% of Workforce
Hearing	1	0.06%	0	0.00%	1	0.05%
Learning disability/difficulty	8	0.50%	2	0.33%	10	0.45%
Long-standing illness	23	1.43%	5	0.83%	28	1.27%
Mental Health Condition	15	0.93%	2	0.33%	17	0.77%
No	1280	79.70%	483	79.83%	1763	79.74%
Not Declared	240	14.94%	104	17.19%	344	15.56%
Other	3	0.19%		0.00%	3	0.14%
Physical Impairment	4	0.25%	1	0.17%	5	0.23%
Prefer Not to Answer	8	0.50%	0	0.00%	8	0.36%
Sensory Impairment	3	0.19%	2	0.33%	5	0.23%
Yes - Unspecified	21	1.31%	6	0.99%	27	1.22%
Grand Total	1606	100.00%	605	100.00%	2211	100.00%

Sexual Orientation

Sexual Orientation	Headcount	% of Workforce
Heterosexual or Straight	1788	80.87%
Not stated (person asked but declined to provide a response)	346	15.65%
Bisexual	39	1.76%
Gay or Lesbian	27	1.22%
Other sexual orientation not listed	6	0.27%
Undecided	5	0.23%
Grand Total	**2211**	**100.00%**

Religious Belief

Sexual Orientation	Headcount	% of Workforce
Christianity	1090	49.30%
I do not wish to disclose my religion/belief	491	22.21%
Atheism	346	15.65%
Other	123	5.56%
Islam	66	2.99%
Hinduism	64	2.89%
Buddhism	22	1.00%
Judaism	4	0.18%
Sikhism	4	0.18%
Jainism	1	0.05%
Grand Total	**2211**	**100.00%**

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8. Patient and public equality projects

8.1 SignLive

The DaD and working carer's network identified in May 2021, a need for hard-of-hearing and deaf patients to be able to communicate effectively with clinicians whilst visiting the hospital.
SignLive was identified as a platform used by other NHS Trusts that was easily accessible to patients.

SignLive is a video-based interpreter service which quickly connects a BSL user with a BSL interpreter 24/7. The Trust's trial commenced in March 23 and the EDI team will monitor the waiting times for interpreters.

Outpatients were the first department to use SignLive and it was agreed administration staff would complete the 30-minute training sessions and would be the first port of contact.

A promotional video was created by SignLive and is currently displayed on the screens in the hospital as of 1 September 2023.

Since the launch of SignLive, 275 minutes have been used (May 2023 – March 2024) we currently pay for 125 minutes per month.

8.2 British Sign Language

In 2023 RPH had 14 staff members being trained at Level 1 in British Sign Language (BSL). This Level 1 qualification is split into three units:

BSL101 - Introduction to BSL
BSL102 - Conversational BSL
BSL103 - Communicate in BSL about everyday life.

The course started on 2 May 2023 and commenced for 30 weeks, with participates taking their final exams on 19 December 2023.

14 staff members started the course, 4 completed the 30 weeks and 2 took and passed their final exams.

Due to the low numbers of staff who completed the course, we will not be continuing with a second cohort, however, the 2 staff members who did pass have obtained funds to complete their level 2 qualification.

8.3. AccessAble

AccessAble, was set up in 2000 by Dr Gregory Burke who, as a result of his own experiences as a wheelchair user, found that getting around was harder due to the total lack of useful information on venues' websites. He launched a website to collate accessibility information for disabled people, carers and wheelchair users, which includes restaurants, airports, hotels, hospitals, toilets and more.

In January 2024, our Service Level Agreement needed reviewing, and so this was done with the Head of Estates and Facilities, Head of EDI, the Trusts Environmental Manager, and AccessAble' s CEO and Partnership Manager. The Trust continues to use and promote AccessAble' s services for staff and patients both on our internal and external websites.

9. National and System Working (Integrated Care System)

9.1 System Culture and Inclusive Leadership Programme

On January 25th, 2024, after 18 months of engaging with Senior Leaders across the system and pre-planning work, RPH's Director of Workforce and Organisational Development as the Commissioning and Responsible Officer, and the Head of Equality, Diversity, and Inclusion as the Co-Programme Lead, launched a bespoke programme developed by the award-winning Above Difference. The programme draws together four models:

1. Cultural Intelligence (CQ), which is the capability to work and relate effectively across diverse cultural contexts.
2. Value-Driven/Strengths-based Leadership, which focuses on values, behaviour, and attitudes while building internal resilience.
3. Inclusive Leadership.
4. Change Leadership.

These carefully curated elements are designed to help the system achieve its full potential as leaders and as individuals. The programme explores issues of leadership, influence, culture, and personal effectiveness.

The programme consists of:

- 2-day In-person Masterclass Programme
- Individual CQ Assessments
- Dream & Apply Workshop
- Design & Innovate Workshop
- Culture Change Facilitators Programme

Once the programme concludes, the Programme Board will convene in April 2024 to deliberate on the future strategic direction and potential next steps for 24/25.

9.2 National EDI Improvement Plan

In June 2023, NHS England set out an improvement plan for all Trusts to focus on. The National EDI Improvement Action Plan features six high-impact actions, each broken down into a total of 20 specific sub-actions.

The key actions focus on accountability for EDI at the leadership level, implementing inclusive recruitment and promotion practices, eliminating pay gaps, addressing health inequalities, supporting international recruits, and creating environments free of bullying and harassment.

Each high-impact action has specific metrics and targets to track progress over a 4-year timeline. For example, boards will set EDI objectives tied to annual appraisals, organisations will analyse, and address gender/race pay gaps, and surveys will measure reductions in bullying and discrimination incidents. The plan emphasises intersectionality, data-driven insights, celebrating successes, and continuous evaluation and improvement.

Overall, the multi-year plan provides a comprehensive framework for organisations to foster inclusive cultures where all staff feel valued and able to thrive. It aligns with the WRES, WDES or GPG action plans and the work that is being done through the Equality Delivery System 22.

10. Conclusion

Throughout the past year, promoting Equality, Diversity, and Inclusion (EDI) has been a significant priority; fostering a more inclusive culture and environment, ensuring each RPH team member feels seen, heard, and valued. The EDI Staff Networks have been integral, driving initiatives resulting in substantial, positive changes across the Trust. The commitment and dedication of every individual including the commitment of our Trust Board have been key to this progress, proving our combined strength is our greatest asset.

While celebrating these achievements, the journey towards full equality, equity, diversity, and inclusion is ongoing. Refining strategies, pushing boundaries, and continuously improving practices in the coming year remain commitments. The challenges faced have only reinforced determination, and opportunities await. With the unwavering support of the EDI Steering Committee, Workforce Steering Committee, and the Trust Board, building an even more inclusive and diverse RPH is a confident pursuit.

Focusing on EDI will continue to be a top priority, as it is essential for creating a workplace where everyone can thrive and contribute their best. Efforts will be made to further enhance EDI initiatives, gather feedback from diverse perspectives, and implement actionable plans to address any remaining gaps or areas of improvement. Robust training programmes, inclusive recruitment practices, and fostering a culture of respect, inclusive and values-based leadership and belonging will be emphasised. By maintaining a steadfast dedication to EDI principles, RPH aims to set an example and drive meaningful, lasting change within the organisation and the broader community.

11. 24/25 Objectives

Looking to 24/25

Our equality objectives are:

- We will ensure all Executive and Non-Executive Directors to have specific, measurable individual EDI objectives that articulates their individual and collective accountability for our progress on EDI, linking to the National EDI Improvement Plan.
- Run a third Cohort of Transformational Reciprocal Mentoring for Inclusion Programme.
- Develop a Board level vision for inclusive leadership and how this translates into the behaviour and decision-making processes for the Board.
- We will embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity as well as equity of career progression opportunities for staff of all protected characteristics, by using the new Recruitment Audit framework and Payment Protection on Promotion scheme.
- We will continue to support, promote, and value the contribution of staff networks.
- Embed the role of cultural ambassador in employee relations processes.
- We will ensure that we have accessible, well- known and flexible routes for staff to raise concerns and that we respond in a timely way to concerns. We will ensure that we respond to staff who raise concerns in a timely way and that we utilise and share the learning from the concerns raised. We will pilot an anonymous reporting app for staff.
- Support Divisions/Directorates to access and understand their EDI data, how it fits within their governance and how they develop local plans.
- Roll out of the Inclusive Leadership/Cultural Intelligence Programme - possible system approach.
- Seek to understand and address the concerns of staff who are white non-British and staff who identify as other under sexuality.