

## Board Meeting in Public

### Tuesday, 26 November 2024

<b>Title of Paper</b>	Anti-Racism Framework Launch and Update	<b>Agenda No.</b>	3.3
<b>Nature of Paper</b>	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
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<b>Presented for</b>	<input type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Update		
<b>Executive Summary</b>			
<p>The Forward Together Programme has now completed the Anti-Racism Framework (the framework) ready for launch. The framework is now with the design agency to finalise the format for publication, which is expected to be on 25<sup>th</sup> November, ahead of the NHSBT Board meeting. A three-month implementation plan has also been prepared.</p> <p>The end-to-end review of our recruitment process has been completed and the team is in the process of finalising the recommendations report, which will be published shortly.</p> <p>The Learning and Development project team is progressing well, with its motivation survey response reaching over 500 colleagues across the organisation. There is still another week to go before it closes. A report will be produced in due course based on the findings from the survey as well as the focus groups and interviews conducted in October.</p>			
<b>Previously Considered by</b>			
The framework was approved at the September Board meeting and reviewed by the Forward Together Programme Board, Diversity and Inclusion team and other key stakeholders.			
<b>Recommendation</b>	The Board is requested to support the publication and implementation of the framework.		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
Principal Risk - 04 Donor Numbers and Diversity Principal Risk - 07 Staff capacity and capability Principal Risk - 08 Managers skills and capability			
<b>Strategic Objective(s) this paper relates to:</b>			
<input type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base			
<b>Appendices:</b>	None		

### Anti-Racism Framework Update

- The framework has been completed and sent to the design agency for digital and print publication material.
- An implementation plan has been developed showing key activities planned over the next 3 months.
- The anti-racism framework is expected to be launched on 25<sup>th</sup> November 2024 across the organisation.

### Launch Approach

The framework will be published through a soft launch approach to the whole organisation. A high-level implementation plan has been produced to accompany the launch – this will provide clarity on next steps and outline the key activities in the coming months.

We will use the time between December and February 2025 to work with key stakeholders including Directorate EDI Leads to support and embed the framework within their teams. Our plan is to achieve three key outcomes post-launch:

- 1) Create an inventory of all resources referenced in the framework or are required to implement the framework.
- 2) Pilot the framework implementation plan with a directorate and take the learnings from this to refine our wider roll out approach.
- 3) Run engagement sessions/briefings with key stakeholders including all EDI Directorate Leads so they are prepared for supporting the implementation of the framework. We also plan to engage all staff through various communication channels including an all-staff webinar, programme webpages and viva engage updates, digital screens and newsletters.

The above approach will focus on specific framework actions in the pilot area with the test-and-learn mindset whilst engaging widely with other directorates and staff across the organisation to build the necessary momentum.

### Implementation Plan

The initial three-month plan consists of the following key activities:

1. **Communications and engagement:** This key activity intends to engage staff across the organisation and build momentum to implement the framework. It includes the following specific actions:
  - Launch the framework across NHSBT via all staff email on 25<sup>th</sup> November 2024.
  - Publish the framework on the Forward Together intranet pages.
  - Share content across all internal comms channels (posters, digital screens, Link news, homepage etc).
  - Hold a Forward Together webinar/roadshow soon after the launch.
  - Next issue of Forward Together newsletter to summarise the next steps.
  - Weekly Viva Engage progress updates.
  - Forward Together intranet pages one stop shop for programme information.
  - Fortnightly programme progress updates to key stakeholders.
2. **Inventory of resources required:** Various tools are needed to be developed to support the roll-out of the framework. This will help leaders, managers and staff to understand the framework in depth and enable them to take actions more easily. Activity includes:
  - Agree a list of resources required.
  - Design and develop each resource and related material.

- Agree with relevant stakeholders.
3. **Pilot the framework Implementation with a directorate:** Discussions are taking place with Blood Supply to be our pilot directorate to test and learn the implementation of the framework, so actions can be refined for others across the organisation. Tasks to support the pilot will include:
    - Identify and engage with the pilot directorate.
    - Agree scope of pilot.
    - Test and learn implementation of the agreed framework actions.
    - Refine plans for sharing across other directorates.
  4. **Working with other directorates:** Whilst we test and learn the specific framework actions in the pilot, there's an opportunity to engage all directorates so they can begin to understand the framework and play a part by implementing one or two simpler actions in addition to or as part of their specific Directorate EDI action plan.
    - Engage with EDI Directorate Leads.
    - Hold a workshop to agree and commit with each directorate, to take forward at least one action as part of their overall directorate EDI plans.
    - Provide central support in implementing the agreed framework action(s).
    - Monitor and track progress on a regular basis.
  5. **Organisation-wide actions:** From the outset, we said that actions will be taken at different levels in the organisation to truly impact and embed the framework. To that extent, we aim to focus on a few NHSBT-wide actions – some of them are already underway like the inclusive recruitment and EDI training/education.
    - Agree transition plan to BAU and long-term governance.
    - Identify specific actions from the framework that can be developed and implemented across the organisation eg. Zero tolerance, EDI training/education, implement Inclusive Recruitment Recommendations etc.
    - Form working groups for each specific organisation-wide action, for them to design, develop and implement the necessary solutions.
  6. **Suggested actions for all staff:** Whilst we pilot framework actions in one area and engage other directorates to take some actions, it would be a missed opportunity if we didn't engage with all staff within NHSBT. As part of the communications and engagement activity outlined above, we would like staff to review the framework materials, connect with the framework from their personal perspective and identify something they can do within their control, and it doesn't have to be a complex action – could simply be to learn more about racism, inclusion or how they could personally support anti-racism within their teams. Actions for staff include:
    - Review framework material and resources to understand the framework.
    - Self-assess against the framework or use reflection prompts to identify at least one personal action that staff will take.
    - Agree with your line manager for ongoing support.
    - Execute your personal action and review on a regular basis with your line manager.
    - Seek support from their EDI Directorate Leads as needed.

## **Metrics**

In addition to implementation delivery metrics, the metrics being used by the Forward Together Programme will also be used as the high-level corporate metrics to track progress in becoming an anti-racist organisation:

### **1. Our Voice Results:**

- Percentage of ethnically diverse staff having had a personal experience of discrimination at work from a manager, team leader or other colleague compared to other staff. This measure will help create an environment that eliminates the conditions in which racism, bullying, discrimination, and harassment at work occur.
- A new question was added to the Our Voice survey this year which will be tracked. Question: “Do you believe senior leaders are truly committed to becoming an intentionally inclusive organisation?”. This has created a baseline this year. This is to demonstrate to our people and our partners that the organisation is committed to improving the employee experience.

### **2. Recruitment measure:**

- Ethnically diverse staff are less likely to be shortlisted. This measure will support the improvement of recruitment, of colleagues with a protected characteristic.

### **3. EDI Learning & Development measure:**

- The current survey being carried out by the Learning and development team will create a baseline. This measure will assess increased awareness and understanding of anti-racism, inclusion and equity as new training is offered to staff.

## **Other Workstreams**

In addition to the framework the other workstreams within the Forward Together Programme continue to progress:

### **1. Inclusive Recruitment Review**

- The end-to-end review of our recruitment process has been completed and the team is in the process of finalising the recommendations report, which will be published shortly.
- Excellent feedback has been received from stakeholders on the way Talent Spaces carried out the data gathering for this review.

### **2. Learning and Development**

- The Learning and Development project team is progressing well, with its motivation survey response reaching over 500 colleagues across the organisation. There is still another week to go before it closes.
- A report will be produced in due course based on the findings from the survey as well as the focus groups and interviews conducted in October.