

## **Race Equality Commission**

### **Sheffield Children's NHS Foundation Trust**

Thank you for inviting me to attend and provide information/evidence to the commission. As a Trust we are fully committed to addressing racism in all its forms and to promoting race equality as part of our Equality, Diversity and Inclusion Plans.

Last year we submitted information/evidence on our workforce race equality indicators and action plan, but recognise that this is now at least 12 months out of date, so we hope you find the following update helpful.

#### **Organisational approach to race equality duties and frameworks.**

Our updated Workforce Race Equality Standard (WRES) Data and action plan is attached. The action plan has been developed in conjunction with the Trust's BAME and Ally Network (soon to be renamed) and with the support of our local WRES expert.

#### **What is the data telling us?**

The data tells us that:

- The Trust is not currently representative of the population of Sheffield in terms of ethnicity. The Trust currently has 11.2% of its workforce from an ethnic minority background, compared to around 19% within the Sheffield population. However, is improving as it was 9% in 2015.
- Recruitment processes are not delivering equitable outcomes in terms of ethnic minority applicants when compared to white applicants, with white applicants being much more likely to be appointed from shortlisting than ethnic minority applicants.
- There have been significant improvements in relation to disciplinary procedures, with white and ethnic minority colleagues equally likely to go through formal disciplinary processes, whereas ethnic minority colleagues were three times more likely to enter formal disciplinary procedures in 2015.
- There have been significant improvements in ethnic minority colleagues accessing non-mandatory training, where in 2020 the data shows they are more likely to do this than white colleagues, whereas back in 2015 they were less likely.
- Since our last WRES data was published in 2020 we have received the results of the 2020 NHS Staff Survey. This tells us that:
  - 13% of ethnic minority colleagues experienced bullying, harassment and abuse from patients and the public, though this is less than white colleagues (16%) and there is an improving trend. The Trust's result is 15% better than the NHS average.
  - 20% of ethnic minority colleagues experienced bullying, harassment or abuse from other colleagues, which is more than white colleagues (16%), though 9% less than the NHS average.
  - 76% of ethnic minority colleagues report having equal opportunities for career progression, compared to 91% of white colleagues, though this is 4% better than the NHS average

- 12% of ethnic minority colleagues experienced discrimination towards them from their manager, team leader or work colleague, compared to 4% of white colleagues, this is 4% lower than the NHS average.
- The Board of Directors now has 1 Board Member from an ethnic minority background, which is 7.7%.

### **What is our understanding of the underlying cause of inequality relating to employment at the Trust?**

Based on the data available and the shared lived experiences of colleagues in our BAME and Ally Network, some of the underlying causes appear to be:

Recruitment processes – developed with intent to be fair and objective, but which have failed to deliver equity because of the way job descriptions are developed; lack of targeted advertising and attraction; and insufficient attention to equality and inclusion within selection processes.

Leadership diversity – insufficient ethnic minority role models at senior levels in the Trust; and a shortage of ethnic minority colleagues in talent pipelines for executive and senior roles, as a result of historic inequalities in recruitment and talent approaches.

Historically insufficient attention given to nurturing ethnic minority networks and giving ethnic minority colleagues a voice in the organisation.

Line management awareness and bias – line managers not having sufficient understanding of racism and inequalities or the right skills to address racism and inequalities in the workplace.

### **What have we done or plan to do in response – good practice?**

Equality, Diversity and Inclusion embedded in Trust People Plan (available to REC on request), with the theme of ‘Belonging’

Commenced a fundamental review and overhaul of recruitment informed by best practice; and exploring how approaches to apprenticeships, internships and other work experience programmes can support the appointment of more people from ethnic minority backgrounds into jobs at the Trust. The Trust also has a commitment to achieve the model employer goals in regard to senior roles at the Trust.

Completely overhauled the approach to Board level recruitment of non- executive directors with the full involvement of the BAME and Ally Network, with targeted attraction strategies; equality training for governors involved in the process; ‘blind’ sifting; and selection criteria including ‘lived experience’. This resulted in 70% of applicants and 75% of those shortlisted for interview being from ethnic minority backgrounds; and the appointment of a NED from an ethnic minority background.

Board development – the full Board have participated in race equality training linked to ‘Black Lives Matter’ and have committed to continuing personal development and participating in reciprocal mentoring. The Executive Team will have a collective development objective relating to EDI.

Development of the BAME and Ally network to ensure it and its members has a strong voice in the organisation. This has been sponsored by the Executive Director of People and OD with regular

attendance at the 'business' meeting of the network by Board Members. The network chairs have presented at the full Board and are involved in a number of Trust wide initiatives. As a result of the work of the network the Trust is currently recruiting a Race Equality Research Officer.

The Trusts Leadership and management development offer and hub as a strong theme around inclusion; and the Trust is currently exploring how to supplement this with specific anti- racism training or development. Reciprocal mentoring is planned to be rolled out beyond Board members to other leaders during 2022.

During the COVID pandemic introduced well-being conversations and risk assessments for ethnic minority colleagues, later extended to all colleagues, with a 90% uptake amongst ethnic minority colleagues. We also actively promoted the uptake of the COVID vaccine to ethnic minority colleagues with the support of the BAME and Ally network, resulting in a 76% uptake.

A civility and respect campaign is planned for the Autumn of 2021. The Trust is currently reviewing its approach to conduct and capability with staff side in line with 'Just and Learning' Culture principles and to eradicate any potential unfair treatment.

We recognise the link between workforce race equality and addressing inequalities within health, so appointed the Executive Director of People and OD as the Board level lead on equalities; have established a health inequalities steering group focused on the 8 priority actions set out in the NHS phase 3 letter; and are building in consideration of social deprivation and ethnicity in to recovery plans for paediatric waiting lists.

I hope this information is helpful and look forward to discussing it further on 13 May.

Nick Parker 10/5/21