

Diversity and Inclusion – Strategic Framework development

To be reviewed June 2021

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Objectives

To build a strategic framework for delivery of Equality, Diversity and Inclusion (EDI) priorities across the organisation by establishing a **D&I Programme Board**.

The core purpose of the D&I Programme Board will be:

- To consolidate all D&I programmes and activity to optimise transparency, support and scrutiny
- To define metrics and provide oversight of delivery of agreed programme initiatives
- To provide corporate guidance and steer for Directorates to develop and deliver their own plans
- To create pace, reporting and greater accountability in directorate and team level activity
- To unlock barriers and accelerate activity and progress into visible and measurable impact
- To have collective and visible leadership in driving D&I implementation

The **scope** of the Programme Board will address three key areas:

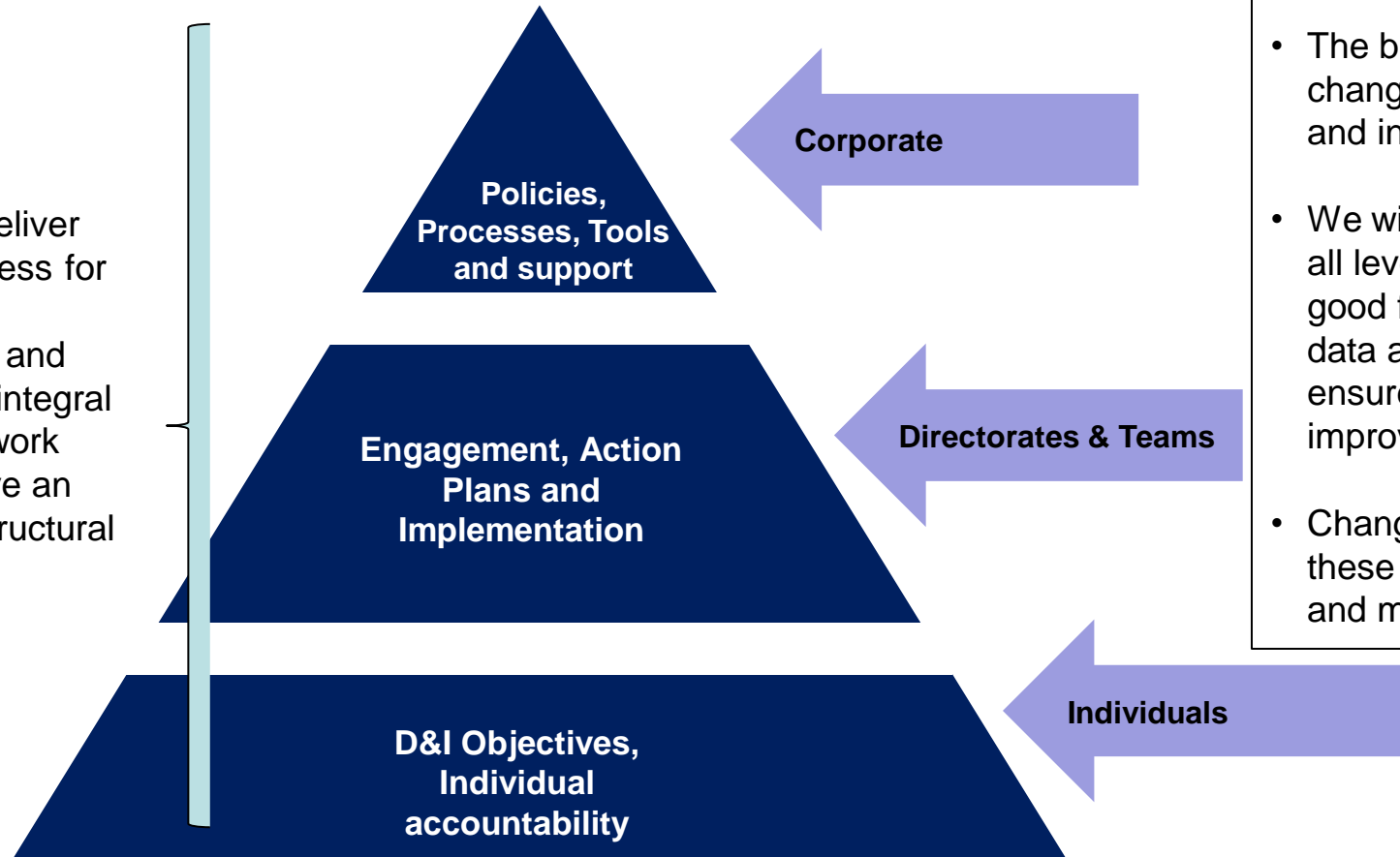
1. Corporate level – how our policies, processes and tools support all levels of the organisation
2. Directorate level – how our Directorates and Teams engage and implement action plans at localised levels
3. Individual accountability – supporting our people in their own D&I journeys, so that change is also felt in the day to day experience and behaviours

Programme Board **form**:

- The Programme Board will be Chaired by the CDIO
- Membership will consist of all Executive Team members as SROs
- Workstream leads will be invited to present / provide exception reporting
- Meetings have been set monthly for 2021 and will be supported by the Company Secretariat
- The first meeting has been set for **March 18th 2021**
- Standing Agenda items will include 1) Progress updates 2) Key areas for attention 3) Proposals for sign off

Framework for delivery

- We will develop and deliver education and awareness for impact at scale
- We will ensure culture and *lived experiences* are integral throughout this framework
- The D&I Team will have an oversight role for all structural interventions



- Action needs to be taken at all levels within the organisation
- The biggest impacts will be felt by changes in the day to day experience and in behaviours of people
- We will need to work on changes at all levels in parallel, ensure we have good feedback loops through our data and measurement cycles to ensure continuous learning and improving
- Change programmes in each of these areas will work towards parallel and multiple timeframes

D&I Priorities

1. Inclusive Recruitment
2. Promotions and succession planning
3. Managing conflict and grievances
4. Leadership and Management
5. Communications, Education and Engagement
6. Data quality and metrics will be a cross-cutting workstream running as a golden thread in all the above

An information pack will be available consolidating our workforce and people survey data (by organisation and directorate) indicating how we've arrived at these priorities.

Data reports and visualisation tool in development.

Data and Measurement

Analysis and Insights to drive decision-making

This workstream will provide oversight of our data (qualitative and quantitative) and drawing in wider analysis and evidence on diversity and inclusion. Key aspects of this will include:

- Developing corporate and directorate KPIs and reporting, which will include [draft KPIs on next slide]
 - Baselineing
 - Trends
 - Variation by centre (geography) and directorate
- Joining up with the data strategy to improve data, analysis and reporting [link with DDTS – Dan Jeffrey]
- Establish workforce data pack with visuals (Patricia outsourcing) as single source of truth and for communications
- Supporting engagement across the organisation to improve data quality and reporting by characteristic
- Quantitative data will be analysed alongside other sources of evidence internally and externally to shape our programme, including:
 - D&I Team intelligence gathering (and sense check)
 - EDI Consultative Committee
 - EDI Council and staff networks
 - FTSU

Key Organisational Metrics available right now

Description - Workforce	Baseline measure currently	Comparator	Target metric to reach
BAME, Gender and LGBT representation at senior levels	Establish baseline % BAME – 10% currently	NHS NHS ALBs	Min. 15%BAME representation in senior leadership (8a+) over next 5 years. Stretch to 20% where feasible. (Quarterly)
Diversity representation at all levels of workforce	Segmentation by pay bands, directorates, professional group 15% BAME overall 3% Disability 2% LGBT+ WRES/WDES/WEI measures	NHS NHS ALB ranking ONS by geog. region Stonewall WEI ranking	Min. 20% BAME representation at all levels over 5 years 10% increase in disclosure rate of LGBT and Disability/LTHC year on year (Quarterly)
Retention (average tenure) for employees and by protected characteristics	Net differences between p/c groups		Set target to close gap (6 monthly)
Recruitment – tracking # diverse applicants across pipeline (attraction, selection, induction) against potential/total pool of applicants	Totals by organisation Totals by directorate Plus feedback from applicants, review of job adverts and recruitment practice		Tba following baseline analysis. Agree % target representation for interview stages (i.e. Rooney Rule at 8a+). (Monthly)

Key Organisational Metrics available right now

Description - Workforce	Baseline measure	Comparator	Target metric
Pay and benefits – analyse pay and reward opportunities across functions (esp. by Gender and Ethnicity)	Equal Pay Audit report	National	(Annual)
Staff Engagement – (Peakon engagement scores across people, directorates, protected characteristics)	Peakon Pilot results 2020 Retrospective staff survey results last 5 years	NHS	10% improvement in 2021 from last year – sections tba (6 monthly)
Exit interviews – employee reasons for leaving and overall lived experience (by protected characteristics)	Completion rate (and by protected characteristics) Analysis of retrospective reviews and key themes		(6 monthly)
Conflict and Grievances – track HR case management, grievances and legal action (by protected characteristics)			(Monthly)

Key Organisational Metrics to be developed

Description – External engagement	Baseline measure	Comparator	Target metric
Professional Development – tracking lateral moves, stretch/‘acting-up’ opportunities, training and development opportunities	Take up rates and feedback by workforce (directorates, functions and protected characteristics)	NHS	(Quarterly)
Promotion - tracking promotions (by protected characteristics and timeframe)	By directorate, pay bands, professional group		(Quarterly)
Talent Management: Programme offer Identified talent pools Employee Networks and focus groups - complementing workforce analytics	Take up rates analysis (by p/c) Identifying and tracking Talent by directorate Key baseline themes and SMART responsive actions		(Quarterly)
Organisational brand/reputation – capturing the quality and strength of our brand among different identity groups	The development of these are at early stages with dependencies on external data sources - may take longer.		
Service user engagement, experience and diversity – understand/redress sub-optimal experiences, access and health inequality issues			
Supplier diversity – track policies, practices and contracting is aligned with D&I standards including the Stonewall WEI framework			

Translating priorities into plans *example* – Corporate

Priorities	Initiatives	Senior Responsible Officer	Timeframe	KPI / Metric(s)
Inclusive Recruitment	'Re-imagining Inclusive Recruitment'	<i>People Directorate to complete</i>	<i>People Directorate to complete</i>	<i>People Directorate to complete</i>
	Corporate review and refresh of recruitment pipeline	↓	↓	↓
	Workforce data and quality reporting			
Promotions and succession planning				
Promotions and succession planning	Talent Management review and succession plans	↓	↓	↓
	Identifying our leaders ready now and those emerging			
Managing conflict and grievances	Establishing a special case review unit			
	Refresh towards conflict resolution approach			
	Engaging with staff networks and wider organisation			
Leadership and Management	Inclusive Leadership programme to transform behaviours, culture and D&I impact	↓	↓	↓
	D&I objective in every PDPR			
	Reciprocal Mentoring			
	Equality Academy leadership workshops			
Comms, Education and Engagement	D&I Comms and engagement plan	↓	↓	↓
	Update education offer and mandatory training			
	Ongoing updates and feedback loop so that we are a 'listening and doing' organisation (e.g. Webinars; Peakon survey; FTSU)			
Data quality and metrics	Systemising the way we collate and report on D&I metrics. Building D&I into all relevant KPIs over time with clear targets and trajectories.	↓	↓	↓

D&I Team – Strengthening Corporate Impact

	Oversight of safe space(s)	EQIA tools to support decision making	Review of corporate policies	Action Plans for protected characteristics	Education/Training
Structural, Mid-Term, Fast Track, Discover, Maintain	Fast-track	Structural (refresh)	Structural	Structural	Mid-Term Discover
Programme	Peakon FTSU 'Drop-ins' HR Direct Team Talks Equality Academy sessions	Programmatic approach to building org. capability to assess strategies and plans addressing inequalities (internal and external)	(To be defined) Review levels of inclusive decision-making in for example: Service design Procurement Governance models	National standards / compliance: WRES WDES Stonewall WEI Pay Equality	Review core offer and organisational level compliance Training Needs Analysis Explore bespoke packages
Timeframe	Immediate	Medium term	Medium term	Annual/Ongoing	Medium term
Resource	Directorates re: relevant programme implementation above i.e. FTSU Guardian – People Dir. D&I Team to oversee stocktakes, responsiveness and rate of satisfaction	D&I Team	Led by D&I Team – implementation leads will be at directorate level depending on findings	D&I Team	D&I Team lead on requirements and review OD team lead on implementation
Investment	Tba	Tba	Tba	Data analytics	Tba
Expected outcome / success measures	Take-up rates + analysis Issues closed/resolved Qualitative feedback	No. of EQIAs conducted. Metrics to capture gap reduction in workforce and donor access	Greater transparency and trust in practices (associate with outcome measures for relevant policy)	High quality data analytics and metrics, real time tracking, driving measurement and improvement	Take up/participation rates Qualitative feedback 1/3/6 month follow ups

Translating priorities into plans *example* – Directorate

Priorities	Initiatives	Senior Responsible Officer	Timeframe	KPI / Metric(s)
Inclusive Recruitment	Plan to achieve min. 15% BAME target 8a and above	<i>Directorates to complete</i>	<i>Directorates to complete</i>	<i>Directorates to complete</i>
	Future-proof recruitment planning with focus on inclusive attraction and selection (including LGBT+ and disability targets)			
	Updated training for panel members (and include observers)			
Promotions and succession planning	Understand and unpack your glass ceilings (quantitative and qualitative data – <i>where are your blocks?</i>)			
	Managing conflict and grievances	Create safe/r spaces to have the right conversations		
Leadership and Management	Embed and quality assure D&I objective in every PDPR			
	Extend Reciprocal Mentoring			
	Transformative leadership – how are you growing inclusive leadership?			
Comms and Engagement	D&I Charter (linked to Vision and Aims)			
	How does engagement, action and information flow (you said, we did) at local level?			
	Education/training needs analysis (localised as required)			
	Engage in outward facing thinking and best practice			

Inclusive Recruitment – Directorates Key Lines of Enquiry (KLOE) Blood and Transplant

Diagnosics

What does your data say about your recruitment pipeline over the last 12 months? (i.e. BAME candidate rate of attraction and selection)

What does your workforce data show re: where your biggest gaps in diversity are? And in which bands/professions do you need to target your efforts?

What are your trajectories to reach min. 15% BAME representation in 8a and above? And for other diversities?

Reflections

What are you noticing from the data as an SMT?

What are you not seeing?

Where is your biggest opportunity for impact?

Action

How are you going to market to bring in more diverse pools? i.e. outreach, apprenticeships, national positive action programmes, creating networks/relationship management externally

What filters are you using for longlists and shortlists?

How are you ensuring your interview panels and their competencies are fit for purpose?

Engagement

How are you bringing in diverse thinking into the design, delivery and monitoring of your inclusive recruitment plans?

How are you engaging with the rest of your directorate to get buy-in at every level?

What best practice examples can you explore beyond NHSBT?

What other support/resources can you draw on i.e. inclusion champions on recruitment panels?

Promotions and Succession Planning – Directorates KLOE

Diagnostics

Where are your diversity gaps in current workforce makeup? And in which bands/professions do you need to target your efforts?

What is your understanding of the barriers to progression for colleagues?

What feedback/qualitative data do you have from BAME, LGBT and other colleagues in your directorate?

Reflections

What are you noticing from the data as an SMT?

What are you not seeing?

Where is your biggest opportunity for impact?

Action

How are you managing talent in your directorate? Who is ready now? Where is your emerging talent? What support is in place for them over the next 6-12 months?

How many mentoring, shadowing, coaching, feedback and assignment opportunities are you offering as an SMT over the next 6-12 months?

How diverse is your succession planning? What do you need to prioritise so that change is felt with colleagues in your directorate?

Engagement

How are you challenging your 'group think' as an SMT?

How are you engaging with the rest of your directorate to further understand and overcome barriers? What do people need?

What will success look like for you in 12-18 months?

Managing Conflict and Grievances – Directorates KLOE

Diagnostics

What is data showing about HR cases, dignity, grievances and disciplinary action in your directorate? What is the diversity background of complainants?

What management areas and functions is conflict concentrated in?

What is the rate of resolving/concluding these cases?

Reflections

What are you noticing from the data as an SMT?

What are you not seeing?

Where is your biggest opportunity for intervention?

Action

How are you managing conflict in your directorate? Where are the opportunities for early intervention and that's resolution focussed?

Where are your safe space conversations?

What are the behavioural changes and skillsets you need to work on in your team culture?

Engagement

What are the type of conversations you need to have?

How are you ensuring there is a feedback loop (virtuous learning cycle) when issues are raised?

Leadership and Management – Directorates KLOE

Diagnostics

What does your leadership and management look like?

How do you think your leadership and management culture is perceived by others?

How approachable and accessible are you to aspiring leaders from a different background to you?

Reflections

What are you noticing about your leadership and management culture?

What 3 things are working? What 3 things do you need to focus on?

Where is your biggest opportunity for impact?

What do you need as leaders to build more inclusive teams?

Action

How will you embed and quality assure meaningful D&I objectives in every PDPR?

What is your practice around calling out bad behaviours?

Engagement

Do you have a shared understanding of inclusive leadership? What conversations are taking place?

How are you listening to those you do not line manage?

Comms and Engagement – Directorates KLOE

Diagnostics

What is the Staff Peakon data telling you about your directorate and teams? (levels of engagement, trust, dynamics with leadership)

What areas do you urgently need to focus on?

What is your workforce turnover? (and diversity background)

What data do you have from exit interviews?

Reflections

What are you noticing from the data?

What 3 things are working? What 3 things do you need to focus on?

Where is your biggest opportunity for impact?

Action

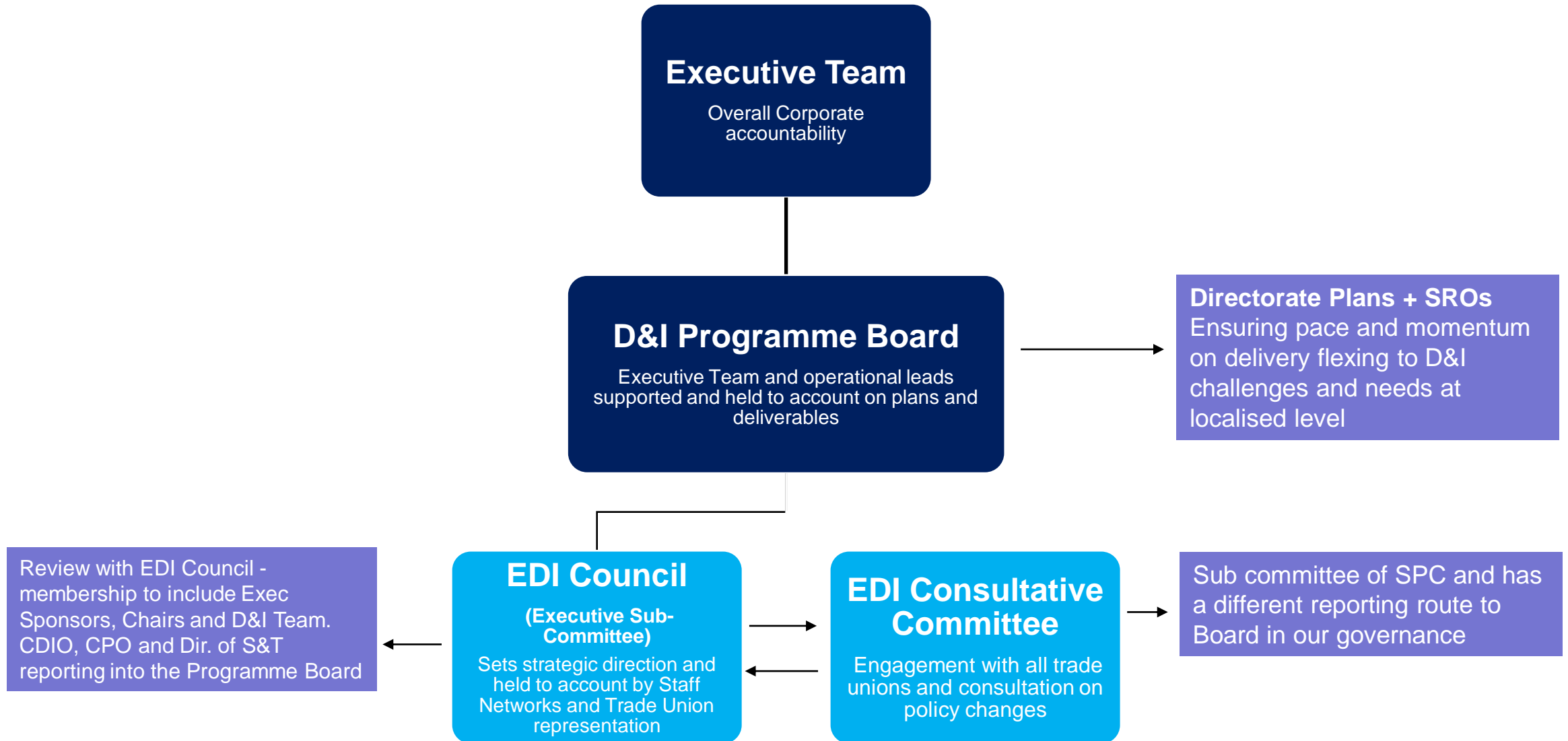
What are the priorities in your Peakon/engagement action plan?
How has this been shaped by colleagues most effected?

Engagement

How have you engaged with wider teams on their ideas and solutions to improve dynamics?

How often are you having informal/unstructured conversations with those showing highest dissatisfaction from the Peakon data?

What other support/resources can you draw on?



D&I Programme Board - accountabilities by role

Executive responsibilities

<p>Executive Directors</p>	<ul style="list-style-type: none"> • Ultimately accountable for the delivery of on-time EDI plans that achieve measurable impact • Identify SROs for each workstream area within Directorate Plan (and links to Corporate plan where required) • Ensure their SMTs are realistically resourced, supported and held to account on operational delivery, drive inclusive practices and leadership behaviours
<p>Recruitment and Talent Management</p> <p>Patricia Grealish</p>	<ul style="list-style-type: none"> • Ultimately accountable for establishing inclusive recruitment and talent management practices required to achieve a diverse workforce and a place where <i>everyone</i> can thrive

Corporate Roles

<p>SRO Betsy Bassis</p>	<ul style="list-style-type: none"> • Ultimately accountable for the success of the Programme and delivery of expected benefits, providing clear leadership and direction throughout its life
<p>D&I Programme Rosna Mortuza</p>	<ul style="list-style-type: none"> • Responsible for providing steer, leadership and identifying success criteria and performance • Supporting and holding Executive Team to account
<p>PMO Tba</p>	<ul style="list-style-type: none"> • Daily problem solving to ensure programme remains on plan, escalating critical path activities and driving drumbeat • Ensuring the programme team has the resources it needs to deliver on its overall goal

Team	Resource investment need	Rationale
Diversity and Inclusion team	Senior D&I programme lead (8c budget request made) Analytics Lead (8b budget request made) Secretariat Team for D&I Programme Board (support confirmed)	Increase capacity to drive as a programme Develop and improve an evidence based and data driven approach corporately and in directorates
People Directorate	Additional resource needed or within new structure proposed (Patricia to confirm)	Data/Insights analyst to support workforce data and quality
All Directorates	Implementation support (Transformation Fund)	6-month interim support of D&I expertise is recommended to enable directorates with independent expertise, start up mode, facilitate sensitive conversations and build directorate capability where needed. Led by CDIO Sustainable planning for delivery and build in to business as usual

Next Steps

Action required	Responsibility
<ul style="list-style-type: none"> • Set up inaugural D&I Programme Board meeting 18th March 2021. • Establish monthly meeting cycles. 	Rosna (+ Secretariat Team)
<ul style="list-style-type: none"> • ET to establish directorate SMT/Steering Group to develop its plan. • ET to achieve first draft plans by end April 2021. 	Executive Team
<ul style="list-style-type: none"> • Resourcing agreed prior to first meeting. 	All
<ul style="list-style-type: none"> • PMO support to be allocated/appointed. 	Rosna