

NHSBT Board
26th September 2019

Interim Inclusion Report

1. Status – Official

2. Executive Summary

NHSBT is committed to increasing the diversity of its workforce and creating an inclusive environment where all colleagues feel they belong no matter their difference.

NHSBT has been working to improve the diversity of its colleagues for many years with action plans and interventions being delivered to some degree, however, this has not significantly improved the diversity of the organisation. The evidence for why diversity in any successful organisation is important is clear but at NHSBT, where the number of donors from different ethnic groups is key to delivering optimal patient care, it must be an absolute priority.

Our most recent Workforce Race Equality Standards (WRES) report, would indicate that there is evidence of unconscious bias and processes which are impacting our BAME colleagues. Further, this has been confirmed through qualitative information gathered through visits and meetings with colleagues.

The work of our other employee networks such as the LGBT+, Disability and Health Promotion Advocates and Women in STEM Network is also important. However, this report focuses on interventions designed to make a demonstrable difference in increasing diversity and inclusion for our BAME colleagues. This is deliberate, for the following reasons: -

- This is the area that requires most improvement from both the qualitative and quantitative information that we have.
- It is evidenced that acting to increase diversity and inclusion for one protected group should have an impact on the wider diversity & inclusion for others.
- To save and improve more lives we need to ensure we can attract more BAME donors for both blood and organs. Without a more representative workforce this will continue to be a challenge.

3. Action Requested

The Board is asked to:

- Understand the actions being taken to improve diversity and inclusion at NHSBT
- Give support to the initiatives and demonstrate at the most senior level in the organisation that this is a key priority for NHSBT

4. Purpose of the paper

The Board receives bi-annual reports in respect of Diversity & Inclusion. It provides an update on actions being taken to make a demonstrable change, with a focus on BAME interventions prior to a full BAME Strategy (to include both our workforce and service delivery ambitions) being presented in November 2019.

5. Background

5.1 WRES

Our 2019 WRES Report describes NHSBT's data between April 2018 – March 2019. Gradual improvements are being made against each of the indicators but there are some areas that require immediate action to enable a step change. Following a discussion at the Executive Team meeting in August a summary of the key headlines resulting from the report and agreed immediate actions are as follows: -

- ***BAME Representation*** – BAME colleagues make up 14.2% of the NHSBT Workforce, an increase of 67 BAME colleagues since 2018. However, our donor facing directorates are amongst our least diverse and overall our BAME representation is behind that of the wider NHS at 19.1%.

Immediate Action – Both ODT and Blood Donation are developing actions plans to increase the diversity of front-line colleagues. This will be presented to the Executive Team meeting later in September.

- ***BAME Leadership Representation*** – Representation of BAME colleagues at Bands 8a and above has marginally increased over the last couple of years but there is no significant shift. Over a third of all BAME colleagues are in Bands 6 and 7.

Immediate Action – Each directorate has reviewed the Personal Development and Performance Reviews (PDPR) of

their Band 7 BAME colleagues with a view to presenting this at the Executive BAME Talent Share meeting on 11th September 2019. From this we will identify what is required to ensure we are maximising the opportunity for more BAME colleagues to progress in the organisation.

- ***BAME Recruitment Assessment*** – Three times as many applications from white applicants were received than BAME applicants, but the total shortlisted is broadly the same with white and BAME applications shortlisted at 37% and 36%.

Appointment data also shows an improvement from 1.4 in 2018 to 1.19 in 2019 for the likelihood of a white applicant being appointed at interview compared to a BAME colleague but this needs to improve further.

- **Immediate Action** - A workshop to review the recruitment process from attraction to onboarding has been held to identify what changes can be made to increase the number of applications and the retention of BAME candidates. Throughout this process, we are taking learning from other organisations who have improved these processes to good effect.
- ***BAME Employee Experience*** – BAME colleagues are 1.09 times relatively more likely to enter the formal disciplinary process compared to white colleagues. This has reduced from 1.4 in 2018.
- **Immediate Action** – A new triage process, consisting of a group of colleagues, including staff side and BAME colleagues are reviewing each potential BAME disciplinary case to ensure that proper scrutiny and consistency has been applied. This is working well so far.
- ***BAME Development and Career Opportunity*** – NHSBT has a very low percentage of colleagues believing in equal opportunities for promotion and development at 36% BAME and 51% white. The NHS averages 71.5% BAME and 86.6% white.

Immediate Action – In addition to the review of the recruitment cycle a review of how posts are advertised within the organisation is being undertaken to reduce ‘expressions of interest’. This also identified that greater visibility of vacancies within the organisation would be helpful as some say they were not aware of certain roles.

5.2 #LetsTalk Site Visits

There have been some known issues at Colindale over the years, based on the number of grievance cases reported related to recruitment practice, harassment and bullying and generally lower engagement scores which was thought to be isolated to one or two departments. However, at our recent #LetsTalk events, where each Director meets with the colleagues at their sponsored centre, it was clear that this experience for our BAME colleagues was broader than just one or two departments at Colindale and attempts over time to try to improve these issues has not been successful.

Our colleagues at Colindale requested that they set up a BAME Taskforce to develop ideas and make recommendations to the organisation on improvements they think are necessary. Having met with the group, Betsy Bassis, our CEO, has written acknowledging the issues that need to be addressed and, more importantly, outlined the actions that will be taken in response, demonstrating our personal commitment to improving the situation.

Initial action will focus on the following broad areas: -

- We intend to commission a piece of work, by an external organisation, to undertake an organisational diagnosis review at Colindale which should recommend the steps needed to make significant improvements for our BAME colleagues. It is intended that the recommendations will include a review of our other sites as we recognise these experiences are probably not isolated from the qualitative data we have.
- We are taking steps to improve the perceived transparency of the recruitment process and talking to the group about how best to do this.
- Reviewing career progression routes and how we can make this easier.

5.3 Priority Actions – Employee Lifecycle

Whilst reviewing the recruitment processes the group also considered the rest of the employee lifecycle to determine where else action could be taken to increase diversity and support greater inclusion. The group represented Heads of Function within the People Directorate, HR Business Partners, Melissa Thermidor, OWD Representatives. All shared their learning and best practice they had seen at other organisations such as East London Foundation Hospital, Greater Manchester Police and the West Midlands Fire Service. An action plan was developed and these, together with the WRES actions are summarised for information on Appendix 1.

The actions described in Appendix 1 are designed to give a summary and are not an exhaustive list. Further updates will be provided in due course as these are progressed.

5.4 Diversity & Inclusion – Other Network Group Update

As explained earlier in the report this update predominantly focuses on BAME interventions but detailed below is a summary of key areas of work being undertaken by our other network groups:-

- **LGBT+ Network** – The network has developed an LGBT+ Ally scheme and have recruited 65 allies across 12 centres who have attended training and awareness sessions. The network has also supported the #daretodeclare campaign designed to encourage more of our colleagues to disclose and update their protected characteristic data to ensure that any initiatives are correctly focused.
- **Disability and Health Promotion Advocates**
We now have three in-house fully trained Mental Health First Aiders Trainers within NHSBT. Between them, five further courses have been run across NHSBT, adding 56 more Mental Health and Wellbeing Champions to the network.
- **Women in STEM Network** – This group intend to launch a survey to colleagues to understand in more detail how the network could support women in the organisation. Plans are also underway for the annual Ada Lovelace day in October.

5.4 Summary and Next Steps

The drive for NHSBT to be a more diverse and inclusive organisation is significant and is a priority for all. The work described here and future initiatives currently in development demonstrate the commitment to ensuring there is a step change in this ambition.

This work, together with the service delivery ambitions will be described in the BAME Strategy due to be presented to the board in November 2019 by Melissa Thermidor.

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Appendix 1 – Diversity & Inclusion Summary of Key Actions

Employee Lifecycle	Summary of Actions
Attraction	<ul style="list-style-type: none"> • Detailed strategies from ODT and Blood Donation to drive an increase in diversity by attracting more diverse candidates to the organisation and roles in this area. • Review advertising strategies – make this more bespoke depending on the role/centre/region etc considering local demographic. Targeted community engagement. • Drive to ensure that centre BAME representation is reflected or higher than the local demographic – target key areas such as Birmingham, Manchester etc. • Social Media and Careers Website review
Recruitment	<ul style="list-style-type: none"> • Positive action initiatives • Review the requirement for NHS Jobs • Review job descriptions and person specifications to ensure they do not indirectly discriminate • Review of language used for advertisement, job descriptions and person specifications using professional organisation. • Review by Recruitment • Interview Panel Review – does current Band 8a BAME representation need review.
Onboarding	<ul style="list-style-type: none"> • Through the new Onboarding App, design a more bespoke onboarding approach especially for our BAME colleagues – learning from other organisations and their best practice. • 12-month review with new colleagues • Buddy Scheme for new recruits
Development	<ul style="list-style-type: none"> • BAME Talent share • Leadership Development and Stepping Up Programme • BAME Mentorship scheme developed, including reverse mentoring for key leadership posts • Greater movement across the organisation to support development programmes – especially those in Band 7 roles • Middle Manager Conferences to increase awareness of inclusivity and compassionate leaders • Improved career pathways and communication and development to support colleagues

Retention	<ul style="list-style-type: none"> • <i>#BAMELetsTalk</i> • <i>BAME Taskforce</i> • <i>Initiatives for greater representation at key leadership meetings – possibly utilised for those BAME colleagues identified through the BAME Talent share as future leaders</i> • <i>Triage of all potential disciplinary cases</i> • <i>'I'm thinking of leaving' confidential line to provide advice and guidance</i>
Separation	<ul style="list-style-type: none"> • <i>Exit Interviews for all BAME colleagues</i> • <i>Support for those leaving to ensure they remain an advocate for donation when exiting the organisation</i>

Other	Summary of Actions
Resources	<ul style="list-style-type: none"> • <i>Agree additional resources for the Inclusivity Team to enable the work to be completed more quickly and seek specialists in developing the data and trends and recruitment specialists in this area.</i>
Current Meeting Structure and Governance	<ul style="list-style-type: none"> • <i>Undertake Review of Equality & Diversity Working Group – Terms of Reference and Remit</i> • <i>Refresh BAME Network and determine future requirements nationally and locally</i> • <i>Describe the interactions between the various groups to ensure that discussions and decisions take place at the right forums.</i>
Benefits Tracking	<ul style="list-style-type: none"> • <i>Review of current KPIs in respect of WRES and other performance tracking.</i> • <i>Agree where progress in respect of the Strategy and detailed actions are tracked and monitored.</i> • <i>Recruit a data analyst on a fixed term contract to set up key data set for BAME to enable a more proactive approach driven by a greater level of data analysis.</i>
Communication	<ul style="list-style-type: none"> • <i>Detailed communication and awareness campaign to describe positive action, and why there is so much focus on supporting BAME colleagues</i>
Organisational Diagnosis Review	<ul style="list-style-type: none"> • <i>Commission an external partner to undertake an organisational diagnosis to get to the heart of the concerns at Colindale and other centres</i>