



Diversity and Inclusion Annual Report

Reporting year April 2023 to March 2024

Contents

03 Foreword

04 Introduction

06 Executive summary

08 Our people and achievements

11 Visibility, involvement and engagement
on diversity and inclusion

15 Building capability on diversity and inclusion

25 Our demographics

44 Our focus

53 Summary

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.

Our [Diversity and Inclusion Strategy 2022-25](#) sets out our ambitious objectives to achieve that 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 focused approaches to support the resolution of those challenges. It is fantastic to see the impact those approaches are starting to have and this report 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, as well as creating and testing new interventions and taking bold action, will we become a truly diverse and inclusive organisation.



Michael Brodie
Chief Executive



Mark Dibble
Executive Director of People
and Corporate Services

Introduction

This annual report summarises our progress and key achievements in 2023-24 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 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. The world of work is an ever-changing environment, which brings numerous opportunities and challenges for our organisation and for our people. By keeping diversity and inclusion at the heart of our work, this helps us continue to create the best environment and experience for our colleagues, making NHSBSA the best place to work.

Through providing opportunities for progression, mentoring and coaching, development of knowledge and skills, flexible roles that suit our colleagues needs and wellbeing support which is colleague centered, we can create an inspiring, inclusive environment where colleagues are enabled to achieve their aspirations.

We have been able to give our external ambitions a renewed focus with the appointment of our Social Impact Managers for Social Mobility and Volunteering and Fundraising. This has enabled us to focus on areas of need and increase our impact, for example we have worked with community groups such as the Newcastle Women's Swahili Group delivering bespoke employability sessions and have been able to create a positive impact in the community.

We continue to work with our Commercial and Procurement colleagues to ensure that social value is maximised through those processes, and in contracts that are awarded, making a real difference in the wider community.



We continue to put our people at the very heart of everything we do, supporting them to thrive and reach their full potential.

Our Colleague Experience Networks have continued to support colleagues across the organisation, providing a safe space where colleagues can come together to support each other and to bring their collective voice to the organisation and helping to embed our inclusive approach across all of our work. Coming together in person has remained important to colleagues, and whilst working in a hybrid way has undoubtedly changed our networks in a positive way, meaningful in person sessions continue to be a valued way of working together.

Our events calendar provides an opportunity to share the great work, personal experiences and knowledge of our network members which is invaluable to our workplace culture.

Our four lived experience colleague networks; Black, Asian, minority ethnic (BAME), Disability and Neurodiversity, LGBTQ+ and Women, provide constant focus on these groups which we recognise are often marginalised and disproportionately affected by societal and organisational challenges. We are able to see the benefits of our programmes of work which are creating positive outcomes for colleagues and the wider organisation, including improved diverse representation which is a strategic goal in the NHSBSA strategy, however we are conscious that there are some areas where groups remain underrepresented in the NHSBSA workforce, including within our leadership community. Development opportunities for some of our leaders from underrepresented groups is a key part of our work moving forward, ensuring that we are providing opportunity, exposure and reducing barriers for those colleagues.

Our Diversity and Inclusion Strategy 2022-2025 sets out our aims and objectives which in turn shape the interventions and programmes of work that we deliver across the organisation. Priority areas are:

- Diverse talent attraction and inclusive recruitment; enabling the successes of underrepresented groups through inclusive talent attraction and recruitment processes, building skills and knowledge in employability
- Development and retention of underrepresented colleagues; providing tailored development opportunities for colleagues to engage with and access development which helps to break down barriers and level the playing field
- Cultural competency; building leadership knowledge and skills through transformational programmes such as reciprocal mentoring for inclusion, which aims to create organisational change and impacts more widely into the community
- Social impact; a renewed opportunity to reach out to our communities to engage and support community groups. We have worked with the Newcastle Women's Swahili group to build employability skills, confidence and to empower, through breaking down barriers to opportunities. We continue to support community groups and charities through fundraising, sponsorship and creating links with external networks and organisations. Each of our Networks choose a charity each year to fundraise for, in recent years these have included Womens Aid, AKT (Albert Kennedy Trust), and Show Racism the Red Card, amongst others.

To ensure our inclusion work is effective and continually improving, we assess our performance annually by participating in external national benchmarking and accreditation schemes including; enei's TIDE (Talent, Inclusion and Diversity Evaluation) benchmark, Disability Confident and Employers for Carers – Carer Confident accreditation. This helps us benchmark and understand our current performance against best practice 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:

- Achieved Gold Award standard in enei's TIDE benchmark, and named the number one employer once again
- Achieved 'Maintaining Excellence' status from the Better Health at Work Awards - the 5th and highest award level available
- Ranked in the top 50 Inspiring Workplaces UK and Ireland, and first in the public sector category
- Awarded the Carer Confident Level 2: Accomplished accreditation from Employers for Carers
- Maintained our Disability Confident Leader status

Executive summary

Throughout 2023-2024 we've continued to build on our previous diversity and inclusion successes in the NHSBSA, but we also recognise that the way we work, wider society and our environment impact on the needs of colleagues, which are ever changing and diverse. This has meant taking a person-centered approach and creating innovative ways to meet the needs of our colleagues.

In the last year we:

- Retained our 'Gold Standard Employer' status in enei's TIDE benchmark for the 4th year running and were ranked 1st for the 3rd year running
- Maintained Disability Confident Leader status
- Awarded Carer Confident Level 2: Accomplished accreditation, recognising our commitment to creating a supportive and inclusive workplace for carers, achieved through collaboration and practical support initiatives with input from our Disability and Neurodiversity network
- Achieved 'Maintaining Excellence' status, the highest award level, from the Better Health at Work Awards, underscoring our unwavering dedication to fostering the health and wellbeing of our colleagues organisation wide
- Provided awareness, learning and support by delivering 30 inclusion events, 30 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 to support colleagues from different equality groups, providing them with protected safe spaces to connect and support one another
- Increased involvement in our Colleague Experience Networks, maintaining visibility and engagement through network activities, with all networks delivering a rich programme of awareness campaigns and events
- Delivered and concluded a successful second cohort of our 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
- Concluded two cohorts of our development programme for our Black, Asian and minority ethnic colleagues, with a third scheduled for the coming year. This programme 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 increasing the representation of women in senior leadership roles whilst working with our Womens Network to gather insight on their experiences and ideas on how to make improvements
- Continued to support LGBTQ+ equality groups and communities by attending and supporting Pride events including Sparkle Weekend, a festival celebrating gender diversity and collaborating with external organisations to support learning, development and allyship

Our workforce data tells us that:

- Our headcount as of 31 March 2024 was 4,566
- 61% of colleagues are based at one of our North East sites, 22% in the North West, 13% are homeworkers, and a small number of colleagues are based in the South East and Yorkshire and Humber
- 22,722 job applications were received for NHSBSA vacancies, with 4,671 candidates shortlisted and 915 new starters appointed between April 23 to March 24
- Female colleagues account for 61.5% of our workforce, a minimal change from April 23 to March 24
- Ethnic minority groups account for 15.6% of our workforce, a significant increase of 3.4% from last year
- 6.5% of our colleagues have disclosed that they identify as LGBTQ+, an increase of 0.2% on the previous year
- Our colleague population who disclosed a disability or long term health condition rose to 8.9%, up 1.2% from 7.7% in the previous year
- Colleagues who identify with a religion or belief other than Christianity and Atheism was 16.9%, up from 16.3% the previous year
- Christianity remains the most common religion or belief at 39.5% of colleagues, Atheism is second with 26.8% of colleagues
- Our largest age group is the 25-44 years group, which represents 56.3% of our female colleagues and 61.0 of male colleagues
- Most of our Directorates have a majority female population, except for DDaT, which has 35.2% female population
- Middlebrook is again our most ethnically diverse workplace with 39.5% of colleagues being from ethnic minority groups
- Wakefield continues to be our workplace with the highest proportion of colleagues with a disability at 14.1%
- Ethnic minority groups made up 63.3% of the total applications in the last year, up from 49.9% the year previous
- Shortlisted and appointed rates for ethnic minority candidates have significantly increased this year by 12.6% and 12.5% respectively from the previous year
- Application rates slightly decreased for LGBTQ+ candidates and those with a disability. Appointment rates for candidates with a disability slightly reduced by 1.4% to 7.9%
- Representation of female colleagues has increased in Leadership roles and is now almost equal to male colleagues. However, proportionally women are underrepresented in all pay bands from Band 5 and above when compared to male colleagues
- Colleagues from ethnic minority backgrounds, and those who are disabled are proportionally underrepresented in leadership roles (band 8A and above), however this is improving
- Internal progression rates for females (20.6%), disabled (21.7%) and LGBTQ+ (27.4%) colleagues are all above the organisation average of 19.7%, with males and ethnic minorities just below the average at 18.3% and 18.9% retrospectively
- 374 colleagues left the NHSBSA during 2023-24 and data shows that males, ethnic minorities, and LGBTQ+ colleagues have a disproportionately high leave rate when compared to the workforce percentages

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) for the third year running. 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. 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 focused on disabilities in the community.



Employers for Carers; Carer Confident – Level 2

We are proud to have been awarded Carer Confident Accreditation, Level 2: Accomplished by Employers for Carers, in recognition of the support we have put in place for colleagues with caring responsibilities. Providing a supportive and inclusive working environment for those undertaking these responsibilities, or who may need to in the future, is vital so that we can attract and retain carers in our workforce. This accreditation provides a best practice framework and guidance so that we can achieve this, being a positive and inclusive workplace for all.



Our People

Colleague Experience and Social Impact Team

Our Colleague Experience and Social Impact Team lead the NHSBSA's approach to diversity and inclusion. Our approach is people first, seeking to closely align our accessibility, inclusion, wellbeing, safeguarding and community engagement work. The team lead our colleague networks and support them to bring their ideas and feedback forward and to work collaboratively on events 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 Organisation Design and 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 are members of wider networks and build 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, NHS North East ICS Diversity and Inclusion Leads Network and the Social Mobility and D&I networks within the Civil Service.

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.

Accessibility Committee

This year we established a new strategic Accessibility Committee to provide key oversight and decision making at an organisation- wide level for all forms of accessibility within the NHSBSA. The Committee is chaired by the Executive Director of People and Corporate Services and membership includes senior leaders and stakeholders from the relevant teams that provide subject matter expertise on accessibility, including the Colleague Experience and Social Impact Team, Digital and Technology, and Estates teams.

NHSBSA lived experience colleague networks

Our lived experience colleague networks cover the four most underrepresented 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 its strategic aims, alongside role modelling and being champions to colleagues with the same lived experiences and identities.

Having been set up in 2020, the networks have grown and matured in their fourth year and this has been evident in the work and successes throughout 2023-24. Each network has contributed to our work towards gaining accreditations and achieving our high standards in benchmarking.

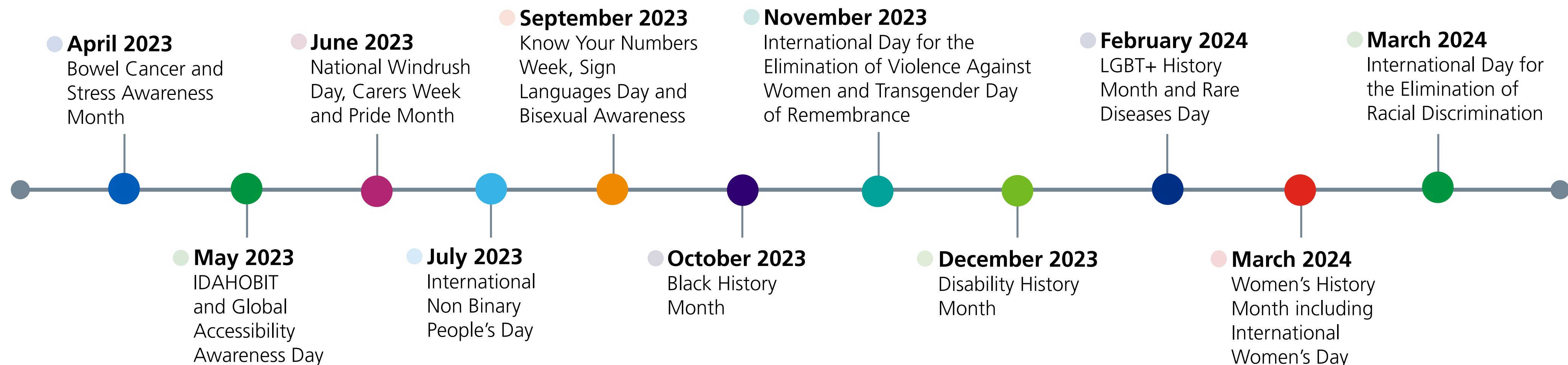
We have had great support for our programmes of work such as reciprocal mentoring for inclusion, colleague development, external events and support and network events and awareness sessions, which have supported the wider engagement with colleagues across the organisation.



Visibility, involvement and engagement on diversity and inclusion

Colleague engagement

Each year through a collaborative approach, a communications plan is created to engage colleagues in our diversity and inclusion work. Our Colleague Experience and Social Impact Team, the Communications and Marketing Team and our colleague networks, work together to deliver an amazing programme of awareness campaigns and events which are engaging for colleagues and support our strategic objectives to build awareness and understanding. This approach also provides opportunities for colleagues to connect with each other and access peer support. The networks supported delivery of 30 inclusion events, 30 '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 Board, Chief Executive and Leadership Team has been clearly visible to colleagues for some time, which underpins our inclusive culture.

The Chair of the NHSBSA is our Non-Executive Champion for Diversity and Inclusion and each of our Lived Experience Colleague Networks is championed by a Non-Executive Director. They play a key role in maintaining a focus on diversity and inclusion on matters considered by the Board, and in demonstrating the Board commitment to inclusion.

The Board and Leadership Team often attend the events and sessions arranged by our networks, including Pride events in our local communities. In addition, the Leadership Team, along with our wider senior leadership community, have been a part of our successful Reciprocal Mentoring for Inclusion programme, our development programmes for colleagues and they attend and support our events, often providing insightful introductions and welcomes.

Regular communications focusing on diversity and inclusion issues, from a personal and authentic as well as corporate perspective are key to engaging colleagues and creating an environment in which people can thrive. Communications 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.



Social impact in the community

Pride and LGBTQ+ celebration events

We supported pride events in Eastbourne and Newcastle with information stalls in the marketplaces at those events. During Pride season in summer 2023 we also attended Sparkle, the world's largest Trans and Gender Non-Conforming celebration event for the second time.



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 hosted a film showing of 'Milk' in the cinema at the Pride Media Centre. This was a fantastic, well-attended event and colleagues also used the opportunity to fundraise for AKT during it.

Newcastle Women's Swahili Group (NWSG) – Pre-employment programme

As part of our commitment to socio-economic inclusion, we aim to attract and support more people from both lower socioeconomic backgrounds and disadvantaged groups, internally but also externally.

A colleague participating in our Reciprocal Mentoring for Inclusion Programme highlighted that Newcastle Women's Swahili Group (NWSG), a community group they were a member of, needed support to access employment opportunities. We worked with NWSG to identify and understand their needs, and as a result of this we created a bespoke pre-employment programme to provide 15 women who identify as Black, Asian, and Minority Ethnic (BAME) from

lower socio-economic backgrounds, with the skills, knowledge, and resources to empower and enable transition into employment whether at the NHSBSA, wider NHS or beyond.

By working in partnership with external organisations, the National Careers Service and Smart Works Newcastle, we delivered a tailored and specific 5- week employability programme aimed at alleviating barriers and providing opportunities to progress. Our objective was to promote the NHSBSA as an employer of choice externally making a positive social impact within our local communities, supporting social mobility, and attracting a diverse workforce.

This provided us with the following aims:

- Pilot an approach that can be used to support other community groups in the future
- Amplify the voices of the women fostering a safe space to share their stories, their lived experiences, and their aspirations
- Raise aspirations, knowledge and confidence levels needed for the workplace
- Increase collaborative working within our communities.
- Unlocking opportunity for the women, by expanding their networks and helping develop connections to transition into employment
- Helping the women to finding a sense of purpose and identity through uncovering their personal brand

The programme

Our pre-employment programme was delivered over 5 weeks with a different employability workshop each week, focused upon a specific theme including:

- Supporting with job searching - helping individuals understand how to search for vacancies and create an account on NHS Jobs
- Transferable Skills and Job Matching - working alongside the National Careers Service to identify transferable skills, job matching and to start thinking about their personal brand
- Applications – developing an understanding of the importance of job descriptions, person specifications and how to effectively write an application form, CV and supporting statement
- Working with Smart Works Newcastle to provide advice and guidance on how to successfully prepare for and be interviewed
- Networking event at our Headquarters – providing an opportunity to experience the workplace, explore directorates, careers, and vacancies within the NHSBSA and develop networking skills

The programme was very well received, with some brilliant feedback and evaluation from the group. In comparison to pre-programme levels, the post-programme survey showed all participants:

- Agreed the programme has raised their levels of confidence in job searching, completing applications, and being interviewed
- The number of perceived barriers to employment have now reduced
- Individual self-confidence and self-belief in their abilities has improved
- They are now more knowledgeable and have greater understanding of topics not previously known

Participants reported that:

“The programme has not only empowered the group as individuals but has also contributed to the overall advancement of their community, making a significant difference in their lives.”

“The impact of this mentorship extends far beyond the classroom. We have instilled confidence and inspired hope, enabling them to envision brighter futures for themselves and their families.”

“The programme was very informative, mind opening, and they have acquired skills and knowledge regarding career and skills development.”

“I have learned that as women of minority background we are also valued, being given this opportunity means we have a place where we can make a difference to our lives. Our mindset of thinking that “we can’t do” has now changed to “we can do.” Also, we can use our skills from home and transfer them to work environment, and if you are not much educated you can find some courses to develop your skills that are required for work. We really have learned so much through the session, so thank you very much.”

“I was very scared attending interviews and this made it difficult for me because I panic. But now I feel confident attending interviews.”

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 interactive 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 and commitments colleagues will make based on their learning. We've continued to roll this out further across the organisation enabling more colleagues to explore this topic through conversations within their teams, and as a result there has been positive change and feedback from colleagues. This programme will now form part of the manager essentials training package.

Shadow Board

Our Shadow Board, with reserved seats for colleagues who identify as BAME, Disability and Neurodiversity, LGBTQ+ and Women, has ensured 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 and Social Impact Team and networks, have focused on supporting all colleagues, building knowledge of wellbeing and inclusion issues and providing a safe space for discussion.



International Women’s Day – #InvestInWomen panel discussion

As part of marking Women’s History Month in March, colleagues got together at Stella House to celebrate International Women’s Day.

This year’s theme was #InvestInWomen, and the panel discussion and networking event was a huge success, allowing colleagues to celebrate the achievements of the incredibly talented women we have across the organisation.

Panellists Elisa Anastasi, a Data and Insight Analyst Professional Lead, Irina Prata, an Associate Business Analyst, and Joanne Clark, an Ophthalmic Provider Assurance Caseworker, were inspiring and thoughtful panellists who were able to share their own experiences with the audience. Members of the OD&D Team were in attendance to help colleagues explore opportunities that are available for development, as well as our Social Impact Manager for volunteering and fundraising, helping the network to focus on which charity to support in the year ahead.

The event was in aid of the fantastic charity Smart Works, who came along to talk about how we can support the charity and #InvestInWomen in their local area and help break down barriers to work. The charity received over 10 bags of clothing donations for the women it supports, alongside over £75 in monetary donations.



Black History Month

Our BAME Network celebrated this year's Black History Month with a focus on continuing the celebration of the NHS 75th birthday and celebrating Black Women and their accomplishments, as the theme this year was 'Celebrating our Sisters'.

As part of celebrating NHS75, we invited Dr. Nicholas Oligbo, a Medical Director at James Paget University Hospitals NHS Foundation Trust, to speak with us about his contribution and journey throughout his years in the NHS. Dr. Nicholas Oligbo has been working with the NHS since 2005 and as of 2013 is a Medical Director in the Department of Obstetrics, where he participates in research.



The BAME Network collaborated with our LGBTQ+ and Disability and Neurodiversity Networks to host quizzes that celebrated the accomplishments of black women who are part of the LGBTQ+ community and to increase disability and neurodiversity awareness.



Black History Month – cultural day

Once again this year the BAME Network hosted their second in person cultural celebratory day. The gathering was to celebrate Black History Month with colleagues by making and sharing different celebratory ethnic foods from a wide range of cultures. Colleagues including the Leadership Team were able to experience these and learn about different cultures in a really engaging way.





Disability History Month

The Disability and Neurodiversity Network arranged an awareness session with guest speaker Dr Louise Creechan who introduced us to some of the history that continues to affect the lives of people with disabilities and who are neurodivergent today, taking us back as far as the Victorian age where modern attitudes to disability and neurodiversity were first developed.

This session was very well received by colleagues who are aiming to break down some of the barriers faced by the community through raising knowledge and awareness.

Colleagues also shared blogs about their own experiences with a range of topics, such as being a carer for a child with a disability and accessing support as a neurodiverse person. They also provided support and signposting for colleagues.

Transgender Day of Remembrance and International Day for the Elimination of Violence Against Women – our remembrance garden

Colleagues from our LGBTQ+, Women's, BAME, Domestic Abuse Support and Environment Networks united in planting forget-me-not flowers at our headquarters to mark these two important campaigns, creating a new remembrance garden. The awareness days both serve to remind us of the violence these communities face regularly, and to learn how we can be better allies and support those who may experience violence and abuse. The remembrance garden will continue to serve as a special space colleagues can visit to reflect, remember and celebrate the lives of those we've lost – whether that be fellow colleagues or those from our communities.

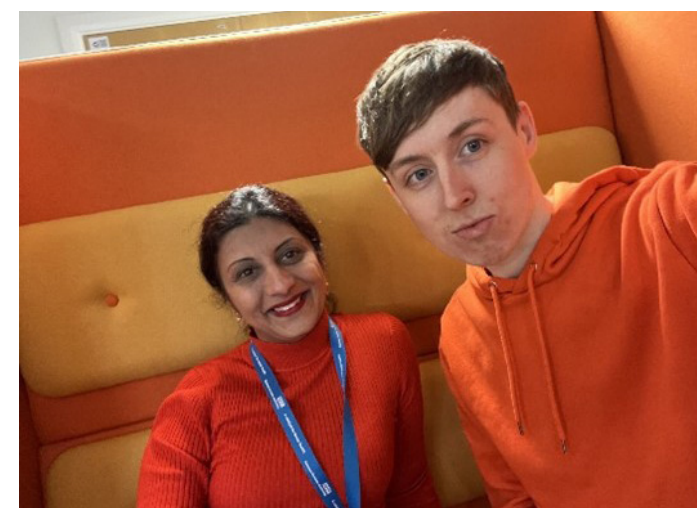


16 days of activism against gender based violence – orange yourself day

1.7 million women in the UK experienced domestic abuse in the year ending March 2022, with 31% of women having experienced some kind of violence or harassment in the workplace (ONS).

White Ribbon, the UK's leading charity engaging men and boys to end violence against women and girls, aims to highlight this issue and works to begin to end violence targeted towards women. The charity also supports the UN's 16 days of activism against gender based violence.

As part of our work to support White Ribbon, all colleagues were invited to join us in supporting White Ribbon Day on 23 November by wearing an item of orange clothing, sharing their photo using the hashtag #ChangeTheStory and donating to White Ribbon. Signposting and support was also provided to colleagues.



LGBT History Month 2024

LGBT History Month 2024 was a brilliantly engaging month of learning, insights and collaboration across internal networks and external organisations.

During the month, LGBTQ+ network members engaged with The Thackray Medical Museum as part of their events, "Under the scope" which celebrated LGBTQ+ peoples' contributions in Medicine and Healthcare both historically and today. Thackray colleagues provided a remote exhibit which allowed learning insights to be gained and shared. NHSBSA colleagues were also invited to share their NHS hero's within the LGBTQ+ community, creating more visibility and engagement.

The month was busy with cross network collaboration with the BAME Network, bringing together colleagues who have an intersectional identity, again providing insights, learning and affirming allyship. This followed on from the collaboration over the past year which has led to closer working relationships between the networks and allowing for an intersectional view and approach to be taken.

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 second cohort of this programme in May 2023 matching 12 senior leaders with colleagues with specific lived experiences:

- Ethnic minority
- Disability and/or Neurodiversity
- LGBTQ+
- Women
- Mental health

Each partner in a pair provides 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 of senior roles, supporting their career development or helping them identify their transferrable skills and building their confidence to use these. They can then apply this knowledge to help achieve their personal goals.

Our second cohort concluded in March 2024 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. Senior Leaders have shared that this programme was deeply impactful and one of their most significant opportunities for learning. All participants are asked to commit to a personal action 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.



Feedback and outcomes

Out of the participants this year, several 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 increased, they learned more about the organisation and gained strategic insight and knowledge
- 100% of participants would recommend the programme to others

Participant feedback:

“Engaging in reciprocal mentoring provided me with a fresh perspective and facilitated the bridging of cultural gaps, particularly in grasping the intricacies of British culture. On a personal level, participation in RMFI has been instrumental in dismantling unconscious hierarchical barriers. It has encouraged me to appreciate individuals for their unique qualities, emphasizing their individuality over their positions within NHSBSA. CESI team have really helped me through this challenging but interesting journey.”

“The reciprocal mentoring programme was a fantastic experience to work with colleagues, understanding their lived experience and learning from them in such a collaborative open way. Being able to also support the development of my partner was extremely rewarding and really pleased that we both got a lot out of the programme.”

“I had never taken part in reciprocal mentoring before so wasn't entirely sure what to expect but I really enjoyed it and got a massive amount out of the programme. I would wholeheartedly encourage anyone that is interested to give it a go.”

Reciprocal Mentoring for Inclusion programme case study – Michelle Annable – Principal Business Analyst, who partnered with Allison Newell, Executive Director of Strategy, Performance, Business Development and Growth

I feel very fortunate to have been chosen to take part in the NHSBSA reciprocal mentoring programme and would thoroughly recommend it to anyone. I went into the process with fire in my belly, hoping to change the world of work for the benefit of others by sharing my lived experience as parent carer to a neurodivergent 10 year old, and as someone who is highly likely undiagnosed neurodivergent myself. It has been a privilege to have shared my experiences with Allison, who has been so eager to learn and such an attentive listener. I know that she will carry this with her and be a strong ally to our disabled and neurodiverse colleagues.

What I hadn't really thought about, and couldn't possibly have imagined, is how much I'd gain from it professionally and personally.

Professionally, I was a bit stuck in a rut career-wise. I had so much going on outside of work, I was feeling worn down and had allowed my own aspirations to take a back seat. I knew I was ready for a change but both lacked the confidence to make a move and was unsure what direction to go in. Through the conversations we've had, Allison has really built my confidence back up and I can't thank her enough for that.

Taking part in the Reciprocal Mentoring for Inclusion programme gave me the confidence to be successful in gaining promotion. I started the programme as a Senior Business Analyst and ended it as a Principal Business Analyst. I began my new role in April and am relishing the challenge of getting stuck into shaping how we develop and deliver business analysis capacity and capability in NHSBSA.

Personally, I've gained a friend, in no small part thanks to being paired with such a generous, open and honest partner as Allison. It feels somewhat serendipitous that we were paired together at the right time and I know that we'll keep in touch long after our mentoring sessions end.

And on that note, I'd like to thank our Leadership Team for investing time into the programme, the magical partnering pixies for matching me with the right mentor at the right time, and most of all Allison for being such an engaging, generous and inspiring partner.



Allison Newell and Michelle Annable

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 manage others.

Due to the demand for places in the first pilot cohort, we ran a second cohort closely after the completion of Cohort 1, and Cohort 3 is due to begin shortly.

The key outcomes for delegates 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

Feedback and outcomes:

Feedback from delegates showed that:

- 6 colleagues secured a promotion so far as a result of the course
- Colleagues said their confidence, communication skills, assertiveness and self-esteem had greatly improved after completing the course
- 92% of colleagues thought the programme met their expectations
- 92% said they would recommend the course to others

BAME Leadership Development Programme case study

Workforce metrics prove that Black and Minority Ethnic staff are less likely to progress to senior positions. Tapping into the development and retention of BAME talent provides NHS organisations with an opportunity to create greater levels of sustainable inclusion by addressing the social, organisational and psychological barriers restricting BAME colleagues from progressing. And so, the BAME Leadership Programme' has been designed to provide support and training for leaders, aspiring leaders and staff who undertake leadership roles and would benefit from developing their skills further.

Being part of the BAME Leadership Development Programme was truly a great opportunity and experience; it has developed my skills and built my confidence and resilience on leadership.

The programme consisted of several workshops ranging from topics such as leadership style and coaching, to managing yourself and your talent as well as sustainable leadership. As a result of completing this programme, I have a deepened understanding of effective leadership, and how to influence, and manage others.

This experience also opened the door to a stretch project, where I led a team in reviewing and enhancing HR policies. One of the things I loved most about the stretch project was the chance to connect with people across the NHSBSA. At the end, I was also able to present my stretch project and my learnings from this programme to the leadership team and the rest of my colleagues in the cohort, which has been a memorable experience.

After a few months of completing the programme, I have also managed to progress to a new role within my team and the BAME Leadership Development Programme has been a major contributor to my career progression. If you want to unlock your true potential, and develop your leadership skills, then this programme is for you!



One of the things I loved most about the stretch project was the chance to connect with people across the NHSBSA.



John Bautista
HR Advisor

Our demographics

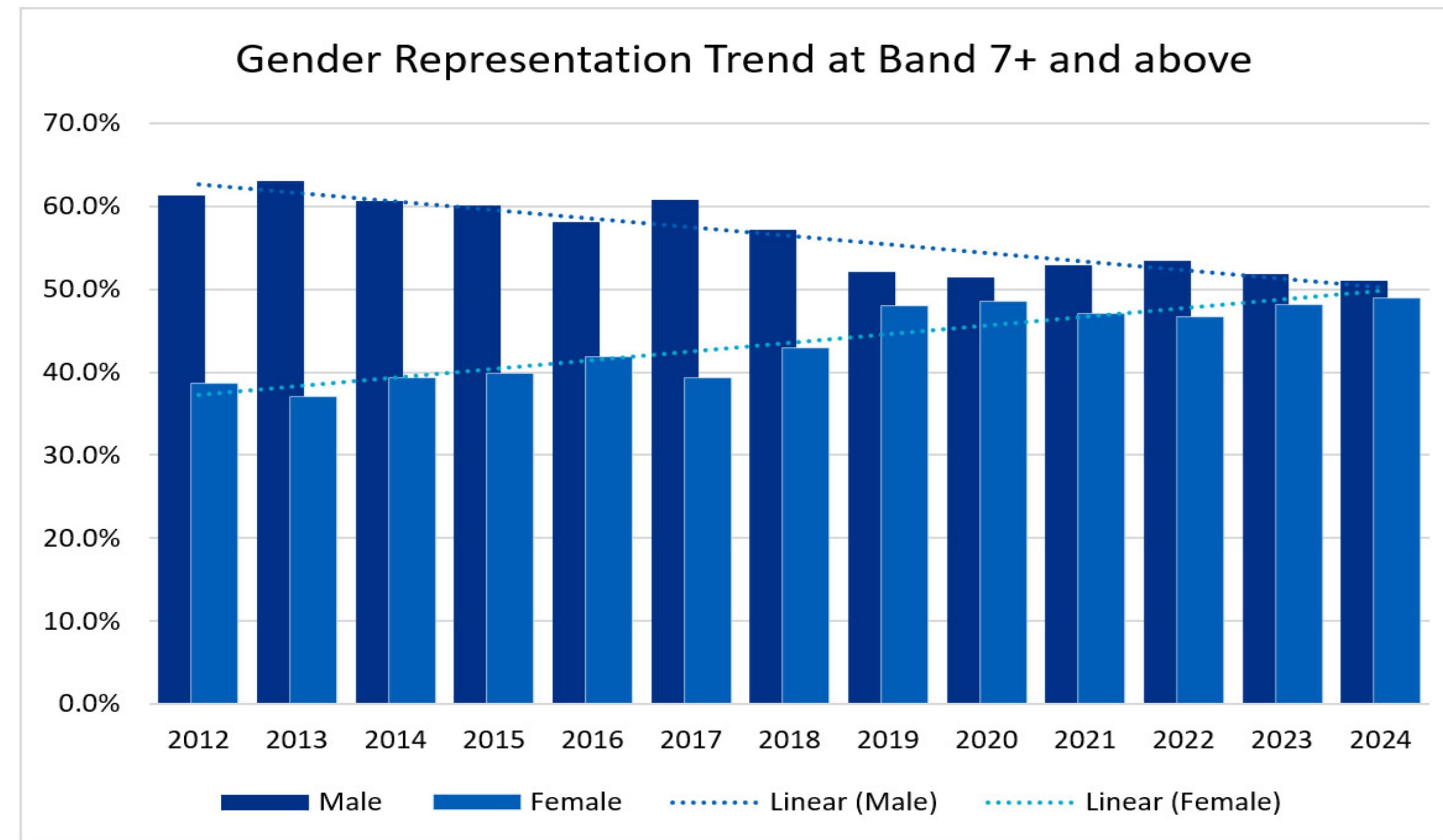
Our workforce headcount as of 31 March 2024 was 4,566, an increase of 594 from the previous year. The workforce is spread over the UK proportionately* as follows:



*Total does not reach exactly 100% due to rounding

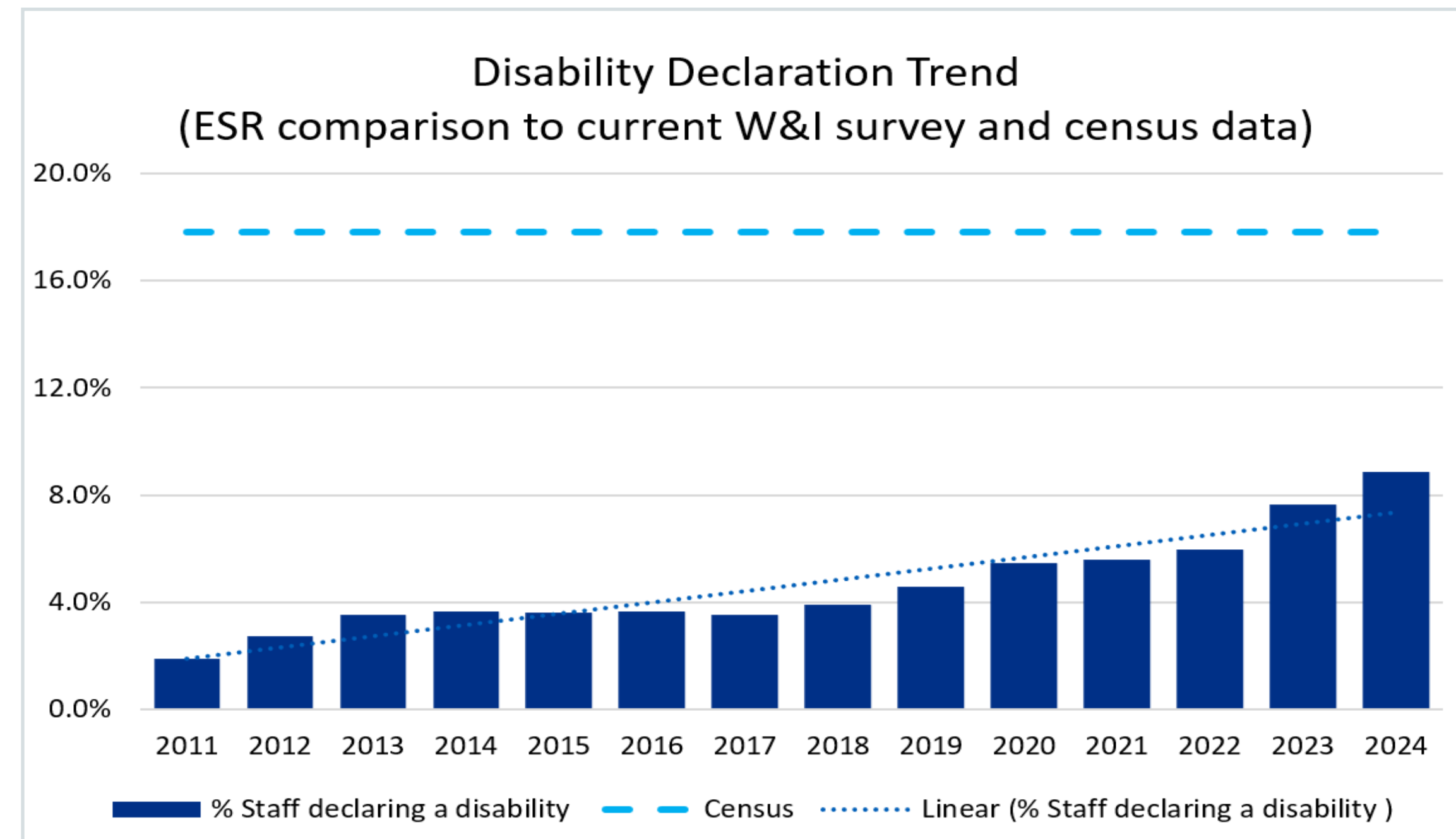
Gender

- Women account for 61.5% of our workforce, a minor decrease 0.01% on the previous year
- This continues to be well above the UK population of 51%* women (Census 2021, GOV.UK)*
- Gender representation at Bands 7 and above continues to show a positive trend towards a more equal distribution as shown in the graph below, with female representation at band 7 and above increasing by 0.7% compared to last year



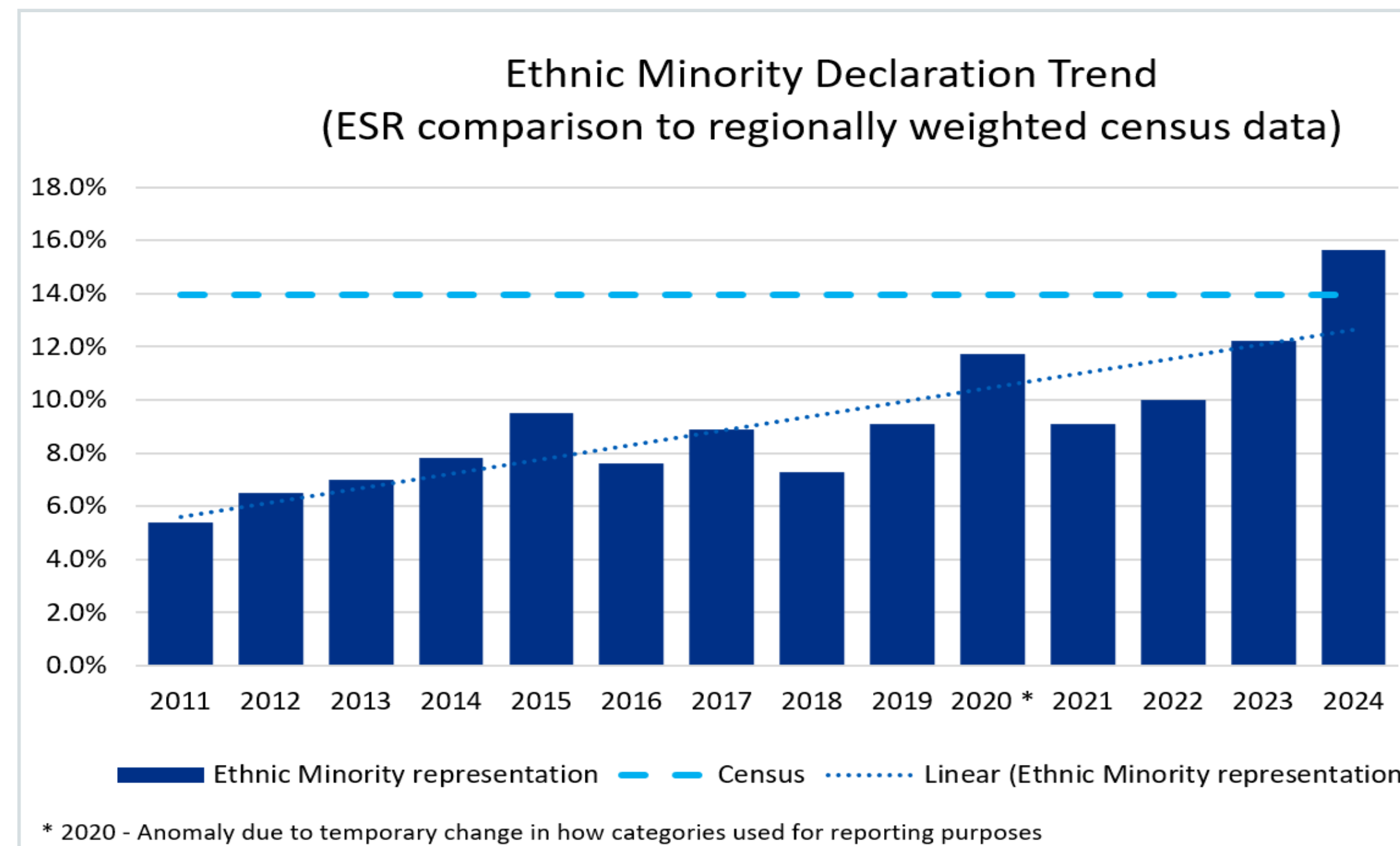
Disability

- 8.9% of our workforce have declared that they have a disability, an increase of 1.2% on last year
- this increasing trend continues, aiming to be representative of population demographics, which is 17.8% of the UK population (Census 2021, UK Gov)



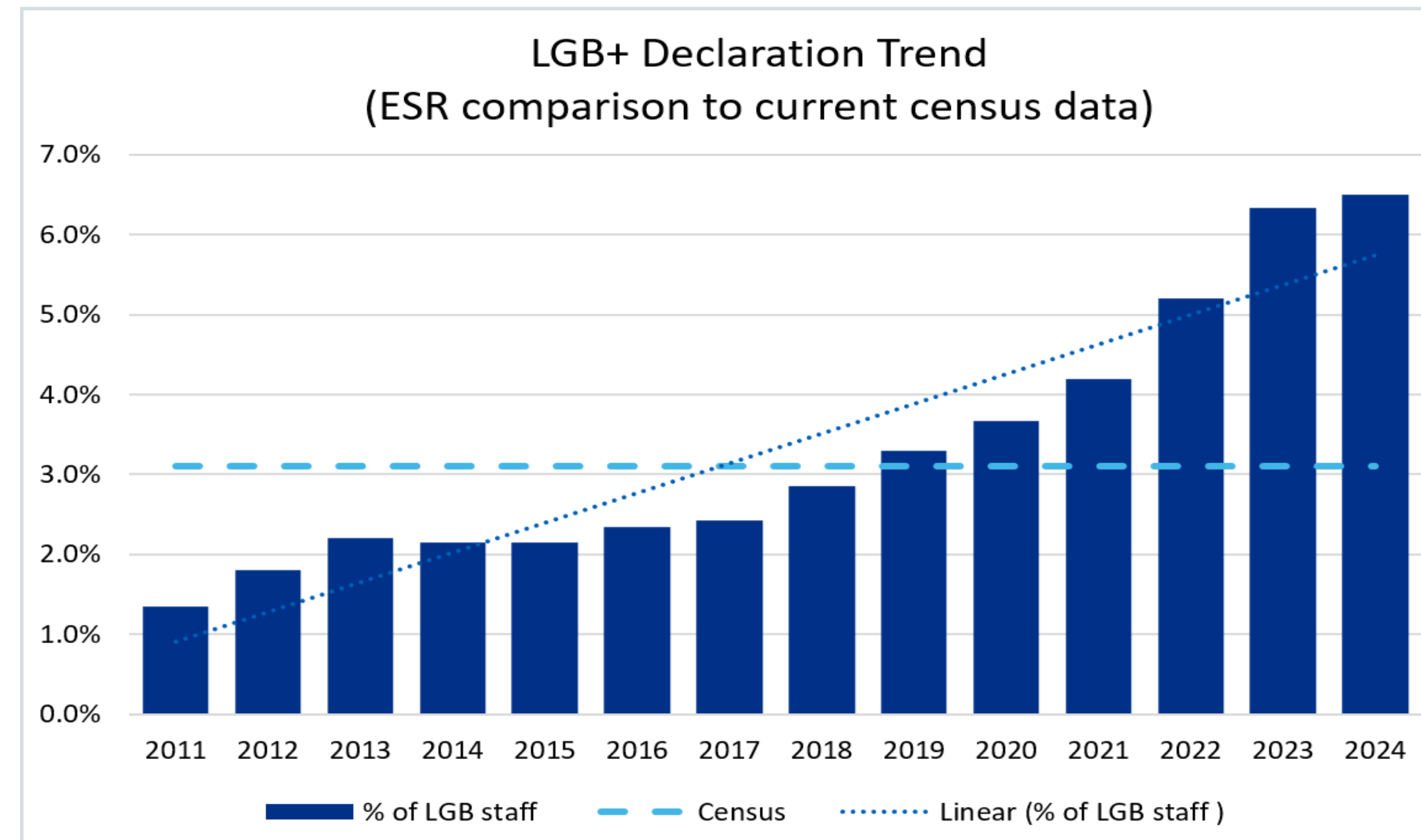
Ethnicity

- Ethnic minority colleagues now account for 15.6% of our workforce
- This is a significant increase of 3.4% from last year and continuing to trend upwards as the graph below shows
- This is higher than our benchmark of 13.9%, which takes into account the geographical distribution of our workforce and regional differences in ethnicity breakdown



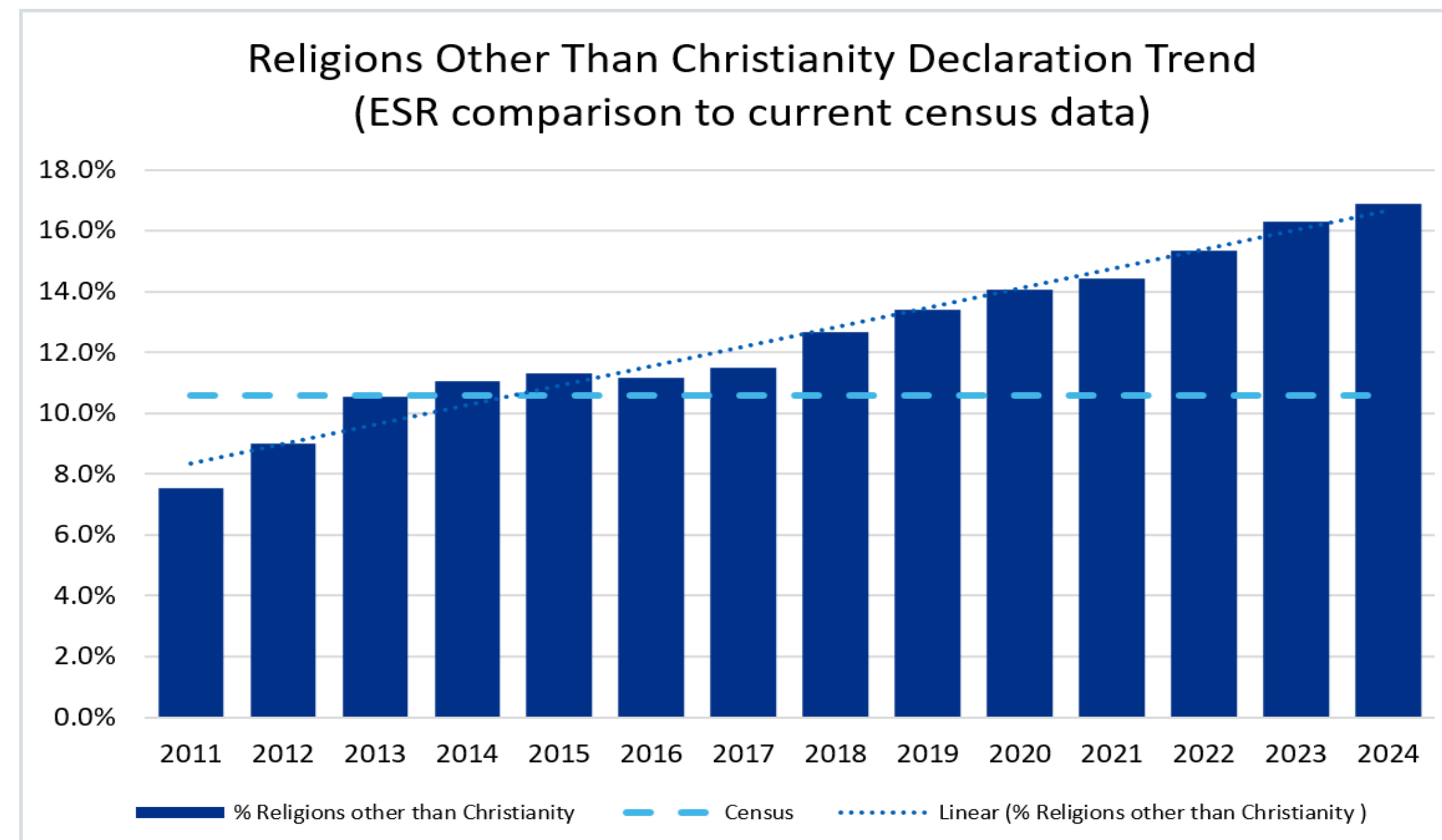
Sexual orientation

- 6.5% of our colleagues have declared that they are Lesbian, Gay, Bisexual or another description of their sexual orientation other than straight/ heterosexual
- This is an increase of 0.2% since 2023 and continuing to trend upwards and above the census population data
- Please note that 'LGB' in the chart below refers to all colleagues declaring sexual orientation other than straight/heterosexual. We are unable to report formally on trans identity and gender diversity as this is not able to be collected in ESR, however wherever possible we capture this data anonymously in colleague surveys



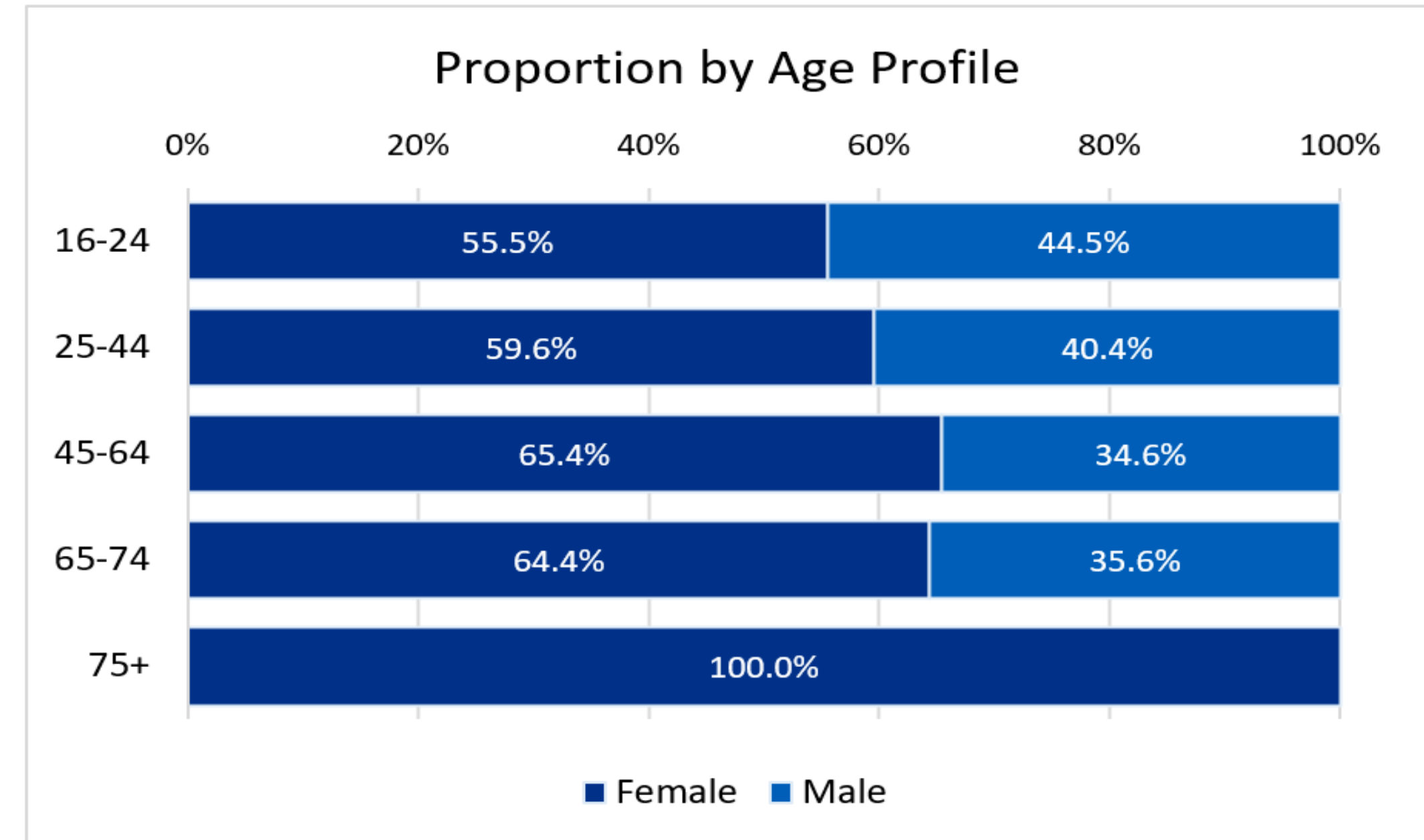
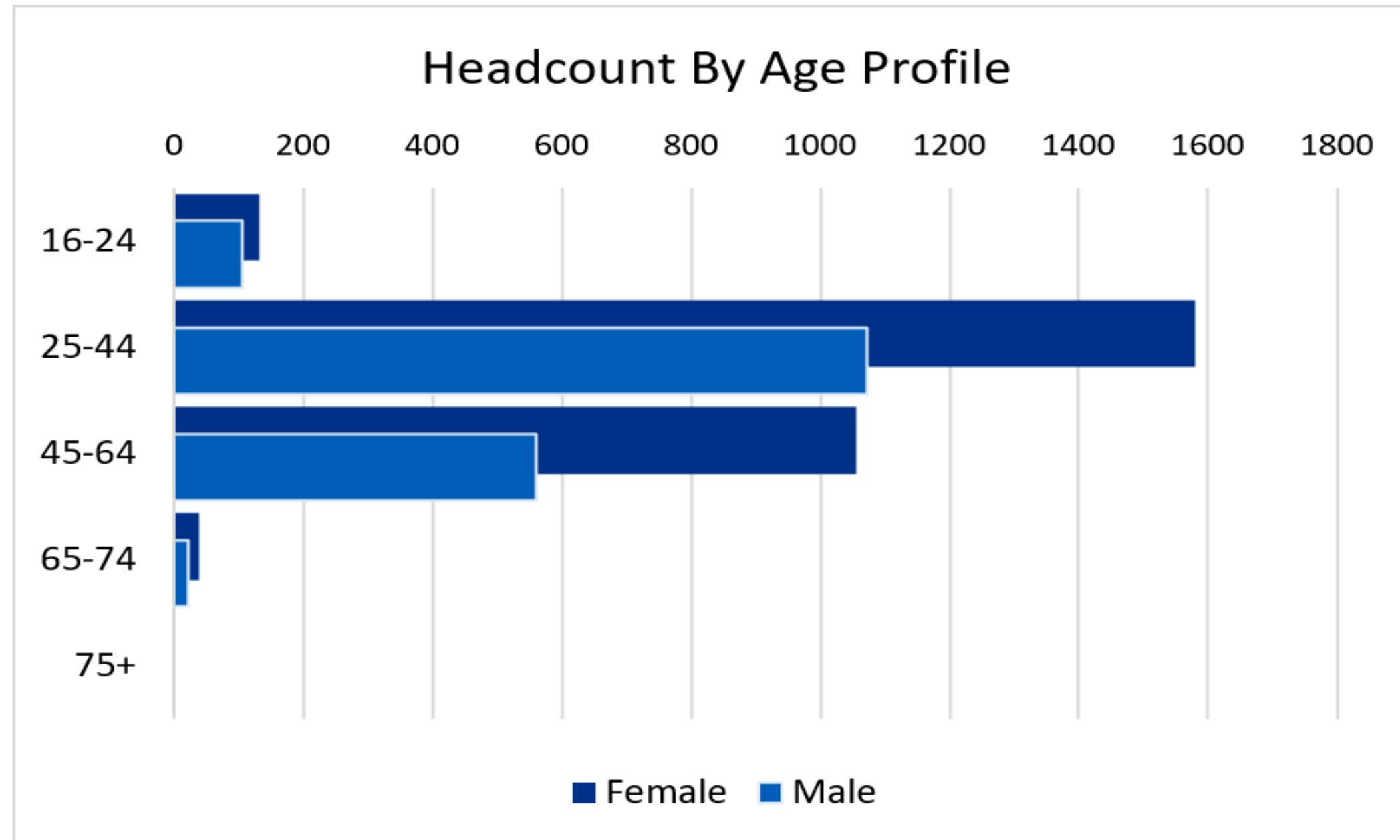
Religion

- 39.5% of our workforce are Christian
- 26.8% of colleagues stated they are Atheist or of no belief
- 16.8% have not declared their religion
- 16.9% of our colleagues have stated they follow a religion other than Christianity, which is an increase of 0.80% on 2023. This includes Buddhism, Hinduism, Islam, Jainism, Judaism and Sikhism amongst others



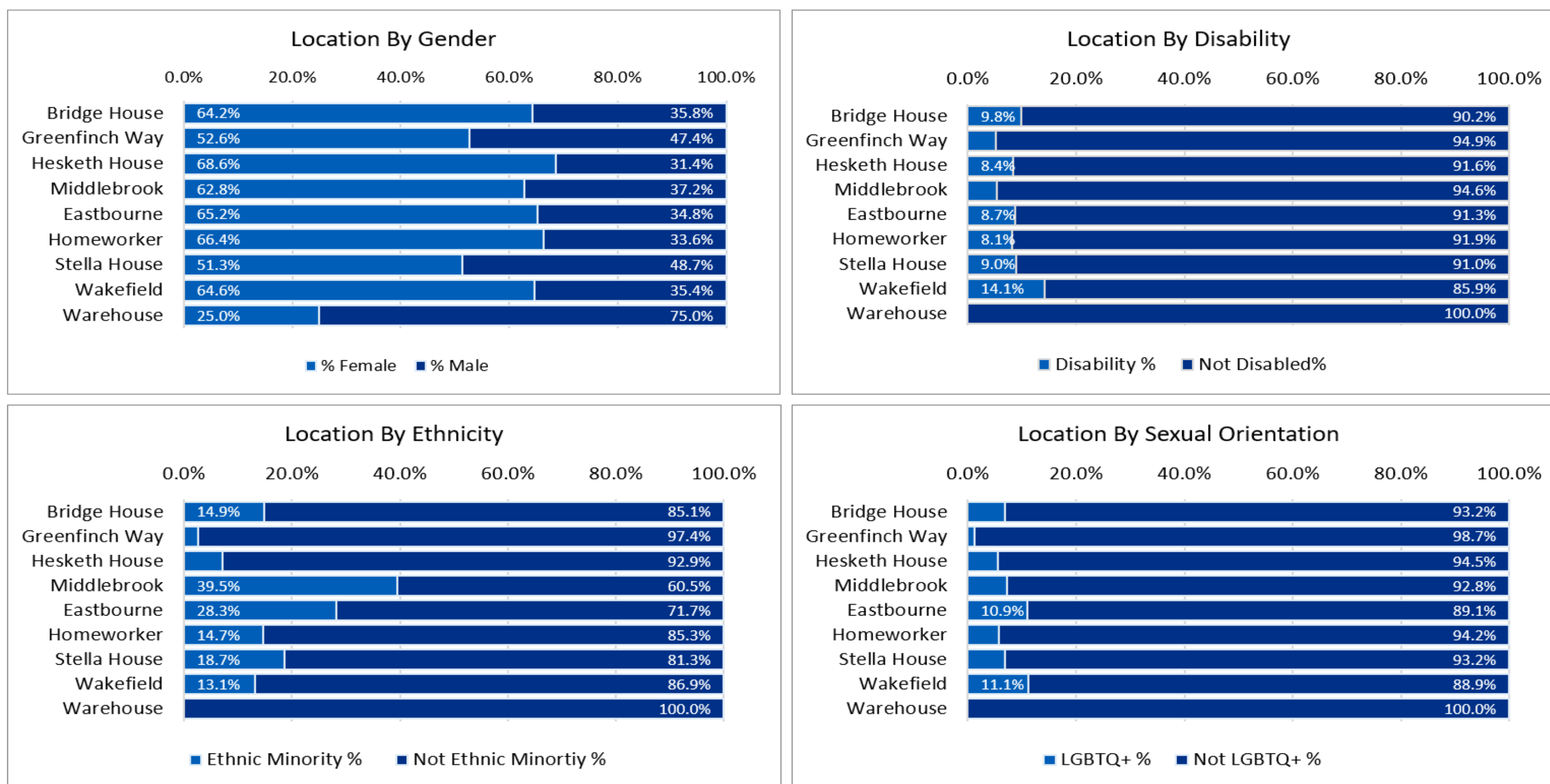
Age

- Our largest age group is 25-44 year olds, which represents 56.3% of our female colleagues and 61.0% of male colleagues
- 45-64 is the next largest age group, making up 37.6% of female colleagues and 31.9% of male colleagues
- Proportionately, females make up the largest proportion of the age group in all age groupings



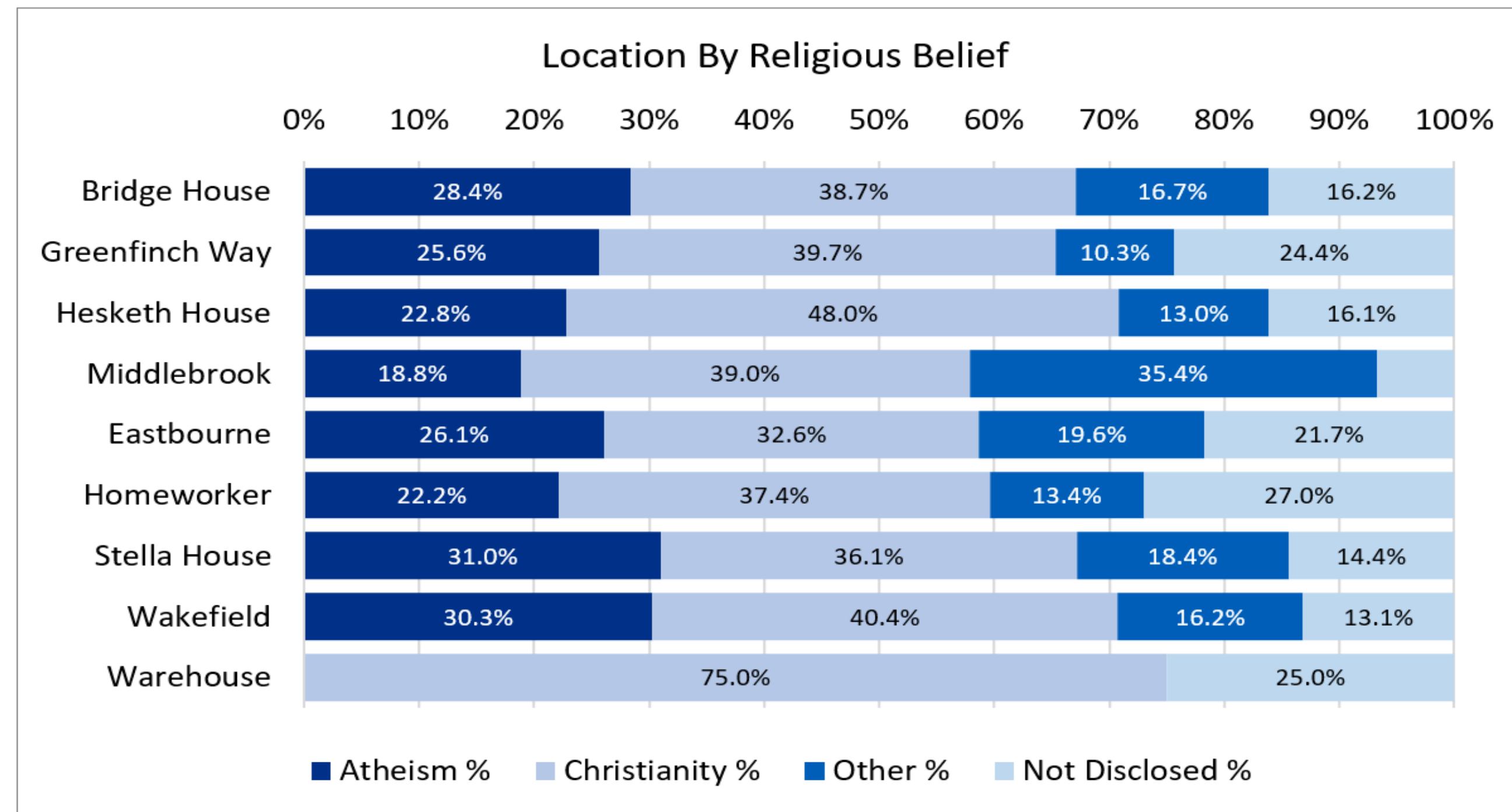
Colleague demographics by location

- These charts show the demographics of our colleagues by workplace location and equality group
- All workplaces except the Warehouse have a majority female population. Middlebrook has the highest proportion of colleagues from ethnic minority groups at 39.5%. Wakefield is our workplace with the highest proportion of disabled colleagues at 14.1%, and Wakefield also has the highest proportion of LGBTQ+ colleagues at 11.1%



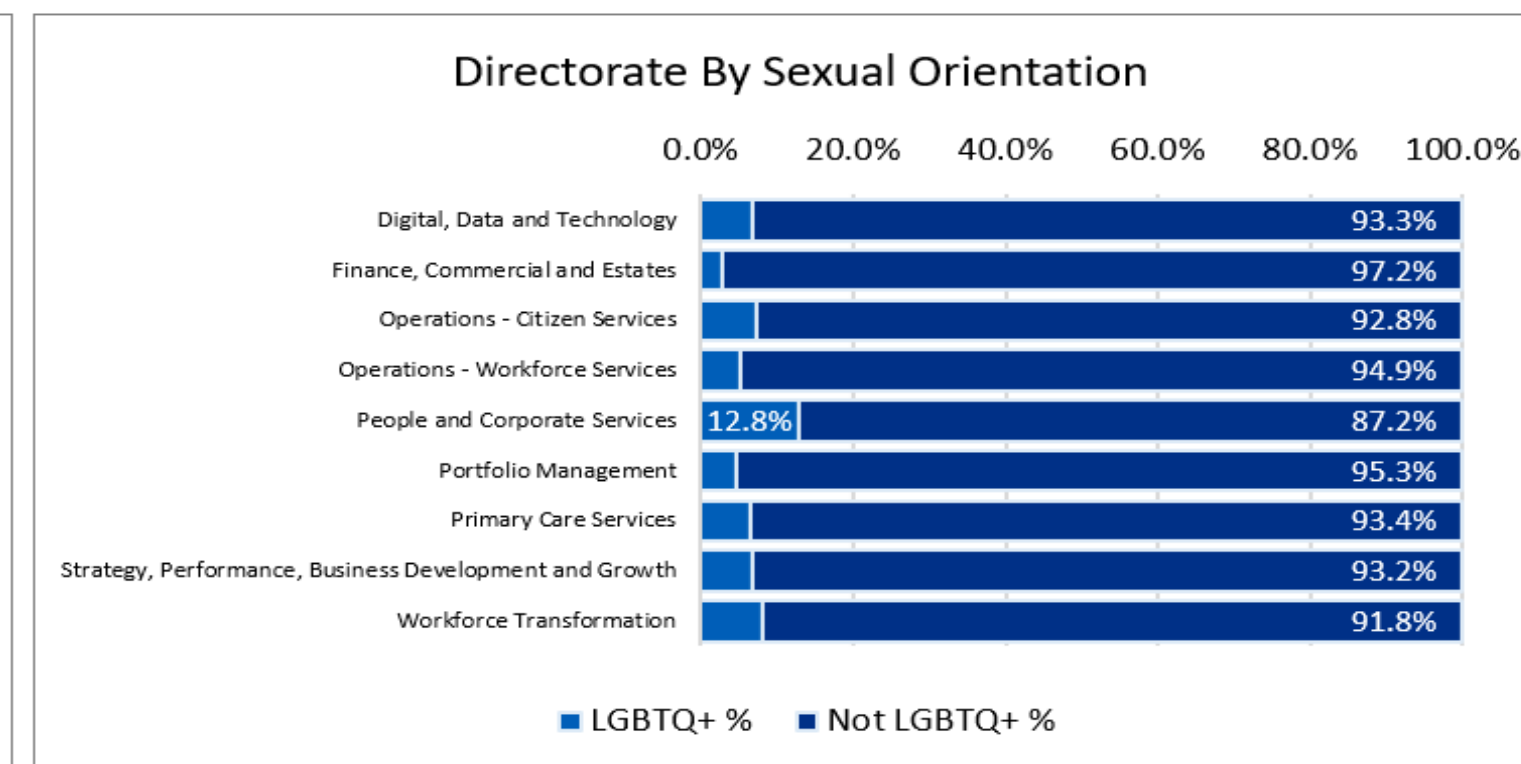
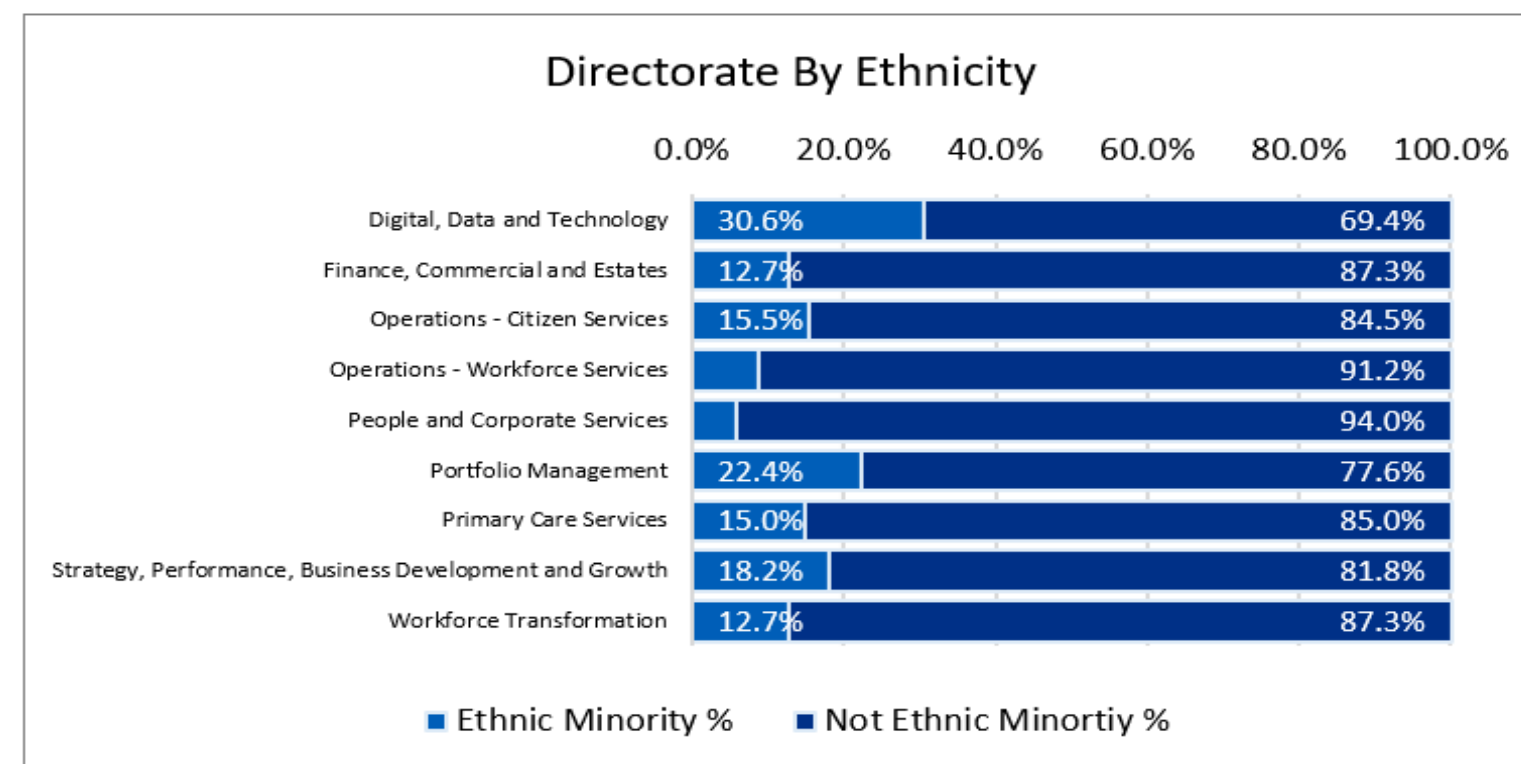
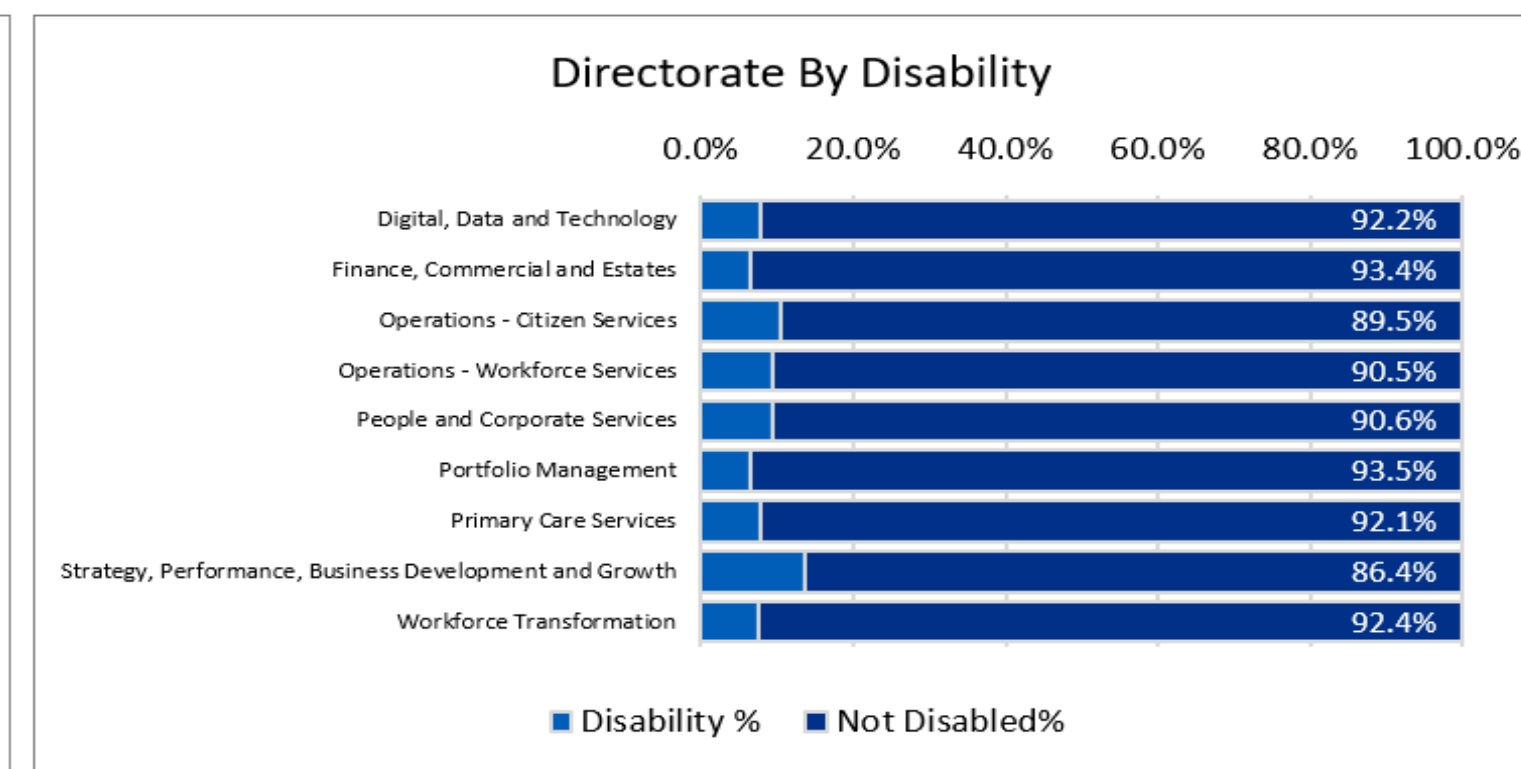
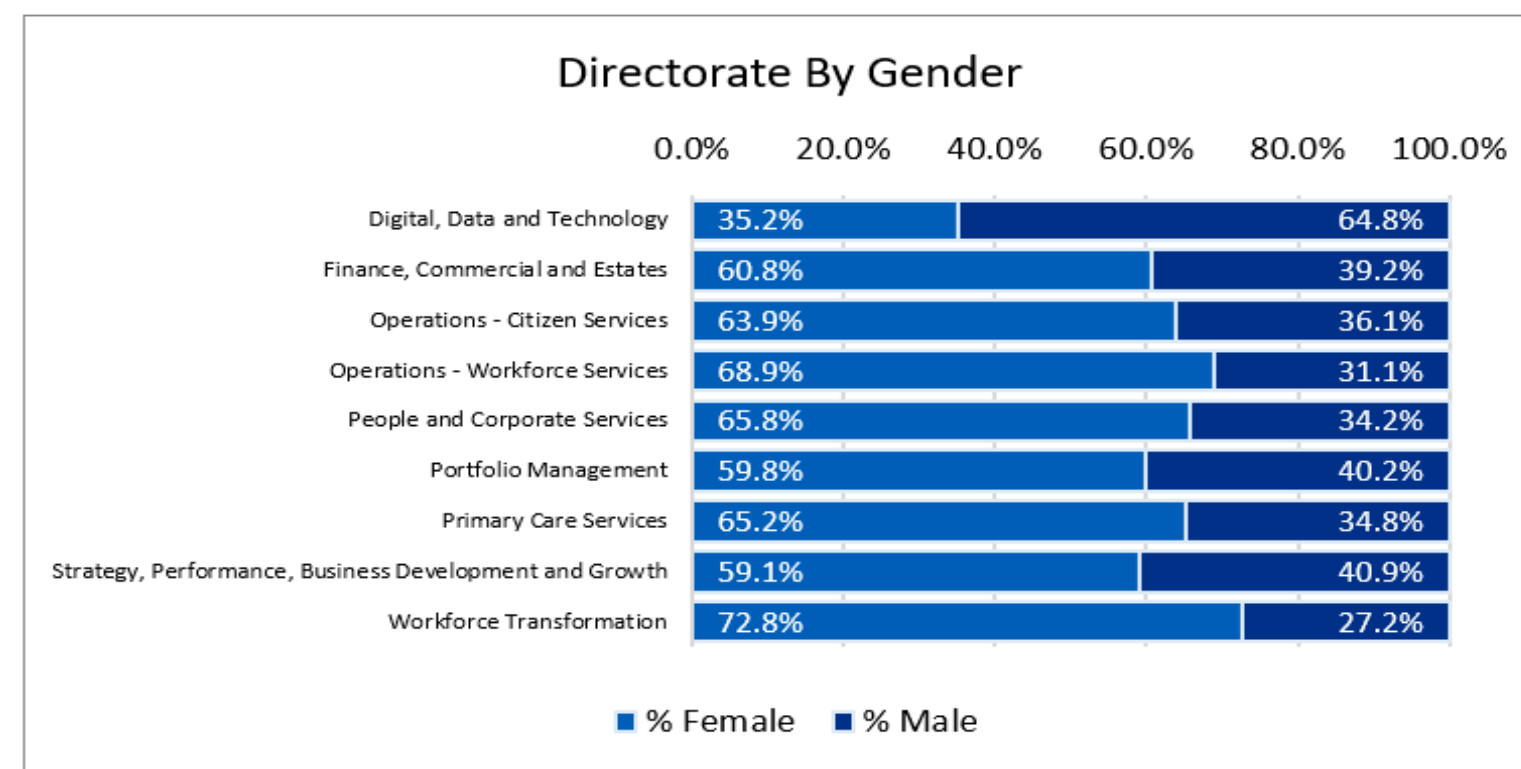
Colleague religion and belief by location

- This chart shows the demographics of our colleagues by workplace location and religion or belief
- Middlebrook continues to be the workplace with the highest proportion of colleagues following 'other' religions (35.43%) and except for Warehouse, Hesketh House is the workplace with highest proportion of Christian colleagues (48.05%)



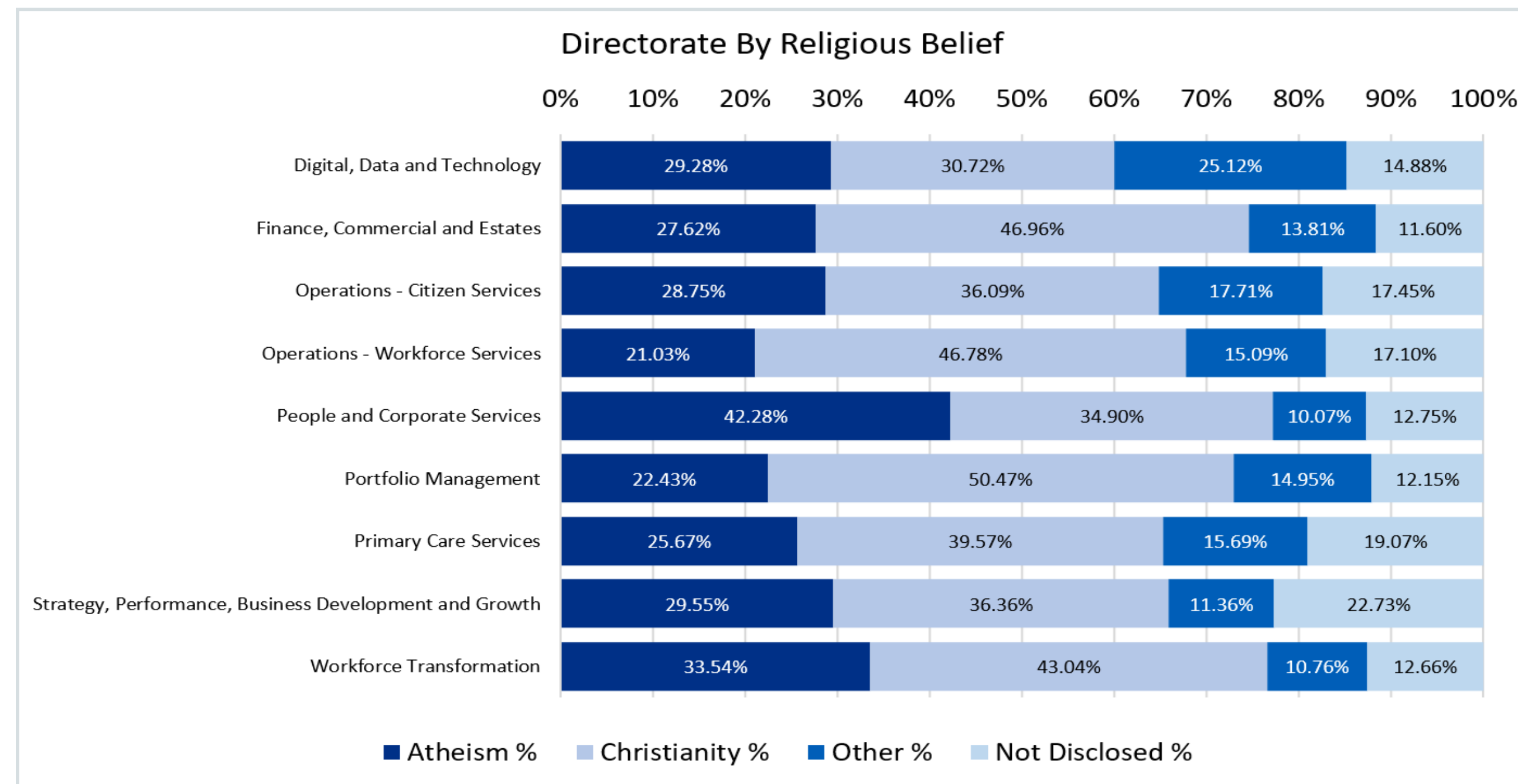
Colleague demographics by directorate

- This set of charts show the demographics of our colleagues by directorate and equality group
- Most of our directorates have a majority female population except for Digital, Data and Technology (DDaT) which is 64.80% male. DDaT is our most ethnically diverse directorate with 30.6% of colleagues being from a minority ethnic background
- Strategy has replaced Operations as the Directorate with the highest proportion of colleagues with disabilities at 13.64% and People and Corporate Services has the highest proportion of LGBTQ+ colleagues at 12.75%



Colleague religion and belief by directorate

- This chart shows the demographics of our colleagues by directorate and religion and belief
- Christianity is the predominant religious belief in all our Directorates, except People and Corporate Services, where it is Atheism



Pay band analysis

Equality groups

The following table shows the percentage of all colleagues in each pay band and equality group by band, as a percentage of the workforce as a whole. The small number of colleagues on Non Agenda for Change (Non AFC) pay bands have been grouped together; this includes civil service pay bands and other colleagues who have transferred into the NHSBSA, retaining their previous salary scales.

Pay band	Headcount	Female	Male	Ethnic minority	Disabled	LGBTQ+
Pay band 2	6.9%	6.7%	7.3%	7.4%	9.3%	4.7%
Pay band 3	39.8%	44.7%	31.9%	41.3%	45.0%	44.1%
Pay band 4	12.7%	13.5%	11.4%	10.5%	12.3%	16.2%
Pay band 5	10.2%	9.7%	11.0%	9.2%	7.6%	10.8%
Pay band 6	8.1%	7.1%	9.6%	13.2%	7.1%	7.7%
Pay band 7	9.9%	7.9%	13.0%	10.4%	10.3%	10.8%
Pay band 8A	4.6%	3.8%	5.7%	5.2%	3.7%	2.0%
Pay band 8B	2.7%	2.0%	3.7%	1.5%	2.2%	1.7%
Pay band 8C	1.2%	0.9%	1.8%	0.6%	1.0%	1.0%
Pay band 8D	0.7%	0.5%	1.1%	0.1%	0.0%	0.3%
Pay band 9	0.2%	0.1%	0.2%	0.0%	0.2%	0.0%
Pay band 8+ total	9.4%	7.4%	12.5%	7.4%	7.1%	5.0%
Non Agenda for Change (Non AFC)	3.1%	3.0%	3.2%	0.6%	1.2%	0.7%

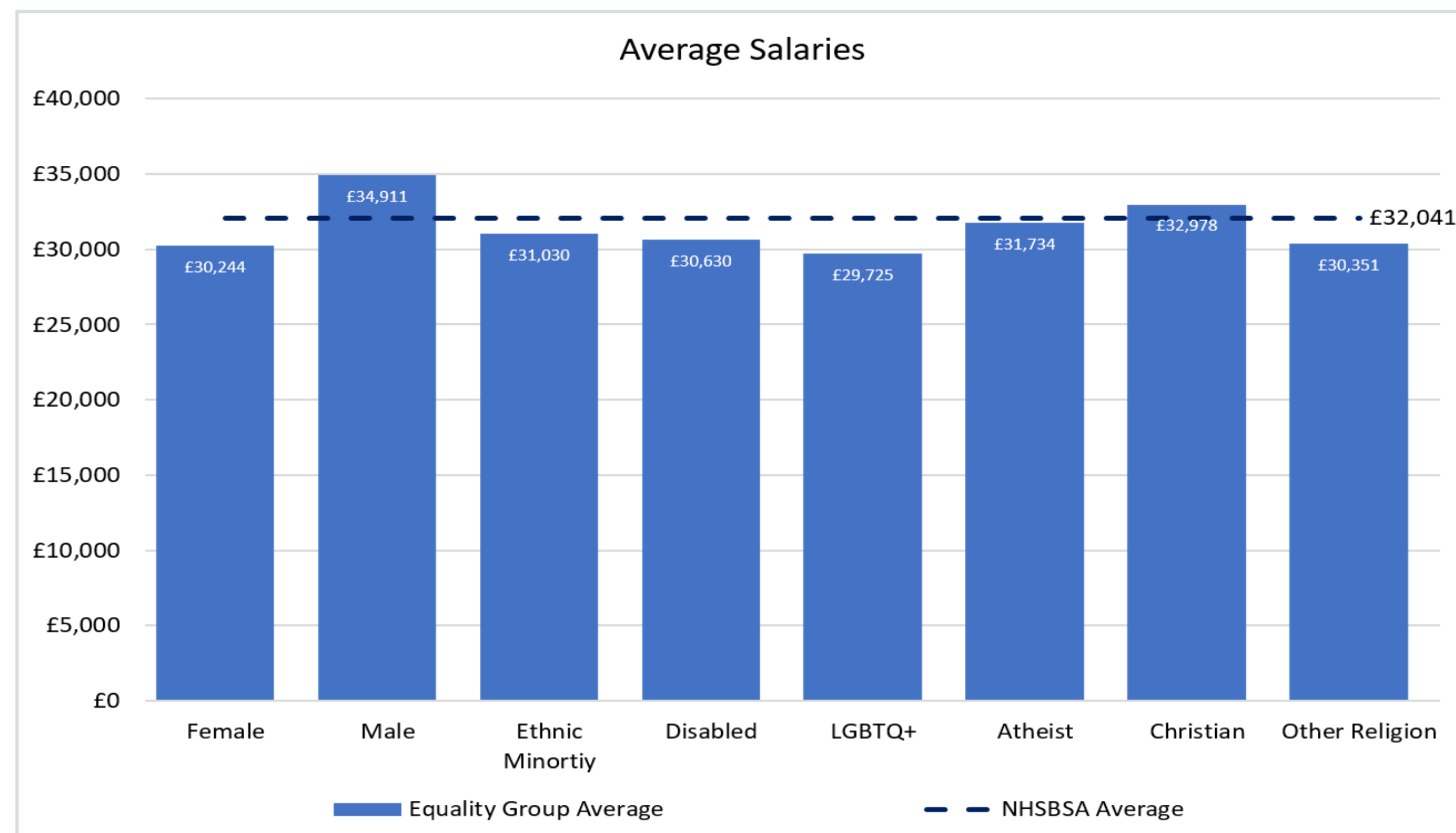
Pay band analysis – religion and belief

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	Christianity	Atheism	Other	Not disclosed
Pay band 2	6.9%	6.7%	6.1%	7.0%	8.7%
Pay band 3	39.8%	39.7%	38.5%	44.2%	37.5%
Pay band 4	12.7%	12.9%	13.4%	12.8%	10.7%
Pay band 5	10.2%	10.1%	11.6%	9.5%	9.1%
Pay band 6	8.1%	7.0%	9.9%	8.7%	7.2%
Pay band 7	9.9%	9.3%	11.4%	10.0%	9.0%
Pay band 8A	4.6%	5.3%	4.8%	3.5%	3.7%
Pay band 8B	2.7%	3.3%	2.5%	2.1%	2.2%
Pay band 8C	1.2%	1.7%	0.6%	0.8%	1.6%
Pay band 8D	0.7%	0.7%	0.9%	0.4%	0.8%
Pay band 9	0.2%	0.2%	0.2%	0.0%	0.1%
Pay band 8+	9.4%	11.2%	8.9%	6.8%	8.3%
Non Agenda for Change (Non AFC)	3.1%	3.2%	0.2%	1.0%	9.4%

Average pay analysis

The average full time equivalent (FTE) annual salary of all colleagues in the NHSBSA is £32,041 which is an increase of £3,821 from the previous year. The chart below compares the average FTE salary to that of different equality groups, religions and beliefs within the NHSBSA.



Leavers analysis

374 colleagues left employment with the NHSBSA between 1st April 2023 to 31st March 2024, a decrease on last year's figures. The most common reason for leaving was voluntary resignation, accounting for 63.1% of all leavers, followed by dismissal (16.3%) and retirement (11.0%)

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	61.5%	38.5%	15.6%	8.9%	6.5%
Leavers	59.6%	40.4%	18.2%	8.8%	9.9%

	Atheist	Christian	Other	Not disclosed
Overall NHSBSA	26.7%	39.5%	16.9%	16.7%
Leavers	25.1%	41.2%	19.5%	14.2%

This shows males, ethnic minorities, and LGBTQ+ leavers have a leave rate that slightly outweighs the workforce population.

In terms of religion and belief, the data shows leavers who were followers of 'other' religions or Christian left at a higher rate than the overall NHSBSA population while Atheists and undisclosed were lower than the represented population.

Recruitment analysis

Equality groups

915 colleagues started new roles with the NHSBSA between 1st April 2023 and 31st March 2024.

During that same period, 22,722 applications were received for the vacancies, with a total of 4,671 (21%) of those applications shortlisted, and 982 offered a start date for the position. The table below compares the percentage rates of applicants, those shortlisted and appointed, by different equality groups. Last year's figures and the overall workforce percentages by equality group are also included for comparison purposes.

	Female		Male		Ethnic minorities		Disabled		LGBTQ+	
	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24
Overall NHSBSA	61.5%	61.5%	38.5%	38.5%	12.2%	15.6%	7.7%	8.9%	6.3%	6.5%
Applied	49.3%	49.6%	47.7%	49.7%	49.9%	63.3%	7.8%	6.0%	6.7%	5.0%
Shortlisted	57.7%	58.0%	41.2%	41.1%	25.0%	37.6%	10.4%	9.2%	8.4%	7.4%
Appointed*	61.2%	61.9%	38.1%	37.3%	17.1%	26.9%	9.3%	7.9%	9.7%	9.5%

*Proportion of applicants that were offered a role

Application rates from ethnic minorities candidates continues to be strong and has increased, and it is very positive to see that the shortlisted and appointed rates have both significantly increased this year by 12.6% and 9.8% respectively.

We have seen a small reduction in the proportion of applications from disabled and LGBTQ+ candidates, and the appointment rate for disabled candidates has slightly reduced by 1.4%. We will monitor these areas going forwards this year.

Religion and belief

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

	Atheist		Christian		Other		Not disclosed	
	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24
Overall NHSBSA	26.3%	26.7%	40.4%	39.5%	9.8%	16.9%	17.0%	16.7%
Applied	19.4%	14.1%	40.7%	45.7%	30.8%	31.7%	9.1%	8.6%
Shortlisted	29.0%	24.7%	45.2%	41.4%	21.6%	23.2%	10.9%	10.7%
Appointed*	32.3%	31.3%	38.4%	37.7%	19.1%	20.0%	10.2%	11.1%

*proportion of applicants offered a role

Application proportions from other religious groupings continues to improve increasing by 0.9 percentage points to 31.7% and appointment rates continue to improve too increasing from 19.1% last year to 20% in 23/24.

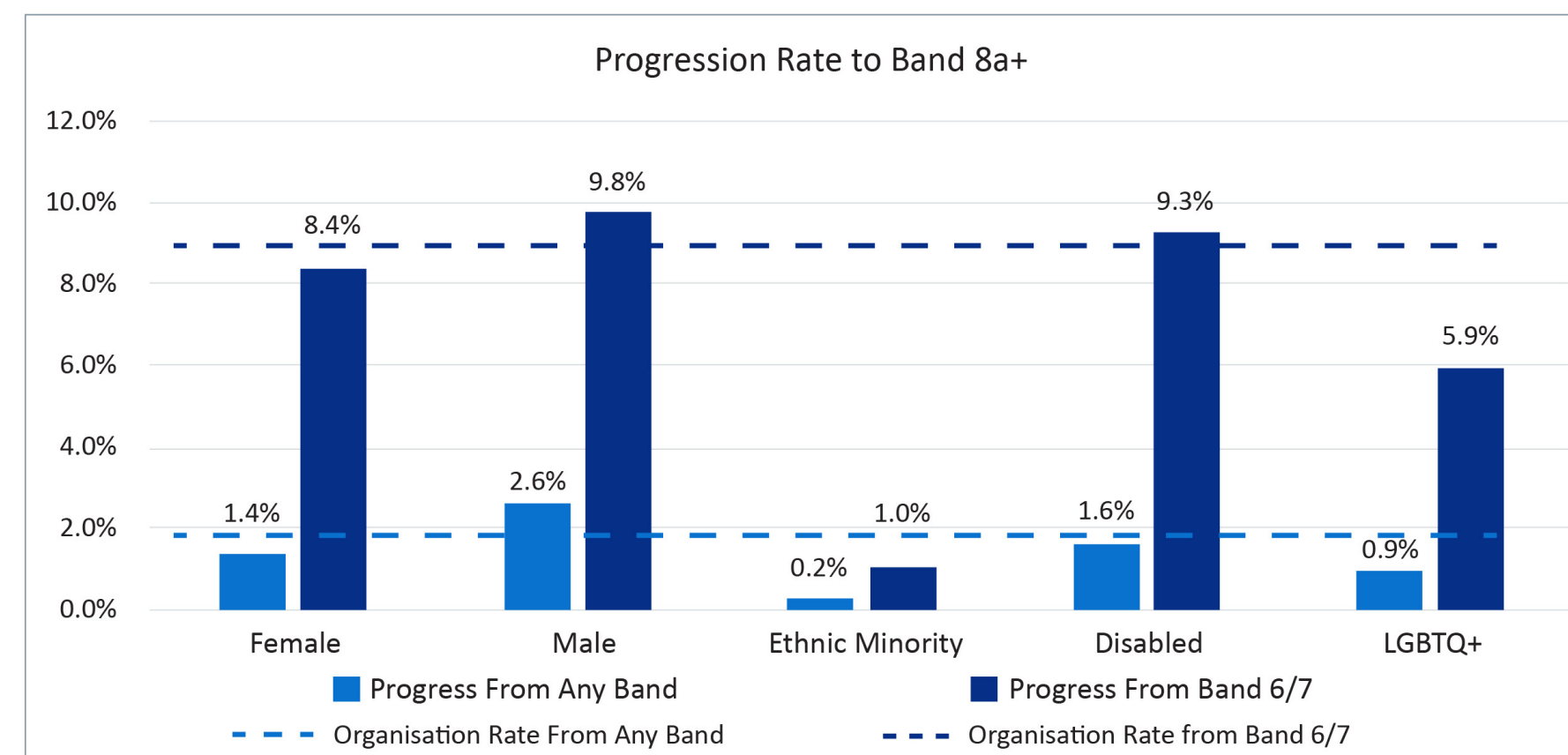
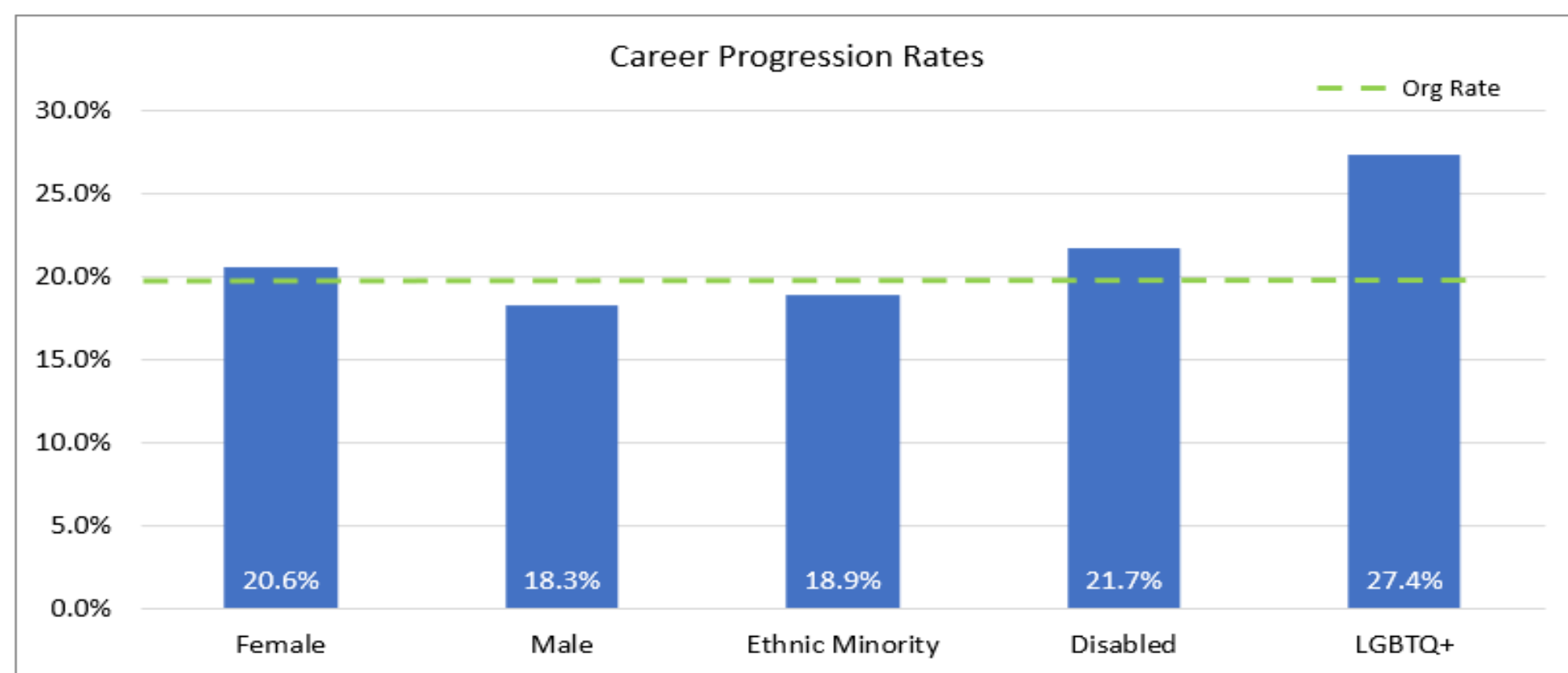
Internal progression

The table below shows the proportion of colleagues that were with the NHSBSA 12 months ago and have moved up at least one band or stayed within the same banding (not progressed) in the last 12 months (to March 2024). There are a very small number of colleagues that have moved back a band, typically due to internal secondment opportunities coming to a fixed end date.

Internal progression rates for females (20.6%), disabled (21.7%) and LGBTQ+ (27.4%) colleagues are all above the organisation average (19.7%) with males and ethnic minorities just below the average at 18.3% and 18.9% retrospectively. Progression into leadership roles analysis shows that males and colleagues with a disability have a higher rate of progression from band 6 or 7 into an 8a+ role in the reporting period. Ethnic minority and LGBTQ+ colleagues are less likely to progress into 8a+ roles. The progression rate from any band highlights that males are more likely to move up through multiple bands more quickly than any other colleague grouping. These are priority areas for the organisation and are being closely monitored this year to measure the impact of programmes of work underway on internal progression, and to identify any other action that can be taken by the organisation to further improve progression.

Segment	Internal Progression		
	Progressed	Stayed the Same	Moved Back
Organisation	19.7%	79.7%	0.5%
Female	20.6%	79.1%	0.3%
Male	18.3%	80.8%	0.9%
Ethnic Minority	18.9%	80.9%	0.2%
Disabled	21.7%	77.7%	0.6%
LGBTQ+	27.4%	71.3%	1.3%

Segment	Progression into Band 8a+	
	Progress From Any Band	Progress From Band 6/7
Organisation	1.8%	9.1%
Female	1.4%	8.4%
Male	2.6%	9.8%
Ethnic Minority	0.2%	1.0%
Disabled	1.6%	9.3%
LGBTQ+	0.9%	5.9%



Employee relations cases

The following information relates to the small number of formal disciplinary, grievance, bullying and harassment and performance management procedures over the last year, by equality groups, and which have been recorded on ESR.

	Female	Male	Ethnic minority	Disabled	LGBTQ+
Disciplinary	9	11	<5	<5	<5
Grievance	<5	<5	<5	<5	<5
Bullying and harassment	<5	<5	<5	<5	<5
Performance management	<5	<5	<5	<5	<5

	Christianity	Atheism	Other	Not disclosed
Disciplinary	6	<5	<5	<5
Grievance	6	<5	<5	<5
Bullying and harassment	<5	<5	<5	<5
Performance management	<5	<5	<5	<5

Themes relating to ER cases are monitored closely through the Corporate HR team, the Freedom to Speak Up Guardian and the lived experience colleague networks. No themes have been identified during the year 2023/24.

Our focus

Our aim is that the NHSBSA is a truly inclusive organisation which values the diversity of our people and is representative of 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 achieve their aspirations and reach their full potential.

Our lived experience 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 focus of our 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

We have now been able to expand our focus to incorporate socio economic inclusion, which means we are able to positively impact the social mobility of our workforce and our communities, as part of our wider work on social impact. The focus on those groups 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.

Ethnic minority

Our objectives for 2023-24 were:

- 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 outcomes for 2023-24 were:

- Ethnic minority representation in the NHSBSA increased to 15.6% which continues the upward trend towards our aim of the 25.6% of the general population in England and Wales
- Appointment rates for ethnic minority candidates continues to increase
- Our Let's Talk About Race initiative will now be offered to all managers across the organisation who are new to people management or haven't undertaken this training
- Two cohorts of our BAME Leadership Development programme have concluded with excellent outcomes, a third is scheduled to run during 2024/25
- The third cohort of our bespoke Reciprocal Mentoring for Inclusion programme which included partnerships focussed on race is underway for 2024/25 and aims to increase leadership capability and understanding of lived experiences, and to provide development for colleagues

Ethnic minority

Our objectives for 2024-25 are:

- Continue to increase representation of colleagues from ethnic minority backgrounds across the organisation and in leadership roles
- 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, impacting on the rates of progression through the organisation
- Ensure the NHSBSA retains our diverse talent through, development, opportunities and support with career goals and pathways

Our planned actions for 2024-25 are:

- Continue with our inclusive recruitment work, including evaluation of diverse recruitment panels and piloting of new interventions
- Review our recruitment and progression data and feed this into our project work to ensure our work is evidence based and data led
- Work with our colleagues to understand their experiences and barriers faced, to enable meaningful change for those and other colleagues
- 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 and neurodiversity

Our objectives for 2023-24 were:

- 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 outcomes for 2023-24 included:

- Our disabled population rose by 1.2% on the previous year and is now 8.9% of our workforce
- Applications, shortlisted and appointed candidates from disabled candidates decreased overall this year
- Analysis of progression rates show that colleagues with a disability have a higher rate of progression into an 8a+ role from band 6/7
- Our Reciprocal Mentoring for Inclusion programme included partnerships focused on disability and neurodiversity to increase leadership capability and understanding of these lived experiences, and to provide development for colleagues

Disability and neurodiversity

Our objectives for 2024-25 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 increase applicants, and numbers shortlisted and appointed
- Improve colleague knowledge and understanding of disability and neurodiversity, including manager capability
- 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 2024-25 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence based and data led in our work
- Aim to increase applicant numbers and those who are shortlisted and appointed and who are neurodiverse and/or disabled
- Provide specific talent development opportunities for our colleagues who are neurodiverse or have a disability
- Continue to increase leadership knowledge through further cohorts of our bespoke Reciprocal Mentoring for Inclusion Programme
- Build training and awareness for colleagues and managers across the organisation on disability and neurodiversity
- Work closely with and support the Disability and Neurodiversity Colleague Network to share knowledge and increase understanding across the organisation

LGBTQ+

Our objectives for 2023-24 were:

- 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
- 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 outcomes for 2023-24 included:

- Declaration rates for sexual orientation have improved, with colleagues declaring as LGBTQ+ increasing to 6.5% from 6.3% last year, which is also above the census population data
- Both the shortlisting and appointment rates for LGBTQ+ applicants have decreased slightly from last year with appointment rates being 0.2% less than 2022/23
- We have reviewed internal progression rates for LGBTQ+ colleagues, this shows rates of above average at 27.4%
- We have worked closely with the LGBTQ+ colleague network to ensure knowledge and awareness building took place across the organisation
- Reviewed opportunities for development aimed at LGBTQ+ colleagues to support career
- The launch of our bespoke Reciprocal Mentoring for Inclusion Programme included partnerships focused on LGBTQ+ to increase leadership capability and understanding of these lived experiences, and to provide development for colleagues

LGBTQ+

Our objectives for 2024-25 are to:

- Continue to increase the representation of LGBTQ+ colleagues in our organisation
- 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
- 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; working with our network colleagues to inform our work

Our planned actions for 2024-25 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence and data led in our work
- Understand our recruitment processes, in particular the LGBTQ+ experience within that
- Sharing information across the organisation on the impact of recording monitoring data and to encourage declaration
- Begin planning for 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 2023-24 were:

- 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 outcomes for 2023-24 were:

- Representation of women in senior roles has again increased by 0.7%
- Full review of women's development opportunities undertaken to inform the future talent development offer
- The rate of women applicants who were shortlisted and appointed through our recruitment processes increased slightly again this year
- Women continued to be represented in our bespoke Reciprocal Mentoring for Inclusion programme, partnerships focused on women's experiences to increase leadership capability and understanding of lived experiences, and to provide development for colleagues
- The gender pay gap decreased this year, the mean gender pay gap being 12.6%, a 1.4% decrease and the median down from 12.5% to 8.9%

Women

Our objectives for 2024-25 are:

- Continue to increase representation for women in leadership roles at band 8b and above
- Continue to offer talent 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
- Continue work to reduce our gender pay gap

Our planned actions for 2024-25 are to:

- Continue with our inclusive recruitment work, reviewing recruitment and colleague data to ensure we are evidence based and data led in our work
- Understand the recent evaluation relating to the leadership and talent 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 participation in further cohorts of our bespoke Reciprocal Mentoring for Inclusion programme

Summary

2023-2024 has once again been an exciting and successful year for diversity and inclusion in the NHSBSA, with lots of meaningful progress made, notwithstanding some of the challenges that have been faced.

There is always more we can do, and we know from analysing our workforce and recruitment data that we can continue 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 2024-25 in our four areas of focus, we have an overarching objective to maintain our Gold Standard Employer status with the Employers Network for Equality and Inclusion (ENEI) TIDE benchmark. This measures progress against best practice for all protected characteristics and is a comprehensive, evidence based scheme which informs our work.

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

Our new focus on social mobility and the intersectionality this brings with diversity and inclusion means we have further opportunities to create new partnerships and test new inclusive interventions to bring about increased diversity.

We welcome collaboration with wider areas of our organisation, our colleagues, the Leadership Team and our colleague networks, which are crucial to our success. We will continue to support our colleagues through providing best practice, good governance and data led interventions, to achieve our objectives. This joined up approach will ensure our outcomes are meaningful and have lasting impact in all areas of the NHSBSA.

2023
2024



We deliver business service excellence to the NHS to help people live longer, healthier lives.

Diversity and Inclusion Annual Report

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