

Board of Directors (In Public)
Item 8 CEO report

Subject: Equality, Diversity, Inclusion and Belonging (EDIB)
Date of Meeting: 23rd September 2025
Presented by: Jane Royds, Chief People Officer
Purpose of Report: To Note

BAF Reference	Impact on BAF
BAF 4	Delivery of HR, Learning & Development Key Priorities directly supports the delivery of strategic workforce objectives and mitigation of the identified strategic workforce risks.

Level of Assurance (please tick) To be used to provide the Board / Committee with a guide on the extent of assurance and evidence of assurance provided within the report		<input checked="" type="checkbox"/>
Level of Assurance	Description	
High	There is a strong system of internal control which has been effectively designed to meet the system objectives, and that controls are consistently applied in all areas reviewed.	<input type="checkbox"/>
Substantial	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.	<input type="checkbox"/>
Moderate	There is an adequate system of internal control, however, in some areas weakness in design and/or inconsistent application of controls puts the achievement and some aspects of the system objectives at risk.	<input checked="" type="checkbox"/>
Limited	There is a compromised system of internal control as weaknesses in the design and / or inconsistent application of controls puts the achievement of the system objectives at risk.	<input type="checkbox"/>
No	There is an inadequate system of internal control as weaknesses in control, and/or consistent non-compliance with controls could/has resulted in failure to achieve the system objectives.	<input type="checkbox"/>

1. Executive Summary

This paper provides an update on the key developments in the Trust's Equality, Diversity, Inclusion and Belonging (EDIB) strategy. It sets out progress made in embedding EDIB principles across the organisation and highlights the actions undertaken to deliver the EDIB strategy.

The paper also provides assurance that the Trust continues to meet its statutory and regulatory equality governance requirements, including compliance with the Equality Act 2010, the Public Sector Equality Duty, and NHS England's Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Oversight and accountability are maintained through established governance structures, regular reporting to the People Committee and relevant sub-committees, and there is active staff engagement through networks and forums.

2. Equality, Diversity, Inclusion & Belonging Strategy (EDIB) 2022 - 2025

The Trust refreshed its EDIB Strategy in 2022 which was incorporated into the wider People Strategy. The strategy set out our ambition to have a culture of belonging and trust, and to understand, encourage and celebrate diversity in all its forms.

The EDIB strategy is supported by an operational action plan with a number of thematic actions designed to support delivery of the strategy. Year 3 of the EDIB action plan is attached in Appendix 1.

As we approach the final months of delivery of our current EDIB strategy, it is important to acknowledge both the significant progress made and the work that remains ongoing. Implementation efforts have helped build a really strong foundation which are reflected in our staff survey results, but sustainable change requires continued effort and focus.

Looking ahead, shaping our next phase must be informed by a clear understanding of the national landscape and key developments across the group partnership. These factors will help us to set meaningful equality objectives, but our commitment to EDIB should remain a site based strategic priority.

3. Key Updates and Progress

Since the last update to the Board, good progress has been made on key deliverables across the strategy. Notable achievements since the last update include: -

3.1 Staff Networks Development

Staff networks at LHCH continue to grow and play a vital role in shaping the Trust's culture and practices. Recent developments include the launch of the Women's Network and the Disability and Chronic Illness Network, both of which provide new employees and existing staff with opportunities to influence the Trust and ensure that diverse perspectives are represented. The Carers Network has also been relaunched to raise awareness of the support available for carers and to strengthen understanding across the workforce.

Alongside these new initiatives, the Trust's established networks – the Menopause Café and the LGBT+ Network continue to provide valued support to staff. Collectively, these networks amplify diverse voices, help contribute to policy development and help embed inclusivity across the organisation.

3.2 LAASP Collaboration

LHCH has been working collaboratively with partner Liverpool Trusts within LAASP to strengthen and align the EDIB offer across the system. Discussions have focused on how EDIB leads within LASSP can work more closely together, share learning, and operate as a unified EDIB team. This collaborative approach will enhance support for the wider equality, diversity and inclusion agenda, foster greater consistency across Trusts, and create opportunities to connect and amplify staff networks.

3.3 EDIB Events

Over recent months, a number of EDIB events have taken place to raise awareness, celebrate diversity, and strengthen an inclusive culture across the Trust.

Highlights include:

- **Staff Network Day** – Showcasing the benefits of staff networks in providing mutual support and contributing to the Trust's wider inclusion agenda.
- **Anti-Racism Workshops** – Delivered with *Afta Thought*, using interactive scenarios to promote open discussion and reflection on racism in the workplace.
- **Neurodiversity in the Workplace** – A session led by *The Brain Charity* focusing on raising awareness and highlighting reasonable adjustments to better support staff.
- **International Women's Day** – An engagement activity encouraging staff to recognise and celebrate women who have inspired them.
- **Challenging Homophobia** – A further *Afta Thought* workshop designed to improve understanding of homophobic behaviours and promote discussions on how best to support colleagues and patients.

These events demonstrate the Trust's ongoing commitment to embedding EDIB principles into everyday practice, while ensuring staff are actively engaged in shaping a more inclusive workplace.

3.4 Anti-Racism Campaign

The Trust has taken a proactive approach to tackling racism. In Spring 2025, LHCH relaunched its commitment to Anti-Racism, underlining its zero-tolerance stance and reaffirming support for staff and patients. The launch was supported by drama-based training, co-designed with staff networks and shaped by lived experience, to encourage open dialogue and reflection.

As part of the campaign, new commitment banners were installed across the Trust, providing a clear and accessible way for staff, patients, and family members to report racist behaviour and seek support. The initiative also enables the Trust to triangulate reported data, ensuring that actions are evidence-based, targeted, and demonstrate measurable impact. Through these measures, LHCH continues to show leadership in creating a safe and inclusive environment.

4. Patient EDIB Agenda

The patient EDIB agenda is being led by Claire Harvey – Divisional Director of Nursing for Medicine. Progress is reported through the Quality and Safety Committee. EDI updates relating to patients are reported to the Quality and Patient Family Experience Committee on a bi-yearly basis. In this report the trust demonstrates that it is monitoring, reporting, and publishing equality data in line with the public sector equality duties. This includes delivery of the Equality, Delivery Standard (EDS2)

5. EDIB Governance

The Trust continues to meet its statutory equality governance duties and provide assurance through national EDIB reporting requirements, which include:-

5.1 Gender Pay Gap Report (March 25)

The gender pay gap report was presented to the Board in April 2025 and published in line with the legal requirement to publish our data annually by 31st March. The report highlighted areas in our gender gap that had decreased/increased, compared to the previous year with actions on next steps to the gender pay gap.

5.2 Workforce Monitoring Report

The purpose of this report is to demonstrate the Trust's compliance with the Equality Act 2010 and public sector specific duties. The report is refreshed and published annually and summarises equality monitoring data for the workforce at Liverpool Heart and Chest Hospital for the period 1st April 2024 to 31st March 2025, using data taken from the Electronic Staff Record (ESR) and the recruitment system. The report is Appendix 2

5.3 Workforce Race Equality (WRES) and Workforce Disability Equality Standard (WDES) (May 25)

The actions associated to improving the experiences of both our ethnic minority and disabled workforce are set out within the operational EDIB action plan (Appendix 1).

The deadline for the 2025 WRES/WDES data collection was 31st May 2025 and the submission was made prior to the deadline.

A summary and WRES/WDES 2024 indicators from the staff survey results has been provided in Appendix 3 & 4. Overall, there has been some positive improvements in our WRES results with some areas of focus highlighted in the WDES results.

The tables (Appendix 3 & 4) provide a comparison of results on the WRES/WDES metrics as taken from the 2024 national staff survey and include: -

Comparison against previous year's results •

- Results of the average (median) for Acute Specialist Trusts
- Results for the Walton Centre
- Results for Clatterbridge
- Results for the Women's Hospital

The results are both pleasing and encouraging, showing clear signs of improvement within the WRES. Actions to improve results and staff experience are considered through EDIB steering group, Culture and wellbeing and the People Delivery groups.

WRES Results – Key Highlights

The Trust has improved in 4 of the 4 WRES indicators from the previous year for BME staff and 3 of the 4 WRES indicators for white staff members.

The results also show that LHCH fared better in comparison to the average of all acute specialist trusts and some local Specialist Trusts.

The improved scores are set out below for BME staff members:

- Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
- Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion
- In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues
- Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months

WDES – Key Highlights

There has been improvement seen in our WDES results with the trust performing better in 4 of the 9 WDES indicators from the previous year.

- Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months
- Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months
- Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
- Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work





The indicators that have declined are:

- Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months
- Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion
- Percentage of staff satisfied with the extent to which their organisation values their work
- Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
- Staff engagement score

6. Recommendations

The Board are asked to note this paper

7. Appendix

Appendix 1	 Appendix 1 - EDIB Operational Action I EDIB Action Plan
Appendix 2	 Appendix 2 - Workforce Equality I Workforce Monitoring Report
Appendix 3	 Appendix 3 - National Compariso WRES – Staff Survey Results
Appendix 4	 Appendix 4 - National Compariso WDES – Staff Survey Results