

London Primary Care Workforce Race Strategy Framework

Key principles of the framework:

1. The framework is a **supportive tool** to help you make change and begin to implement anti-racist initiatives. It is not a strict guide; you are welcome to think outside the box!
2. This is a **hearts and minds piece** about creating positive cultural change in the workplace.
3. **Take your time.** This is a long-term piece of work. You can determine the pace you wish to set – there is no rush!
4. **We are all responsible.** This is a whole team effort!

A good place to start might be...

1. **Collecting or reviewing data.** It is important to understand the needs of local ethnic minority groups, ensuring there is equitable access to services and outcomes. It is also important to understand the needs of workforce, ensuring equitable access to career development opportunities and once access is gained – what is their experience? Do they belong and can they thrive? See *Page 3* of the framework for some examples.
2. **Consider using the Debias Recruitment Toolkit.** This toolkit ensures that those involved in recruitment of health and social care staff are aware of how bias exists within these processes. It highlights ways to ensure the process is equitable and free from bias.
3. **Connect with your local Training Hub.** Local training hubs can provide information surrounding access to local Freedom to Speak Up Guardians, staff networks, and various training opportunities. Contacts for training hubs are set out within the resources section of the framework.

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Glossary of Terms

Cultural competence: A range of cognitive, affective, behavioural, and linguistic skills that lead to effective and appropriate communication with people of other cultures.

Cultural humility: An approach to sociocultural differences that is “self-first” and emphasises intersectionality and understanding one’s own implicit biases.

Diversity: Recognising and valuing differences.

Ethnic minority: All ethnic groups except White British.

Equity: Creating equal opportunity and outcomes for everyone. This is different from ‘Equality’, which is about treating everyone the same.

Inclusion / inclusivity: Where people can come to work, feel comfortable and confident to be themselves. Inclusion ensures that everyone feels valued.

Freedom to Speak Up Guardians: Identified individuals who support workers to speak up when they feel that they are unable to in other ways.

Practice/practice: Within this document, any reference to a ‘Practice’ (capital P) is in relation to an organisation (e.g., GP Practice, Dental Practice). Any reference to a ‘practice’ (lower-case p) is in relation to a noun other than an organisation (e.g. policy and practice, recruitment practices).

Psychological safety: The sense of being able to show one's whole self without fear of negative consequences to self-image, status, or career.

Introduction and Key Aims of the Framework

The London Primary Care Workforce Race Strategy Framework has been developed as part of the London Workforce Race Strategy in Primary Care¹ and in response to the first London-wide survey of discrimination and harassment in primary care² which provided quantitative evidence of staff experiences as well as asking respondents for their suggestions for the changes that they felt would make a difference in primary care.

Enabling meaningful cultural change is challenging, takes time and requires collaboration and engagement from all local employers. The framework serves as a toolkit and guide which employers may use to begin to implement anti-racist initiatives to ensure all staff work in an environment that is safe, welcoming, and free of discrimination. Providing a better working environment for people working in Primary Care is key to improving staff wellbeing, recruitment and retention, leading to higher quality patient care and more sustainable services³.

The key aims of the framework are as follows:

1. To provide all Primary Care organisations and employers (including Dentistry, Pharmacy, Optometry and General Practice) with tools to implement and embed anti-racist initiatives and enable meaningful, long-term cultural change.
2. To facilitate awareness and access to local, system and regional resources supporting the framework for Primary Care organisations and employers.
3. To promote a safe, welcoming, and free of discrimination environment in Primary Care.

Guidance for using the framework:

This document provides a supportive framework and guidance, as well as templates, resources, training and development opportunities and helpful links. The framework is not a mandatory requirement for Primary Care organisations to use. It is intended as a supportive guide and toolkit to help employers implement anti-racist initiatives. A template is provided to support organisations to self-reflect against the framework.

The framework is grouped into the following three key themes, each with a series of underlying initiatives and recommendations:

1. Promoting Equity, Diversity and Inclusion (EDI)
2. Embedding Anti-Racism
3. Considering Sustainability of the Framework

London Workforce Race Strategy in Primary Care:
<https://www.hee.nhs.uk/sites/default/files/documents/London%20Primary%20Care%20WRES%20Strategy%20Summary%20and%20Progress%20July%202022.pdf>

² London-wide survey of discrimination and harassment in primary care:
https://www.hee.nhs.uk/sites/default/files/documents/Pan-LondonDiscrimination%26RacismPrimaryCareSurvey_Final.pdf

³ We are the NHS: People Plan for 2020/2021 – action for us all: <https://www.england.nhs.uk/wp-content/uploads/2020/07/We-Are-The-NHS-Action-For-All-Of-Us-FINAL-March-21.pdf>

Overview of the Framework

The table below provides an overview for employers / organisations of the key aims of the framework. More detailed initiatives and recommendations are provided in the subsequent sections.

Overview
<ul style="list-style-type: none"> • Promote equity, diversity and inclusion: <ul style="list-style-type: none"> ✓ Develop and agree an equity, diversity, and inclusion (EDI) statement, in partnership with Black and other ethnic minority staff ✓ Senior leadership within the organisation openly promote their EDI statement, pledge, and framework ✓ Complete a self-reflection in relation to the framework, with involvement from all staff ✓ Consider local demographics and the professional needs of staff from Black and other ethnic minority groups, and how to improve their experience and outcomes ✓ Ensure all staff and learners have access to EDI training • Embedding anti-racism including: <ul style="list-style-type: none"> ✓ Ensuring representative leadership ✓ Ensuring opportunities for CPD and career progression for staff from Black and ethnic minority groups ✓ Providing staff with access to forums, safe places, and independent support ✓ Developing, reviewing, and amending policy and practice ✓ De-biasing people management and recruitment ✓ Growing cultural competence to ensure psychological safety and cultural humility • Consider the sustainability of the framework by: <ul style="list-style-type: none"> ✓ Senior leaders within the organisation influencing anti-racist practices at an organisational level ✓ Evaluating the impact of initiatives ✓ Completing self-reflections in relation to the framework on an ongoing basis

Promoting Equity, Diversity and Inclusion

Initiative / aim	Recommendations
1. Equity, diversity and inclusion statement and pledge	<ul style="list-style-type: none"> • Draft an equity, diversity, and inclusion statement (this could be based on an existing EDI Statement) – ideally all staff are part of this process and inclusion of Black and other ethnic minority staff is key (<i>examples are provided in the Resources section</i>). • Develop a plan to share / launch the statement within the organisation considering the following: <ul style="list-style-type: none"> ✓ Senior leadership visibly champion the statement on an ongoing basis ✓ Communication to / training of staff to make them aware of the statement, including bank and agency staff, and staff who may join after the statement has been launched ✓ Ensure that the statement, pledge and framework remain visible to all team members e.g., by including in regular staff meetings / updates • Pledge a commitment to both statement and plan (the adoption of this framework can act as all or part of that pledge). • Engage a diverse range of colleagues from all levels of the organisation / employer to advise on the implementation of the framework. • Regular collated feedback from staff regarding progress / impact of framework is encouraged.
2. Completing a self-reflection	<ul style="list-style-type: none"> • Invite all staff to complete an anonymised reflection (<i>template provided in the Resources section</i>) to identify areas of good practice as well as areas for development to help form an action plan.
3. Understanding local and workforce needs and holding team conversations	<ul style="list-style-type: none"> • Collate and/or review existing available data* to better understand the needs of local ethnic minority groups and workforce. Data could include: <ul style="list-style-type: none"> ✓ Local patient population ethnicity profile ✓ Workforce ethnicity profile and understanding staff backgrounds ✓ Workplace experience ✓ Professional development outcomes ✓ Disciplinary referrals and data • Communicate and share value, importance, and relevance of data to staff / team gathering their feedback on a regular basis. <p><i>* It is recognised that it may not always be feasible for individual organisations to collate such data, and instead may draw on needs assessments conducted across a larger geographical footprint (e.g., by Local Care Partnerships) and data-based guidance on relevant populations provided by local committees.</i></p>

4.	Training and education in EDI	<ul style="list-style-type: none"> • Provide all staff with training and education in relation to EDI as well as bullying and harassment. • Supervisors / managers are encouraged to complete the NHSEI London 'Core Managers' online training programme (a comms toolkit is provided in the Resources section). • EDI training is built into organisation / employer induction programmes. • Link with local / Integrated Care Board (ICB) facing Training Hub to ensure staff are aware of, and have access to, further existing EDI training that is relevant to their role. <p>See the Resources section for a catalogue of existing training opportunities – please note this list is not exhaustive and additional local opportunities are also available.</p>
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Embedding Anti-Racism

Initiative / aim	Recommendations
1. Representative leadership, CPD and career progression for staff from Black and ethnic minority groups	<ul style="list-style-type: none"> • In staff appraisals, consider access to continued professional development (CPD) to ensure staff are encouraged to work to their full scope of practice, including leadership opportunities. • Ensure staff are offered access to training in soft skills that would support career progression. • Enable transparency with staff on professional development and career progression of Black and other ethnic minority staff (e.g., sharing available data). • Link in with local / ICB facing Training Hub so staff are aware of, and have access to, further existing and new opportunities for Black and other ethnic minority staff. <p>See the Resources section for a catalogue of existing leadership programmes – please note this list is not exhaustive and additional local opportunities are also available.</p>
2. Forums and safe spaces	<ul style="list-style-type: none"> • Link in with local / ICB facing Training Hub to enquire about existing forums / safe spaces (including Black and other minority ethnic staff networks). • Inform staff how to access forums / safe spaces and create opportunities to support this. • Allow opportunity for staff to feedback about forums / safe spaces in meetings if they wish. <p>See the Resources section for a list of existing Black and other ethnic minority networks – please note this list is not exhaustive and additional local networks are also available.</p>
3. Speak up Guardians / independent support	<ul style="list-style-type: none"> • Senior leaders visibly champion speaking up. • Facilitate access to staff training on the importance of speaking up and how to speak up • Link in with local / ICB facing Training Hub to understand where staff can contact Freedom to Speak Up

		<p>Guardians / independent support if they wish to do so.</p> <p>See the Resources section for a catalogue of information on speaking up including NHS England Freedom to speak up national policy, guidance and planning tool.</p>
4.	Developing, reviewing, and amending policy and practice	<ul style="list-style-type: none"> • A process to regularly review policies and practices is encouraged, so that amendments can be made when and where necessary. • There is easy access to policies and practices for staff and learners. • Policies and practices reflect an inclusive culture that is integral to the organisation and employer induction programme for new staff and learners. <p>Examples of policies are provided in the Resources section.</p>
5.	De-biasing people management and recruitment	<ul style="list-style-type: none"> • Employers recognise disparities in outcomes between Black and other ethnic minority staff and their White colleagues and find ways to address them – this ideally includes disciplinary referral data. • De-bias recruitment practices by looking at the data regarding the recruitment of Black and ethnic minority staff as well as exploring and applying the NHS De-bias Toolkit for Primary Care (this can be found in the Resources section)
6.	Growing cultural competence	<ul style="list-style-type: none"> • Develop a programme of learning activities that will grow cultural competence amongst the team, and so psychological safety and cultural humility. This could include: <ul style="list-style-type: none"> ✓ Learning about racism and anti-racist practices ✓ Anti-Racist Allies development and education for leaders (see EDI Training catalogue) ✓ Access to existing learning activities that are already available to your team ✓ ensure learning activities communicated widely and clearly. ✓ Opportunity for feedback to inform future planning • Ensure the programme of learning activities is aligned with recommendations from Black and other ethnic minority staff.

Sustainability of the Framework

Initiative / aim		Recommendations
1.	Sustainability and embedding the framework	<ul style="list-style-type: none">• Senior leaders within the organisation influence anti-racist practices at an organisational level.• Employers evaluate impact of initiatives and continue to collate staff feedback and experience.• Demographic of leadership / advisory roles is representative of local population.• Completing self-reflections in relation to the framework on an ongoing basis.

Resources to Support the Framework

All resources are included within the [‘Framework Resources’ folder](#) on NHS Futures.

1. [Example EDI statements and policies](#)
2. [Self-reflection template](#)
3. [EDI training and leadership programmes catalogue](#)
4. [List of existing Black and other minority networks in London](#)
5. [De-bias toolkit for Primary Care](#)
6. [Core Managers programme comms toolkit](#)

7. Other helpful resources:

- [Anti-Racism Statement](#)
- [NHS England Policy and Guidance Manual](#) (including guidance on dealing with unacceptable behaviour from patients)
- [General Medical Council \(GMC\) - Racism in the Workplace resource](#)
- [Workforce Race Equality Standard survey in general practice](#): Lewisham undertook the first WRES General Practice Survey in England in 2019
- [NHS Leadership Academy \(South East\) – Guide to Inclusive Recruitment](#)
- [London Workforce Race Strategy in Primary Care](#)
- [London-wide survey of discrimination and harassment in Primary Care](#)
- [We are the NHS: People Plan 2020:21](#)
- [Health Education England \(HEE\) – Primary Care](#)
- Care Quality Commission (CQC) – Mythbusters:
 - [Freedom to Speak Up](#)
 - [Involving and Engaging Patient Populations and Local Communities](#)
 - [Wellbeing of Dentists and the Dental Team](#)
- [National Guardian's Office](#) (Freedom to Speak Up Guardians)
- [NHS England – Freedom to Speak Up Guide](#)
- [LOC Equality, Diversity, and Inclusion Report](#)
- The British Medical Association (BMA) Reports from 2022
 - [Racism in Medicine survey report](#)
 - [Why are we still here? The factors still affecting the progression of ethnic minority doctors in the UK](#)
 - [The Delivering Racial Equality in Medicine](#)
- [Looking After You: free confidential coaching and support for the primary care workforce](#)

Acknowledgements

Development team:

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