

NHSBT Board Meeting - May 2018

Bi-annual progress report on Diversity & Inclusion

1. Status – Public

2. Report - Objectives

2.1 This report provides a bi-annual progress and assurance update on our drive for greater diversity & inclusion in advance of the annual report in November 2018.

Progress on actions against protected characteristics is reported against the 4 People Strategy strategic priorities.

- Create the right environment - An inclusive workplace
- Grow our talent - Inclusive and targeted talent management
- Retain our people and skills - Inclusive leadership and support
- Attract the best people - Develop our diverse employment brand

3. Executive Summary

3.1 Since the November 2017 annual report key deliverables to note are: -

- Annual work-plans have been produced for the Black, Asian, Minority Ethnic (BAME), LGBT+ Mental Health & Well-being groups.
- 92 Mental Health First Aiders have been trained across the organisation to support colleagues with mental health and stress related conditions remain in the workplace.
- NHSBT participated in the pilot of NHS England's Workforce Disability Equality Standard (WDES) to test the indicators for assessing and benchmarking employment practice and opportunities for colleagues with a disability.
- 102 Black, Asian, Minority Ethnic (BAME) colleagues have attended a Careers Masterclass as a positive action initiative to prepare colleagues to advance their careers. We are on target to achieve 144 attendees by the end of the programme this Summer.

4.0 Progress against our Strategic Priorities

A Diversity and Inclusion Workplan was developed in 2017/18 which aimed to focus on a number of initiatives it was felt would support our progress in increasing diversity and inclusion at NHSBT. This report provides an update on the progress since our last report to the Board in November 2017.

4.1 Create the right environment - An inclusive workplace

Creating an environment in which employees of all protected characteristics feel supported, represented, valued is monitored through the annual Your Voice staff survey engagement scores and the NHS England recommended Workforce Race Equality Scheme (WRES) and Workforce Disability Equality scheme (WDES).

Engagement Score data is next due to be collected in the September 2018 via the pulse survey and will form part of the Annual Diversity & Inclusion Board Paper presented in November 2018.

Specific actions on improving the range and coverage of employee network groups for support and linkage to NHSBT strategic priorities include:

- Increased membership of the BAME network by 20% to further support our BAME colleagues.
- BAME Donor Ambassadors signed up 1648 blood and organ donors by supporting events arranged by Blood Marketing
- The LGBT+ Network enlisted 45 network members since June 2017
- A dedicated LGBT+ Training Programme has been developed for delivery in June 2018 to look at inclusive practices and 'bystander' training.
- A Women in Science Network group has been established to focus on the development of women in science and into senior leadership

Progress on monitoring the Workforce Race Equality Standard based on year end March 2017 shows some areas of improvement. It is noted that the movement in figures is small reflecting the fact that culture change takes time and that bigger changes will require more proactive intervention.

WRES Indicator	Progress Update
BAME representation in Senior Leadership	The number of BAME colleagues in Senior Leadership posts increased by 7 to 53 which is 1% rise in representation in year to 8.8% of Senior Leadership posts. To increase the number of BAME colleagues to reflect a 13.6% figure, more reflective of UK demographics would require an additional 29 BAME colleagues in Senior Leadership.
BAME access to non-mandatory and non CPD training.	The ratio of BAME colleagues accessing developmental training remains higher as a proportion of the total BAME workforce compared with white colleagues. BAME colleagues are 0.7 times more likely to access developmental training than their white colleagues. Further work now needs to be followed up on whether accessing this training translates into career progression within the organisation.

The likelihood of BAME colleagues being appointed following shortlisting.	The ratio of white applicants being appointed from shortlisting continues to remain higher than that of BAME applicants. Currently the likelihood of white applicants being appointed from shortlisting compared with BAME applicants is 1.38 times more likely. Whilst this represents a reduction from the previous year's figure of 1.53 greater likelihood, this ongoing trend shows that work is needed on actions which create greater equality of opportunity at interview stage.
The likelihood of BAME colleagues entering the disciplinary process	Similar to the findings across the wider NHS, our figures continue to show that BAME colleagues have a greater likelihood of being subject to disciplinary process than that of white colleagues. The figure has however decreased from the previous year to a 1.39 times greater likelihood which represents a 0.09 drop on last year's figures.

During the Autumn 2017 we took part in the pilot development of the WDES metrics with NHS England. The report contains similar metrics to the WRES. The first reporting will take place across NHS Trusts in August 2019. It is recommended that NHSBT adopts the report standards on a voluntary basis to benchmark progress with NHS comparators. In addition, we plan this year to Work with the Business Disability Forum to undertake the Disability Standard, an online measurement framework to benchmark our standards as an organisation. An update on the initial findings of this benchmarking progress will be reported in the Annual Diversity & Inclusion Board report in November 2018.

4.2 Grow our Talent - Inclusive and targeted development.

Talent and Succession plans have been produced for each Directorate. Developing the talent of colleagues in protected characteristic groups, most notably race and gender is integral to these discussions. The next step is for us to commence tracking and monitoring the progress on numbers entering the middle management and senior leadership talent pools by race and gender. We are developing plans to deliver increased BAME representation in both the middle management and senior leadership talent pools and have visits to other organisations to gain insight into how other organisations have achieved this. We are also reviewing talent development in professional groups where the female workforce is under-represented at senior levels including ICT and Scientific Careers in Research and Development and to reduce the gender imbalance in senior positions at band 8B and above.

The Leadership ladder, developing leadership skills from first level supervisor through to advanced senior leadership is due to be launched this Summer

which will replace our current management passport. The ability of leaders to demonstrate how they are inclusive in their leadership and display behaviours that value diversity is integral to the achievement at each level.

4.3 Retain our People and Skills – Inclusive leadership and support

A key area of our focus is how we support NHSBT colleagues who become unwell or develop a disability to remain in work or return to work at the earliest opportunity.

We have undertaken focus discussion groups across NHSBT centres with colleagues with an interest in Mental Health issues to help us understand what support needs to be made available in the organisation.

As a result, we have run Mental Health First Aider (MHFA) courses, to teach individuals how to spot the signs and symptoms of mental ill health and provide colleagues help, at the first sign of symptoms. We now have 92 Mental Health First Aiders across the organisation, including 30 Mental Health First Aiders in Blood Donation, who can recognise crucial warning signs of mental ill health and have the confidence to guide colleagues to receive the appropriate support.

In December 2017 we launched centralised data recording on workplace adjustments that we make to employee's duties to enable colleagues to remain in work or return to work early from sickness. To date we have recorded 35 adjustment agreements and carried out 13 reviews of cases. We intend to further increase the accuracy of our data recording this year which will help provide more reliable data and help provide access to data for our WDES report.

We are now monitoring our turnover data for BAME colleagues to look at what factors are impacting on turnover. Our reporting shows that 73 BAME colleagues left the organisation in the last financial year for voluntary reasons, the figure increases to 111 BAME colleagues when other reasons including redundancy and end of fixed term contracts are included. 48% of the voluntary turnover is at band 2 and 3 level which may indicate lack of opportunity to progress into the next pay banding level and interestingly 18% of the turnover is at band 6 and 7, the grades that should be targeted for development and progression from the middle management into the senior leadership talent pool. Furthermore, 36% of the recorded voluntary turnover is within Blood Donation, which requires further investigation as this Directorate at 7.63% BAME representation would require an increase of 117 BAME colleagues to achieve 13.6% representation reflecting national demographics.

4.4 Attract the best people – Diverse recruitment

The focus to date has been placed on equipping recruitment panels with the

necessary training and interview questions that will increase the panel's understanding and awareness of how to recruit new employees that demonstrate inclusive behaviours and value diversity.

Interviews for senior leadership posts have been supported by BAME panel members to help both present diversity in the interview process but more importantly to champion inclusivity in the panel decision making process. This initiative has been in place now for 18 months and following a review of this intervention, is being extended to include further panel representation from other protected characteristic colleagues to promote diversity of our organisation in senior leadership recruitment.

Revised recruitment training with an updated focus on diversity and inclusion has also now been put in place and is available as an online modular course.

This year a key focus will how we do more work to support regions/centres and Directorates with under-represented BAME colleagues to increase awareness across communities of NHSBT to highlight NHSBT as an employer and the services we provide.

5.0 Conclusion and Next Steps

Since the last report to the Board in November 2017 further progress has been made in relation to increasing NHSBT's ability to be a more diverse and inclusive employer. A number of initiatives have been introduced and the impact of these are starting to be measured allowing us to understand in more detail which have the greatest effect.

There is much more to do as progress towards true diversity and inclusion at NHSBT is slower than hoped and this year the focus will be on identifying some robust and challenging initiatives that will make a difference. To support this visits to other organisations who have made greater progress in this area are being organised. Initially these have been arranged with such Greater Manchester Police and the Metropolitan Police and we are seeking organisations in other sectors in addition to this.

The Diversity and Inclusion workplan for 2018/19 is being currently being finalized but highlights so far are:-

- Launch the leadership ladder to include the inclusive leadership module
- Consider the need to introduce targets at middle management and senior leadership talent pools for each Directorate. Monitor progress against these targets
- Follow up exit data on BAME voluntary turnover to obtain qualitative data on reasons for leaving and any actions to improve BAME staff retention.

- Progress the Business Disability Forum benchmarking exercise and report back on findings and proposed actions in the November annual report.
- Employee Networks to produce progress update against their annual workplans for the November Annual report.
- Deliver an updated BAME Donor Ambassador Training Day to support the resourcing of events and develop the skills of Donor Ambassadors in supporting the recruitment of blood and organ donors from BAME communities.
- Carry out the Stonewall Workplace Equality Index to benchmark our current position on lesbian, gay, bi-sexual and trans-inclusion in the workplace and identify areas for improvement.
- Establish criteria to monitor the success of the Mental Health First Aider intervention including monitoring impact on reduction in staff absence, early return to work and referrals into Occupational Health and Employee Assistance Programme.
- Carry out a qualitative review of the BAME Masterclass intervention and impact on applications for career progression subsequently, identifying any barriers to progression and areas for improvement. This research has been commissioned from an intern University Student placement
- Increase employee self-declaration on protected characteristics through self-service reporting on the Electronic Staff record system to generate an increased take up rate in the reporting of equality monitoring data. This work is planned for June/July 2018.

Author

Suzanne Hunter Associate People Director

Responsible Director

Katherine Robinson People Director