

NHSBT Board**Diversity and Inclusion (D&I) Update****28th January 2021****Status: Official****1.0 Summary and Purpose of Paper**

The purpose of this paper is to share an update to the Board on our Diversity and Inclusion programme of work. This paper sets out progress so far, the work underway and priorities going forward.

2.0 Action Requested

The Board are asked to:

- note the progress, levels of activity and continued challenges around D&I
- consider whether the actions proposed are proportionate to addressing the key issues and challenges identified

3.0 Background

We are making progress in our response to the Organisational Diagnostic Report and recommendations for action. We have undertaken specific actions and interventions as highlighted below to tackle key challenges, which are beginning to shift structures in terms of diversity, issues within manufacturing and contributing to an improved atmosphere. We recognise there is still much more to do to ensure change is sustainable and experienced meaningfully by our colleagues. While this work has started in Colindale, we will be looking to rollout successful interventions more widely across the organisation.

We are also continuing to drive the D&I agenda across the wider organisation to develop our culture, shifting the conversation on D&I, and building better engagement. We are tackling priorities in recruitment and building the right structures to support diversity and inclusion more widely at NHSBT. We recognise that managing conflict and grievances is a recurring issue and work is being done to refresh our approach and ensure it centres around a resolution-based framework. As part of our forward plan, we need to accelerate delivery and impact. We are putting in place a more structured approach to our efforts to prioritise action and impact.

4.0 Update on the Colindale Centre

Significant work has gone into the Colindale Centre and continues to do so with recognition from the Colindale Taskforce of change in the right direction. A summary of progress so far includes:

1. Fortnightly meetings are held with the Taskforce and Trade Union colleagues to take forward engagement.
2. We have reviewed the leadership capacity in Manufacturing and added extra capacity at Managerial and Supervisor level and have engaged with colleagues on running the recruitment process. Additional supervisor and management capacity

has been added and the appointments have included internal candidates of Black Asian Minority Ethnic background. One of the new posts has a specific focus on development of colleagues in the Manufacturing department and their career progression between posts.

3. We have provided coaching and bespoke development to managers and supervisors in the Manufacturing department.
4. We have delivered 'Let's Talk about Race' webinars at Colindale.
5. We have concentrated on increasing our PDPR compliance rates and have increased compliance to 86% the shortfall in compliance mainly being attributable to colleagues on long term sickness or other forms of leave e.g. maternity leave.
6. We have questionnaires circulated auditing the quality of the PDPR delivery and we are following up on areas for improvement.
7. We have collected colleagues' views on improvements for the recruitment process particularly around use of secondments and person specifications and this is part of the programme of work 'Re-imagining Recruitment', led by the Interim Chief People Officer and me.
8. An audit is to be undertaken of management leadership, development and inclusive awareness training for reporting back on any remaining gaps.
9. Our next steps are to have a dedicated leadership post at Colindale which focuses on site wide engagement so that the work that has commenced through the joint management, Taskforce and TU focus can be embedded into business as usual work activity.

Furthermore, we have invested in specific organisation development interventions with our Manufacturing colleagues:

- a. All 9 Processing and Testing managers have completed workshops on communication skills, how to have assertive and respectful dialogue, and how to approach and handle difficult conversations.
- b. All Processing and Testing managers have participated in action learning sessions to discuss and reflect on specific challenges they face and how they can work more consistently.
- c. Mediation has been provided where these assist working relationships.
- d. Supervision development is being run for 3 new supervisors; they are also doing the Inclusive Leadership programme pilot.
- e. All PTMs and the Head of Service have received either formal coaching or bespoke support (SWOT prep and discussion leading to leadership specific individualised PDPs).
- f. 30 colleagues attended webinars on Getting best out of PDPR
- g. 25 colleagues attended webinar on Freedom to speak up
- h. 40 colleagues attended webinar on Career Development
- i. Everyone has access to coaching and all managers have been reminded but there's been little uptake beyond than manufacturing. We are continuing to push this, but uptake may be impacted by covid pressures.
- j. Civil Teams – we have started within Manufacturing and have engaged with each shift. Process has also started in H&I Colindale.

A second newsletter is being produced to inform colleagues in Colindale as well as the wider organisation of the work undertaken to date against the Globis Report's 9-point recommendations. See **Annex A** for draft Newsletter update.

I will be leading a stocktake of our progress against the Organisational Diagnostic Report with the Director of Strategy and Transformation and Interim Chief People Officer, due to be kicked off this month.

5.0 Wider Diversity and Inclusion (D&I) activity

Further to my last update to the Board in September 2020, we're continuing to make progress with building on the foundations to the Diversity and Inclusion agenda at NHSBT. The D&I Team has focussed on:

- a. Organisational engagement - developing our culture and shifting the conversation on D&I
- b. Recruitment - tackling identified priorities on recruitment
- c. Ongoing strategy development - continuing to develop our longer-term strategy as part of creating a great place to work for everyone
- d. Wider D&I support across the organisation

5.1 Organisational engagement

Since the success of National Inclusion Week and Black History Month we have built up our engagement plans on diversity and inclusion across the organisation. This is creating greater visibility of issues and helping to raise knowledge across different groups, and showcasing work underway with our Executive Directors. It is also providing an opportunity to hear from colleagues across the organisation and create ongoing dialogue.

- We launched our **'Let's Talk D&I' webinar series** in November where Executive Directors discussed D&I challenges and priorities within their respective Directorates. We've had good attendance and positive feedback following the live webinars, particularly in socialising D&I conversations and having access to the organisation's leadership and thinking (See Annex B for highlights). A key area of reflection and feedback to colleagues would be to now focus on tangible delivery through focussed implementation on priority areas within respective directorates, as colleagues are still seeking to experience real change on the ground.
- We've held two webinars in December with a third planned in January to ramp up our education and awareness of disability matters in the workplace. A third webinar is due to take place Thursday 21st January with our Exec Champion, Wendy Clark in conversation with disability activist and digital leader, Lucy Watts MBE.
- I've piloted a D&I 'Real Talk' drop-in session for Assistant Directors supporting them to have safe spaces for honest and frank conversations. This is proving to be effective for both me and those attending and will require consideration on how we scale up to widen participation. It is also helping to build the confidence of ADs in leading these conversations with their teams.
- Internal Comms evaluation for November highlighted that several of the D&I posts exceeded the 3-month average benchmark for views (657).
 - [Let's talk diversity and inclusion – 3 Dec webinar](#) – 1664 views
 - [International Day of People with Disabilities](#) – 1249 views
 - [Let's talk diversity and inclusion](#) – 23 November webinar – 1183 views
 - [Transgender Awareness Week](#) – 1678 views

5.2 Recruitment

- The Recruitment 'Task and Finish' approach has been formalised as 'Re-imagining Recruitment' workstreams and initiated into weekly stand up meetings. Patricia Grealish, Interim Chief People Officer and SRO for this work has been chairing weekly stand-ups to maintain pace and delivery, attended by HR workstream leads. I also attend in an advisory capacity and to provide challenge. As part of this work we are aiming to deliver some 'quick wins' in the following areas including:

- New diversity and inclusion statements (with a video recording) to encourage applications on all job adverts by February 2021
- Review and improve recruitment training for panel members by March 2021
- Embed PDPR objectives to have clear and transparent succession planning for all
- Our efforts in recruitment are showing small and impactful improvements with major recruitment drives over the last six months and new methods of practice. There has been a slight improvement in Black and Minority Ethnic (BAME) representation at senior levels of the organisation with 36 BAME employees at Band 8a-9 in December 2020 compared with 32 this time last year. This may not reflect any updates made to ESR from last month until now. The Convalescent Plasma recruitment drives resulted in 22 BAME Nurses, 46% (compared with 26 White Nurses, 55%) and 60 BAME Donor Carers, (compared with 157 White Donor Carers whilst 49 Preferred not to say).

5.3 Ongoing Strategy Development

- We've taken on board comments around the scoping of our Diversity and Inclusion Programme to feed into the wider conversation to make NHSBT a great place to work for everyone.
- The strategy will require action at a corporate level alongside implementation in directorates to change how we work and tackle specific challenges and opportunities in different teams. We're working closely to ensure that this can be translated into implementation plans in each directorate.
- The key workstreams in development as part of the strategy are:
 - Refreshing key HR and people development policies, process and practice, including:
 - recruitment
 - talent management
 - conflict resolution and grievances
 - developing our leadership and management capability (including reciprocal mentoring)
 - Tackling health inequalities through development of our service strategies
 - Strengthening corporate impact on equality, diversity and inclusion, including:
 - developing equality impact tools to support decision making
 - review of corporate policies, e.g. procurement
 - comms and engagement programme to support education and awareness
 - creating safe spaces for building confidence in talking about D&I issues in teams
 - Action plans for protected characteristics (including WRES, WDES, Stonewall WEI)
 - We are finalising metrics to track progress

5.4 Wider D&I support across the organisation

BAME Staff Network

- We've been supporting the Network and meeting with the Co-Chairs regularly to share information, listen and where required, take action and escalate live issues to be resolved.
- At the last Network meeting held on 17th December, key concerns were raised around grievances, gaps in updates and information as well as health and wellbeing issues for colleagues.
- We've offered a dedicated session with our Interim Chief People Officer to discuss how we intend to reset the way we manage conflict at NHSBT, be more responsive to live issues and embed a framework centring on a resolution approach.
- We've improved our communications on wellbeing support and seeking to establish an Executive Champion on Wellbeing for the organisation.

LGBT+ Staff Network

- The D&I team has committed to supporting the Network including preparations for the next Stonewall Workforce Equality Index (WEI) Submission in June 2021.
- We joined the Co-Chairs of the LGBT+ Staff Network in a meeting with Stonewall on 7th Dec, to review and fully understand levels of organisational actions required for the next WEI Submission. This will require investment of time and operational buy-in across the organisation.
- We've started discussions with the People Directorate on how to get organisational traction on some of the longstanding issues to support our LGBT+ colleagues.
- We are also preparing for LGBT History Month in February 2021 organised jointly for the first time with the LGBT Staff Network.

WDES

- We submitted our first Workplace Disability Equality Scheme (WDES) on 27th November with feedback from NHSEI due in January 2021.
- We are working with our Exec Champion and co-chairs of the Disability Staff Network in developing the organisational wide action plan.

Other

- NHS Charities (Sir Captain Tom fund) – following our successful bid for this award, work is progressing with representatives from the BAME Network, to source and commission artists to produce artwork to reflect the impact of Covid-19 Pandemic on BAME communities. The funding for this project was secured from NHS Charities Together monies and will see a piece of artwork placed in every main centre reception and at all team bases.
- Our Communications Team has recently appointed a D&I Comms Lead to support our communications and engagement, using different channels to reach different sections of our organisation.
- Freedom To Speak Up (FTSU) – we're conducting an internal review of how the FTSU Guardian role has worked over the last year and will be making recommendations on how to take this crucial role forward based on lessons learned, working with the National Guardian's Office and learning from best practice.

6.0 Key risks and issues

6.1 Grievances

A central issue for the organisation has been in relation to the management of conflict and grievances. This has been fuelled by:

- A set of complex interrelated grievances and concerns about how the organisation has been handling them.
- The apparent absence of managers taking a resolution approach experienced by individuals who have raised grievance cases which extended over a long period of time.
- The lack of consistency in line management and leadership in tackling conflict in the early stages.
- The lack of trust in organisational processes and leaders as a result of the above.

There is a significant amount of work being done around recruitment, grievances and other People Directorate functions, both on specific cases and refreshing our approach. Work is underway to better communicate what work is being done and progress to the wider organisation.

6.2 Collective ownership of D&I

We need to show visibility as leaders and collectively stand together on D&I issues. The challenges highlighted above require a collective and executive leadership response and maintained as a leadership priority. We need to renew our efforts along with the wider leadership community and beyond to tackle these issues and accelerate implementation.

The webinars and wider conversations have given insight into colleagues wanting to see practical actions that are being taken at directorate level with changes experienced on the ground, particularly with regards to achieving workforce diversity.

We will continue to hold regular webinars with Executive Directors to talk about the work underway across the organisation and will be developing directorate implementation plans to support the strategy.

7.0 Recommendations and next steps

The last six months have focussed on engagement across the organisation, building awareness and tackling live issues. Whilst we continue to build on organisational level engagement, education and culture change, we need to accelerate delivery and impact. To achieve that, we will put in place a more structured approach to our efforts and build on momentum with much greater focus and prioritisation of action and implementation, as well as clarity of core roles and accountabilities for our senior leadership teams.

A deep dive conversation was held with the Executive Team last Wednesday 13th January informed by case studies, colleague feedback and my own reflections. It was agreed by the Executive Team to take greater, collective and more visible ownership of the agenda.

7.1 D&I Programme Board

A major element of driving implementation across the organisation will be to provide a framework to co-ordinate and consolidate delivery across corporate, directorate and individual teams. Building on best practice from the Convalescent Plasma Board, a D&I Programme Board will be established and Chaired by the CEO, with Executive Team members and their senior responsible officers owning implementation. As Chief Diversity Inclusion Officer, I will continue to provide challenge and hold the membership to account. A Programme Board will be established by March/April 2021.

To support implementation of a forward plan, we are looking to strengthen programme delivery and analytical support in the central D&I Team (currently 1 WTE and 0.8 in addition to me)

building into the Strategy and Transformation directorate, as well as reviewing what additional support may be needed to support implementation in directorates.

8.0 Next Steps

- Finalise corporate strategy to drive momentum and delivery
- Establish D&I Programme Board for ET members and their teams to own delivery
- Investment in additional capacity to build capability at directorate level
- Finesse organisational data to drive improvement and finalise metrics
- Create greater transparency and reporting through communications and engagement

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