

Equality, diversity and inclusion

Our College



Introduction

As we began looking beyond our volunteer roles it was clear that we needed to look internally at how the College as an employer and organisation approaches equality, diversity and inclusion (EDI). We will not be able to advocate for better health outcomes, ensure a more representative volunteer base or minimise the impact of differential attainment if we are operating from a place of inequity. Although diversity work has been central to our People Services Team for many years, this is the first time different aspects of EDI work across various parts of the College's operations are being brought together. Operational elements within the remit of the College, from the panels at our events to the data we collect on members are important foundations for our wider EDI work. The topics included in **Our College** can be seen in the diagram below.



What do we know about our members?

Although improvements to our data collection for members is ongoing, we already have good information on gender and ethnicity, with gender information for 98.90% and ethnicity data for 64.23% of all members. Using this data gives us an overall view of membership that we can use to compare and assess how representative certain groups are, for example volunteers.

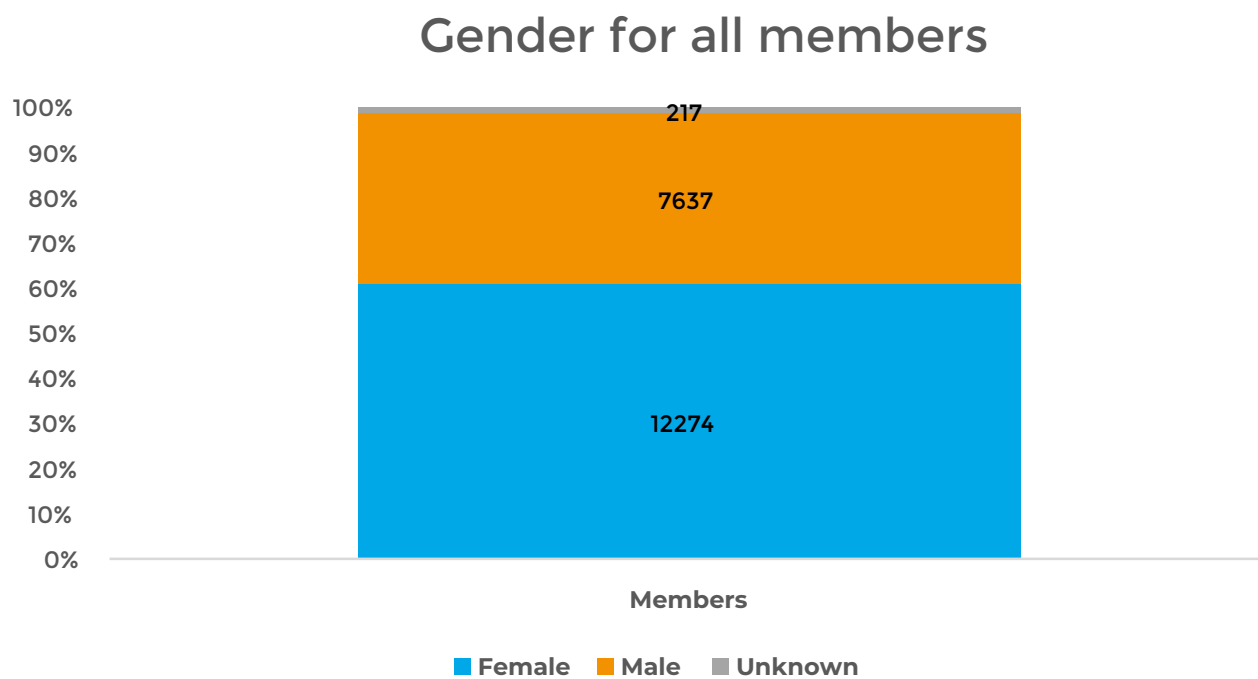


Figure 1 - Declared gender for all members

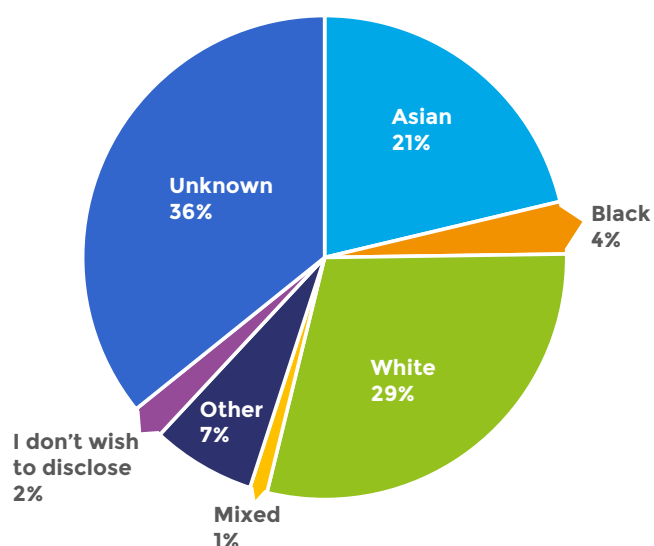


Figure 2 – Pie chart illustrating percentage ethnic group of all members

Further details on ethnicity groups can be found in **Volunteers and Awards - Appendix**

What do we know about our staff?

The College undertakes to record demographic data for its workforce and ensure through appropriately conducted Equality Impact Assessments eg the 'How We Pay' project that any proposals or subsequent decisions made do not disadvantage staff from communities with protected characteristics. The data sets are on occasion small and the publication of the data would not be permissible under data protection regulations as individuals could potentially be identified. However, the People Services Team analyse this data and interrogate it accordingly to contribute to policy development or associated activities.

The recording of data on the HR staff database system is voluntary but we encourage staff to record data so we can identify adverse trends and take steps to ameliorate circumstances which may cause detriment or disadvantage. The recording of protected characteristic data is an improving picture but we recognise there is still work to be done to continuously improve the information we have available to drive our activities to realise our ambition of building an inclusive working environment. Data will help inform where we need to take further steps to increase representation. We note, for example, in our ethnicity data, there is some trend towards underrepresentation, particularly in those of Black/Mixed Race heritage.

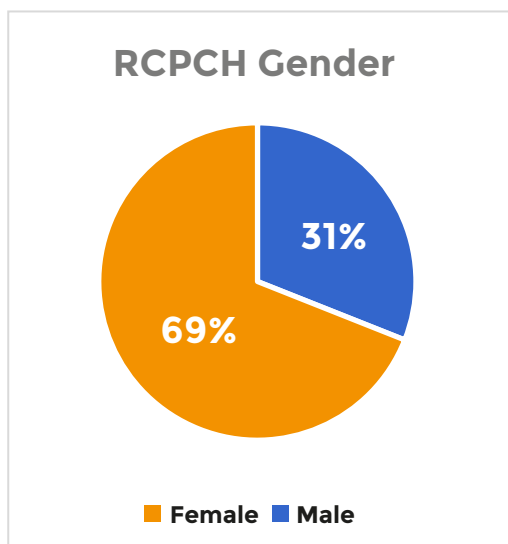


Figure 3 - Gender profile of RCPCH staff (100% completion of data from staff)

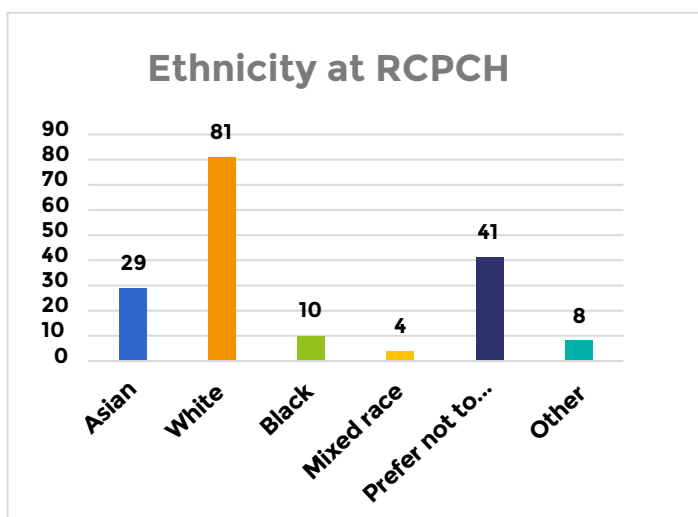


Figure 4 - Ethnicity profile for RCPCH staff (89% completion of data from staff)

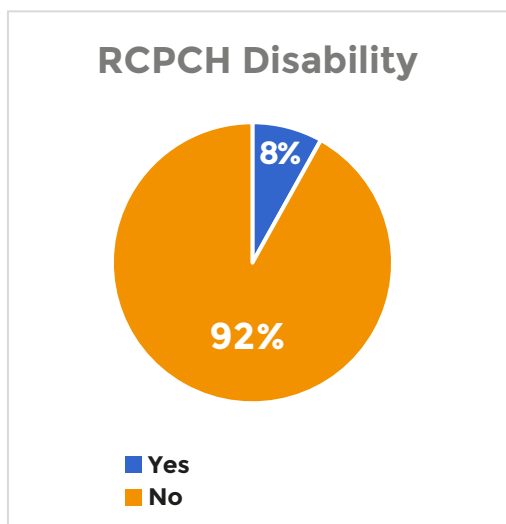


Figure 5 - Disability profile of RCPCH staff (100% completion of data from staff)

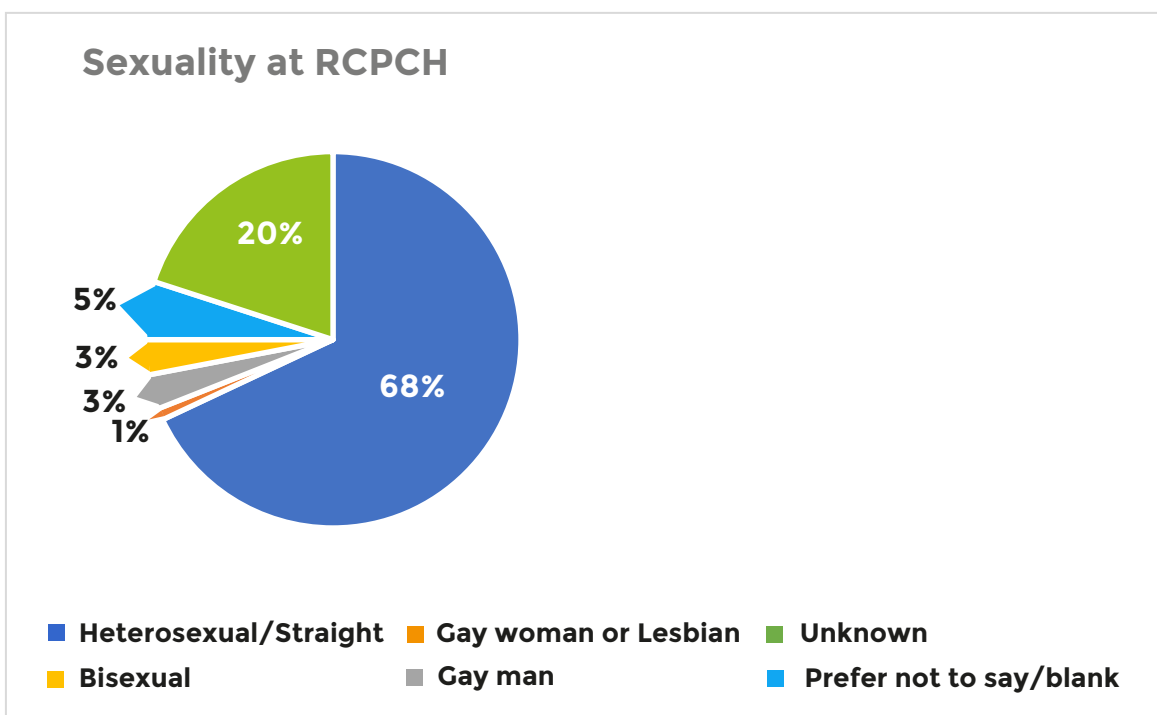


Figure 6 - Sexuality profile of RCPCH staff (72% completion of data from staff)

The recording of protected characteristics is voluntary and through the recruitment and selection process we are improving the recording of data to build a better understanding of our workforce to ensure activities are appropriate and will realise tangible improvements.

Where we are now

Our members

The report Putting Ladders Down was clear about the importance of data when it stated “what isn’t measured doesn’t matter.” Although the College has collected equal opportunities data for many years, we have not done enough to encourage members to share and update their data on a regular basis.

We are now addressing that by launching a new diversity monitoring form, which will provide us with the data we need to be able to measure our progress towards becoming a more diverse and inclusive College.

The form has been updated to reflect best practice in diversity and inclusion, drawn from a range of leading organisations across government, health and the not-for-profit sector. The form will also feature much more prominently across all RCPCH platforms so that members are proactively reminded to update their details.

Improved data integration will also facilitate more detailed reporting of volunteer and exam candidate representation, which is key to identifying specific areas of the College which may require more proactive strategies to reach out with underrepresented groups.

The College recognises that a new form in itself is not a panacea; members need to trust that they are sharing this data for a reason. The College will publish its data anonymously on a regular basis so that members can hold the College to account across all our activities.

Our recent [membership survey](#) collated the priorities of over 2700 members in terms of the EDI work of the College. The highest priority identified with almost 50% of all responses felt that the College should focus its efforts to tackle inequality on ensuring diversity of panellists and speakers at events. Our second and third rated priorities, with 49.4% and 40.6% respectively, were tackling inequalities experienced by underrepresented CYP communities and the impact of COVID-19 on Black, Asian and Minority Ethnic (BAME) healthcare staff. The work of this report, and the other workstreams should go some way to answering this call from our members and setting out the next steps we will take to address these issues.

Our staff

The staff at RCPCH are fundamental to the College’s ability to improve child health, as they work so closely with the paediatric community to improve services, activities, policies and funding. Empowering people places all staff, regardless of employment status, at the heart of our plans and our People Strategy encompasses the priorities for People Services for 2019 - 2021. Diversity, equality and inclusion is woven through all six pillars of the People Strategy so it is grounded in reality and becomes very much “this is the way we do things around here” so everyone embraces ‘Include’ as a core value.

The College Framework for Managing People has a comprehensive set of policies and procedures to address all areas of workforce management including harassment and bullying, reasonable adjustments, transgender and gender reassignment and equality and diversity. People Services has also developed guidance and supporting documentation to conduct Equality Impact Assessments together with training via e-learning.

Work is also ongoing to develop the e-learning platform and provide a suite of learning and development to better support the knowledge and understanding of equality, diversity and inclusion. To date, Unconscious Bias and Equality & Diversity training has been launched as mandatory training and we are working to develop training on disability awareness, reasonable adjustments and hate crime to improve better understanding and development.

The College is a Disability Confident Leader which requires the College to submit evidence that it is meeting the standard. We have an embedded approach to seeking support from Access to Work for reasonable adjustments and in conjunction with the Disability Forum we have devised a Well-being Passport so that College staff who have an underlying disability or health concern can share in confidence with their line manager about the support they need. In recent years, the building has undergone significant modifications including disability ramps, disabled toilets, and adjustments to the tea points and staff room. Sensor lights were installed in some of the toilets, and emergency signage at altered heights. The College has an agreed Reasonable Adjustments Policy and this will be supported by training for managers on the e-learning platform. The Absence Management Training which is mandatory for managers also includes disability awareness and reasonable adjustments.

The College has an agreed Gender Reassignment Policy which was developed in conjunction with the LGBT+ and Allies group.

The gender profile of the College (see Figure 3) is reflective of the wider paediatric workforce and has remained consistent over the last nine years. Activities to attract more male applicants have realised little improvement however, the Employer Branding project will be revising the College's Employer Value Proposition which may in turn realise an increase in applications from men.

We know from data collected already that the number of applicants from BAME backgrounds had a gradual improvement in 2018/19 but this position deteriorated in 2019/20. The number of converted applications, that is applicants from BAME communities appointed, saw a small improvement however we again recognise there is work to be done. Through the Employer Branding project, a recommendation to use alternative job boards to increase applications from communities with protected characteristics was actioned immediately and already the number of applications from BAME candidates has increased significantly. This will have a continual focus to evaluate the success of the relevant actions.

We are committed to improving not only data collection but the overall representation of communities with protected characteristics across all Bands and Levels of our workforce. This commitment is further echoed in the initiatives and actions we are taking forward to provide an opportunity for everyone to realise their potential and that we have an organisation that represents the diversity of the membership we work with.

We want to be a champion for continued investment in our people and primarily our effort will focus initially in two main areas, the first is creating opportunities to increase our BAME representation at senior levels where we have set provisional targets of:

- 35% of all applications to be from BAME communities by 2022, and
- 15% of roles in our three highest salary bands to be filled by staff from BAME communities by September 2022 rising to 25% by September 2023 and 30% by September 2024.

These targets set reflect discussions with the BAME Network to ensure appropriate stretch.

Our second area is to create a culture where our people feel comfortable in declaring disability so that we can readily provide support; we will achieve this through working closely with the Disability Forum and revising our employee value proposition and advertising roles on specific platforms to increase reach into communities with this protected characteristic. This work will span the hire to retire employee life cycle. This means capturing data, sharing the data eg the demographic of the workforce, reflecting on it, being honest about what we could do differently and/or better, taking decisive and purposeful action to improve the ways we work as an employer of choice.

Our key aim will be to embed diversity related management information into our decision-making, allocate specific investment to support our activities and provide transparent information on an annual basis. We will work closely with the Employee Forum and staff networks to progress activities to understand the impact of our actions and seek further ways to deliver improvements in those areas highlighted within this strategy. Overall, our intent is to become a more inclusive and diverse organisation that delivers on its plans and priorities.

Staff networks

From an organisational perspective, the People Strategy 2019 – 2021 emphasises the need to embrace all aspects of diversity and notes in particular the benefits of better engaging staff from Black and ethnic minority backgrounds and parents and carers. The following networks and forums exist across the College:

- **The employee forum**
Established to represent all staff with cross divisional representation, the forum contributes to College strategy and policy discussions and is in touch with staff directly.
- **BAME Network**
The College established its first BAME Network in August 2020. The Network serves as a support network for BAME members of staff and works to challenge the College to think progressively on matters affecting BAME staff.
- **Disability Forum**
Set up in 2016 to bring together RCPCH stakeholders who have personal experience or interest in disabilities to work alongside the People Services Team and support the RCPCH as a Disability Confident Leader. As not all disabilities are visible, this forum extends its reach to all disabilities including physical, learning, sensory, mental illness and other conditions that have a 'substantial' and 'long-term' negative effect on the ability to do daily activities, such as cancer and HIV. The forum creates the environment for colleagues to talk and seek advice as to how best to be supported at work.
- **The LGBT+ and Allies group**
The group was established in 2016 to support LGBT+ colleagues and the RCPCH diversity agenda.
- **Parent and Carer Network**
The Parent and Carer network has been established and is meeting regularly to consider how it support parents and carers, and how they engage with the wider College.

Our images, branding and publications

Our existing RCPCH Editorial standards guidance and recommendations aim to ensure inclusive editorial content and correct use of terminology and language for protected characteristics. We are mindful of diversity within our choice of images to accompany our publications and are looking at how the work of the Content and Brand team could be formalised to include EDI considerations as part of any design brief.

Events and conferences

As one of our most member-facing work streams, it is essential that our portfolio of learning and networking events reflects the diversity of the College's membership. At present, we have asked Committees for each of our events or conferences to make their best efforts to achieve a balanced, diverse speaker line up and programme.

In 2020/21, we hope that by taking our Conference 2020 online as webinars, that it has improved accessibility for our international members around the world, allowing them to contribute to the discussion and share the learning. The same is true for our virtual membership ceremonies, allowing new members to join us without the associated global travel.

Alongside this, we continue to move forward our plans for our first international conference Singapore (now online), tailoring our content to our network of members and other healthcare professionals in South East Asia, Asia and Australia. This also strengthens our efforts to work harder for our members outside of the UK.

Our annual Conference and Exhibition 2021 is also going to take place online, with the same rationale as outlined above.

For both the Singapore conference and RCPCH Conference and Exhibition 2021, we would like to introduce more formal reviews/audits of the speaker line-ups, in order to ensure that they are reflective of the diversity of the membership (and where possible, reflective of a cross section of our membership in the region in which they are being held).

We are constantly listening to feedback from our members and, after feedback from our speakers and attendees with hearing difficulties that our Conference 2020 webinars did not sufficiently accommodate their needs, we have now introduced live captioning for our webinars. We plan to incorporate this into all subsequent online events. This is an ongoing effort and the situation will continue to change in the coming months and years.

Our publications

The College's scientific publication Archives of Disease in Childhood (ADC) is one of the leading paediatric journals in the world. A peer-reviewed BMJ journal, ADC focuses on all aspects of child health and disease from the perinatal period to adolescence. Its Education and Practice edition can help paediatricians in their ongoing professional development, and its Fetal and Neonatal edition brings together quality research and reviews.

As a publisher BMJ are increasing the amount of work they are doing in the area of EDI. Increasing diversity of contributors is important, but so is the diversity of the peer reviewers and the members of the editorial teams.

There are several strands. However, an important first step for BMJ this year was to make editors aware of their own responsibilities where diversity and inclusion is concerned, as they really need their involvement in order to make strong and effective change. A presentation on the role of editors in social justice at the annual editors-in-chief meeting was a good first step, but just a first step.

Diversity and inclusion was discussed at the January ADC editorial board meeting and further work is planned across the BMJ, due to report back in 2021. They are also looking at how they tackle unconscious bias in the peer-review/publishing process as well.

Case study – Sharing different cultures across the College

In May 2018, the People Services team reflected how it could provide an example of living the values of the College in particular “Include” and initiated the concept of Working Without Walls specifically to improve diversity and inclusion within the College.

Reflecting on how sociable staff are across the College and that they also enjoy food, the initiative of the Cultural Café was born. This consisted of staff bringing food in from their own cultures to share with their colleagues. Approximately 40 staff members attended which was a huge positive, especially as this was a proof of concept. It was a great experience with everyone trying new and different food and learning about other cultures that previously, they may have had limited knowledge about. The room was buzzing with people chatting and just generally enjoying the food on offer.

“Thank you to everyone who contributed to the Cultural Café today..... it was great to see so many attend and have the opportunity to learn about each other’s cultures”

Feedback from a participant

After this session going so smoothly, we decided to run this again in 2019. What we had not factored into the planning was the appropriate steps to communicate, and with the introduction of the new intranet, The Hub, we relied on this as the sole communication tool. This was a mistake and sadly, even though the first Cultural Café had been so successful, no-one attended the event in 2019.

This gave us a key opportunity to reflect on what went well previously and what we could do better. What we took from this was the need to have a proper, thought through communications plan using a variety of promotional tools to attract and engage interest.

With the help of the Internal Communications and Engagement Officer we will be taking this forward again, and it could very well be one of the first things we do to celebrate returning to the building on a more regular and consistent basis in 2021. This is only one of the many initiatives we have planned for 2020/21 and we have deliberately chosen to weave EDI through the whole of the People Strategy to ensure it is grounded in reality, is understood and embraced, as well as sustainable in the longer term.

What we think is needed for the future

Shaping our College for the future, and ensuring a better approach to EDI will depend on better data collection and sharing. Across a wide range of areas we need to evidence our progress on EDI and share this information with members – this ranges from our membership, to the speakers at our events, to the media spokespeople that we use.

EDI is a constantly evolving field, and it is important that we are mindful of all developments that might impact us as an employer, or where best practice around language shifts.

For our invited reviewers we know we need to review our recruitment process and will be developing a new recruitment strategy in 2021, which will address EDI.

The actions we will take

To achieve what we need for the future we will deliver the actions below, to ensure accountability we have also indicated the timeline for delivery and the key College teams involved in this work. This is not an exclusive list of the only action the College will take over the coming years in terms of our internal and operational activity, but hopefully this sets the scope of ambition for the College.

These actions have also not sought to duplicate the ongoing work that is business as usual activity at the College. In terms of our internal EDI activity, much of the work will be delivered by our ongoing People Strategy. Although the specific actions are not listed here, updates on our progress will be shared with members alongside our regular reporting on EDI progress.

Action	Date for delivery	Work led by
Annually report on aggregated disclosure rates of members across all protected characteristics	By March 2022	Membership team and CEO team
Regularly review language used for protected characteristics to ensure it is reflective of best practice and feedback from members	By March 2022	Membership team and CEO team
Develop range of questions beyond protected characteristics where appropriate	By March 2022	CEO team
Annually report on EDI data for our events, and media spokespeople	By March 2023	Events team and Media team
Make improvements to the accessibility of our events	By March 2022	Events team
Share internal aggregated data on protected characteristics with staff, and share a highlighted version of this report with members	By March 2022	People Services team and CEO team
Review recruitment of invited reviewers, with specific consideration for EDI	By March 2022	Invited reviews team
Work to encourage staff to share data across protected characteristics	By March 2022	People Services team

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