

Diversity and Inclusion Annual Report

Reporting year
April 2022 to March 2023



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Foreword

At the NHSBSA, we continue to put our people at the very heart of everything we do, supporting them to thrive and reach their full potential. We simply would not be able to deliver great services for our customers without the dedication and commitment of our brilliant colleagues. That strong sense of community and belonging is a fundamental part of what makes the NHSBSA such a great place to work, and our approach to diversity and inclusion is integral to that. Our aim is that the NHSBSA is a truly inclusive organisation, where all our colleagues feel able to be themselves at work and have a voice, so they can thrive and reach their full potential. Having a diverse and highly engaged workforce which is representative of the population we serve leads to better decision making and innovation, and is fundamental to the success of our organisation.



Michael Brodie
Chief Executive



Mark Dibble
Executive Director of People
and Corporate Services

In April 2022 we published a new Diversity and Inclusion Strategy for 2022-25 which includes our ambitious objectives to achieve our vision, and this report measures our progress against those objectives over the last year. Developing the strategy enabled us to review the challenges we faced as an organisation and to use new inventive, creative and inclusion focussed approaches to support the resolution of those challenges. It is fantastic to see the impact those approaches are starting to have and this reports highlights the great progress made over the past year, despite the challenges we have continued to face. However, whilst we're proud of what has been achieved so far, we know that we have more to do, and that only by continually keeping the focus on these issues, creating and testing new interventions and taking bold action, will we become a truly diverse and inclusive organisation.

Introduction

This annual report summarises our progress and key achievements in 2022-23 and also reflects our legal requirements under the Equality Act (2010) and Public Sector Equality Duty (2011). It demonstrates how we're working towards our two key aims that the NHSBSA:

- has a diverse and highly engaged workforce at all levels, which is representative of the population we serve. We know this leads to better decision making and innovation, and is fundamental to the success of our organisation
- is a truly inclusive organisation, where all our colleagues feel able to be themselves at work and have a voice, so they can be at their best and reach their full potential

We continue to put our people at the very heart of everything we do, supporting them to thrive and reach their full potential. As we move into the future embracing a hybrid approach and new, flexible ways of working, we recognise this has brought fresh challenges for our organisation and for our people, requiring us to think about our structures and processes and how we can best adapt and utilise these to support our colleagues with change and working in a new environment. Our already strong diversity and inclusion focus and infrastructure allows us to be proactive in meeting these challenges to make sure our people are supported through change and are equipped to thrive mentally, physically and professionally.

Our Wellbeing and Inclusion Networks have continued to support all colleagues across the organisation both through maximising the use of technology to deliver events to more colleagues than ever before and re-establishing in person events, to connect and collaborate once again. Some examples are our We CARE cafes, which are identified as best practice by the CIPD (Chartered Institute of Personnel and Development), and our use of Yammer and Microsoft Teams to connect people have allowed us to run campaigns in an inclusive and engaging way. These provide protected spaces for diverse groups and various wellbeing and inclusion initiatives which support the continued physical and mental wellbeing of all colleagues.

Our four lived experience colleague networks; Black, Asian, minority ethnic (BAME), Disability and Neurodiversity, LGBTQ+ and Women, have enabled a constant focus on the groups which we recognise as disproportionately affected by some of the recent societal and organisational challenges. We have begun to see some of the benefits of our inclusion work supported by the networks, including improved representation in some areas, however we are conscious that some remain underrepresented in the NHSBSA workforce, especially within our leadership community. Utilising our Shadow Board as a diversity intervention has allowed us to provide development opportunities for some of our leaders from underrepresented groups whilst also giving those groups a voice within this community of leaders.

In April 2022, we published a new Diversity and Inclusion Strategy for 2022-25. We were able to reiterate and maintain our commitment as an organisation to improving diversity, inclusion and also social impact through the objectives set out in the strategy. The publication of the new strategy enabled us to review the challenges we faced as an organisation and to use inventive, creative and inclusion focussed approaches to support the resolution of those challenges.

We have focussed our programmes of work on some priority areas, such as the development of underrepresented colleagues, inclusive recruitment processes to enable both inclusive recruitment and retention, building leadership knowledge and skill through reciprocal mentoring to create organisational change; and we continue to reach out to our communities to engage and support community groups. We are working with the Newcastle Women's Swahili group to support the group with a venue for meeting and to offer recruitment support through workshops for completion of applications and interview skills. We have also supported other community groups and charities through fundraising, sponsorship and creating links with external networks and organisations.

To ensure our inclusion work is effective and continually improving, we have continued to have our performance externally assessed by participating in national benchmarking and accreditation schemes including; ENEI's TIDE (Talent, Inclusion and Diversity Evaluation) benchmark, Disability Confident and Stonewall's Workplace Equality Index. This helps us understand our current performance and how we can continue improving our internal and external inclusion work. We are thrilled to have achieved such high standards throughout each benchmarking and accreditation scheme, the highlights being:

- Revalidated our Disability Confident Leader status
- Achieved Gold Award standard in enei's TIDE benchmark, scoring 1st from 130 entrants
- Achieved top 4 position in Stonewall's top 100 employers index, and top in the public sector entrants

Executive summary

Throughout 2022-2023 we've continued to build on our previous diversity and inclusion successes in the NHSBSA but we also recognise that the way we work and the needs of colleagues have changed significantly. This has meant creating innovative ways of meeting these needs and requires us to focus on a present and future that is very different from our past.

In the last year we:

- Retained our 'Gold Standard Employer' status in enei's TIDE benchmark for the 5th year running and were ranked 1st out of 130 organisations
- Revalidated our Disability Confident Leader status for a further 3 years
- Ranked 4th in Stonewall's Top 100 Employers index and were the highest ranked public sector organisation
- Awarded Gold Employer status by Stonewall in recognition of our LGBTQ+ inclusive workplace policies, practices and culture
- Provided awareness, learning and support by delivering 16 inclusion events, 39 We CARE cafes and 52 wellbeing awareness sessions
- Continued our Shadow Board initiative, a development opportunity for colleagues who aspire to director level positions, with reserved seats for colleagues who identify as BAME, disabled and neurodiverse, LGBTQ+ and women, who also co-chair our lived experience networks. Each Shadow Board member is also sponsored by a Leadership Team member
- Continued delivery of our Let's Talk About Race initiative to support learning around race inclusion, recognising and challenging racism and get our colleagues comfortable talking about race and ethnicity
- Continued to support colleagues from different equality groups, providing them with protected safe spaces to connect and support one another
- Increased wellbeing and inclusion network visibility and colleague engagement with network activities, with all networks delivering an amazing programme of awareness campaigns and events which more colleagues than ever before engaged with
- Delivered and concluded a successful bespoke Reciprocal Mentoring for Inclusion Programme, which is a mentoring partnership based on providing learning and development to both partners, to increase knowledge, skill and to achieve our aims relating to inclusion
- Launched a development programme for our Black, Asian and minority ethnic colleagues, which included leadership development workshops running alongside a placement or stretch project to ensure colleagues gained practical experience to support their career aspirations
- Published our Gender Pay Gap report and continued to progress supporting actions aimed at reducing our gender pay gap and increase the representation of women in senior leadership roles, including delivering a bespoke development programme for female colleagues, in partnership with our Women's Network
- Continued to support LGBTQ+ equality groups and communities by attending and supporting Pride events and sponsorship of Pride Radio and Gaydio

Our workforce data tells us that:

- Our headcount as of 31 March 2023 was 3962, an increase of 313 on the previous year
- 62% of colleagues are based at one of our North East sites, 28% in the North West, 9% are homeworkers and 1% are based in Eastbourne
- 12461 job applications were received for NHSBSA vacancies, with 3131 candidates shortlisted and 1349 new starters appointed between 1 April 22 - 31 Mar 23
- Female colleagues account for 61.51% of our workforce, a slight increase of 1.58% from 2021-2022
- Ethnic minority groups account for 12.22% of our workforce, an increase of 2.24% from last year
- Attraction rates for ethnic minority candidates increased from 33% to just under 50%, those shortlisted increased by 5.28% to 24.98% and the appointment rate also increased by 2.71% to 17.12% from last year
- Our disabled colleague population rose by 1.68% on the previous year and is now 7.65% of our workforce
- There was an increase in applications, those shortlisted and appointed for applicants who have a disability, with appointment rates increasing by 3.66% from 5.61% last year to 9.27%
- 6.34% of our colleagues identify as LGBTQ+, an increase of 1.13% on the previous year
- Applications, those shortlisted and appointed also increased for LGBTQ+ candidates by 1.84% this year, from 7.87% to 9.71% this year
- The 2022 Wellbeing and Inclusion Survey indicated that 1% of colleagues are non-binary and 3% identify as trans or gender diverse
- Christianity remains the most common religion or belief at 40.43% of colleagues, Atheism is second with 26.30% of colleagues
- Colleagues who identify with a religion or belief other than Christianity and Atheism was 16.28%, an increase of 0.93%
- Our largest age group is the 31-40 year old group which accounts for 31.73% of our workforce, an increase of 0.46% on the previous year
- All our workplaces have a majority female population
- Eastbourne has replaced Middlebrook as our most ethnically diverse workplace with 27.78% of colleagues being from ethnic minority groups
- Wakefield is our workplace with the highest proportion of disabled colleagues at 13.98%
- Wakefield has the highest proportion of LGBTQ+ colleagues at 9.78%
- The average FTE annual salary in the NHSBSA is £28220. The average salaries of female, ethnic minority, disabled, LGBTQ+ and colleagues following other religions or beliefs are lower than average
- Representation of female colleagues has increased overall and in Leadership roles, but are proportionally under represented in all pay bands from Band 6 and above when compared to male colleagues
- Colleagues from ethnic minority backgrounds, and who are disabled are proportionally under represented at Band 8b upwards, LGBTQ+ colleagues are proportionally under represented from Band 8a upwards
- 446 colleagues left the NHSBSA during 2022-23 and they were broadly representative of our workforce population for each equality group

Our People and achievements

Awards and recognition

Employers Network for Equality and Inclusion (enei) TIDE – Gold Award

We were delighted to retain 1st place and 'Gold Standard Employer' status for our Diversity and Inclusion work in the Employer's Network for Equality and Inclusion's (ENEI) 'Talent, Inclusion and Diversity Evaluation' (TIDE). The evaluation measures the performance of participating organisations, benchmarking those taking part against each other, with the highest performing organisations awarded the Gold Standard



Disability Confident Leader Status

We are a Disability Confident Leader (Level 3) in the Department for Work and Pensions' (DWP) Disability Confident Scheme, the highest level that can be achieved. In January 2023 we retained this status for another three years. To achieve this, we've demonstrated our commitment to having fully inclusive recruitment and training practices, supporting the retention and development of colleagues who have a disability and working with charities focussed on disabilities in the community



Stonewall Gold Employer Award and Top 100 4th Place

We are proud to have continued our membership of Stonewall's Diversity Champions Programme and we were thrilled to place 4th in the Stonewall Workplace Equality Index. As well as 4th place, we were both the highest ranking NHS and public sector organisation in the Index.

We also received a Gold Employer Award in recognition of our progressive LGBTQ+ inclusion work. In addition to all of this, our LGBTQ+ Colleague Network were highly commended for the work they have done to provide an LGBTQ+ friendly space for our LGBTQ+ colleagues, promoting allyship and helping us maintain our LGBTQ+ friendly workplace



Our People

Colleague Experience and Social Impact Team

Our Colleague Experience and Social Impact Team lead the NHSBSA's approach to diversity and inclusion and have continued to closely align our accessibility, inclusion, wellbeing, safeguarding and community engagement work with a strong focus on putting people at the heart of everything we do. This has included leading our Wellbeing and Inclusion colleague networks and co-ordinating their collaboration, which helps us focus on intersectionality.

The team have delivered several key projects with outstanding results, which have been impactful for a range of our colleagues. Some of those projects have been recognised in the accreditations and awards received. The team work in collaboration with our HR, Talent Acquisition and Learning and Organisation Development teams as part of a wider People Team, to ensure inclusion and wellbeing are fully embedded into all our people practices and policies.

The team has also used SME networks and relationships with the wider NHS and beyond to share learning and best practice including membership of the NHS Arms Length Bodies Diversity and Inclusion Special Interest Group and NHS North East ICS Diversity and Inclusion Leads Network.

Wellbeing and Inclusion Committee

Our Wellbeing and Inclusion Committee has continued to be the key strategic oversight and decision making body for equality, diversity and inclusion in the NHSBSA. The committee is chaired by the Chief Executive as Executive Board Champion for Diversity and Inclusion. Committee membership comprises of senior leaders, the Colleague Experience and Social Impact Team, stakeholders from across the organisation, trade union representatives and Co-Chairs of our Wellbeing and Inclusion Networks. Membership of the Network Co-Chairs supports close working between the networks and senior leaders and encourages collaboration and knowledge sharing by all involved.

NHSBSA Lived Experience Colleague Networks

Our lived experience colleague networks cover the four most under represented groups in our organisation.

- Black, Asian and Minority Ethnic (BAME)
- Disability and Neurodiversity
- LGBTQ+
- Women

The networks provide a specific focus on their lived experience, supporting the organisation to deliver it's strategic aims.

This is alongside role modelling and being champions to colleagues with the same lived experiences and identities.

Having been set up in the summer of 2020, the networks have grown and matured in their second year and this has been evident in the work and successes they have had in 2022-23:

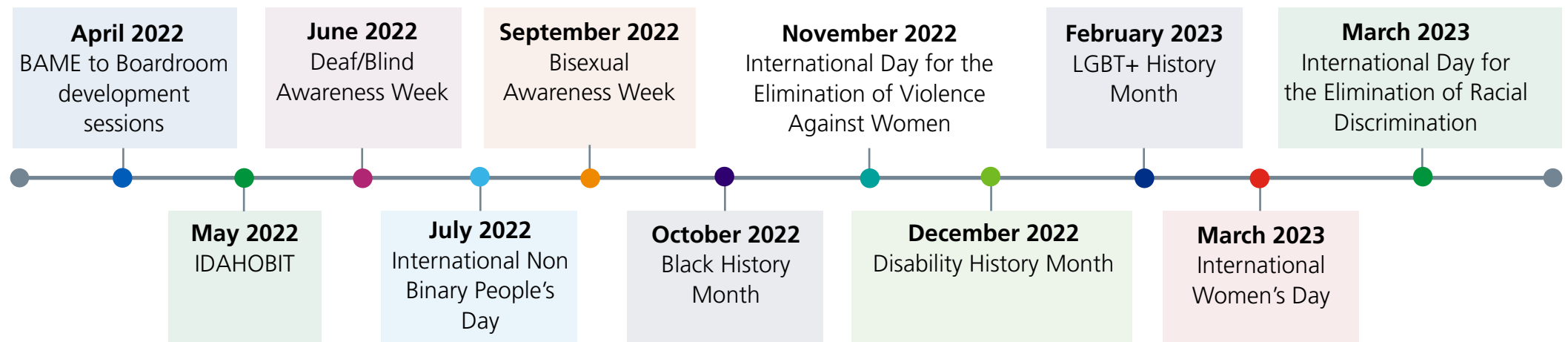
- Our BAME Network have contributed to the success of our BAME Development programme
- Our Disability and Neurodiversity Network contributed to the NHSBSA achieving Disability Confident Leadership status for another three years
- Our LGBTQ+ Network were highly commended by Stonewall for the wealth of LGBTQ+ awareness and inclusion work they have done
- Our Women's Network have supported the successful Springboard programme, a programme specifically tailored to support female career development in the NHSBSA



Visibility, involvement and engagement on diversity and inclusion

Colleague engagement

Our Wellbeing and Inclusion Networks have worked incredibly hard to not only support colleagues, but also to engage them with our diversity and inclusion agenda. Our networks have continued being visible and accessible to colleagues, promoting colleague engagement and connection with network activities. All networks have delivered an amazing programme of awareness campaigns and events which more colleagues than ever before engaged with. In addition to building awareness and understanding, they also provided critical opportunities for colleagues to connect with each other. The networks supported delivery of 16 inclusion events, 39 'We CARE Cafes' and 52 wellbeing and inclusion awareness sessions throughout the year, providing safe spaces for colleagues to connect, learn and support each other. Below are some of the highlights that have taken place each month.



Leadership visibility and involvement



The commitment to the diversity and inclusion agenda from our Chief Executive and Leadership Team has been clearly visible to colleagues in the last year, with regular communications focussing on diversity and inclusion issues, from a personal and authentic as well as corporate perspective. These have included a regular focus in the Chief Executive's fortnightly bulletin, blogs, interviews and social media activity featuring our other Directors and Chief Officers. The response to these has been fantastic, with very high levels of engagement from colleagues.

We also encourage engagement and involvement from our Leadership Team with our Wellbeing and Inclusion Networks. Our Wellbeing and Inclusion Committee and Shadow Board structures support this close interaction, and in addition leaders have joined various network sessions and introduced diversity and inclusion focussed events for colleagues. Senior leaders have been a part of our successful first cohort of our Reciprocal Mentoring for Inclusion programme, have joined network members at external Pride events and have brought learning back into the organisation from external business and industry networks.

Community engagement

Prides and LGBTQ+ Celebration events

We supported pride events in Eastbourne and Newcastle by having information stalls in the marketplaces at those events. During Pride season in summer 2022 we also attended Sparkle, the world's largest Trans and Gender Non-Conforming celebration event in July 2022.



Show Racism the Red Card

As part of Black History Month in October 2022, our BAME Network hosted a virtual fundraising event with Shaka Hislop and the Lord Mayor of Newcastle Cllr Habib Rahman, founders of Show Racism the Red Card, a charity aimed at eradicating racism using education and sport. Shaka and Habib talked about the work of the charity whilst the fundraiser raised £403 from colleagues for the charity during their 90 minute talk.

Gaydio

We teamed up with Gaydio, the UK's largest LGBTQ+ specific radio station as Proud Pride Partner during Pride Month in June 2022. This included members of our LGBTQ+ network talking on air about what Pride means to them and how they are able to work with pride at the NHSBSA.

Pride Radio and Pride Media Centre, Gateshead

We continued our sponsorship of the Pride Media Centre in Gateshead which is a charity supporting young LGBTQ+ entrepreneurs to give them the workspace and skills to build their own businesses. Pride Media Centre is also the home of Pride Radio, an internet based radio station which broadcasts world wide. This year we sponsored a series of special LGBTQ+ History month social media posts detailing a key moment in LGBTQ+ history each day during February 2023.

Building capability on diversity and inclusion

As well as increasing awareness and understanding amongst colleagues of diversity and inclusion issues, we have delivered a wide range of initiatives and programmes designed to increase capability and confidence of colleagues to help them effectively contribute to the diversity and inclusion agenda.

Let's Talk About Race

The Let's Talk About Race programme is a rich learning experience about race awareness, racism and race inclusion that colleagues share with their teams and manager. It comprises of an e-module introduction to these themes that is followed up by a team conversation facilitated by managers to discuss the learning points from the e-module and any changes colleagues will make based on their learning. We've continued to roll this out directorate by directorate in the past year enabling more colleagues to explore this topic through conversations within their teams

Shadow Board

Our Shadow Board, with reserved seats for colleagues who identify as BAME, Disability and Neurodiversity, LGBTQ+ and Women, continues to increase representation of these groups within our leadership community, providing a fantastic development opportunity for leaders who aspire to a Directorship. Each Shadow Board member is sponsored by a member of the Leadership Team, to support their development.

Wellbeing and Inclusion Awareness sessions for all colleagues

Several of the 'We CARE cafes' and wellbeing awareness sessions, delivered throughout the year by the Colleague Experience Team and networks, have focussed on supporting all colleagues, building knowledge of wellbeing and inclusion issues and providing a safe space for discussion.

Kieran Rose – The Autism Advocate

In this talk Kieran Rose, The Autistic Advocate talked about masking and how it develops, and he discussed the impact of Autistic Masking including poor mental health and autistic burnout. Kieran also discussed how people with autism can be supported to be their authentic selves within their work environment.

International Women's Day – Dr Ruth Sealy

Ruth is a professor of responsible leadership at Exeter University. Ruth hosted a talk on Inclusive Leadership, which was attended by over 70 colleagues and covered Ruth's work on improving diversity in leadership for the FTSE 100 and the Solicitors' Regulatory Body, amongst others

Black History Month – Cherron Inko-Tariah MBE

Cherron is a former civil servant and has undertaken leadership roles in various policy and strategic positions across Whitehall, including working with Ministers and Permanent Secretaries. In 2012, Cherron took a leap of faith and left the Civil Service to follow her passion; staff networks.

As part of Black History Month, Cherron talked about the huge positive impact staff networks can have within organisations.

Black History Month – Gersha Phillips

Gersha Phillips is an Award-Winning Film & TV costume designer. Gersha talked about her career and experience as a woman of colour in Hollywood and the film industry.

Black History Month – Cultural Day

In celebration of the theme 'Black Culture and Wellbeing' for Black History Month 2022; our BAME colleagues came together in person and hosted a cultural day with NHSBSA colleagues. This gathering was to celebrate the meaning of the BHM theme by having celebratory ethnic foods. NHSBSA colleagues were able to experience some of our BAME colleagues culture.

Disability History Month

Dr Louise CreechanDr Louise Creechan introduced us to some of the histories that continue to affect the lives of disabled and neurodivergent persons today. Taking us back as far back as the Victorian age, where modern attitudes to disability and neurodiversity were first developed.

16 Days Against Domestic Violence – Joanne Douglas

Joanne Douglas, from Newcastle City Council joined our women's network to invite colleagues for a discussion about how to identify, support and report cases of domestic violence.

LGBT+ History Month – Dr Rob Berkeley

Dr Rob Berkeley joined us to talk about his charity BLKOut. BLKOUT was founded by Rob to create a space for Black LGBTQ+ men to support each other digitally and in person in the London area. This is in response to the unique day to day societal challenges that come from the intersections of being black and LGBTQ+ in the UK. Rob talked us through how these challenges manifest, the work that BLKOUT does and how we can all be a better ally to black, LGBTQ+ men.



Reciprocal Mentoring for Inclusion programme

The Reciprocal Mentoring for Inclusion programme is a bespoke programme that pairs colleagues with specific lived experiences with a senior leader so that they can learn from each other's experiences and share knowledge and skills. We launched our first cohort of this programme in May 2022 matching eight senior leaders with eight colleagues with specific lived experiences:

- Ethnic Minority
- Disability and/or Neurodiversity
- LGBTQ+
- Women
- Mental Health

Each partner in a pair uses their experience, knowledge and skills to mentor each other.

The senior manager is mentored in a lived experience so that they have a better understanding of what it is like to have that lived experience. They can apply this knowledge when making business decisions and help to continually improve our inclusive workplace culture.

The lived experience partner is mentored in a topic or area of their choice.

This could be more awareness about being a senior manager, supporting their career development or helping them identify their transferrable skills and building their confidence to use these. They can then apply the knowledge to help achieve their work and life goals.

Our first cohort concluded in March 2023 with the partnerships having significant success. Since the cohort started half of our lived experience partners have gone on to achieve a promotion by virtue of the development, confidence and knowledge they gained from taking part in the programme.



Senior leaders have remarked how they have been able to reflect on their past decision making and apply their learning to understand how those decisions may have impacted people in different ways, some positively and some negatively.

All participants have since committed to a personal action plan which will not only help them personally, but will have a positive impact on our workplace culture and reducing the barriers and challenges many of our colleagues from underrepresented groups might encounter during their careers.



Reciprocal Mentoring for Inclusion programme

- Feedback and outcomes so far

Out of the eight participants in Cohort 1, half of the lived experience partners have gone on to secure a promotion or move to another role and credit the support they received through this programme as being crucial to that success.

Participants reported that they:

- 'Gained confidence from hearing about the challenges and barriers their senior leader partners had overcome, and this has helped them personally and professionally'
- 'Gained valuable skills such as interview techniques and applying for roles outside of their own business areas'
- 'Participants felt their understanding of the NHSBSA as a whole increased and learned more about the organisation and gained strategic insight and knowledge'

Participant feedback:

- 100% of participants would recommend the programme to others considering it
- It exceeded my expectation; I didn't know what we'd talk about, but I was proven wrong
- The programme had a positive impact on my confidence at work, home, and in being my authentic selves and believing in myself
- The programme has been worthwhile, rewarding, and an opportunity to gain experience and understanding that you wouldn't be able to get elsewhere

Reciprocal Mentoring for Inclusion programme case study

- Tony Neal

Hi, I'm Tony and I was part of the first cohort in the Reciprocal Mentoring programme launched by the NHSBSA in May 2022. I am currently one of the Co-Chairs of the Disability and Neurodiversity Lived Experience Network.

I applied to join the Reciprocal Mentoring programme as I felt I had a lot to offer from being Neurodiverse to the NHSBSA's senior leaders. I could share my lived experience and my struggles to allow a member of our Senior Leader community to improve their knowledge and understanding of Neurodiversity just through sharing my lived experience, in addition gain knowledge of my lived experience.

At first, I think everyone was almost apprehensive on baring their inner most thoughts, feelings, and fears within everyday life to someone who at the time was a stranger.

However, I was extremely fortunate to get paired with Mark Dibble one of the NHSBSA's most senior leaders. The experience was nothing but positive, we struck up a very good relationship from the start.

From my perspective the opportunity enabled me to be more confident in the working environment, in truth it exceeded any expectation I had coming into it, the experience I gained was invaluable and I could only have gained that through Reciprocal Mentoring.



On reflection, it enabled me to gain a promotion and become a trustee of a local charity all through chatting with, sharing and learning from Mark, his experience, and his journey to being a Senior Leader at the NHSBSA. From the Reciprocal Mentoring programme, I know that Mark will have learnt from me how hard, or maybe different, things can be for someone who is Neurodiverse to someone who is Neurotypical and that can only benefit the NHSBSA as part of our People Promise for driving towards a fully diverse and inclusive place to work.

Black and Minority Ethnic Leadership Development programme

- maximising colleague potential

This is a leadership development programme available for colleagues who identify as Black, Asian, and Minority Ethnic (BAME). The programme is designed to provide support and training to all colleagues in the NHSBSA regardless of band and role, who would like to develop their skills and maximise their potential.

As part of our diversity and inclusion strategy, we are continuing to work to being a fully inclusive and diverse organisation where people can be at their best. We are working to increase representation at a senior level, and retain the fantastic talent we have within the organisation.

It was important to have a dedicated programme for BAME colleagues as we know that those colleagues may face barriers and additional hurdles which other colleagues do not.

We decided that in addition to the taught course, we would offer secondments/placements and stretch projects to participants which aligned with their career aspirations, to ensure that they obtained practical experience to aid their career progression.

The Programme is based on nine dimensions of the NHS Leadership Academy's Healthcare Leadership Model. By participating in this programme, the delegates were able to deepen and widen their understanding of what it meant to be an effective leader and how to influence, lead and manager others.

Due to the demand for places in Cohort 1, we ran a second cohort closely after the completion of cohort 1.

The key outcomes for the delegates of completing the programme were to:

- Build leadership resilience and confidence through the successful challenging of potential and perceived barriers
- Improve accountability and engagement
- Develop a coaching style of leadership in line with a wide range of leadership principles that are appropriate to the new world of virtual leadership
- Understand own impact and adjust style for improved inclusivity and enhanced organisational culture
- Understand own self-worth and how best to bring our best selves forward in the workplace and in interviews

Colleague's feedback:

- Feedback from colleagues in cohort 1 showed that:
- 40% of colleagues have secured a promotion as a result of the course
- 92% of colleagues thought the programme met their expectations
- 92% of colleagues said they would recommend the course to others
- Colleagues said their confidence, communication skills, assertiveness and self esteem had greatly improved after completing the course

BAME Leadership Development Programme case study

- Irina Prata, Associate Business Analyst

- I'm glad that I was given the opportunity to join this Leadership Development programme because this has served as a catalyst for personal change, at work and outside work. One of the most important things I gained while doing this programme were my self-awareness and accountability which helped to boost my confidence, be more open to share my views and interact with a diverse panel of colleagues from across the NHSBSA
- Each workshop helped me to examine myself more in terms of my motivations and attitudes, to assess the areas and skills that I lacked and skills that required further learning and improvement
- I found the programme very useful, stimulating, and challenging. The sessions were interesting and well structured, I really enjoyed the mix of theories and group activities. The tools and models used for self-assessment were really insightful with useful learning opportunities. The programme has helped me re-evaluate myself, my current role, and roles that I have set goals to perform in the future. This programme has also helped me put into perspective how to better manage my talents and time. I am able to understand my abilities, limits, how to deal with changes / challenges, acquire a more practical knowledge of Leadership and how my leadership style will impact the way I would lead a team
- The facilitators were great coaches, who engaged everyone and made sure that we all had opportunities to be fully involved, and the several activities provided a lot of team interaction

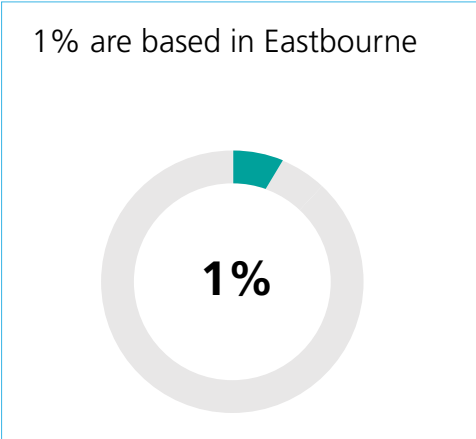
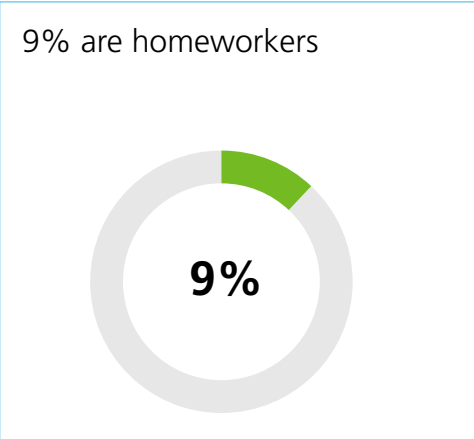
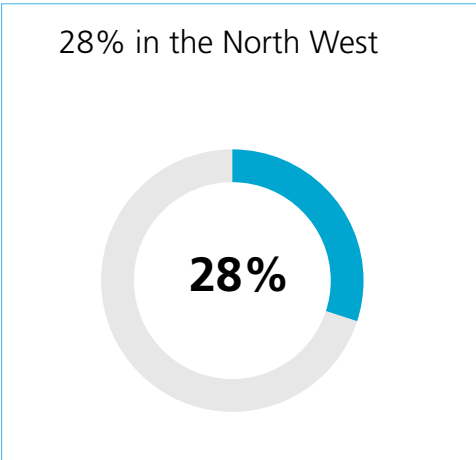
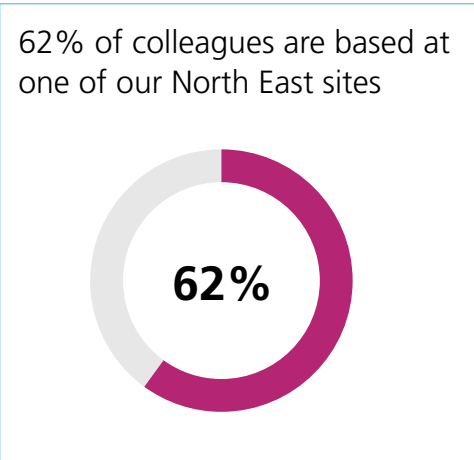


- I now have much greater awareness which will benefit my leadership capabilities. Overall, the programme has given me an awareness about how to grow as a leader and the importance to know myself, to self-lead in order to lead others. Participating in this course has allowed me the opportunity to understand, review and adjust my leadership style, to learn how to become a more effective leader
- I would recommend this programme to everyone who would want to grow professionally and personally and are willing to challenge themselves
- Through the BAME Leadership Development Programme, while doing my 6 months secondment in the Business Analyst Service area, I was promoted to Associate Business Analyst role

Our demographics

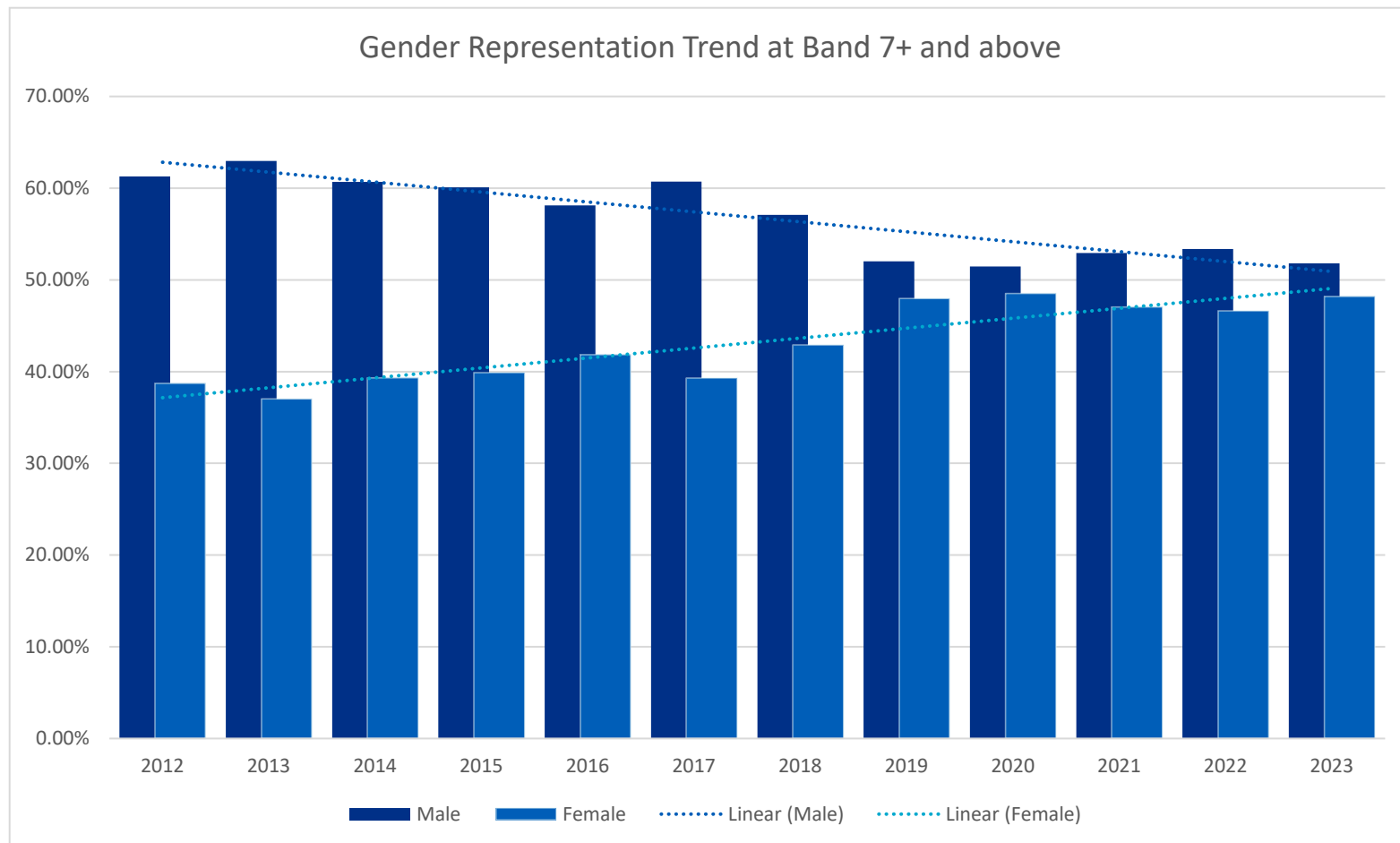
Colleague demographics and location

Our workforce headcount as of 31 March 2023 was 3962, an increase of 313 from the previous year



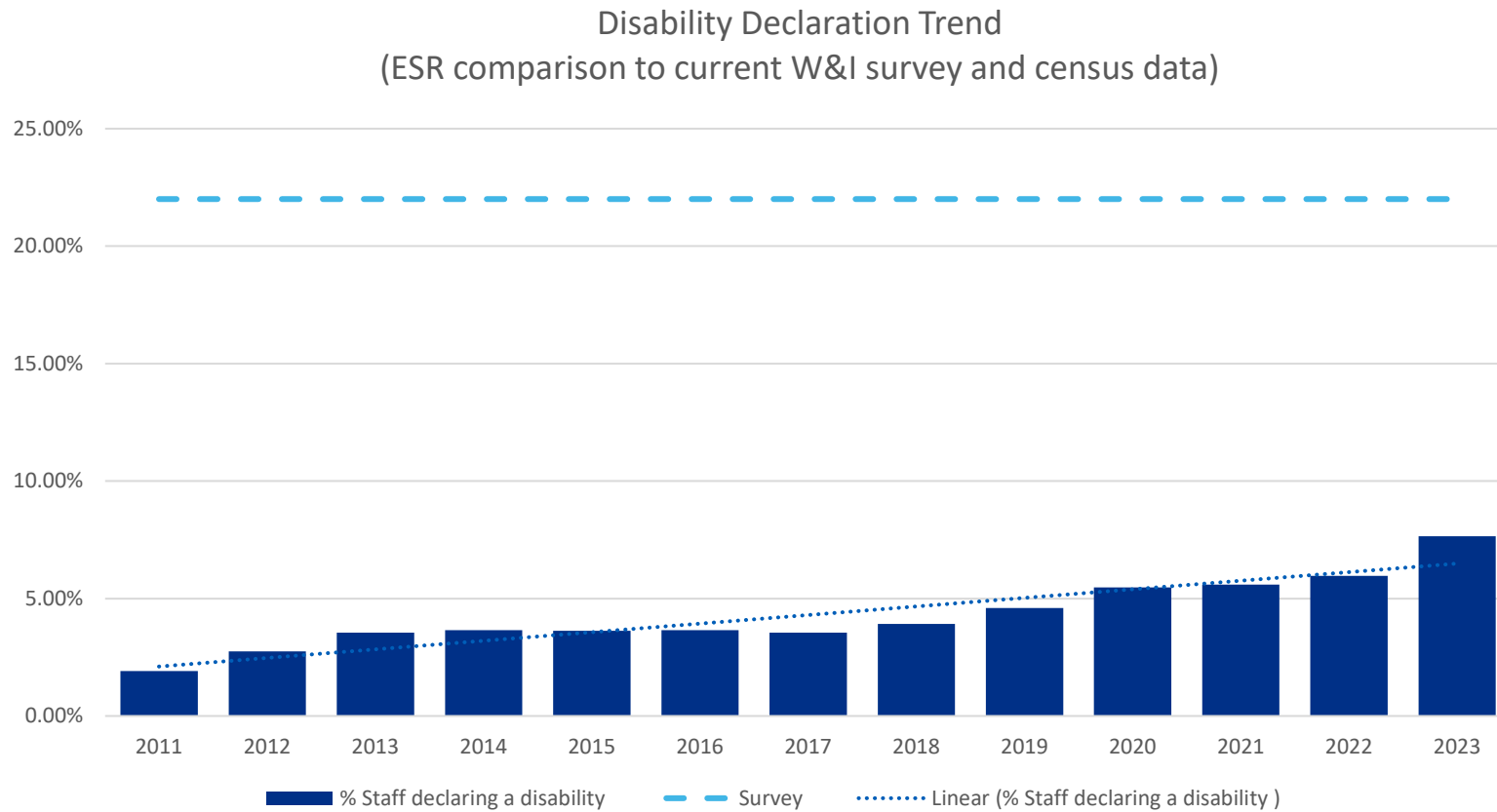
Gender

- Female colleagues account for 61.51% of our workforce, an increase of 1.58% on the previous year
- This continues to be well above the UK population of 51% women (*Census 2021, GOV.UK*)*
- All NHSBSA workplaces have a majority female workforce
- Gender representation at Bands 7 and above continues to show a positive trend towards a more equal distribution as shown in the graph below



Disability

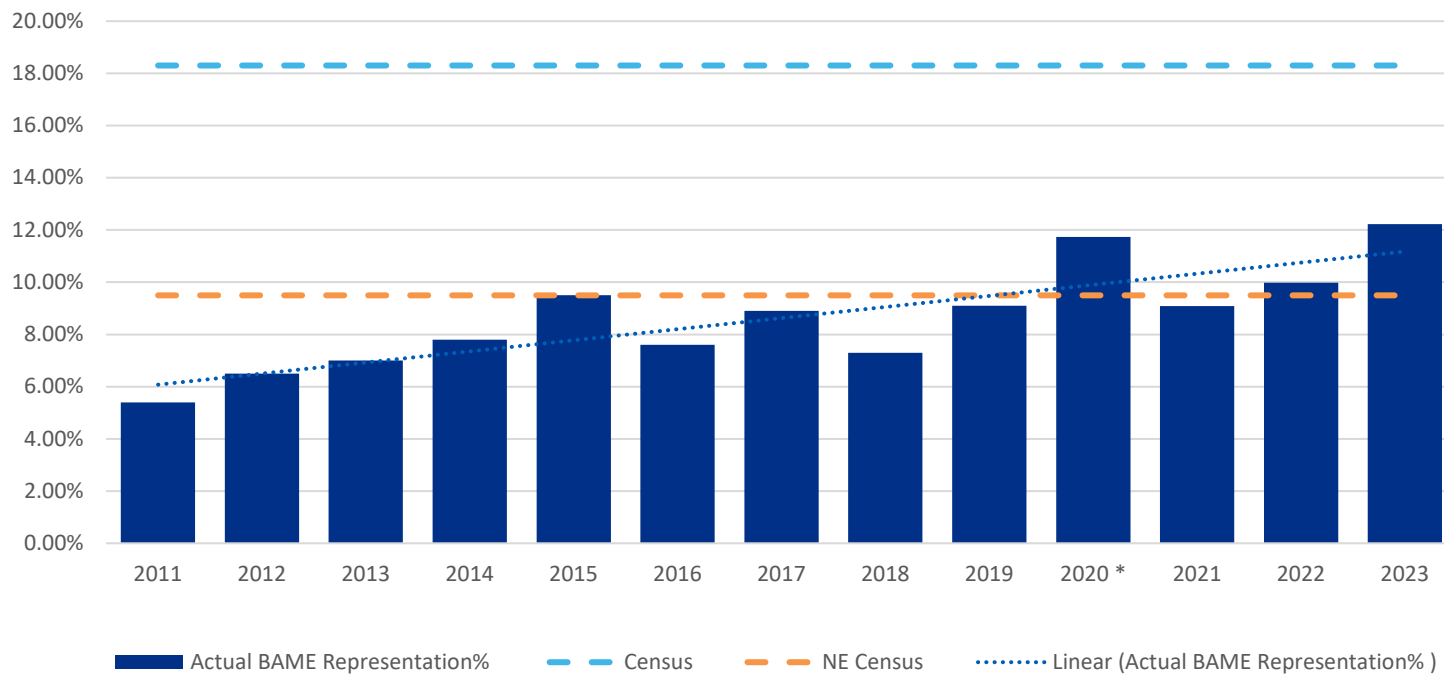
- 7.65% of our workforce have declared that they have a disability and this is continuing to trend upwards as demonstrated in the graph below
- This is an increase of 1.68% from last year, however not yet representative of population demographics, which is 22%* of working age UK adults
- However, 20% of respondents to our 2022 Wellbeing & Inclusion colleague survey declared they had a disability or long term health condition which is nearly representative of the population demographic



Ethnicity

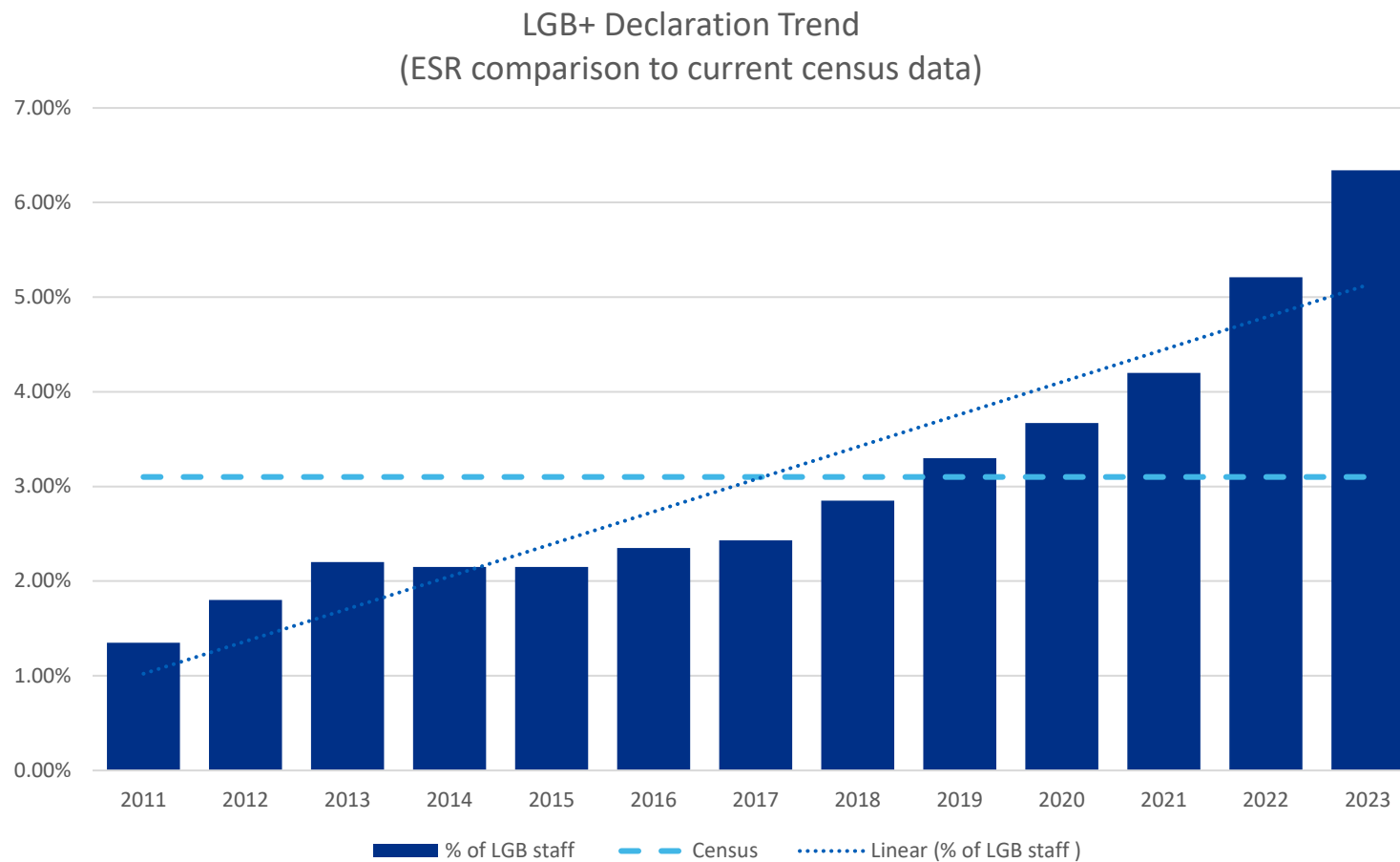
- Ethnic Minority colleagues now account for 12.22% of our workforce
- This is an increase of 2.24% from last year and continuing to trend upwards as the graph below shows
- Overall this is less than the English and Welsh population of 18.3% from BAME groups, however 62% of colleagues are based in the North East, where 9.5% of the general population are from BAME groups
(Census 2021, ONS)

BAME Declaration Trend
(ESR comparison to current census data)



Sexual Orientation

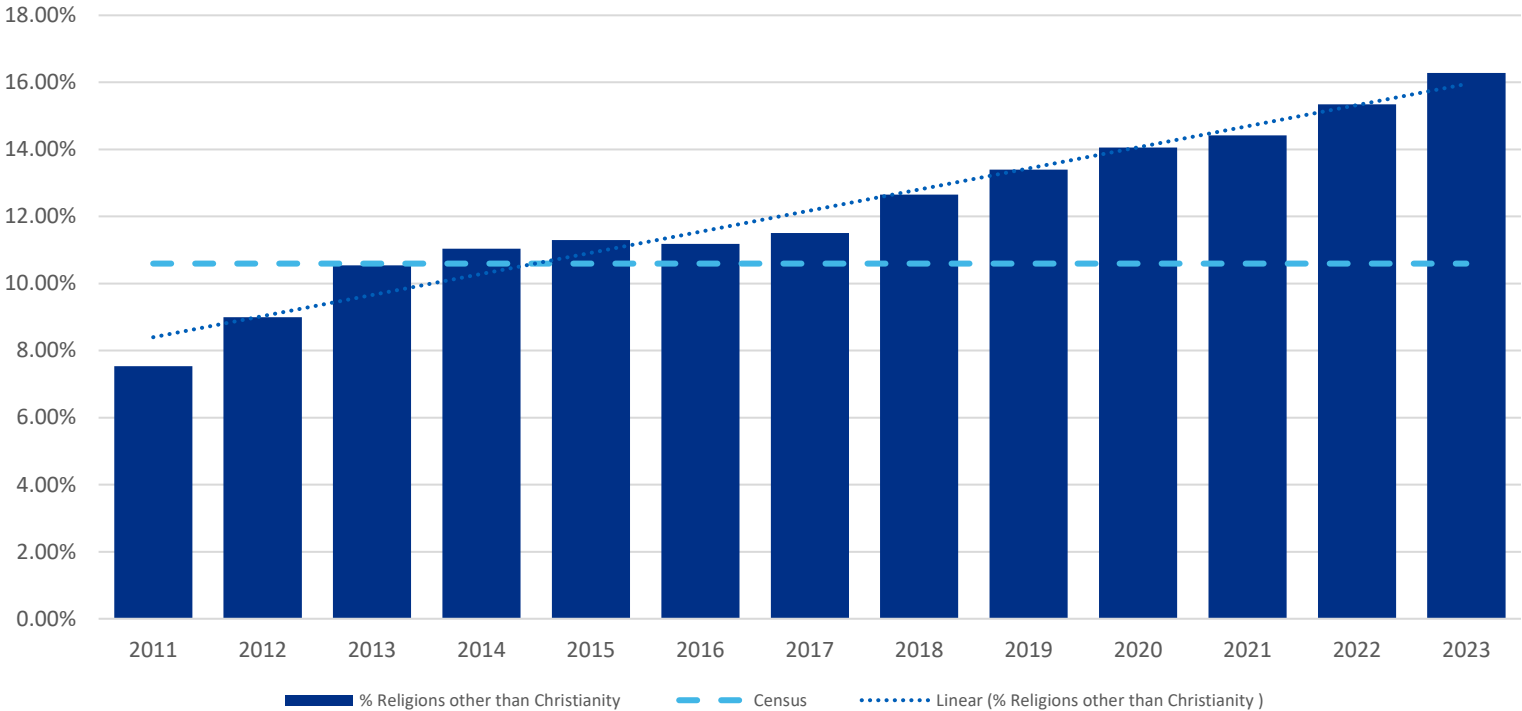
- 6.34% of our colleagues have declared that they are Lesbian, Gay, Bisexual or another description of their sexual orientation other than straight/heterosexual (LGBTQ+)
- This is an increase of 1.13% since 2022 and continuing to trend upwards and above the census population data



Religion

- 40.43% of our workforce are Christian
- 26.30% of colleagues stated they are Atheist or of no belief
- 16.28% of our colleagues have stated they follow a religion other than Christianity, which is an increase of 0.93% on 2022. This includes Buddhism, Hinduism, Islam, Jainism, Judaism and Sikhism amongst others.

Religions Other Than Christianity Declaration Trend
(ESR comparison to current census data)



Age

- Our largest age group continues to be the 31 - 40 age group, which has slightly increased by 0.5%, to 31.73% in 2023
- The next largest age group is 41 - 50 which is 23.47% of our workforce

Religion

- 40.43% of our workforce are Christian
- 26.30% of colleagues stated they are Atheist or of no belief
- 16.28% of our colleagues have stated they follow a religion other than Christianity, which is an increase of 0.93% on 2022. This includes Buddhism, Hinduism, Islam, Jainism, Judaism and Sikhism amongst others.

Colleague demographics by location

This table shows the demographics of our colleagues by workplace location and equality group. Please note that where there are less than 5 colleagues we are unable to provide the exact number for data protection purposes.

Overview:

All workplaces have a majority female population. Eastbourne has replaced Middlebrook as the most ethnically diverse workplace with 27.78% of colleagues being from Ethnic Minority groups. Wakefield is our workplace with the highest proportion of disabled colleagues at 13.98% and has the highest proportion of LGBTQ+ colleagues at 9.68%.

Location	Headcount	Female	%	Male	%	Ethnic Minority	%	Disabled	%	LGBTQ+	%
Bridge House	1323	842	63.64%	481	36.36%	126	9.52%	112	8.47%	89	6.73%
Eastbourne	36	22	61.11%	14	38.89%	10	27.78%	<5	<5	<5	<5
Greenfinch Way	80	44	55.00%	36	45.00%	<5	<5	5	6.25%	<5	<5
Hesketh House	652	459	70.40%	193	29.60%	29	4.45%	51	7.82%	28	4.29%
Homeworker	353	228	64.59%	125	35.41%	43	12.18%	26	7.37%	26	7.37%
Middlebrook	351	238	67.81%	113	32.19%	95	27.07%	18	5.13%	16	4.56%
Skipton House London	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5
Stella House	1070	541	50.56%	529	49.44%	167	15.61%	74	6.92%	78	7.29%
Wakefield	93	62	66.67%	31	33.33%	11	11.83%	13	13.98%	9	9.68%
Warehouse	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5

Colleague religion and Belief by location

This table shows the demographics of our colleagues by workplace location and religion or belief. Please note that where there are less than 5 colleagues we are unable to provide the exact number for data protection purposes.

Middlebrook is the workplace with the highest proportion of colleagues following "other" religions and Hesketh House is the workplace with highest proportion of Christian colleagues.

Location	Headcount	Atheism	%	Christianity	%	Other	%	Not Disclosed	%
Bridge House	1323	369	27.89%	521	39.38%	196	14.81%	237	17.91%
Eastbourne	36	10	27.78%	14	38.89%	8	22.22%	<5	<5
Greenfinch Way	80	19	23.75%	35	43.75%	9	11.25%	17	21.25%
Hesketh House	652	124	19.02%	331	50.77%	84	12.88%	113	17.33%
Homeworker	353	98	27.76%	131	37.11%	44	12.46%	80	22.66%
Middlebrook	351	65	18.52%	136	38.75%	104	29.63%	46	13.11%
Skipton House London	<5	<5	<5	<5	<5	<5	<5	<5	<5
Stella House	1070	336	31.40%	392	36.64%	180	16.82%	162	15.14%
Wakefield	93	21	22.58%	40	43.01%	19	20.43%	13	13.98%
Warehouse	<5	<5	<5	<5	<5	<5	<5	<5	<5

Colleague demographics by directorate

This table shows the demographics of our colleagues by directorate and equality group.

Please note that where there are less than 5 colleagues we are unable to provide the exact number for data protection purposes.

Most of our directorates have a majority female population except for Digital, Data and Technology (DDaT) which is 65.65% male. DDaT is our most ethnically diverse directorate with 25.04% of colleagues being from a minority ethnic background.

Operations has the highest proportion of disabled colleagues at 8.56% and Workforce Transformation has the highest proportion of LGBTQ+ colleagues at 9.57%.

Directorate	Headcount	Female	%	Male	%	Ethnic Minorities	%	Disabled	%	LGBTQ+	%
Chief Executive Officer	6	5	83.33%	<5	<5	<5	<5	<5	<5	<5	<5
DDaT	559	192	34.35%	367	65.65%	140	25.04%	40	7.16%	41	7.33%
FCE	158	94	59.49%	64	40.51%	14	8.86%	9	5.70%	7	4.43%
Operations	1835	1226	66.81%	609	33.19%	151	8.23%	157	8.56%	110	5.99%
PCS	1066	699	65.57%	367	34.43%	152	14.26%	78	7.32%	64	6.00%
People & Corporate Services	120	78	65.00%	42	35.00%	5	4.17%	7	5.83%	11	9.17%
Portfolio Management	72	42	58.33%	30	41.67%	8	11.11%	<5	<5	<5	<5
SPBD&G	31	20	64.52%	11	35.48%	<5	<5	<5	<5	<5	<5
Workforce Transformation	115	81	70.43%	34	29.57%	11	9.57%	8	6.96%	11	9.57%

Colleague religion and Belief By directorate

This table shows the demographics of our colleagues by directorate and religion and belief.

As previously, where there are less than 5 colleagues we are unable to provide the exact number for data protection purposes.

Most of our directorates have a majority Christian population except for Digital Data and Technology (DDaT) and People and Corporate Services.

Directorate	Headcount	Atheism	%	Christianity	%	Other	%	Not Disclosed	%
Chief Executive Officer	6	<5	<5	5	83.33%	<5	<5	<5	<5
DDaT	559	176	31.48%	172	30.77%	127	22.72%	84	15.03%
FCE	158	42	26.58%	71	44.94%	21	13.29%	24	15.19%
Operations	1835	445	24.25%	794	43.27%	279	15.20%	317	17.28%
PCS	1066	269	25.23%	423	39.68%	186	17.45%	188	17.64%
People & Corporate Services	120	48	40.00%	42	35.00%	9	7.50%	21	17.50%
Portfolio Management	72	17	23.61%	33	45.83%	11	15.28%	11	15.28%
SPBD&G	31	10	32.26%	12	38.71%	<5	<5	7	22.58%
Workforce Transformation	115	35	30.43%	50	43.48%	10	8.70%	20	17.39%

Payband analysis

Equality groups

The following table shows the percentage of all colleagues in each pay band against a comparison of the percentage of colleagues in each pay band for different equality groups.

Non Agenda for Change (AFC) pay bands have been grouped together, this includes civil service pay bands and colleagues who have transferred into the NHSBSA retaining their previous salary scale.

Pay band	Overall	Female	Male	Ethnic Minorities	Disabled	LGBTQ+
Band 2	19.51%	20.76%	17.51%	22.11%	27.72%	25.10%
Band 3	28.65%	32.38%	22.69%	26.45%	27.06%	24.70%
Band 4	13.33%	13.95%	12.33%	12.81%	15.18%	15.54%
Band 5	10.58%	9.93%	11.61%	10.33%	8.58%	12.35%
Band 6	7.75%	6.57%	9.64%	13.22%	6.93%	7.17%
Band 7	9.44%	7.14%	13.11%	8.26%	8.25%	10.36%
Band 8 A	4.42%	3.90%	5.25%	4.75%	4.29%	1.99%
Band 8 B	2.32%	1.76%	3.21%	1.03%	0.66%	1.20%
Band 8 C	1.24%	0.90%	1.77%	0.62%	0.66%	1.20%
Band 8 D	0.68%	0.41%	1.11%	0.21%	0.00%	0.40%
Band 9	0.18%	0.12%	0.26%	0.00%	0.00%	0.00%
ESM	0.28%	0.16%	0.46%	0.00%	0.00%	0.00%
Band 8A Above	9.11%	7.26%	12.07%	6.61%	5.61%	4.78%
Non AFC	1.64%	2.01%	1.05%	0.21%	0.66%	0.00%

Pay band 3 is the most populated band in the NHSBSA, with almost a third of all colleagues in band 3 roles. The data shows that disabled colleagues and LGBTQ+ colleagues have higher levels of representation in band 2 when compared to all colleagues. The data also shows that there is a higher representation of men in senior roles (Band 8A and above) with LGBTQ+ colleagues the most underrepresented in senior roles

Payband analysis – religion and belief

The following table shows the percentage of all colleagues in each pay band against a comparison of the percentage of colleagues in each pay band by religion and belief.

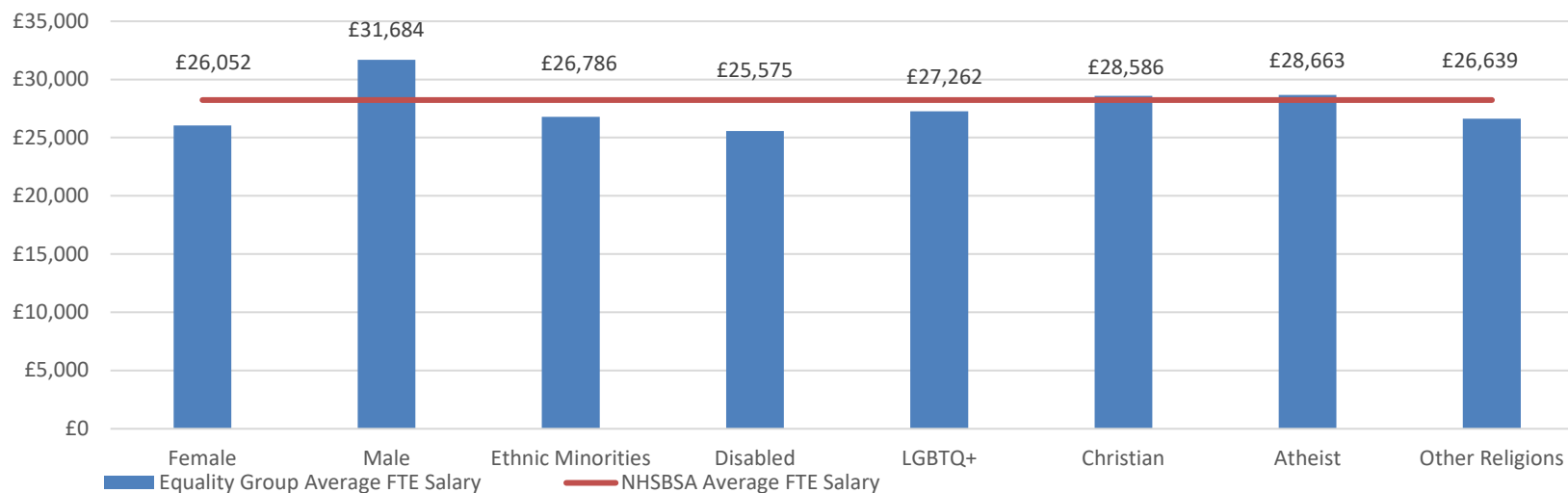
Pay band	Headcount	Atheism	Christianity	Other	Not Disclosed
Band 2	19.51%	19.39%	19.04%	20.93%	19.47%
Band 3	28.65%	24.38%	29.59%	31.16%	30.61%
Band 4	13.33%	14.78%	12.98%	13.64%	11.59%
Band 5	10.58%	12.48%	10.49%	9.15%	9.21%
Band 6	7.75%	9.50%	6.05%	9.15%	7.73%
Band 7	9.44%	11.42%	8.80%	9.15%	8.17%
Band 8 A	4.42%	4.51%	5.18%	3.10%	3.71%
Band 8 B	2.32%	1.73%	2.87%	1.86%	2.38%
Band 8 C	1.24%	0.86%	1.37%	0.62%	2.08%
Band 8 D	0.68%	0.77%	0.75%	0.47%	0.59%
Band 9	0.18%	0.10%	0.25%	0.16%	0.15%
ESM	0.28%	0.00%	0.44%	0.00%	0.59%
Band 8A & Above	9.11%	7.97%	10.86%	6.20%	9.51%
Non AFC	1.64%	0.10%	2.18%	0.62%	3.71%

This shows that Christianity is proportionally represented across all pay bands in the NHSBSA

Atheism is more highly represented in pay bands 5, 6 and 7 but otherwise proportionally represented in other pay bands. Other religions are over represented in pay bands 2 and 3 and underrepresented from pay band 7 and above.

Average pay analysis

The average full time equivalent (FTE) annual salary of all colleagues in the NHSBSA is £28,220 which is an increase of £1198 from the previous year. The chart below compares the average FTE salary to that of different equality groups, religions and beliefs within the NHSBSA.



Male colleague's average salary is higher than the average salary for the NHSBSA, by £3,464. The average salary for Christian and Atheist colleagues are also slightly above the NHSBSA average annual salary.

The average salaries of female, ethnic minorities, disabled, LGBTQ+ and colleagues following religions or beliefs other than Christianity and Atheism are lower than that of the NHSBSA average salary, with the lowest average being that of colleagues with a disability at £25,575.

Leavers analysis

446 colleagues left employment with the NHSBSA between 1st April 2022 to 31st March 2023, an increase of 71 on the previous year. The most common reason for leaving was voluntary resignation, accounting for 77.40% of all leavers. The next most frequent reasons were retirement at 7.85% and dismissal at 7.62%.

The tables below compare the overall NHSBSA population with leavers from equality groups and different religions and beliefs.

	Female	Male	Ethnic Minorities	Disabled	LGBTQ+
Overall NHSBSA	61.51%	38.49%	12.22%	7.65%	6.34%
Leavers	56.26%	43.72%	12.56%	5.83%	6.95%

	Atheist	Christian	Other	Not Disclosed
Overall NHSBSA	26.30%	40.43%	9.84%	16.99%
Leavers	25.78%	36.32%	20.63%	12.78%

This shows ethnic minorities, disabled and LGBTQ+ leavers are broadly similar to the NHSBSA population.

In terms of religion and belief, the data shows leavers who were followers of 'other' religions were higher than the overall NHSBSA population with all other religions or beliefs broadly similar to the NHSBSA population.

Recruitment analysis

Equality groups

1349 new starters joined the NHSBSA or were appointed to a new role internally between the period of 1st April 2021 to 31st March 2022. 12461 applications were received for the vacancies, with a total of 3131 people shortlisted. The table below compares the percentage rates of applicants, those shortlisted and appointed, by different equality groups compared to the whole NHSBSA population. Last year's figures are also included for comparison purposes.

	Female		Male		Ethnic Minorities		Disabled		LGBTQ+	
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
Overall NHSBSA	59.03%	61.51%	40.97%	38.49%	9.98%	12.22%	5.97%	7.65%	5.21%	6.34%
Applied	52.66%	49.35%	43.93%	47.72%	33.09%	49.92%	7.22%	7.82%	7.62%	6.72%
Shortlisted	59.58%	57.78%	39.44%	41.23%	19.70%	24.98%	7.29%	10.44%	7.44%	8.43%
Appointed	63.01%	61.23%	36.06%	38.10%	14.41%	17.12%	5.61%	9.27%	7.87%	9.71%

It is positive to see that attraction rates from the ethnic minorities, disabled and LGBTQ+ communities are increasing. Attraction, shortlisting and appointment rates for candidates from ethnic minority backgrounds have all increased and the attraction rate is almost 1 in 2 applicants, a huge increase since 2022. The percentage of ethnic minority candidates shortlisted has increased by 5.28% this year to 24.98% and the appointment rate has also increased by 2.71% to 17.12%.

It is really positive to see that both the shortlisting and appointment rates for disabled and LGBTQ+ candidates have increased again this year in line with our strategic objectives. Appointment rates for disabled candidates have increased by 3.66% and LGBTQ+ candidates by 1.84% this year. Diverse recruitment panels were introduced across the organisation over 2021/2022, the aim of which was to increase the shortlisting and appointment rates of underrepresented groups. This is a really positive position for the NHSBSA and will continue to impact on diverse representation across the organisation.

Religion and belief

The table below compares the percentage rates of applicants, those shortlisted and recruited, by religion and beliefs, and with the overall NHSBSA population.

	Atheist		Christian		Other		Not Disclosed	
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
Overall NHSBSA	24.47%	26.30%	39.93%	40.43%	15.35%	9.84%	20.25%	16.99%
Applied	23.33%	19.41%	37.34%	40.74%	26.06%	30.78%	10.70%	9.06%
Shortlisted	30.41%	28.97%	38.68%	45.23%	19.96%	21.59%	10.96%	10.92%
Appointed	32.02%	32.25%	38.24%	38.40%	18.54%	19.13%	10.20%	10.23%

This information shows that applications from Christian candidates are in line with the overall NHSBSA population. It is good to see attraction rates from candidates who have declared a religion or belief other than Christianity or Atheism is higher than our current NHSBSA population.

The rate of appointments from Christian candidates shows this is proportional to applications from Christian candidates and those that are shortlisted. The same is true for candidates who have not disclosed a religion.

The proportion of Atheist candidates rises significantly from applications through to appointments and there is a significant decrease for candidates who state they have a religion or belief other than Christianity or Atheism.

Employee relations cases

The following information analyses cases relating to formal disciplinary, grievance, bullying and harassment and performance management procedures by equality groups, which have been recorded on ESR.

	Female	Male	Ethnic Minority	Disabled	LGBTQ+
Disciplinary	<5	14	<5	<5	5
Grievance	<5	<5	<5	<5	<5
Bullying & Harassment	<5	<5	<5	<5	<5
Performance Management	<5	<5	<5	<5	<5

	Christianity	Atheism	Other	Not Disclosed
Disciplinary	<5	5	<5	7
Grievance	<5	<5	<5	<5
Bullying & Harassment	<5	<5	<5	<5
Performance Management	<5	<5	<5	<5

The total number of cases above amounts to 0.73% of the overall NHSBSA workforce which is very low and much lower than the reported NHS data in general. There have been no reported bullying and harassment cases. There was no standout data for any equality groups from grievance or performance management cases.

This year, men account for 82.35% of the disciplinary cases (14 in total), which is in direct contrast to last year's figures, where women accounted for 86.67% of disciplinary cases.

Themes relating to ER cases are monitored through the Corporate HR team, the Freedom to Speak Up Guardian and the lived experience networks. No themes have been reported during the year 2022/23.

Our focus

Our aim is that the NHSBSA is a truly inclusive organisation which values the diversity of our people and the communities we serve, where all our colleagues feel able to be themselves at work and have a voice. We're passionate about enabling the best possible working experience for all colleagues so they can be at their best and reach their full potential.

Our colleague networks represent the voice of our colleagues and increase engagement, which helps to shape our people practices.

All our colleagues are important to us. The current focus of the diversity and inclusion work in the NHSBSA is on four characteristics, as colleagues with those characteristics are underrepresented in the NHSBSA workforce. This is either in our leadership community and/or in comparison to national or local populations.

These groups are:

- Black, Asian and Minority Ethnicities (BAME)
- Disability and Neurodiversity
- Lesbian, Gay, Bisexual, Transgender, queer, questioning plus (LGBTQ+) which also includes gender identity
- Women

This focus is important to us as having a diverse, inclusive and highly engaged workforce which is representative at all levels leads to better decision making and innovation, and is fundamental to the success of our organisation.

Over the past year the Colleague Experience and Social Impact Team, Wellbeing and Inclusion Committee and Colleague Networks have worked on key objectives in relation to these four groups, including designing and testing new interventions to change outcomes. This work has created engagement and connection amongst colleagues, raised awareness and understanding, provided development, promoted the NHSBSA externally as an employer of choice and as an inclusive service provider. Above all our work has provided an inclusive work culture and environment where colleagues who identify with these groups can thrive.

The following pages highlight the work that has been achieved over the past year in these areas and identify key objectives for the year ahead. It is only by keeping the focus on these issues, creating and testing new interventions and taking bold action, will we become a truly diverse and inclusive organisation.

Black, Asian and Minority Ethnic (BAME)

Our objectives for 2022-23 were:

- Continue to decrease the gap between job applications, shortlisting and those appointed from ethnic minority groups
- Increase the overall ethnic minority population in the NHSBSA to be representative of the general UK population
- Increase ethnic minority representation in Band 8b+ roles, to be representative of the NHSBSA workforce
- Continue to increase leadership capability and colleague understanding of race issues
- Ensure that ethnic minority colleague voice and experience continues to be heard and acted on
- Build on achieving greater ethnic minority visibility and role models across NHSBSA
- Provide leadership development for ethnic minority colleagues to enable colleagues to maximise their potential and progress in their careers

Our outcomes for 2022-23 were:

- Attraction, shortlisting and appointment rates for candidates from ethnic minority backgrounds have all increased and the attraction rate is almost 1 in 2 applicants, a huge increase since 2022. The percentage of ethnic minority candidates shortlisted has increased by 5.28% and the appointment rate has also increased by 2.71% to 17.12% from last year
- Ethnic minority representation in the NHSBSA increased to 12.22% which is moving towards our aim of the 18.3% of the general population in England and Wales
- Ethnic minority representation in Band 8b+ roles has remained static since 2021
- Our Let's Talk About Race initiative has continued to be rolled out directorate by directorate and expected to conclude in Autumn 2023
- Introduced our BAME Leadership Development programme to support the career development of ethnic minority colleagues from all pay bands, with positive outcomes already achieved
- The launch of our bespoke Reciprocal Mentoring for Inclusion programme included partnerships focussed on race to increase leadership capability and understanding of lived experiences, and to provide development for colleagues

Our objectives for 2023-24 are:

- Continue to increase representation of colleagues from ethnic minority backgrounds across the organisation
- Continue to reduce the gap between shortlisting and appointment for candidates from ethnic minority backgrounds
- Continue to increase leadership capability and colleague understanding of issues pertaining to race and ethnicity
- Provide further leadership development for colleagues from ethnic minority backgrounds to enable colleagues to maximise their potential and progress in their careers
- Ensure the NHSBSA retains our diverse talent through, development, opportunities and support with career goals and pathways

Our planned actions for 2023-24 are:

- Continue with our inclusive recruitment work, including evaluation of diverse recruitment panels
- Review our recruitment data and feed this into our project work to ensure our work is evidence and data led and we achieve our aspirations in this area
- Complete the Let's Talk About Race programme of training and education
- Provide opportunities for colleagues through further cohorts of our bespoke Reciprocal Mentoring for Inclusion Programme, evaluating this and celebrating successes of participants
- Provide further leadership development opportunities for colleagues from ethnic minority backgrounds, evaluating the programme so far and identifying the successes and feedback from the first two cohorts

Disability & Neurodiversity

Our objectives for 2022-23 were:

- Maintain Disability Confident Leader (Level 3) accreditation
- Increase the population of disabled and neurodivergent colleagues in the NHSBSA to be representative of the general UK population
- Increase representation from disabled and neurodivergent colleagues in Band 7 plus roles, to be representative of the NHSBSA workforce
- Improve the attraction rates in our recruitment from disabled and neurodivergent candidates and continue to decrease the gap between job applications and those appointed
- Increase disability declaration rates in ESR by increasing the visibility and voices of our disabled colleagues
- Continue to increase leadership capability and understanding of disability and neurodiversity issues
- Ensure that disabled and neurodivergent colleague voice and experience continues to be heard and acted on
- Build on achieving greater disabled and neurodivergent visibility and role models across NHSBSA

Our outcomes for 2022-23 included:

- Our Disability Confident Leader Status was re-validated for a further 3 years
- Our disabled population rose by 1.68% on the previous year and is now 7.65% of our workforce
- Declaration rates in ESR for disability have improved, with non-declaration rates decreasing from 8.14% to 6.13%
- Applications from disabled candidates increased by 0.6% from 7.22% to 7.82%, shortlisted disabled candidates by 3.15% and those appointed, up 3.66% to 9.27%, a notable increase from last year
- The launch of our bespoke Reciprocal Mentoring for Inclusion programme included partnerships focussed on disability and neurodiversity to increase leadership capability and understanding of these lived experiences, and to provide development for colleagues

Our objectives for 2023-24 are:

- Continue to increase the representation of disabled and neurodiverse colleagues to be representative of the UK working population
- Aim to increase representation of disabled and neurodiverse colleagues in leadership roles, and from bands 7 upwards
- Increase disability declaration rates to ensure the reliability of our data
- Review recruitment data for applicants with disabilities and who are neurodiverse, aiming to continue to increase shortlisting and appointment rates for those applicants
- Offer talent and leadership development to colleagues with disabilities and who are neurodiverse, to maximise potential and achieve career aspirations
- Continue to ensure the voice of our colleagues with disabilities and who are neurodiverse continues to be heard and acted upon

Our planned actions for 2023-24 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence and data led in our work
- Work with the colleague networks to share information on the impact of recording monitoring data and encourage declaration
- Continue to increase leadership knowledge through further cohorts of our bespoke Reciprocal Mentoring for Inclusion Programme
- Work with colleagues to introduce a talent and leadership development programme for colleagues with a disability and who are neurodiverse
- Work closely with and support the Disability and Neurodiversity Colleague Network to share knowledge and increase understanding across the organisation

Our objectives for 2022-23 were:

- Increase the population of LGBTQ+ colleagues in the NHSBSA to be representative of the general UK population
- Increase representation from LGBTQ+ colleagues in Band 7 plus roles, to be representative of the NHSBSA workforce
- Improve LGBTQ+ declaration rates in ESR by continuing to improve the visibility and support for our LGBTQ+ colleagues
- Ensure that LGBTQ+ colleague voice and experience continues to be heard and acted on
- Increase leadership capability and understanding of LGBTQ+ issues
- Build on achieving greater LGBTQ+ visibility and role models across NHSBSA
- Maintain our Top 100 Employer ranking within Stonewalls Workplace Equality Index

Our outcomes for 2022-23 included:

- We ranked 4th place in the Stonewall Workplace Equality Index Top 100 Employers 2023, were the highest ranked NHS and public sector organisation, were awarded Gold Employer status within the scheme whilst our network achieved the Highly Commended Network Award
- ESR declaration rates for sexual orientation have improved, with colleagues declaring as LGBTQ+ increasing to 6.34% from 5.21% last year
- Both the shortlisting and appointment rates for LGBTQ+ applicants have increased from last year to 8.43% and 9.71% respectively, in line with our strategic objectives
- Worked closely with the LGBTQ+ colleague network to ensure knowledge and awareness building took place across the organisation
- The launch of our bespoke Reciprocal Mentoring for Inclusion Programme included partnerships focussed on LGBTQ+ to increase leadership capability and understanding of these lived experiences, and to provide development for colleagues
- Training provided for colleagues focussing on LGBTQ+ Allyship, Bi Inclusion, LGBTQ+ and Black History Month inclusion, LGBTQ+ and Mental Health Inclusion and LGBTQ+ and Disability.

Our objectives for 2023-24 are to:

- Continue to increase the representation of LGBTQ+ colleagues in our organisation to reflect the UK population
- Aim to increase representation in leadership roles and from band 7 upwards to ensure a representative leadership community
- Increase declaration rates to ensure the reliability of our data
- Maintain our Stonewall top 100 ranking within the workplace equality index
- Begin to review talent and leadership development for colleagues who are LGBTQ+ to maximise potential and achieve their career aspirations
- Continue to ensure the voice of our LGBTQ+ colleagues continues to be heard and acted upon

Our planned actions for 2023-24 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence and data led in our work
- Work with our colleague network to share information on the impact of recording monitoring data and to encourage declaration
- Maintain our Stonewall top 100 ranking by working with colleagues, our leadership community and our colleague networks
- Conduct a review of development opportunities for LGBTQ+ colleagues and evaluate these against our requirements
- Continue to provide training on LGBTQ+ and intersectional experiences for colleagues
- Continue to increase leadership knowledge through further cohorts of our bespoke Reciprocal Mentoring for Inclusion programme

Women

Our objectives for 2022-23 were:

- Continue to increase representation from women in Band 8b+ roles, to be representative of the NHSBSA workforce
- Provide specific development opportunities for women to support capability and confidence to progress
- Continue to provide safe spaces and opportunities for our female colleagues to connect and share skills, knowledge and experiences
- Ensure that women's colleague voice and experience continues to be heard and acted on
- Increase leadership capability and understanding of women's equality and gender issues, including menopause
- Reduce our gender pay gap
- Reduce the gap between the average salaries of male and female colleagues

Our outcomes for 2022-23 were:

- The NHSBSA was accredited as a Menopause Friendly Workplace in recognition of the support now available for colleagues
- The percentage of our female population in pay band 7 roles and above has increased from 14.17% in 2021-2022 to 14.4% in 2022-2023
- The rate of applicants who were shortlisted and appointed through our recruitment processes continued to be proportional and representative overall
- Further cohorts of Springboard were delivered for colleagues, a development programme for women to achieve their career aspirations
- The launch of our bespoke Reciprocal Mentoring for Inclusion programme included partnerships focussed on women to increase leadership capability and understanding of women's lived experiences, and to provide development for colleagues
- The gender pay gap increased from the previous year, by 10.2% to 12.5% for the median gap in hourly pay and by 1.4% to 14% for the mean gap in hourly pay, influenced by a significant increase in headcount of women in lower bands during the year
- The gap between the average FTE annual pay of men and women in the NHSBSA reduced by £322 to £5632

Our objectives for 2023-24 are:

- Continue to increase representation for women in leadership roles at band 8b and above
- Continue to offer leadership development to women in the organisation, to maximise talent and achieve career aspirations
- Continue to provide spaces for connection and networking to share skills, knowledge and experience
- Increase leadership capability and understanding of women's equality and issues such as menopause
- Continue to ensure women's voice is heard and acted upon
- Reduce our gender pay gap

Our planned actions for 2023-24 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence and data led in our work
- Evaluate and review the leadership development offer for women in our organisation to ensure that an effective programme is in place to maximise colleague development and enable progression
- Provide further support to enable networking and shared skills, through our colleague network and training opportunities
- Provide a focus on women's health together with our Women's Network and Menopause Champions to increase understanding and empower colleagues to create change for themselves
- Continue with further cohorts of our bespoke Reciprocal Mentoring for Inclusion programme

Summary

2022-2023 has been an exciting and successful year for diversity and inclusion in the NHSBSA, with huge progress made, notwithstanding some of the challenges that have been faced.

We know from analysing our workforce and recruitment data that there is still more we need to do to improve and build on our successes to ensure we're a truly inclusive organisation for all colleagues, where the diversity within both our workforce and leadership community represents the populations we serve.

In addition to the objectives for 2023-24 in our four areas of focus, we have an overarching NHSBSA strategic objective to maintain our Gold Standard Employer status with the Employers Network for Equality and Inclusion (ENEI) TIDE benchmark. This measures progress against all protected characteristics and is undertaken in addition to the external submissions and assessments we complete for the Stonewall Workplace Equality Index and activities required as a Disability Confident Leader organisation.

Having our performance externally assessed is important to provide objectivity, and in knowing where we are on our journey.

We recognise that collaboration with wider areas of our organisation, our colleagues, the Leadership Team and our colleague networks are crucial to our success and we will continue to maintain a collaborative, evidence led and data focussed approach to achieve our objectives. This will ensure our outcomes are meaningful and have lasting impact.

Our 2022-2025 Diversity and Inclusion Strategy will ensure we achieve our ambitious vision for diversity and inclusion within the NHSBSA over the next two years.