

NHSBT Board**Diversity and Inclusion Update**27th May 2021**Status: Official****1. Summary and Purpose of Paper**

To provide an update on where we are with developing a framework for delivering Diversity and Inclusion at NHSBT with a focus on a discussion of D&I Metrics and data to drive improvement.

2. Action Requested

The Board is asked to:

- Provide continued endorsement and support of the D&I Programme.
- Consider and comment on the D&I Dashboard attached as part of the report.

3. Background

The purpose of this paper is to share progress update on our Diversity and Inclusion (D&I) programme of work following the last Board update in March and discussion in January. We've delivered actions agreed in January's paper as outlined in summary below with a view to focus the discussion here on how we're optimising organisational data, to finalise metrics that matter and drive improvement.

4. Executive Summary**4.1 D&I Framework for Delivery – Appendix A**

This sets out how we consolidate at Executive level all the work being done to achieve greater transparency, grip and discipline on planning and delivery. The framework applies to the whole organisation for delivering D&I, setting out accountability at:

- Corporate level – reviewing our policies and processes with tools to support positive change
- Directorate and Team level – ensuring there is real engagement, collaborative action plans and delivery with metrics that matter to their own teams
- Individual level – focussing on our own learning and individual accountability

The framework directly holds Executive Directors to account through for example, their directorate level D&I plans. The plans are expected to reflect real and localised issues in respective areas, actions being taken by the directorate's senior responsible officers with a clear line of sight to the impact being achieved. This will include how directorates plan to achieve a minimum 15% national target of BAME colleagues in senior positions, setting targets to ensure we are an LGBT+ inclusive organisation and supportive of colleagues with disabilities and/or long term health conditions to improve disclosure and declaration rates. The

shaping of actions and outputs around this must include and be experienced at every level. I've also added guidance and key lines of enquiry our directorate teams should be asking themselves and looking for answers in an inclusive way, as part of providing a clear framework for delivering on D&I. Appendix A attached illustrates this as well as our overall framework which continues to be shaped as we move forward. We will have key monthly reporting on plans at Directorate and Corporate level with key stakeholder scrutiny sessions in plan to keep pace and momentum on progress as well as impact that is meaningful to our people.

4.2 D&I Communications and Engagement – Appendix B

For better transparency and to better inform and engage the organisation on D&I activities, progress and feedback loops, we've initiated a number of specific actions including my D&I Update consolidating all D&I activity in an accessible place on and offline (Appendix B) attached, with a link on our governance structures to share key actions and takeaways from meetings including the D&I Programme Board and EDI Council.

5. D&I Metrics

Over the past months we've worked across the organisation in a joint effort to review and develop our metrics that matter to our people and meet the needs of the organisation. We will use Diversity and Inclusion metrics to prioritise initiatives, set targets and programme goals with clear lines of accountability.

Our metrics will serve 3 purposes:

- Diagnose and unpack key priorities and risk areas (including workforce data, employee engagement and Staff Network hot topics)
- Set targets and track progress against initiatives
- Measure the impact of initiative

Metrics evidencing the impact of our D&I work will be used to engage with our people, strengthen leadership commitment and scale up further change. This will promote workforce trust, satisfaction and commitment to an agenda that will require multi-year investment and staying power for transformational change. In developing our metrics, we need to start with where we are. Consideration must be given to the maturity of our D&I programme and the specific initiatives we are trying to implement. The use of metrics will also help work towards de-escalating some of the personalised, historical and high emotional charge associated to diversity and inclusion issues in the current organisational climate.

5.1 Workforce data

A key priority has been to produce a workforce data pack to inform accurate insights and prioritisation. Our workforce data has been a consistent theme and ask across the organisation from our staff networks to directorate teams. We have therefore developed a workforce data pack with common data principles to serve as a 'single source of truth' for the organisation, and to help build our understanding of workforce inequality gaps and drive change particularly in recruitment and progression workstreams, whilst addressing our expertise and capability requirements in these areas.

We are currently at beta stage with the data pack providing a high-level D&I dashboard of our workforce against protected characteristics. It will also capture trends including progression of

applicants across the end to end recruitment process; monthly net positions of Black and Asian Minority Ethnic (BAME) workforce; Grievance, Dignity at Work and Disciplinary cases; levels of employee engagement heatmap and geographical/centre based variations. There will also be further breakdowns by protected characteristics (where available and appropriate) as well as Directorate level D&I Dashboards.

To drive greater transparency, we are working towards building the data workforce pack into our data platform, Power BI. This will allow access to the information and to be extrapolated by users as required. In the first instance, the data tool will be available to Staff Networks and Management Teams with a view to publish more widely once data security has been established.

5.2 Workforce data insights – Appendix C

In the meantime, our insights from Workforce data is driving change in several areas including the following examples:

- The data shows an issue relating to non-disclosure particularly in relation to Sexual Orientation and Disability. Work is taking place with the People Team and Internal Communications to promote and increase declarations. This has been helped by recent Yammer posts made by Wendy Clark encouraging declarations on behalf of the staff Disability and Wellbeing Network. The People Team is also re-launching a workstream campaign to encourage and enable declarations around disability and long-term health conditions.
- The data confirms the challenge with low BAME representation at Band 8 and above levels. Over the last 3 months there has been a Net increase in the number of BAME colleagues of 22 however the numbers within Band 8 posts shows no Net change. Work continues on identifying and addressing the barriers to career progression. In addition, work is coming to fruition to redesign our Employee Value Proposition to ensure we are attractive as an employer. We are also looking at how we appoint senior posts to develop processes that 'blind test' up front candidates' abilities.
- Our heatmap of geographical (centre) bases will drive targeted interventions in poorly represented areas of service in relation to patient-facing roles.
- The production of the data pack has allowed a greater focus on casework both in terms of type but also in understanding how different protected characteristics are represented in the cases that progress following triage. We now have transparency on cases that are progressing with the agreed SLAs and which need intervention. This is key as we know cases that take longer to resolve become increasingly challenging to resolve.
- Whilst the overall picture is informative the pack allows a focus to be applied to the discrepancies across Directorates. For example, only DDTS, Donor Experience and Strategy & Transformation have BAME representation at a senior level. Interestingly these directorates have undergone significant recruitment over the last 2 years. It is encouraging therefore that this demonstrates change is achievable. However, many challenges remain in the other directorates to ensure that the senior teams reflect the organisation we lead.

6. Next Steps

- Finalising data pack with feedback from Exec Team
- Meeting with Jo Lewis and Piers White to sense check arranged for 25th May 2021
- Board learning session on D&I to be re-scheduled.

Author: Rosna Mortuza, Chief Diversity and Inclusion Officer

Responsible Director: Katie Robinson, Director of Strategy and Transformation

Patricia Grealish, Interim Chief People Officer

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