

Making anti-racism a reality



NHS England and NHS Improvement



Regional People Board

Chaired by Ann Radmore. Receives report from E&HI Programme Board. Expert Advisory Group and/or EHI Programme Board.

Regional Leadership Team

Chaired by Ann Radmore, receives report from E&HI Programme Board.

Health & Care Advisory Group

Chaired by Ann Radmore, receives report from E&HI Programme Board. Can request advice and guidance from Expert Advisory Group and/or EHI Programme Board.

E&HI Expert Reference Group – to be established

Provides expert advice and guidance, uses evidence base to steer programmes, reviews and assures strategy/interventions.

Equality & Health Inequality Programme Board

Receives programme assurance and supports SROs to deliver. Chair- Ed Garrett/Aliko Ahmed
STP/ICS SROs - Dr Sunil Gupta, Caroline Shaw, Tom Cahill, Dr Imran Qureshi, Jan Thomas, Paul Calaminus.

HEALTH EQUALITIES PROGRAMMES WORKING GROUPS

Urgent actions to address inequalities (Phase 3 plan)

Progress reports to PERHI Programme Board and *National Health Inequalities unit*
NHSEI National Health Inequalities Delivery and Coordination Group – SW attends

Health Equity Partnership Programme (HEPP)

£65k per system to address inequalities
Progress reports to PERHI Programme Board and *National HEPP unit*

LTP Prevention Programme

LTP commitments on tobacco, alcohol, obesity and TB
Regional Delivery Group chaired by NHSEI National Director of Prevention – JS attends

EQUALITIES PROGRAMMES WORKING GROUPS

1. Being an inclusive and equitable employer

Led by HRD network, in partnership with SPF, Chair of EoE EDI network, Head of E&I (NHSEI)

2. System Leadership Development - Equalities

Led by Head of E&I (NHSEI) in partnership with Head of Talent (NHSEI). Focus on racism, community centred approaches, anchor institutions etc

3. Talent and career progression

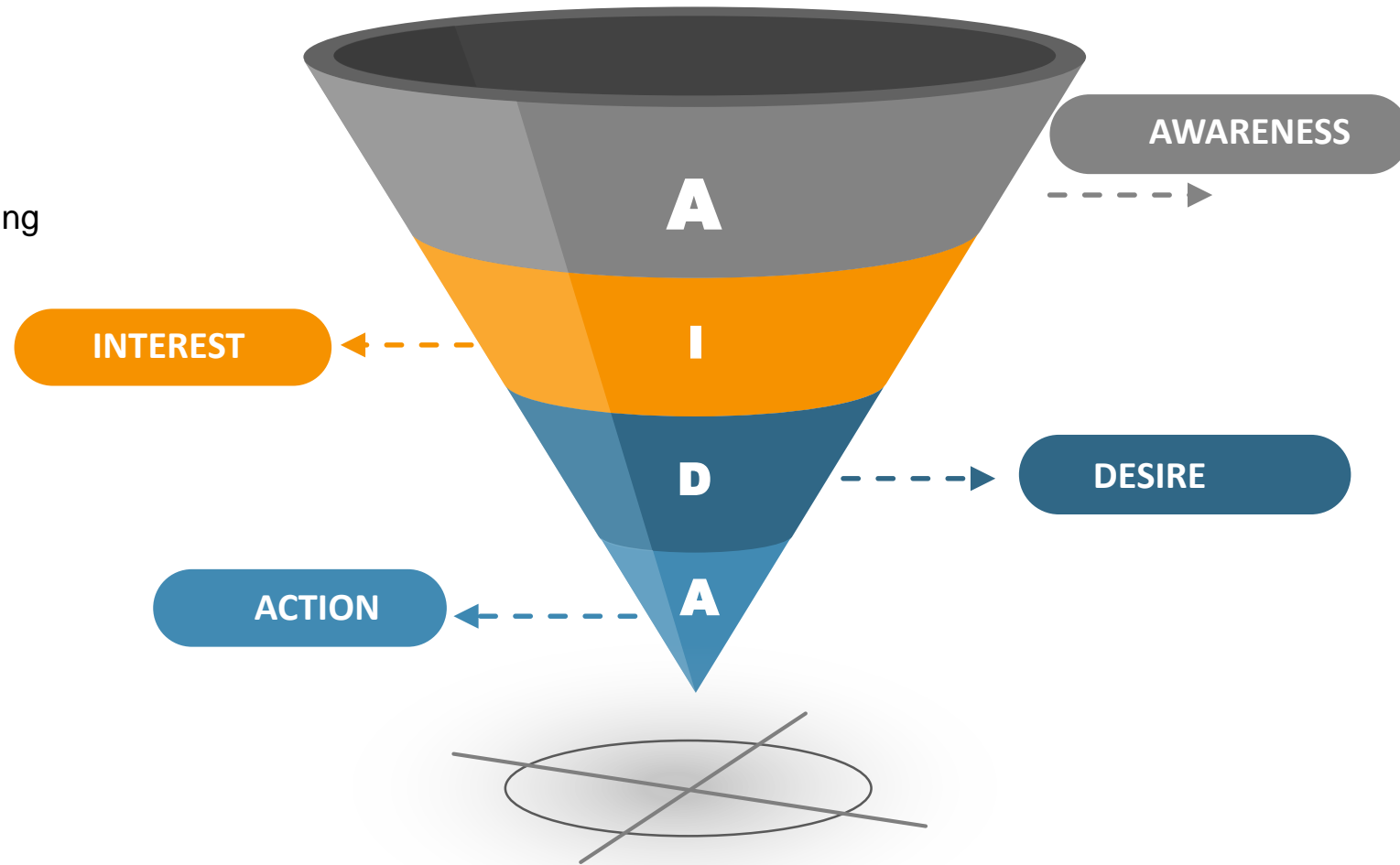
Led Head of E&I (NHSEI) in partnership with Head of Talent (NHSEI). Focus on racism, community centred approaches, anchor institutions etc

4. Abuse and harassment from patients/public

Led by Head of E&I (NHSEI) with representation from HRDs, SPF and EDI leads.

Where we've been

- Using the AIDA model to accelerate this work
- Session with Regional Leadership Team and agreement on race as a priority
- Establishing the Promoting Equalities and Reducing Health Inequalities (PERHI) Programme Board
- Collaborating with HRDs, EDI Leads, Social Partnership Forum and Staff Network Chairs
- Proposal development
- Testing the content and refining
- Sign off from PERHI Programme Board



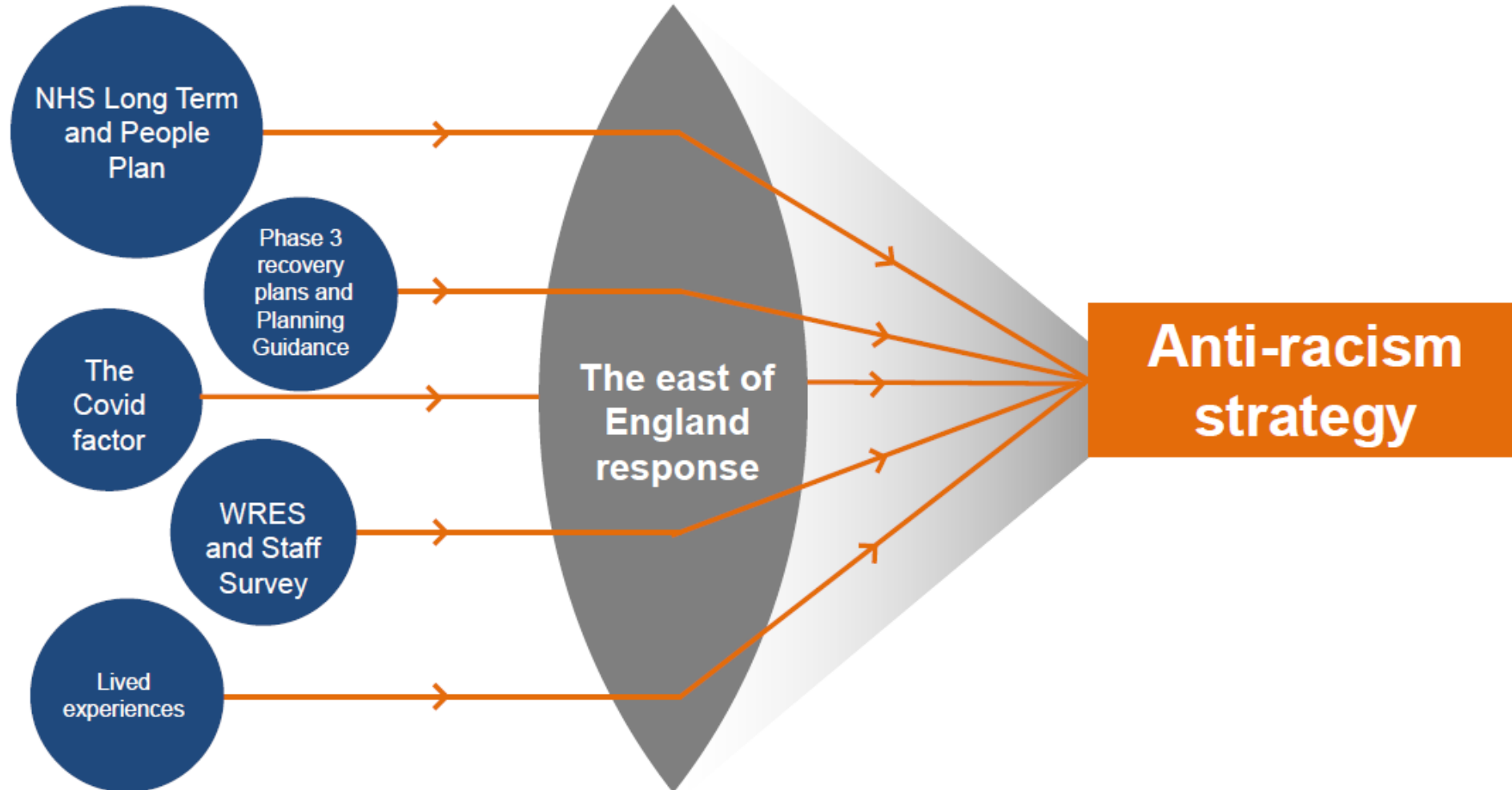
The Vision

- To develop a plan of action in collaboration with key partners that will deliver sustainable and measurable change
- To focus on high priority areas that will make a difference to the lives of our people
- To deliver better health outcomes for our people by focusing on health and wellbeing
- To tackle health inequalities within our workforce and local communities.
- To commit and invest in an ongoing programme of work focused on improving the experience and wellbeing of our Black, Asian and Minority Ethnic people
- To ensure our people have the opportunity to co-design a long term strategy “Nothing about me without me”
- Everyone sees equality and inclusion as their responsibility and we adopt a proactive approach

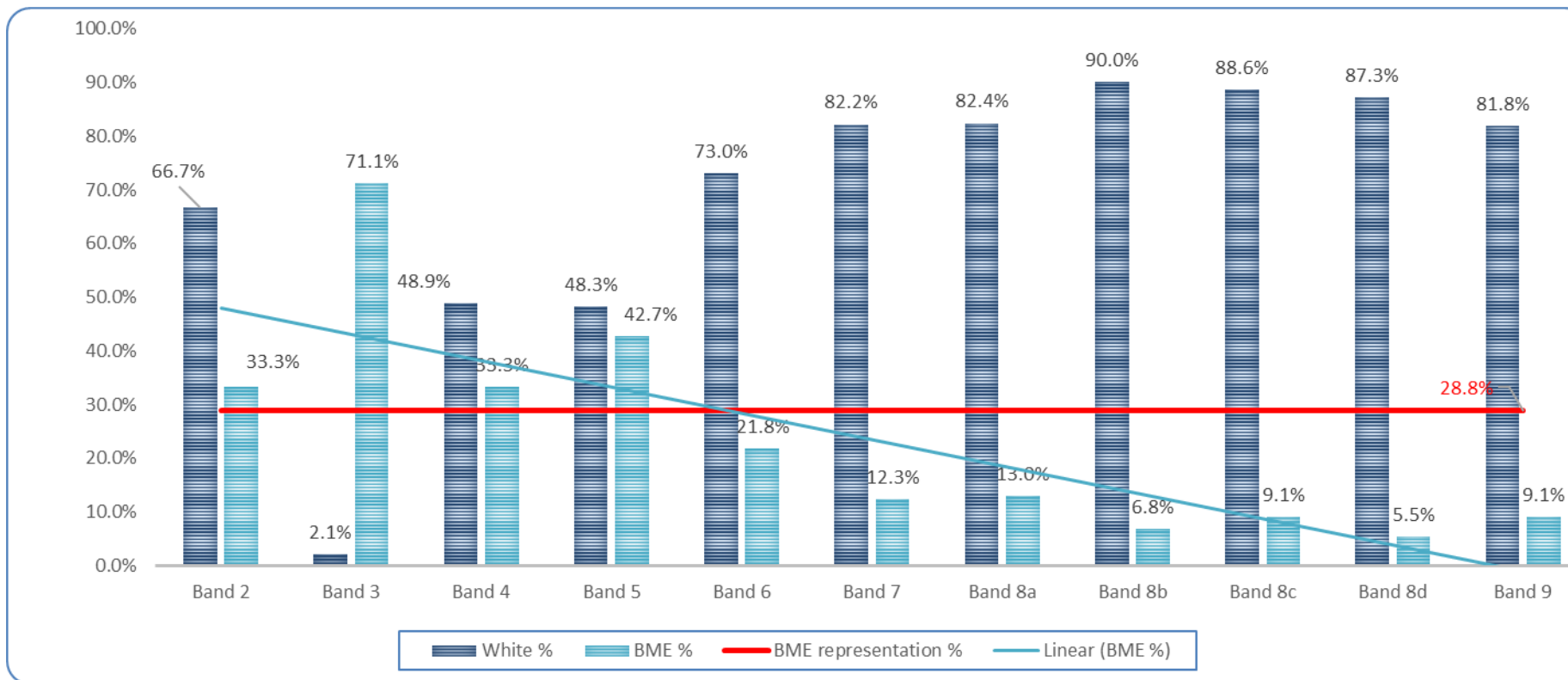
Our principles

- We will engage with a wide variety of stakeholders in developing a proposal targeted at eliminating the racial disparity faced by our people
- This will be the first step in achieving some sustainable change and will also aim to 'level up' the focus and commitment to Equality, Diversity and Inclusion across the East of England.
- We will ensure ongoing engagement with our people to ensure any strategy is co-produced, socialised, implemented and measured
- We will ensure interventions are data driven, evidence based and outcomes focused
- We will set out clear KPIs to monitor progress and will adopt a Quality Improvement (QI) approach
- We will achieve consistency across the East of England so all our people are afforded the same opportunities and support from our employers
- We will adopt the model of subsidiarity in terms of implementation
- We will adopt an integrated Health and Care approach and response

Why now?



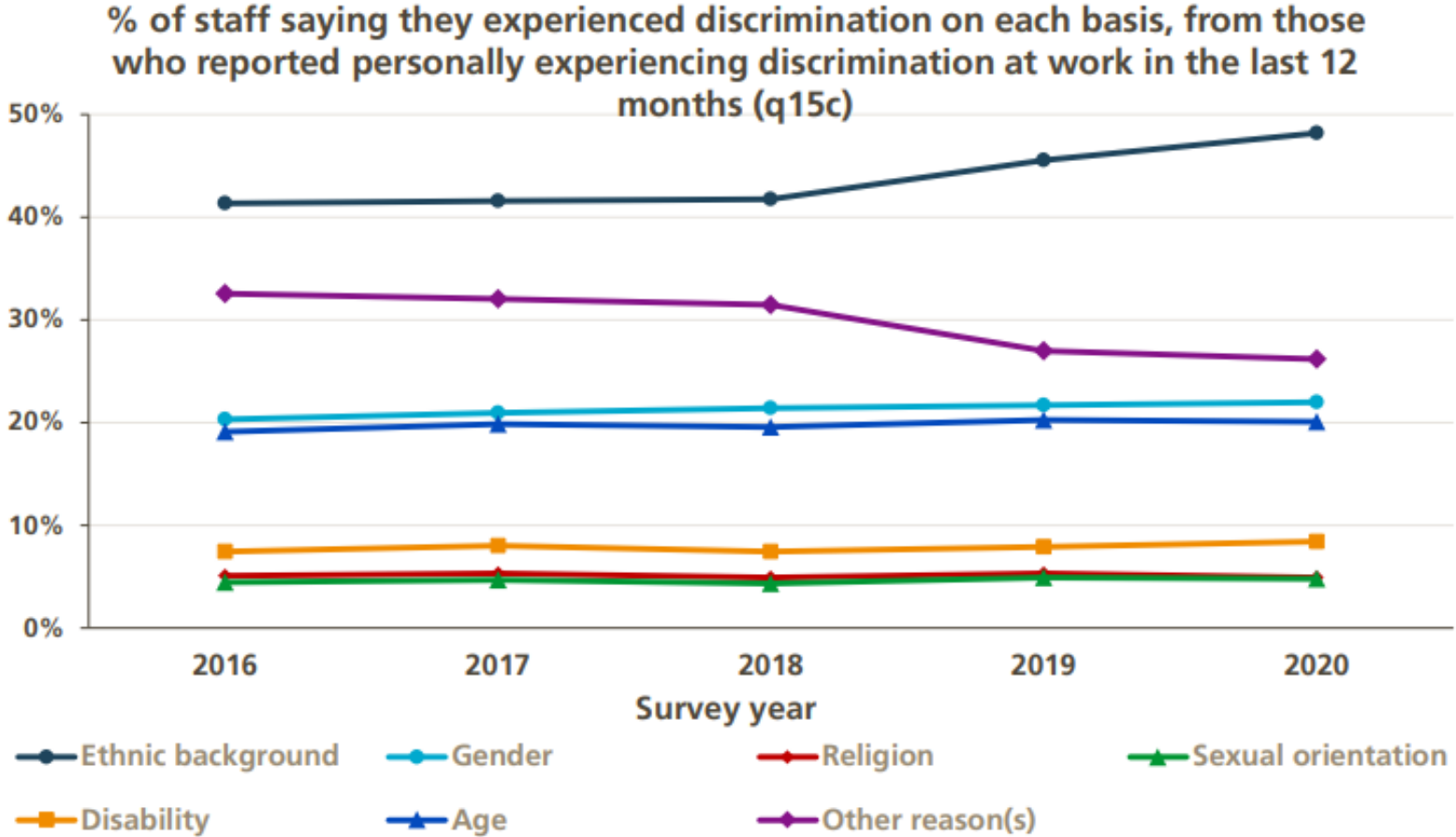
NHS nurses, midwives and health visitors by AfC pay band and ethnicity - East of England 2021



BME staff are:

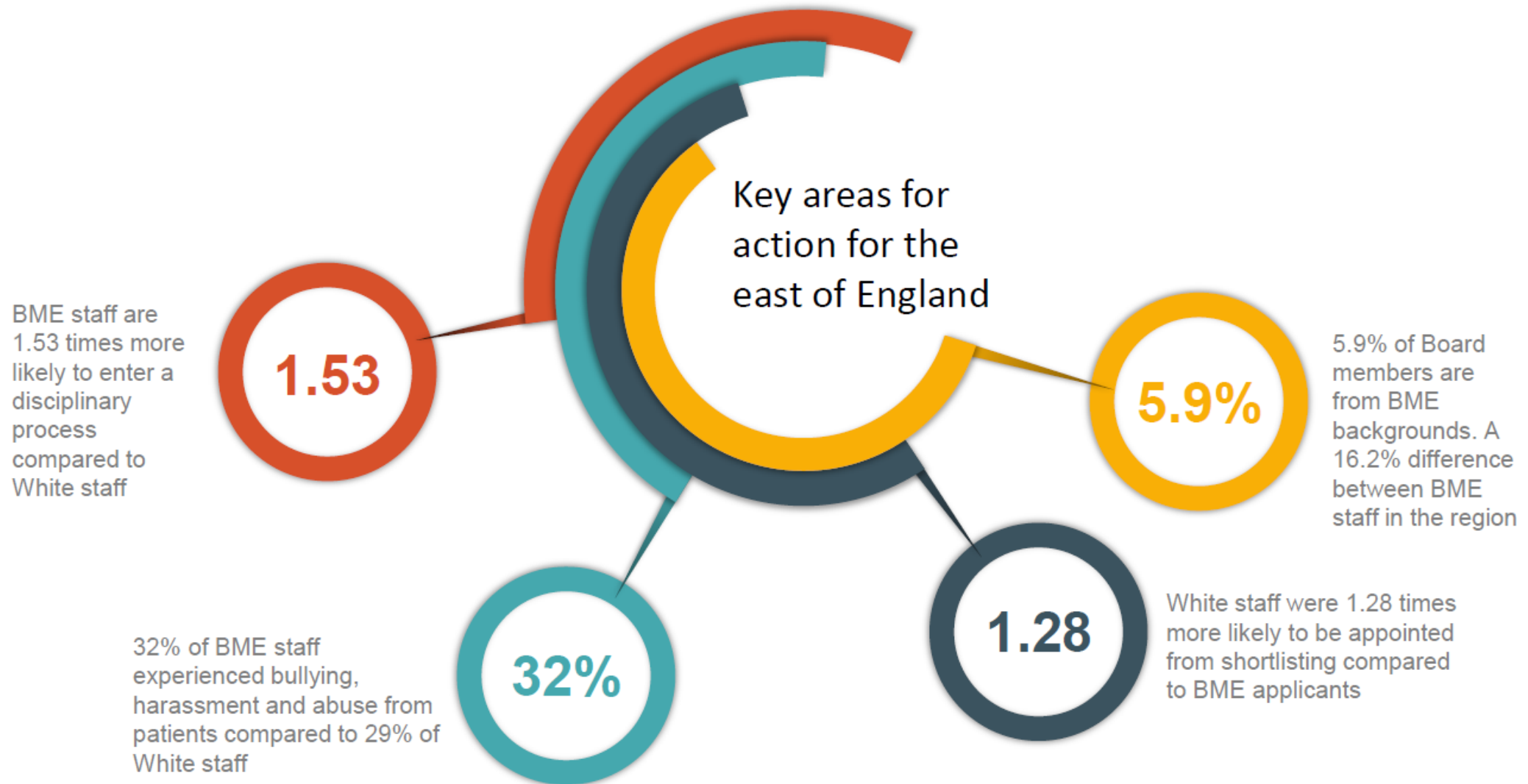
- overrepresented in agenda for change (AfC) bands 2 to 5.
- underrepresented in senior pay bands (AfC) bands 6 and above.

On what grounds is discrimination experienced? – National Level



Ethnic background continues to be the most common reason cited and was mentioned by 48.2% of staff who claimed to have experienced discrimination at work.

WRES Indicators 2020: East of England



Our immediate challenges

- **Experience**

Too often our BAME colleagues have told us they are disproportionately impacted by bullying and abuse from patients and members of the public as well as their own colleagues

Our data also shows us our BAME colleagues are more likely to enter a formal disciplinary process compared to our white colleagues

- **Careers**

Our BAME colleagues are less likely to believe their organisation provides equal opportunity for career progression compared to their white colleagues

The data shows our BAME colleagues are less likely to be appointed from shortlisting compared to white colleagues

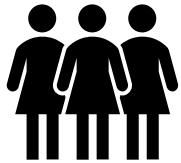
Our overall BAME workforce is representative (%) of our communities, however, this representation is not present in our senior posts nor at a board level

- **Our culture**

Many organisations have held listening/engagement events with our BAME colleagues and a common issue highlighted has been the lack of cultural awareness and understanding. People feel unsafe in speaking up and too often this impacts on their health and wellbeing. Our line managers have a role to play in supporting all our colleagues but we must support them to be culturally aware and to support them in creating psychologically safe spaces.

Priority areas for action

- A collaboration event in September brought together regional HRDs, EDI leads, the SPF and staff network chairs
- The purpose of this event was to better understand the experiences of our colleagues and to agree which areas were a priority in supporting our BAME colleagues
- Over 50 people attended the event and three key areas emerged



**Leadership and
management**



**Talent and career
progression**



**Racial harassment
and abuse from
patients/public**

Mission

WHAT IS OUR ROLE AS EMPLOYERS?

Vision

WHAT DOES OUR CORE PURPOSE NEED TO BE?

Strategic outcomes

WHAT ARE THE BIGGEST FACTORS THAT WILL HELP ACHIEVE OUR MISSION?

Specific outcomes

WHAT DO WE NEED TO WORK ON, FOR EACH OF OUR STRATEGIC OUTCOMES, TO ACHIEVE OUR MISSION?

Expected impact

WHAT WILL BE DIFFERENT AS A RESULT?

To make all employers in the East of England anti-racist workplaces

By 2021 we will deliver a regional approach to tackle racism in the workplace.

We will do this by working in collaboration with our people and our partners and will strive for continuous improvement in all that we do.



We will support our leaders, managers and people to understand racism, its impact and their role in accelerating change

We will:

- Develop educational resources that help people understand racism and its emotional, mental and physical impact
- Learn about allyship and become active anti-racists
- Support people to confront racial injustices even when it's uncomfortable
- Create a regional charter that sets out and commits to being anti-racists employers

- Our leaders, managers will be culturally aware and competent and will feel confident in supporting our BAME colleagues
- Our BAME colleagues will trust their organisation will support them when faced with discrimination in the workplace



We will support our BAME colleagues by creating cultures of civility, respect and safety

We will:

- Support and develop our line managers to lead with empathy
- Create psychologically safe environments and support our colleagues to speak up when they experience racism and take swift action
- Undertake a review of resources needed to support EDI leads
- Set clear targets and ambitions and hold each other to account

- Our people will feel safe in speaking up
- Racism in the workplace will not be tolerated and action will be taken when the organisational values are not upheld
- We will level up the level of investment in EDI across the EoE
- We will be able to monitor our progress and adapt our approach when needed



We will address the lack of representation in leadership and decision making

We will:

- Develop our upcoming leaders of the future and ensure equality and inclusion is a key competence of all leaders
- Take positive action to support colleagues into senior roles
- Provide mentorship to colleagues and ensure every executive leader has access to a reverse mentor
- Remove barriers to colleagues wishing to undertake stretch assignments

- We will actively support our BAME colleagues in their careers
- Our workforce will be diverse at all levels
- Our board level representation will be representative of our workforce/communities



We will review our policies through an anti-racist lens to ensure they reflect the needs of people

We will:

- Develop an agreed process which supports colleagues who receive harassment and abuse from patients and communicate this publicly
- Update our dignity at work policies to reflect issues such as micro-aggressions and weathering
- Support colleagues to speak up and clearly articulate the support they will receive from the organisation
- Review our recruitment practices to ensure they are inclusive
- Review our disciplinary processes to ensure they are inclusive





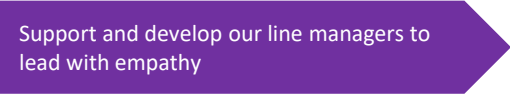
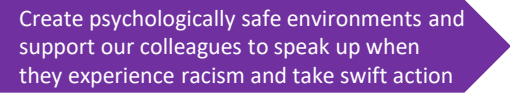
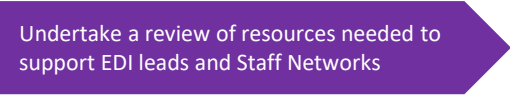
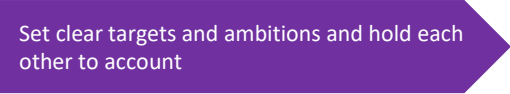
- Our communities will understand that racism towards our staff will not be tolerated and action will be taken
- Our people will feel supported by their organisations and will feel more confident to report incidents of abuse and harassment
- We will put robust mechanisms in place to ensure our disciplinary processes are fair and inclusive

We will support all our organisations, leaders, managers and people to understand the impact of racism and to be anti-racist. We will support organisations actively fulfil their role in accelerating change for our workforce and communities to address structural inequalities.

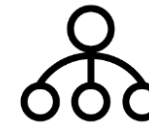


| | Employers | System | Regional | Timeframe |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Develop educational resources that help people understand racism and its emotional, mental and physical impact | <p>Engagement events with staff on key topics to increase awareness and understanding</p> <p>Internally publish and promote clear links between organisational values, and strategies and all of the specific outcomes</p> | <p>Managers programme to develop cultural awareness and understanding with associated peer support incl standard competency framework</p> | <p>Development of a suite of education resources and webinars. Lived experiences filmed and shared.</p> <p>Provide guidance for managers on having supportive conversations with being anti-racism, setting clear expectations about behaviour at work.</p> | 2021 |
| Learn about allyship and become active anti-racists | <p>Develop resources to support staff learning.</p> <p>Quarterly webinars engaging with staff</p> <p>Reverse/reciprocal mentoring</p> | <p>Engage with ALS at a system level</p> <p>System support for staff networks</p> <p>System EDI/BAME networks to ensure part of the decision making process</p> <p>Reverse/reciprocal mentoring</p> | <p>Educational resources</p> <p>Reverse/reciprocal mentoring</p> <p>Link allyship with Building Leadership For Inclusion (BLFI) led by the national NHS leadership Academy.</p> | July 2021 with ongoing engagement e.g. monthly learning sessions |
| Support people to confront racial injustices even when it's uncomfortable | <p>Increase diversity of FTSU guardians</p> <p>Cultural ambassadors</p> <p>Clear and consistent policy and processes to support speaking up</p> | <p>Psychological safety – forums and safe spaces where staff can share lived experiences e.g. compassion circles,</p> | <p>Support and guidance when processes are not delivering.</p> | 2022 |
| Create a regional charter that sets out and commits to being anti-racists employers | <p>Sign up to the BITC Race at Work Charter</p> <p>Ensure WRES data and action plan is reviewed quarterly</p> | <p>Sign up to the BITC Race at Work Charter</p> <p>Ensure Employer WRES plans are reflected in system EDI plans</p> <p>Review ethnicity pay gap across systems</p> | <p>All employers to sign up to the BITC Race at Work Charter</p> <p>Explore East of England specific WRES experts programme</p> <p>Monitor progress against WRES action plans</p> | 2021 |

We will support our BAME colleagues by creating cultures of civility, respect and safety

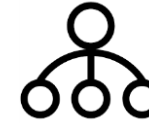
| |  Employers |  System |  Regional |  Timeframe |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Support and develop our line managers to lead with empathy | In partnership with system develop a Managers programme to develop cultural awareness and understanding with associated peer support incl standard competency framework | Managers programme to develop cultural awareness and understanding with associated peer support incl standard competency framework | Develop CQ cultural intelligence for inclusive leadership masterclasses Share best practice and champion innovation | December 2021 |
|  Create psychologically safe environments and support our colleagues to speak up when they experience racism and take swift action | Increase diversity of FTSU guardians Cultural ambassadors Frontline staff forums, safety huddles and other forms of reflective practice | Develop system wide BAME networks with support and resources. | Promote the “just and learning culture” as a system approach. Develop training and a pool of Inclusion mediators across the region to support racially-motivated staffing issues at a local level. | 2021 |
|  Undertake a review of resources needed to support EDI leads and Staff Networks | Ensure staff networks are supported to thrive and are part of decision making processes | Develop system wide BAME networks with support and resources. | A regional wide review to better understand levels of investment, staff networks and support/resources in place, links to decision making etc Provide support employers on how to embed Staff Networks into their governance and decision making frameworks. | August 2021 |
|  Set clear targets and ambitions and hold each other to account | Delivery of targets set in Model employer Work with system and region to identify additional data sets required to monitor progress All employers to publish ethnicity pay gap | Develop a system wide EDI plan with a focus on outcomes. | Support Employers and system EDI plans with expert advice & resources Develop a regional EDI dashboard Support Systems and Employers to improve data collection and staff declarations on ethnicity data. | Model Employer targets due 2028 |

We will address the lack of representation in leadership and decision making



| | Employer | System | Regional | Timeframe |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Develop our upcoming leaders of the future and ensure equality and inclusion is a key competence of all leaders | In partnership with system develop a Managers programme to develop cultural awareness and understanding with associated peer support incl standard competency framework | Managers programme to develop cultural awareness and understanding with associated peer support incl standard competency framework | Create a system of stretch opportunities that crosses organisational boundaries | 2022 |
| Take positive action to support colleagues into senior roles | Take positive action focused on Stepping Up and Ready Now alumni | Offer system wide stretch opportunities across health and care | | Initial pilot by June 2021 but ongoing practice |
| Provide mentorship to colleagues and ensure every executive leader has access to a reverse mentor | Every executive leader has a reverse/reciprocal mentor Offer mentoring to Stepping Up and Ready Now alumni with a view to expanding | Every executive leader has a reverse/reciprocal mentor Support system wide approach to mentorship across health and care | Work closely with Leadership and Talent teams to ensure a diverse pool of mentors Support alumni of Stepping Up and Ready Now | September 2021 |
| Remove barriers to colleagues wishing to undertake stretch assignments | Develop a clear and consistent policy that simplifies the process of undertaking stretch assignments. Line managers are often cited as blockers. | Offer system wide stretch opportunities across health and care | Monitor progress of stretch assignments uptake and ongoing talent development | 2021 |

We will review our policies through an anti-racist lens



| | Employer | System | Regional | Timeframe |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Develop an agreed process which supports colleagues who receive harassment and abuse from patients and communicate this publicly | Support the development of a consistent policy across the EoE Review the reporting process to make it easy as possible Ensure staff are supported when incidents are raised Develop agreements with local police to ensure swift action is taken | Ensure communities are aware of the consequences of abusing staff Ensure consistency of approach across the system | Develop a regional communications campaign that educates the public and articulates the support to staff from the NHS | 2021 |
| Update our dignity at work policies / HR policies to reflect issues such as micro-aggressions and weathering | Policies are reflective of modern society and staff experience Engage staff with policy development | Ensure system BAME networks are engaged with policy development and consistency across the system | Identify how employers and systems can improve reporting of Bullying Harassment from managers to staff | October 2021 |
| Support colleagues to speak up and clearly articulate the support they will receive from the organisation | Policies clearly set out what support staff will receive from the organisation Processes in place (linked to FTSU and CAs) where concerns can be raised | Work with staff networks to ensure policies are meeting the needs of people | Provide targeted learning opportunities for HR professionals to improve their competence spotting racism and discriminatory behaviours. | Ongoing |
| Review our recruitment practices to ensure they are inclusive | De-bias recruitment processes from attraction to onboarding | Review recruitment practices and support organisations in de-biasing processes | Provide expert guidance and support in how to de-bias recruitment practices linked to evidence and research | July 2021 to March 2022 |
| Review our disciplinary practices to ensure they are inclusive | Review disciplinary processes to ensure there is no room for bias with a view to eliminating the gap between white and BAME colleagues | Promote Cultural ambassador training and uptake within employers to address the disciplinary gap. | Ensure each system has at least one CA programme. Monitor progress and ensure annual review is in place Provide guides of different approaches e.g. decision trees, post-action audits etc | July 2021 |

What does it mean to be anti-racist?

01

To acknowledge that institutional racism exists in the NHS (access to opportunities and disproportionate penalties)

02

Making sure key decision making teams include people from a diverse background and their work is credited

03

Actively making systems and processes more equitable by opening up paths of opportunity to those affected by racism

04

Being open to experiences that challenge your world view of racism and inequity e.g. white privilege

05

Providing high quality learning and development opportunities on race, racism, allyship and being anti-racist

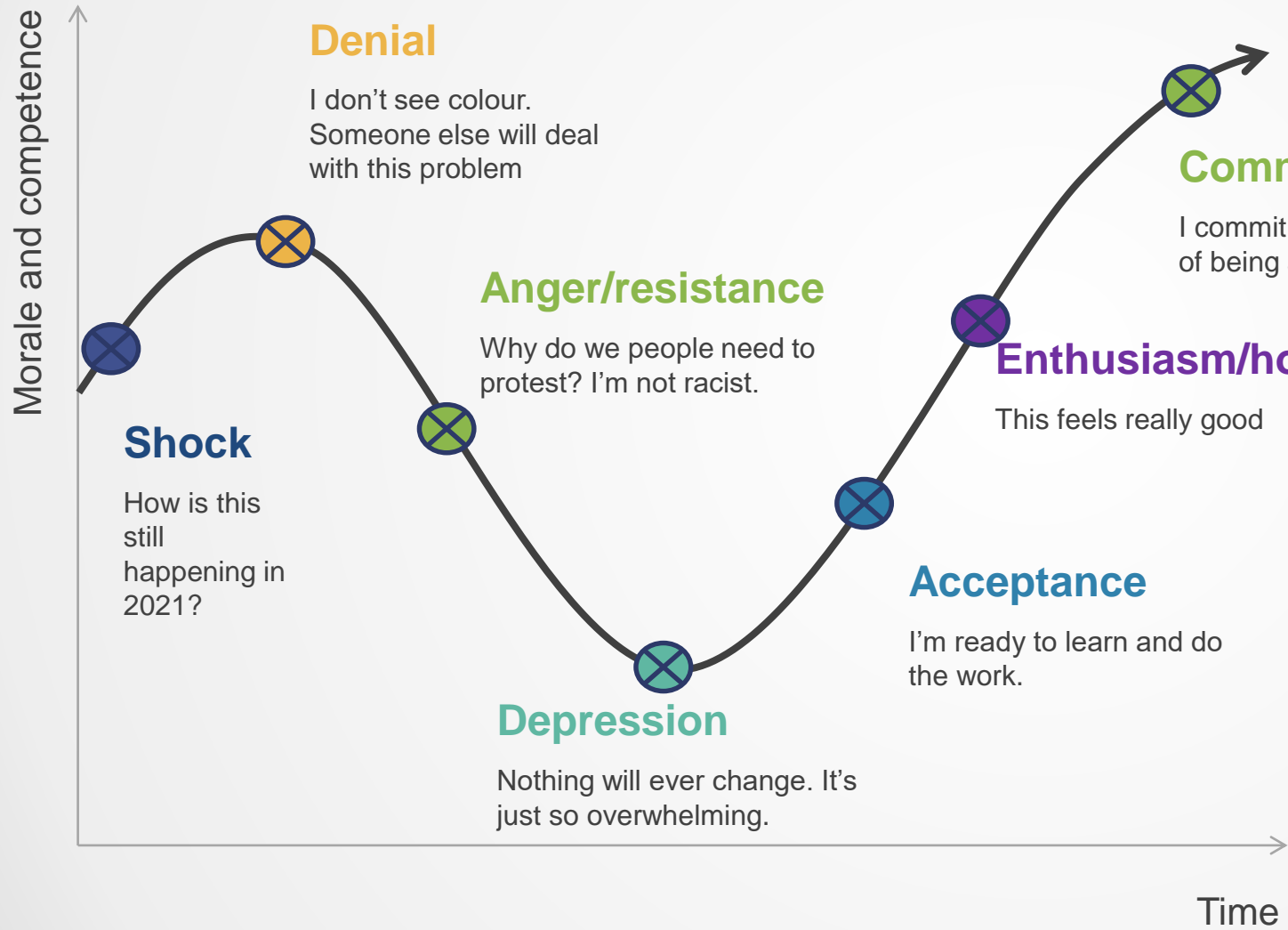
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Our policies reflect our anti-racist stance

07

Taking action to address the lack of representation

Personal



Shock
Get comfortable getting uncomfortable

Denial
Practice filling in the gaps

Anger/Resistance
Agree before disagreeing

Depression
Seek early and visible wins

Acceptance
Change the cycle of socialisation

Enthusiasm/hope
Simplify the plan

Commitment
Micro-interventions and staying ready for change