FINANCE AND PERFORMANCE COMMITTEE - December 2020

Creating an inclusive workplace at ENHT

Purpose of report and executive summary (250 words max):
This paper sets out immediate priorities for creating an inclusive workplace with a focus on racial equality. It provides the high-level proposals for a comprehensive culture change programme to create a truly inclusive organisation, co-created with our staff. Our ambition is to be a workplace that is equitable, free from discrimination, where everyone can bring their best, and feel valued and all have opportunities to develop their talents and progress their careers. This paper asks the Board to approve and commit the recommended ambitions and aims.

Action required: For approval

Previously considered by: Race Inequality Board Development Day - 7th October 2020

Director: **Chief People Officer**	Presented by: **Chief People Officer**	Author: **EDI Manager & Interim Deputy CPO**

Trust priorities to which the issue relates:		
Quality:	To deliver high quality, compassionate services, consistently across all our sites	☒
People:	To create an environment which retains staff, recruits the best and develops an engaged, flexible and skilled workforce	☒
Pathways:	To develop pathways across care boundaries, where this delivers best patient care	☒
Ease of Use:	To redesign and invest in our systems and processes to provide a simple and reliable experience for our patients, their referrers, and our staff	☐
Sustainability:	To provide a portfolio of services that is financially and clinically sustainable in the long term	☐

Does the issue relate to a risk recorded on the Board Assurance Framework? (If yes, please specify which risk)
Any other risk issues (quality, safety, financial, HR, legal, equality): Equality, diversity and inclusion relates to all risks mentioned above (quality, safety, financial, HR, legal) if not delivered and adhered to.

'Proud to deliver high-quality, compassionate care to our community'

CREATING AN INCLUSIVE WORKPLACE
With a focus on race
#InvolveToEvolve

1. Purpose

This paper sets out immediate priorities for creating an inclusive workplace with a focus on racial equality. It provides the high-level proposals for a comprehensive culture change programme to create a truly inclusive organisation, co-created with our staff.

2. Background

NHS England, with its partners, has prioritised its commitment to tackling discrimination and creating an NHS where the talents of all staff are valued and developed. Respect, equality and diversity are central to changing culture and are at the heart of the NHS People Plan.

Creating a healthy, inclusive and compassionate service and improving the experience of our Black, Asian and Minority Ethnic (BAME) colleagues in respect to the following is essential to the NHS People Plan.

Covid-19 has changed how we view the world and disproportionately impacted the BAME community. The Black Lives Matter movement highlighted a history of racial discrimination. Research and evidence demonstrates how racism exists on an interpersonal level, a structural level and institutional level across society and within various industries and sectors, including healthcare. Racism is unacceptable morally, legally and socio-economically.

This context has given us the impetus to improve the way we view inclusion of our people. In October 2020 the Trust Board development day focused on exploring this reality and how the organisation can develop to create a more inclusive workplace,

where cultural change is driven in conjunction with our staff to ensure progress for all.

Our ambition is to be a workplace that is equitable, free from discrimination, where everyone can bring their best, and feel valued and all have opportunities to develop their talents and progress their careers. Evidence shows that a more inclusive workforce improves:

- Patient care and experience
- Innovation, efficiencies, productivity
- Staff engagement, health and wellbeing and retention
- Participation in collecting workforce diversity data
- Reductions on staff absenteeism and sickness

3. Engagement and Development of the Work Programme

The Equality, Inclusion and Diversity Team has been implementing changes and developing a long-term plan to deliver the Trusts ambition on inclusion focused on the following aims:
- Develop a greater understanding of the issues impacting our people's ability to deliver high quality compassionate care
- Develop an understanding of the structural and systemic barriers
- Develop collective accountability and ownership of the organisation's development to tackle racism where it exists

The key actions identified have been a product of working with groups and stakeholders including
- Staff networks
- Staff forums/Staff experience group
- Key senior stakeholders
- Peer review groups
- The trust board

The actions are also built on evidence from the workforce race equality standards metrics, annual staff survey data and people pulse survey data.

4. Priority Areas

The following outlines the priority areas for action, our progress and continuing activity to achieve the Trusts ambition on inclusion. A summary of the actions taken to date and those planned for the coming months is included in appendix 1.

4.1 Enhancements in the overall health and welling

The Trust will ensure emphasis on the physical and mental health pressures on staff, notably BAME staff as an integral part. Due to the disproportionate impact that Covid-19 has had on people from a BAME background across the NHS the Trust has been focused on the mechanisms in place to support staff. This has included a comprehensive risk assessment process, creating mechanisms for staff to raise concerns, developing group forums to respond to concerns and providing a 24 hour support line specifically for BAME colleagues to relate to someone with a lived experience.

It is important for the organisation to prioritise psychological safety in order to become more inclusive and to welcome the diversity that BAME colleague brings. This will foster the ability to inclusively bring ourselves to work bringing immense benefits for all, especially our patients. Evidence from the staff survey over the last 3 years shows that BAME colleagues are more likely to experience harassment, bullying and abuse from colleagues (32.8% BAME, 28.8% white). Equally, there is a higher percentage of BAME colleagues in East and North Hertfordshire experiencing bullying and harassment compared to the BAME average (32.8% ENHT, 28.1% average). The Trust has started to engage more with staff by integrating the work on inclusion with the freedom to speak up processes. This has meant that more concerns involving bullying and harassment have been able to be raised, investigated and resolution to be put in place. The Trust has also started to enable staff stories to be heard by recording some of the lived experiences of racism experienced within the Trust. Colleagues shared powerful stories that were heard by the board.

To improve the experience of our BAME colleagues the Trust must continue to close the ethnicity gap in grievances and disciplinarians. The data shows that BAME colleagues are 1.4 times more likely to enter into a formal process than white colleagues. The ENHT People Strategy focusses on a person centred, restorative rather than punitive approach which will assist in further reducing the numbers of formal disciplinary for all staff. A triage process was introduced in 2019, however, further work needs to be undertaken and will include the introduction of cultural ambassadors for fact finding investigations. A detailed report will be presented to FPPC in January 2021 on current and planned interventions.

The Trust must continue to amplify the staff voice through the five active networks: BAME, disability, LGBTQ+ and women's networks. Engaging with the networks has been vital in responding to key issues facing our staff and to co-create the work programmes. The network has enabled events to celebrate our cultural identities as an organisation. Black History Month included a celebration and recognition of different cultures represented by our colleagues and included an event introducing a

range of speakers. Celebration events such as the staff Iftar during Ramadan and the sharing of Diwali sweets has also taken place.

Key actions in the work programme for 2021 include:

- Enhancing line management support and create an environment whereby BAME colleagues can safely raise concerns and making suggestions for change
- Power of Staff stories - A system in place for senior leaders to spend some time to listen and further understand issues faced by BAME staff as they reflect on their lived experiences
- Continue to work with Health at Work and ensure robust process of assessing and collecting individual risk assessments. Safe deployment of vulnerable Staff and to prioritise those in the vulnerable categories and where there is a greater risk of becoming seriously unwell with Covid-19
- Development of the disciplinary, dignity at work and grievance policy and enhanced processes for reviewing cases before progressed to formal investigation
- Celebrating Diversity with events and full function BAME Network

4.2   Transform representation of BAME colleagues at senior level

Driven by our local WRES data and diversity targets, the Trust must reform and drive quality of inclusive recruitment to improve BAME senior representation. This is achieved by ensuring fair advertising, selection and recruitment processes. The approach should be inclusive to ensure effectiveness and sustainability.

There has been little improvement on the ethnic composition of the Trust Board with the Trust reporting no visible minority or BAME representation for the last 3 years. In bands 8a to 9, BAME colleagues represent 20% of the workforce comparative to 31% of the overall workforce composition. This has been an area of focus for this year and the Trust is taking measures to actively encourage a diverse pool of applicants for future vacancies. The Trust has so far trained over 10 Inclusion ambassadors (IA) who have been involved in early stages of recruitment for all senior positions at Band 8A and above. However, it is recognised that this is only the start of a process and there is far more to be determined from the experience and the observations of the IAs.

Support for progression and developing mechanisms for nurturing and developing talent from within the organisation is also key to making improvements. The new appraisal system (career conversation) will aim to identify BAME staff with talents

and skills that they can be supported though their career development. More work needs to be done to ensure that at every decision making table, our BAME colleagues are being represented.

Key actions in the work programme for 2021 include:
- Introduction of Inclusion Ambassadors and using their feedback to improve the scheme
- Review hiring Managers recruitment and selection training as well as diverse representation on interview panels for senior posts
- Consistency on senior posts Job descriptions as well as reviewing our advertising process
- Use candidates feedback to create accountability for outcomes and addressing bias in systems and recruitment processes
- Expectations for executive team to identify individuals who aspire for careers in similar roles

4.3 Continuous learning and improvement approach to inclusion

Awareness and EDI knowledge can be improved at all levels. Part of this is to utilise more educational programmes to increase workforce capabilities on multicultural interactions, this will enhance productive conversations about race, support to one another and making tangible progress on EDI.

Allyship is about building relationships of trust, consistency and accountability with marginalised individuals and/or groups of people. Allyship is part of the anti-racist conversation, which puts into use social justice theories and ideals and use your voice alongside theirs

More learning opportunities can be created to specifically support the development of BAME colleagues. Internal leadership pathways will be redesigned for 2021 with this focus as well as being better connected with external opportunities.

Reciprocal mentoring and coaching partnerships aim to provide career development opportunities to all colleagues with protected characteristics (BAME, LGBTQ+, Women & Disabled members of staff). Through work and engagement with senior leaders colleagues will form a partnership which is holistically and individually focused as well as creating a platform for learning and personal development.

Key to the learning is to develop insight and evidence so that the organisation can become a leader with evidence base for inclusion as it is for other areas of

information. Creating ease of access and visibility of the key metrics enhances the autonomy for leaders to take action. Greater oversight for the board is already in place with EDI measures forming part of the monthly integrated performance report.

Key actions in the work programme for 2021 include:
- Introduction of Reciprocal Mentoring and encourage senior leaders to sign up to this scheme
- ENHT BAME Leadership Programme as a part of LMCDP, fair access to Non-Mandatory training for BAME colleagues as well as robust talent management strategy to operationalise creation of diverse talents pool
- Initiate workforce engagement – cultural intelligence trained individuals will facilitate Conversations for Culture Change activities. Utilise feedback, evidence and learning from others into tackling race and discrimination issues
- Utilise one2one mentoring platform to engage BAME colleagues as well as Representatives team to influence our commitment
- Develop EDI Qlikview reporting

9. Conclusion

It is believed that the actions identified have the greatest potential to achieve the ambitions of the Trust for building and inclusive workplace. These actions have been developed and co-designed by our people and for our people. They require collective ownership to ensure the longevity of the plans but have the ability to significantly improve the experience of our BAME colleagues, which will demonstrably change the patient experience.

The Board is asked to consider, note and comment on the contents of this report.

Priority	Actions taken	Action Planned	Timescale
Enhancements in the overall health and welling	• Freedom to speak up integration with EDI • Recorded staff stories shared with board • Roll out of new risk assessment • BAME staff support line • Increase scope and participation of BAME network	• Enhancing line management support and create an environment whereby BAME colleagues can safely raise concerns and making suggestions for change • Power of Staff stories - A system in place for senior leaders to spend some time to listen and further understand issues faced by BAME staff as they reflect on their lived experiences • Continue to work with Health at Work and ensure robust process of assessing and collecting individual risk assessments. Safe deployment of vulnerable Staff and to prioritise those in the vulnerable categories and where there is a greater risk of becoming seriously unwell with Covid-19 • Development of the disciplinary, dignity at work and grievance policy and enhanced processes for reviewing cases before progressed to formal investigation • Celebrating Diversity with events and full function BAME Network • Culture task and finish group to enable single language across the whole organisation to challenge behaviour	March 21 February 21 Throughout 2021 May 21 Throughout 2021 Throughout 2021
Transform representation of BAME colleagues at senior level	• Introduction of Inclusion ambassadors during the recruitment process from job description, advertisment,	• Introduction of Inclusion Ambassadors and using their feedback to improve the scheme • Review hiring Managers recruitment and	Throughout 2021 June 21

	shortlisting crtieria and shortlisting, interview and selection criteria	selection training as well as diverse representation on interview panels for senior posts	
		• Consistency on senior posts Job descriptions as well as reviewing our advertising process	Throughout 2021
		• Use candidates feedback to create accountability for outcomes and addressing bias in systems and recruitment processes	Throughout 2021
		• Expectations for executive team to identify individuals who aspire for careers in similar roles	March 21
Continuous learning and improvement approach to inclusion	• Review of EDI training undertaken in 2019 however attendance and materials remain low and unsuitable • Board development session held in October 2020	• Introduction of Reciprocal Mentoring and encourage senior leaders to sign up to this scheme	February 21
		• ENHT BAME Leadership Programme as a part of LMCDP, fair access to Non-Mandatory training for BAME colleagues as well as robust talent management strategy to operationalise creation of diverse talents pool	April 21
		• Initiate workforce engagement – cultural intelligence trained individuals will facilitate Conversations for Culture Change activities. Utilise feedback, evidence and learning from others into tackling race and discrimination issues	April 21
		• Utilise one2one mentoring platform to engage BAME colleagues as well as	January 21

		Representatives team to influence our commitment	
		• Develop EDI Qlikview reporting	April 21