

BOARD MEETING

29 June 2017

Paper Title:	BAME Diversity in Employment Strategy - Six Month Review
Section:	Public
Lead Director:	Sandra Knight, Director of HR & OD
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Agenda Item:	11
Presented For:	Discussion

1. Purpose of this Report

The purpose of this report is to provide the Board with a further update on the delivery of the ***BAME Diversity in Employment Strategy*** and the impact that the Strategy has had to date. It sets out the key achievements for 2016/17 and outlines a proposed shift in emphasis and approach in the way the Strategy will be delivered from 2017 onwards.

2. Summary of Key Points

The BAME Diversity in Employment Strategy was ratified in April 2014. To support the delivery of the strategy the Board has agreed a set of metrics and KPIs to measure its impact. This includes the aspirational target of achieving a 35% BAME representation within the workforce at all levels.

In June 2016 the Board was provided with an update on progress to date and an overview of the priorities for the remainder of 2016/17.

The paper sets out a number of achievements for 2016/17 and the outcomes of this work where they have had a chance to deliver. It is clear however that despite the many initiatives undertaken to date and some of the successes, the impact on the diversity of the workforce has been small, which indicates the need for a fresh approach to the delivery of the strategy.

Discussion at the Forward to Excellence session that took place on Cultural Humility in March, discussions with the NHS leadership academy and the review of approaches by exemplar Trusts suggests there needs to be a sharper focus on getting the basic building blocks right around recruitment and retention and shifting the culture at every level to one that is more inclusive. It is proposed to concentrate effort on a smaller number of interventions mostly led by operational services with HR supporting their implementation and ensuring that they are properly embedded across the Trust.

The focus will be in the following areas:

- Recruitment and retention
- Culture change

3. Board Consideration

The Board is asked to note the progress made to date and to support the change in emphasis so that the focus is on delivering a smaller number of interventions, with strong operational leadership and measuring their impact in terms of workforce profile and cultural change across the whole Trust.

4. Financial Implications

Revenue Y Capital

There is potential to act commercially and enable the Moving Forward Programme to become self-funding.

5. Legal Implications

The Trust has a duty to take due regard of the Equality Act 2010, this includes the specific duty to

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The NHS Equality Delivery System (EDS) 2 is designed to support NHS Trusts to be compliant with the Equality Act 2010 and the Public Sector Equality Duty. Failure to do so could lead to interaction with the Equality and Human Rights Commission via an inquiry or investigation and if founded an Unlawful Act Notice issued. It can also lead to an employment tribunal or litigation which would have a financial and reputational impact.

6. Equality Impact Assessment

The Equality Delivery System Framework in itself is an equality impact assessment. The process includes collecting and analysing data in partnership with service users, carers, staff and partners agreeing objectives and methods of delivery in partnership. The process in 2012 led to the development of the Equality Objectives which include the objective to reduce discrimination for BAME staff and job applicants. The BAME Diversity in Employment Strategy is a direct output of that work. It has been designed and is being delivered alongside a reference group which is actively equality impact assessing proposals and plans for delivery.

7. Previous Meetings/Committees Where the Report Has Been Considered:

Audit Committee	<input type="checkbox"/>	Service Governance Committee	<input type="checkbox"/>	Remuneration Committee	<input type="checkbox"/>	Resources Committee	<input type="checkbox"/>
Executive Management team	<input checked="" type="checkbox"/>	Directors Meeting	<input type="checkbox"/>	Chair of Committee's Meeting	<input type="checkbox"/>	MH Legislation Committee	<input type="checkbox"/>

8. Risk Issues Identified for Discussion

These risks were discussed at the June 2016 Board meeting. They remain key risks.

There are a numbers of external and internal obstacles to meeting the 35% aspirational target. These include:-

- low labour turnover in senior roles and corporate directorates, which limits the number of new opportunities for staff,
- high levels of labour turnover for BAME staff currently
- challenging CIP targets which will reduce recruitment opportunities across the Trust,
- unconscious bias in recruitment and management, and;
- BAME staff leaving the organisation to take up positions outside of the Trust.

9. Links to Strategic Drivers

Patient Experience	Quality	Value for Money	Relationships
A diverse workforce and inclusive leadership that reflect the communities they serve deliver better health outcomes and patient experience.		The development and retention of a diverse workforce enables the Trust to optimise this valued resource and avoid unnecessary turnover and recruitment.	The Equality Act 2010 includes the duty to foster positive relationships between people of different groups and promote equality of opportunity. The BAME Diversity in Employment Strategy supports compliance with these duties.

10. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act

11. Recommendations:

That the Board:

- (a) note the progress made in delivering the strategy, and
- (b) support the priorities and approach outlined in the paper for 2017/18 and beyond.

BAME Diversity in Employment Strategy Update June 2017

1. Introduction

The purpose of this report is to provide the Board with a further update on the delivery of the **BAME Diversity in Employment Strategy** and the impact that the strategy has had to date.

The paper sets out the achievements in 2016/17 and also outlines a proposed shift in emphasis and approach in the way the strategy will be delivered from 2017 onwards.

2. Key Successes 2016/17

In the last update the Board were notified of the priorities for the remainder of 2016/17 these are set out in Appendix 1.

During 2016 /17 the following interventions have been successfully delivered :

- **A second cohort of the BAME Development Programme ‘Moving Forward’ was launched in June 2016** Fourteen participants from the Trust attended the programme. They were joined by ten participants from Bradford Hospitals Teaching Foundation Trust and one from the local authority.

***Outcomes:** The participants graduated in March 2017. Two participants from BDCT have already secured more senior roles within the Trust. The participants have all felt that their level of confidence to move their careers forward has increased. This has resulted in all of the participants starting to apply for more senior roles within the Trust, where they had previously stopped applying for any roles. Five participants (in addition to those that secured their promotions) applied for jobs at a more senior role and were successful in being shortlisted and invited to interview but were not offered the job. The remaining participants within the Trust would like to apply for more senior roles but would also like to stay with the Trust. As there have not been any suitable opportunities that have arisen, they have chosen to refrain from applying.*

- **A Forward to Excellence session on Cultural Humility, run by Hari Sewell, was delivered to senior managers in March 2017.**

***Outcomes:** The event was rated very positively by participants and raised awareness of unconscious bias. Perhaps the most striking impact of this session has been to help senior managers reflect on the current focus and approach of this strategy. This led to a recognition that the focus needed to be on bringing about a change in culture and that this could best be done by concentrating on a small number of interventions and ensuring that they are embedded across the Trust within a cultural change programme. The session also led to a focused piece of work within the City IAPT team which will provide a model for use in other teams across the Trust and rapid dissemination of the learning derived from this work.*

- **Nine staff have been trained in Unconscious Bias** and this training is now being embedded into existing development programmes such as Recruitment and Selection and Engaging Leaders.

Outcomes: *It will take time for the impact of this work to be experienced; the learning from this training will be built into the new approach regarding recruitment and selection, set out later in the paper.*

- **An e learning cultural competence training package designed for front line staff has been launched and promoted across the Trust**

Outcomes: *The uptake and impact of the training package will be assessed 6 months post implementation.*

- **An action plan has been developed to improve the Trust's performance against the Workforce Race Equality Scheme (WRES).**

Outcomes: *The impact on the Trust's performance against the WRES will be measured later in 2017, and the key actions from the WRES will be embedded in the cultural change programme.*

- **A review of the staff networks has been completed** and an action plan developed to support the networks to become more effective and aligned to the Trust's strategic agenda.

Outcomes: *Actions are being planned with the staff networks whose leads will be meeting with the Executive Team shortly to prioritise the work and their involvement.*

- **Seven job fairs were supported during 2016 to help promote working for the Trust.**

Outcomes: *Of the 13 job offers made to people who attended the job fairs three were from a BAME background.*

A number of the planned interventions set out in Appendix 1 such as promoting BAME role models, developing local workforce representation objectives and examining reasons for the over representation of BAME staff in disciplinarys have not been progressed due to limited resources. These will be progressed during 2017/18 where feasible focusing particularly on the WRES linked actions.

Overall picture - shifts in the workforce profile

Nine of the Moving Forward graduates have secured promotion from the last 2 cohorts and there has been a slight increase in the number of BME staff recruited to the Trust. Thirty five percent of all recruits in the last six months are recorded as being from a BME background (in comparison to 30 percent in the previous six months). The biggest increase has been at bands 2 and 3, and 5. There has been a small reduction in BME staff employed within the Trust at bands 1 (due to staff TUPEing out of the Trust); and band 8d and medical staff have also shown a decrease mainly due to retirements.

3. Reflections and Proposed Next Steps

Despite the many initiatives undertaken in 2016/17 the impact on the diversity of the workforce has been small and:

- Data from the WRES highlights that BAME staff feel dissatisfied with career progression within the Trust and they are less likely to be shortlisted for a post than white staff, the percentage of BAME who work for the Trust has barely changed.
- Feedback from BAME staff via the staff survey highlights the fact that BAME staff are twice as likely to personally experience discrimination at work from their manager / team leader or other colleagues than their white colleagues.

- The 2016 survey on the staff networks was offered out to all staff across the Trust. Only 31 people responded. The survey found that whilst 77 percent of staff respondents felt that a diverse workforce is key to delivering high quality and responsive services, only 70 percent of manager respondents felt that a diverse workforce was key to achieving the team's objectives.

The above highlights the need for a shift in focus and emphasis within the Trust's strategy concentrated on ensuring the essential building blocks are in place around recruitment and retention and delivering a smaller number of actions, mostly led by operational services, that are all aimed at achieving a sustainable cultural shift, to one that is inclusive and that will attract and retain staff. The Forward to Excellence session on Cultural Humility, discussions with the Leadership Academy and the work of exemplar Trusts has re-enforced this.

The on-going challenges facing the NHS and the Trust including the scale and pace of change puts the need to engage with staff in an authentic and meaningful manner centre stage. This will mean supporting and engaging with leaders at every level so that they understand the need for change and are able to play their part in helping to create an inclusive and high performing culture. To support this approach the Trust will continue to work in partnership with Hari Sewell and the NHS Leadership Academy to develop and implement a cultural change programme aimed at developing a high performing and inclusive culture underpinned by the following actions:

3.1 Recruitment and Retention

Senior operational leadership to agree a systematic programme based approach to recruitment in hot spot areas and occupations of most impact e.g. nurse recruitment to standardise the attraction campaign and ensure consistently high standards in implementing recruitment and the follow on induction, support and mentorship with the processes been overseen by the Director of Nursing and Operations and implemented by a diverse, highly trained team.

A steering group will be set up chaired by the Director of Nursing and Operations to agree a standardised programme for recruiting to nursing posts across operational services in priority areas. This will include reviewing the effectiveness of **recruitment, selection and retention processes** to ensure the systems and processes are as responsive and inclusive as possible **this will include standardising certain questions for similar job roles in areas of higher labour turnover to ascertain cultural competence and values and ensuring a cohort of highly trained, diverse recruitment panel members to draw from.**

As part of this work a toolkit and supporting training (which will incorporate unconscious bias training) will be developed to support managers and the key questions developed that will test cultural awareness and values around diversity and inclusion.

As a result of this work we would expect to see an increase in BAME staff being both shortlisted and appointed.

The **impact of this work** will be measured by tracking, on a six monthly basis, the number of BAME staff shortlisted and number appointed to roles.

In other areas of the Trust random audits of all elements of the recruitment activity will be undertaken to measure performance against key indicators such as the diversity of the panel and quality of questions. Feedback and learning from the audits will be shared with the recruiting manager.

The turnover of BAME staff, including the numbers who leave within the first 12 months will also be monitored to identify any themes or issues that need to be addressed to help improve retention (27% of leavers are BAME staff). This will be a further key performance

indicator. The Trust has also joined with a selection of other Trusts a 90 day retention improvement challenge programme led by NHS Improvement, the programme will commence in July and provide opportunities to test new approaches and learning.

3.2 Culture Change Programme – Delivering services and a workforce tailored to the needs of the population

- Work is planned starting with the City IAPT team to support the development of local service plans that are linked to the diversity of service users, an understanding from service users and carers of their needs and an analysis and understanding of the population served. This will also involve a review of the existing workforce and training programme/workforce plan to ensure that staff have the confidence and skills to meet the needs of service users.

To help the Trust develop a service improvement model that can be rolled out across the Trust, Hari Sewell, an expert in cultural change, has been commissioned to work with City IAPT. The Trust plans through the NHS Leadership Academy to train a cohort of Change Makers who can work alongside Hari so they are able to apply the model in other services. Hari Sewell will work with the Head of Service and staff to develop a Service and Workforce Transformation plan that is reflective and responsive to the needs of the diverse population. This work should overtime see a change in the diversity and skills set of the workforce to deliver services tailored to the needs of a diverse population and an increase in staff and service user satisfaction.

The **impact of this work** will be measured by monitoring changes in workforce diversity, skills set and feedback from services users as well as staff survey engagement scores.

Facilitating Team Culture Conversations

- Development and roll out of **Cultural Conversations**. This work will involve training dedicated Change Makers as mentioned above, who will be equipped with the skills to work with teams to facilitate conversations in the team that foster genuine interest in those from different backgrounds and an appreciation of each other's experience, perspective and contribution.

The training and support will be provided by the NHS Leadership Academy. It is hoped to develop a district wide cohort of Change Makers across the three NHS Trusts and CCGs, similar Trusts/interested partners in the West Yorkshire STP. This will help create sustainability as well as a district wide culture of inclusion.

It is proposed to test out this approach with City IAPT as part of the service improvement work outlined above.

As a result of this work the Trust should expect to see more engaged and motivated staff, less unresolved conflict and lower staff sickness rates.

The **impact of this strand of work** will be measured via the Staff Family and Friends test, the annual staff survey and performance against the WRES as well as other workforce indicators such as turnover, sickness levels and number of employee relation cases.

A task and finish group will be assigned to each of the above programmes of work. The group will be responsible for scoping up the work, agreeing timescales and further developing the key performance indicators so that the impact of the work can be measured.

Best practice, lessons learned and successes will also be captured to inform the next phase of roll out of this programme.

In addition to the above it is proposed that the following programmes are refined and developed to ensure they are properly aligned to the cultural change programme.

- **Engaging Leaders** cohort 4 will include how to build and develop inclusive teams. Learning from the Change Makers programme will also be incorporated.
- **Management Development** training will include a **clear framework/charter** that sets out the Trust's expectations of team leaders including:
 - *Conducting quality appraisals, spotting and proactively nurturing the talent of all team members*
 - *Having regular, quality conversations with team members and reviewing their development goals*
 - *Holding regular team briefings which incorporate local team briefing*
 - *Supporting staff health and wellbeing*
 - *Recognising employee achievement at individual and team level*
 - *Managing absence, sickness and grievances*
 - *Role modelling and promoting the vision and values of the Trust to help develop an inclusive organisational culture,*
- **Moving Forward** Cohort 3 will focus on supporting participants to understand the importance of taking responsibility for their own development, improving their own emotional intelligence, developing confidence and maturity in managing their own careers and building relationships that can help them to move forward.
- **Staff Networks** – The review highlighted the need for the networks to be more connected to the Strategy agenda of the Trust. The network chairs will be meeting with the Executive team to review the options for supporting the development and operation of the networks and involve them in the recruitment, retention and culture change programmes.

Priorities for 18/19 will be developed in the second half of 2017 and will reflect any learning from the above work programme.

4. Assurances in Place

Each of the programmes of work will be led by a task and finish group. The groups will develop an action plan with clear realistic timescales and KPIs so that the impact of the interventions can be measured and evaluated. Progress will be discussed at the Workforce Transformation Steering Group.

Action plans will be made available to the Board on request. Impact and evaluation against the KPIs will be provided as part of the updates to the Board.

5. Financial Implications

The strategy has been delivered predominately internally using funded resources within the HR Directorate along with some funding from Health Education Yorkshire and the Humber. External funding had been secured for the Moving Forward Programme through Health Education Yorkshire and the Humber (HEEYeH) for 2016/17 but this funding will end on 31st March 2017.

Ongoing CIPs within the Trust and changes to the funding of HEEYeH means that resources for 2018 /19 cannot be guaranteed.

6. Risk Implications

Risk	Likelihood High/Medium/ Low	Implication	Mitigation
Risk to compliance with the Equality Act (2010), performance and reputation if objectives are not met	Low	Medium	Strategy and action plan in place
Reputational risk of noncompliance with the Equality Act (2010) and poor results in the Workforce Race Equality Standard	Medium	Medium	Strategy and action plan in place

7. Communication and Involvement

The BAME Diversity in Employment Strategy is a response to the feedback from staff via the career progression study carried out in 2013. The new approach outlined in this paper is designed to ensure that there is real involvement by staff and the staff networks in helping to change the culture of the Trust. Work will take place with the staff networks and the communications team to promote the priorities set out in this paper across the Trust and to keep staff updated on progress and impact.

8. Monitoring and Review

The strategy's KPIs and metrics are monitored quarterly at the Workforce Transformation Steering Group. Regular (at least annual) updates are received at the Trust Board. Regular discussions on progress and direction are held with the BAME Staff Network 'Aspiring Cultures'.

9. Recommendations

That the Board:

- (a) notes the progress that has been made in delivering the strategy, and
- (b) supports the new focus and approach in delivering this strategy and the priorities for 2017/18.

APPENDIX 1

Priorities for October 2016 to March 2017

- Promoting BAME role models, developing a support programme for unsuccessful BAME job applicants
- Supporting the delivery of the Board's development around cultural competence
- Supporting the local workforce representation objectives
- Implementing the actions identified from the staff survey focus groups in response to BAME staff experience of discrimination at work and not believing that the organisation provides equal opportunity for career progression and promotion,
- Delivering the action plan designed to support performance against the Workforce Race Equality Scheme (WRES) 2015 benchmark report, including identifying themes and following up Trusts that are exemplars in order to implement best practice,
- Examining the reason for the over representation of BAME staff in disciplinary processes and developing appropriate actions to address this issue.