

PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Black, Asian and Minority Ethnic Advisory Group
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Anna Bird, Assistant Director – Strategic Partnerships, Diversity and Inclusion

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

A purpose of the People, Organisational Development & Culture Committee (PODCC) is to provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.

This report is presented to update PODCC on the work of the Black, Asian and Minority Ethnic Advisory Group (Advisory Group) since its inception in June 2020.

Cefndir / Background

In response to evidence of the disproportionate impact of COVID-19 on Black, Asian and Minority Ethnic (BAME) staff, Hywel Dda University Health Board (HDdUHB) established a Black, Asian and Minority Ethnic Advisory Group in June 2020. This demonstrated Board level leadership and commitment to addressing inequalities which are experienced by our staff.

The aim of the Advisory Group is to advise HDdUHB on mainstreaming equality, diversity and inclusion for its workforce and to provide a forum to:

- Empower BAME staff to achieve their potential through creating positive change.
- Enable BAME staff to feel that they are part of and play a vital role in HDdUHB.
- Raise concerns in a safe and confidential environment.
- Discuss and influence and advise on issues affecting BAME staff with key decision makers.
- Assist in formulating new and review existing policies and procedures ensuring BAME staff are not disadvantaged.
- Mainstreaming equality, diversity and inclusion enabling HDdUHB in meeting its statutory obligations regarding its duty under the Equality Act 2010.
- Assist in supporting BAME staff with the identification of training needs, advise on the provision of courses and content of courses ensuring equality and diversity implications as they relate to BAME staff.
- Help ensure BAME staff access training and support.

- Aid with access to employment opportunities, career development and career progression/aspirations.
- Update on local and national policy and developments.

The Advisory Group is chaired by Miss Maria Battle, HDdUHB Chair, and has appointed three Vice-Chairs: Mr Baba Gana, Dr Hashim Samir and Dr Sharmila Edekar. Initially reporting directly to Board, the work of the Advisory Group has been incorporated into a broader focus on culture within the organisation and from October 2021, progress updates are reported through PODCC.

Asesiad / Assessment

Since its inception in June 2020, the Advisory Group has taken forward a range of actions to address inequality for minority ethnic staff, across a number of key thematic areas:

- Raising awareness of diversity and inclusion.
- Supporting our staff.
- Reviewing our organisational data.
- Strengthening management awareness, capacity and capability about diversity and inclusion issues.

Raising awareness of diversity and inclusion

We are fortunate in HDdUHB to have such a diverse range of faiths and a richness of different



The calendar is a fantastic resource! I've learnt so much myself and enjoy checking the dates to see what special celebration is happening.

cultures. We strive to create an inclusive environment where everyone can reach their full potential and have a real opportunity to participate in a variety of activities throughout the year.

As a small step towards celebrating and understanding each other more, and to gain inspiration and strength from all our beliefs, the Advisory Group produced a calendar celebrating diversity. This Religious Festivals & Events Calendar 2021 was produced to support timetabling, work scheduling and event planning to help ensure that we provide an inclusive environment, which enables participation from all our staff and visitors. The calendar was distributed to all staff and volunteers and highlights key diversity days, the main faith days observed and celebrated and awareness raising dates.

A wide range of dates have been formally acknowledged and celebrated by HDdUHB using social media and global emails to raise awareness amongst the staff and our population. In August 2021, there was a week-long programme of activities to celebrate 20 years since the arrival of our first Filipino staff. In November 2021, to celebrate Diwali, staff helped to create a video which was shared on the HDdUHB Twitter and Facebook accounts.

Just wanted to thank you for the training this morning, will be

All HDdUHB staff are required to complete the “Treat me Fairly” e-learning module at induction and on a 3-yearly basis. The current compliance rate is 84.6%, which is marginally below the national delivery framework target of 85% compliance. As a result of discussions within the Advisory Group Active Bystander Training was commissioned and in response to the positive feedback received, further dates are being arranged for early in 2022 in addition to offering support for targeted training for medical staff.

It is a thought provoking one and it actually made me think not only about the behaviour of others around me but of my own behaviour towards others.

To date, 108 members of staff have attended the training and there is capacity for a further 200 places in the sessions which have been scheduled in Spring 2022. The company who delivered the training have also supported the Diversity and Inclusion Team who have designed a credit card size pocket guide as an aide memoire to complement the training.

Opportunities to attend conferences and events such as the Race in the Workplace digital conference, was used to increase awareness and understanding amongst the Advisory Group members and other senior leaders. Reflections from conferences and events are shared and these discussion points lead to consideration of actions which HDdUHB could take from the learning or experiences shared.

Supporting our staff

In addition to the Advisory Group, a BAME staff network has been established. The network has over 70 members who are part of a Microsoft Teams channel which is used to share information and share opportunities with staff.

Such an inspiring afternoon thank you to everyone who has contributed so openly and honestly and the ideas generated.

Groups like this are an excellent way forward and I think Heads of departments should join on a compulsory basis for learning about others experience and how to truly fight against unconscious bias

An initial network meeting was held on 9th September 2021, and although the numbers attending were lower than anticipated due to on-going operational pressures, the feedback from attendees was extremely positive.

During the network launch, event members shared their thoughts about what they would like the network to achieve. Plans are underway to arrange a further network meeting and to encourage staff involvement in the development of terms of reference and the appointment of a Chair and Vice-Chairs for the staff network group. This network will complement other existing staff networks: Enfys, Armed Forces and Carers.

Unity and bringing a positive light to understanding and enhancing our understanding of minority groups.

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I would like this network to not only educate other members of staff but also the public.

Not a network that just talks – we want to see actions and changes happen. Things coming into practice as we move along.

key achievement of the Advisory Group has been its success in raising awareness of the lived experiences of existing minority ethnic staff and ensuring that the concerns and lived experiences of members are acted upon. A Bullying and Harassment Task & Finish group was created which led to regular meetings, allowing staff to discuss concerns regarding dignity at work, grievance procedures, exit interviews and many other issues experienced.

Support for international doctors and nurses continues and a review of the on boarding process, the offer of early support, and ongoing support system is currently being undertaken with support from the Medical Director/Deputy Chief Executive.

Staff are regularly encouraged to become champions (Wellbeing Champion, Speaking up Safely Champion), to volunteer to be a 'Buddy' for a new member of staff, or to participate in reverse mentorship opportunities. As a result of the Advisory Group's work, ethnicity monitoring data is now being collected and will be analysed to support the further roll-out of Wellbeing Champions.

I'm a buddy and have received a lot of positive feedback from those I've supported.

One of the early actions of the Advisory Group was to establish the Staff and Associate Specialist (SAS) Doctor Charter Forum Steering Group, led by Mr Mark Henwood, Deputy Medical Director and Consultant Surgeon, with a membership consisting of three members of the Advisory Group. Significant progress has been made, including two SAS Doctor Listening Exercises and SAS Doctor Survey, which have informed the steering group's work programme.

A Certificate of Eligibility for Specialist Registration (CESR) Lead has been appointed in addition to an SAS Advocate. An SAS Education Programme has also been put in place and an SAS Teams Channel established, together with a high profile SAS Doctor focus in the Medical Director's newsletter. Work on the issues of rest and recovery areas, the Fatigue and Facilities Charter and the contractual transfer option for SAS Doctors is continuing over the next 12 months.

A number of listening exercises with nursing staff have been undertaken and the emerging issues brought into profile with the Senior Nurse and Midwifery Leadership Forum. This feedback is being considered by the Workforce and Organisational Development team.

Reviewing our organisational data

HDdUHB has a statutory responsibility to publish an Annual Workforce Equality Report and this provides an opportunity to analyse and gain a more detailed understanding of the demographic profile of our workforce. This has resulted in additional analysis work being undertaken, for example, reviewing the uptake of ethnicity reporting within the electronic staff record (ESR) and taking action to encourage staff to provide a response. As a result of this work, the percentage of staff recording ethnicity has increased. Data shows that % unrecorded as at 31.3.20 was 6.3% and this had reduced to 4.7% as at 31.10.21.

Staff self-reporting of ethnicity data on ESR has increased by 1.6%

Updates on the work of the COVID-19 vaccination programme have also been considered by the Advisory Group. Vice-Chair Hashim Samir supported the Director of Public Health to develop questions for the staff network inviting them to share their views on why minority ethnic individuals were declining the COVID-19 vaccination. The responses received aided the Vaccine Equity Group to consider alternative approaches and actions to address vaccine hesitancy, for example collaborative working with the HDdUHB's Community Development Outreach Team to provide a presence



at targeted drop in vaccination clinics and outreach sessions.

The Advisory Group commissioned a report to review dismissals and to identify any indication of disproportionate impact in cases of dismissals over a ten-year period on staff from minority ethnic groups. The review was co-led by Dr Hashim Samir, Consultant Radiologist, and Annmarie Thomas, Assistant Director of Workforce & Organisational Development (W&OD) (Resourcing and Utilisation). The purpose of the review was to:

- identify whether there is any indication of disproportionate impact;
- provide confidence to the Advisory Group of our commitment to give serious consideration to any evidence of disproportionate impact; and
- give confidence to the wider staff cohort that work has been commissioned by the Advisory Group for a review which is co-led by the Vice Chair of the Advisory Group and member of the W&OD Directorate.

The report has been shared at a meeting of the Advisory Group, however it is subject to further discussion at the next meeting. The Advisory Group was assured there was no evidence of disproportionate impact, however a number of recommendations were made to ensure more positive action can be taken to support staff proceeding through the disciplinary process.

In future, updates on the work of the Advisory Group together with other staff networks, will be incorporated into a broader report on organisational culture which will be presented to PODCC.

Strengthening Management Awareness, Capacity and Capability about Diversity and Inclusion Issues

The Board has given a commitment to learn with humility regarding issues affecting minority ethnic staff and this has resulted in two Vice Chairs of the Advisory Group becoming Associate Members of the Board. The introduction of the Reverse Mentoring Programme of the Board also demonstrates this commitment in depth.

In addition, a number of new culture, diversity and inclusion members of staff have been appointed as part of the Workforce and Organisational Development rightsizing investment programme.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to receive assurance from this report on the progress which has been made to improve the experience of employees from Black, Asian and Minority Ethnic communities.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.

Cyfeirnod Cofrestr Risg Datix a Sgôr
Cyfredol:
Datix Risk Register Reference and
Score:

Not applicable

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.2 Communicating Effectively 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Equality Act 2010
Rhestr Termau: Glossary of Terms:	CESR - A certificate of eligibility for specialist registration (is a way for doctors who have been at staff, specialty, or associate specialist grade to gain a specialist qualification)
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Teams within the W&OD Directorate Strategic Partnership, Diversity and Inclusion Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	All staff have a role to play in implementing the Public Sector Equality Duty.
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Equality Act 2010
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable.
Cydraddoldeb: Equality:	An Equality Impact Assessment has not been undertaken as this is an update report.