Diversity and Inclusion
Work Plan 2017/18
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Foreword

Dear Colleagues,

The Diversity & Inclusion work plan is a set of workforce objectives which have been developed in response to NHSBT’s Single Equality Scheme 2015-19 and NHSBT’s “Our People Strategy”.

Key considerations this year include how we support the further development of the Black, Asian and Minority Ethnic (BAME) Network in NHSBT, commence work on initiatives which support our LGBT colleagues and how we prepare and improve our support on disability and well-being in readiness for the new Workforce Disability Equality Standard in April 2018.

Diversity & Inclusion awareness training and leadership development is fundamental to achieving greater insight and confidence in working inclusively. Development and provision of training is at the top of this year’s agenda.

We have prioritised this year’s objectives based on a workshop we ran with Equality & Diversity Working Group representatives, staff-side representation, the Black Asian Minority Ethnic Network, the Disability & Wellbeing Network and representation from LGBT colleagues. One of the outputs from this meeting was to promote and recommend a commitment/pledge to how we will all work inclusively and details of the Working Inclusively Pledge are included overleaf.

We are also focussing on access to external resources that will help us deliver our diversity and inclusion agenda. We are extremely pleased to have Jazz Semi, Diversity & Inclusion Manager participating in the NHS Employers Diversity & Inclusion Partners Programme 2017/18 alongside other NHS organisations and we are building external network contacts to help bring in best practice to the Equality & Diversity Working Group and our Network Groups.

It is our intention to update the Diversity & Inclusion Workplan annually.

Suzanne Hunter
Head of Human Resources – Performance Management & Practice Development
NHS Blood and Transplant
Diversity and Inclusion Pledge

- We are all responsible for diversity and inclusion
- We value each other’s uniqueness and difference
- Dignity and respect for each other is important to us
- We can be our authentic self with others
- We are fair
- We develop talent
- We encourage personal growth
- We all have a voice
- We are included
Introduction

This document sets out NHSBT’s work plan on diversity and inclusion for 2017/18 as provided and facilitated by the Workforce Directorate. The plan is updated annually to identify new priorities.


Background – Our People

Our Your Voice employee survey 2016 demonstrated that we are a diverse organisation in terms of age, gender, ethnicity, disability and sexual orientation but there are areas of the organisation in which both increased reporting and representation of diversity can be improved.

Increasing ethnic diversity of our workforce is an area for attention in Organ Donation and Transplantation, Blood Donation, in the Nursing profession and at some NHSBT centres where the diversity of our workforce is under-represented. An initiative is already in place to target increased representation of Black, Asian and Minority Ethnic (BAME) employees at senior positions in NHSBT, pay-band 8A and above.

We recognise that recording of sexual-orientation as part of our diversity monitoring is likely to be under-reported and specific initiatives are required to support Lesbian, Gay, Bisexual, and Transgender (LGBT) colleagues in the work-place.

Some professions have a gender imbalance in senior positions and work is being under-taken to look at initiatives to redress the balance, particularly for female employees working in Information and Communications Technology (ICT).

Work is also underway for preparing for the Workforce Disability Equality Standard (WDES) and initiatives to support wellbeing in the workplace. The WDES is mandated by the NHS Equality and Diversity Council to advance equality within the NHS.
The Your Voice Survey (2016) replies show us that we are a very diverse workforce!

- **3514** (87%) heterosexual
- **61** (1.5%) gay
- **44** (1%) lesbian
- **39** (1%) bisexual
- **26** (0.6%) other

**16-25**
- **212** (5%)
- **808** (19%)
- **965** (23%)
- **1,436** (34%)
- **659** (16%)
- **129** (3%)

16-25 age group breakdown:
- **White British** 3,187 (76%)
- **Asian** 351 (6.4%)
- **White Irish** 69 (2%)
- **Caribbean** 74 (2%)
- **African** 74 (2%)
- **Chinese** 20 (0.5%)
- **British** (93%)
- **Non British** (8%)

2,845 (67%) has caring responsibilities
1,364 (32%) does not have caring responsibilities

**No Religion**
- 1,461 (35%)
- **Christian**
- 1,953 (46%)
- **Buddhist**
- 17 (0.5%)
- **Hindu**
- 76 (2%)
- **Jewish**
- 9 (0.2%)
- **Muslim**
- 100 (2.5%)

**has caring responsibilities**
- 1,555 (37%)

**does not have caring responsibilities**
- 2,229 (52%)
Links between NHSBT Values, the People Strategy and the Single Equality Scheme

Our People Strategy 2016–20 covers five themes, one of which is **Create the right environment.**

> “We need to create a safe environment which encourages; inclusivity, values diversity, respects wellbeing, promotes employee engagement, innovation and continuous improvement and maintains our commitment to work in partnership.”

Similarly, NHSBT’s Single Equality Scheme (SES) 2015–19 outlines how NHSBT intends to promote and embed equality, diversity and inclusion in all aspects of NHSBT’s work and highlights our commitment to creating more accessible services, policies and measures to meet the diverse needs of our population and workforce.

> “We strive to achieve world class standards in equality, diversity and inclusion ensuring all who use our services or work for us are treated fairly and equally.”

<table>
<thead>
<tr>
<th>NHSBT Values</th>
<th>Single Equality Scheme</th>
<th>People Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Caring</strong></td>
<td>Represented and Supported work-force</td>
<td>Create the right environment</td>
</tr>
<tr>
<td>Cares about our donors, their families, our people and the patients we serve.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Represented and Supported workforce</td>
<td>Develop and Grow our talent</td>
</tr>
<tr>
<td>Being expert in meeting the needs of our customers and patients.</td>
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<td></td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td>Inclusive leadership and engagement at all levels</td>
<td>Attract the best People</td>
</tr>
<tr>
<td>Providing quality products and experiences for donors, patients and our people.</td>
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</tr>
</tbody>
</table>

**Caring**
- We are inclusive in our employment practices
- We behave inclusively
- We treat each other with dignity and respect
- We are representative of diversity in labour market demographics
- We all have a voice.

**Expert**
- We develop our diverse talent
- We encourage personal growth
- We all understand our personal responsibility for creating inclusivity.

**Quality**
- We attract diversity into NHSBT
- We understand and respond to the diverse needs of our people, donors and patients.
The Diversity and Inclusion Work plan for 2017–18

This work plan is a working document. Priorities and timescales for each work strand are subject to agreement with the Workforce Senior Management Team and are monitored through joint reporting to the Workforce Senior Management Team and the Equality and Diversity Working Group (EDWG). The EDWG is responsible for leading on the implementation of NHSBT’s vision to strive to achieve world class standards in equality, diversity and inclusion and to ensure that all who use our services or work for us are treated fairly and equally.

There are five priorities linked to the five themes in Our People Strategy.

**Priority 1: Create the right environment – Represented and Supported workforce – NHSBT Value Caring**

<table>
<thead>
<tr>
<th>Our Strategic Aim</th>
<th>Action(s)</th>
<th>Responsible Lead</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will:</strong></td>
<td>Enable and support the diversity of our people to be the best they can be by ensuring they have access to effective employment policies and procedures, support structures and wellbeing programmes.</td>
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<tr>
<td><strong>Grow the BAME network membership</strong></td>
<td>Provide continued support to the BAME network to further their objectives for 2017/18 including increasing network membership across NHSBT.</td>
<td>Chair – BAME network Diversity and Inclusion Manager</td>
<td>Outputs from the programme of work and support to the BAME network. Increased network membership.</td>
</tr>
<tr>
<td><strong>Communicate the outputs from BAME network to the wider organisation</strong></td>
<td>Provide support to the BAME network to communicate network meeting summary reports to wider NHSBT audience using People First.</td>
<td>Chair – BAME network Diversity and Inclusion Manager</td>
<td>Increased access to BAME network summaries from meeting. Measured by access on People First.</td>
</tr>
<tr>
<td><strong>Set up Focus Group – LGBT staff</strong></td>
<td>Provide resources to LGBT colleagues and supporters of LGBT interests to examine the potential for a LGBT employee network.</td>
<td>Workforce Directorate</td>
<td>Establishment of a LGBT Network. Nomination of a Chair from the LGBT Network to sit on EDWG. A programme of work/initiatives developed by the network to engage/support LGBT interests in NHSBT.</td>
</tr>
<tr>
<td><strong>Establish LGBT Network Group</strong></td>
<td>Support the development of the Network and provide a seat for the Chair of the Network to join NHSBT EDWG.</td>
<td>Chair LGBT network</td>
<td></td>
</tr>
<tr>
<td>Our Strategic Aim</td>
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<td>Measures</td>
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| **Undertake Workforce Race Equality Scheme monitoring 2017 and identify actions** | Monitor the progress of NHSBT compared with other NHS organisations via the Workforce Race Equality Standard (WRES) Indicators report including:  
  - %age representation of BAME employees at band 8a and above  
  - Likelihood of BAME staff being appointed to positions following short-listing appointment stage  
  - Likelihood of BAME staff taking up development programmes/course  
  - Likelihood of BAME staff being subject to disciplinary investigation and procedure.  
  Use of metrics from Your Voice, WRES to inform actions. | Workforce Directorate | Evaluation of standards reached in comparison with other NHS organisations as part of the WRES Monitoring.  
  Evaluation of trends from previous year’s record.  
  Use of metrics to inform actions. |
| **Prepare a plan to meet the Workforce Disability Equality Standard** | Work with the Disability and wellbeing Forum and Business Disability Forum to prepare for the Workforce Disability Equality Standard (WDES). Disability Advocates training. | Chair of Disability and wellbeing network, Diversity and Inclusion Manager | Evaluation of standards reached in comparison with other NHS organisations as part of the Workforce Disability Equality Standard Monitoring. |
| **Provide a Diversity and Inclusion communications plan** | Details of how communications and engagement will be undertaken to provide information and generate greater awareness and understanding of diversity and inclusion:  
  - Use of People First  
  - Summaries from EDWG and Employee Network meetings  
  - Diversity Calendar, articles and blogs  
  - Continue to promote the use of diverse case studies including employees from across the organisation both internally and externally. | Diversity and Inclusion Manager | Delivery of the Communications Plan.  
  Feedback and evaluation of communications at year end. |
**Priority 2: Grow our Talent – Represented and Supported Workforce – NHSBT Value Expert**

NHSBT prides itself on the high-quality learning and development offered to all our people, whether that is through educational support for further professional development or via our SHINE talent and leadership development programme. We are committed to offering development opportunities that help to develop our diverse talent in this organisation and to progress and promote careers at NHSBT and beyond the organisation, in the UK and globally.

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<td><strong>We will:</strong></td>
<td>Provide innovative learning and development opportunities and take positive action to address areas of under-representation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Develop and grow our talent</strong> – ensuring our people have access to development to enable them to obtain the necessary skills for their job, encouraging people to grow their expertise and...</td>
<td><strong>Deliver Careers Master class</strong> Develop a Career Master class for BAME employees to help plan their careers and focus on areas of development.</td>
<td>Workforce Directorate</td>
<td>One day career master-class to run over a one year time frame commencing September 2017. Post evaluation of take up rates.</td>
</tr>
<tr>
<td></td>
<td><strong>Executive Mentorship programme</strong> Executive mentorship for BAME employees seeking career development and their next career move.</td>
<td>Workforce Directorate and Executive Directors</td>
<td>Every member of the Executive to mentor a BAME employee. Post evaluation of mentorship benefits Greater uptake of application and attainment for development and/or career progression.</td>
</tr>
<tr>
<td></td>
<td><strong>Deliver 4th cohort of REACH Higher</strong> Review and update the REACH Higher Programme for BAME employees with a view to running the Programme in the 4th quarter of 2017/18.</td>
<td>Workforce Directorate</td>
<td>Monitor take up rate for the programme Increased cross-directorate and experiential learning opportunities Career development into band 8A and above positions in the organisation.</td>
</tr>
<tr>
<td></td>
<td><strong>Develop monitoring and evaluation data for development activities</strong> Monitor likelihood of employee take up rates for NHSBT development programmes by protected characteristic group.</td>
<td>Workforce Directorate</td>
<td>Monitor and benchmark accessibility, take up rates and outcomes of development opportunities by protected group.</td>
</tr>
</tbody>
</table>
Priority 3: Retain our people and skills – Inclusive Leadership – NHSBT Value Expert

We are committed to engaging and listening to our people to understand what is most important to them and to focus our attention in those areas. We have a clear ambition to be recognised as an employer of choice which retains and attracts diversity. This requires us to be able to respond flexibly to the diverse needs of our people and to recognise that a range of employment options and responses are required.

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<tr>
<td><strong>We will:</strong></td>
<td><strong>Develop roles and career pathways that allow greater diversity and workforce flexibility.</strong></td>
<td>Diversity and Inclusion Manager OWD Engagement Manager Network leads</td>
<td>Your Voice engagement scores across range of protected groups. Network Group feedback and surveys.</td>
</tr>
<tr>
<td><strong>Retain our people and skills</strong> – Ensure we recognise and reward our people for their contribution to achieving our purpose.</td>
<td><strong>Obtain qualitative data from Surveys and focussed discussion groups</strong> Understand what different employee groups want from working at NHSBT, proactively seeking out their views acting on feedback. Act on feedback from EDWG representatives and Chairs of Employee Network Groups.</td>
<td>Workforce</td>
<td>Evidence of quality performance reviews. Effective succession plans. Identification of diverse talent.</td>
</tr>
<tr>
<td><strong>Embed diversity and inclusion in succession planning and talent management</strong> Develop and embed career conversations, talent mapping and succession planning across all directorates and consider suitable ways to support talent management between directorates. Ensure diversity considerations are inclusive to these conversations and plans.</td>
<td>Workforce</td>
<td>Review exit data and follow up with interviews.</td>
<td></td>
</tr>
<tr>
<td><strong>Review and act on diversity and inclusion considerations in exit data</strong> Review our exit processes to ensure we maximise the opportunity to learn from employees who choose to leave for reasons linked to inclusivity considerations.</td>
<td>Workforce</td>
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</tbody>
</table>
**Priority 4: Attract the best people – Inclusive leadership at all levels – NHSBT Value Quality**

To attract diversity into the organisation and focus support to those areas of the organisation where diversity is under-represented we need to establish our employer brand and how our employment offering and organisational culture will recruit diversity.

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<tbody>
<tr>
<td>We will: Identify plans to encourage target areas for diversity, considering where we will recruit from and how to engage and appeal to different communities.</td>
<td></td>
<td></td>
<td>Ongoing monitoring of all vacancies and recruitment success.</td>
</tr>
<tr>
<td>Attract diverse applicants and encourage diversity in appointment – to deliver our life saving work and to bring innovation to an organisation that continually needs to evolve.</td>
<td>Develop our Diverse Employer Brand Identify hard to recruit areas and areas of under-representation. Continue to develop our Careers website, social media and other technology solutions to present and encourage diversity.</td>
<td>Workforce</td>
<td>Monitor vacancies filled through social media/website, Careers Fairs/Conferences.</td>
</tr>
<tr>
<td>Promote diversity of careers and our people Maximise opportunities to promote NHSBT careers using social media, NHSBT careers website, national conferences, exhibitions, relevant Careers Fairs, local communities, external network groups.</td>
<td>Workforce, Directorate specific initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Partnerships Partner with other organisations and professional bodies that will support the promotion of diversity and inclusion for the benefit of NHSBT.</td>
<td>Workforce</td>
<td></td>
<td>Monitor recruitment traffic and origin of what drives traffic onto NHSBT careers web-site.</td>
</tr>
<tr>
<td>Values based diversity and Inclusion questions at interview Incorporate diversity and inclusion questions into all NHSBT interviews for all grades of post.</td>
<td>Workforce</td>
<td></td>
<td>Recruitment monitoring.</td>
</tr>
<tr>
<td>Develop Directorate specific recruitment strategies aimed at increasing diversity EDWG representatives supported by Workforce</td>
<td>EDWG, Workforce</td>
<td></td>
<td>Directorate specific action plans.</td>
</tr>
<tr>
<td>Diverse recruitment panels Review current use of diverse recruitment panels for senior leadership posts and how this could be mainstreamed into wider recruitment.</td>
<td>Workforce</td>
<td></td>
<td>Evaluate current use of diverse recruitment panels and provide recommendations on how to achieve diversity in panel composition as a standard.</td>
</tr>
<tr>
<td>Revised recruitment training with updated focus on diversity and inclusion On-line modular training to be introduced for all recruitment panel members.</td>
<td>Workforce</td>
<td></td>
<td>Implement and evaluate.</td>
</tr>
</tbody>
</table>
Priority 5: Lead Inclusively with passion – Inclusive leadership at all levels – NHSBT Values Expert and Quality

NHSBT leadership requires ongoing support and development to gain greater insight into how to lead and manage inclusively and how to achieve a work environment where inclusive behaviours are standard and integral to our people interactions and our donor and patient experience. We will review our current leadership development provision to ensure diversity and inclusion training is incorporated. We will also provide awareness training for all our people.

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<tbody>
<tr>
<td><strong>We will:</strong></td>
<td>Create a culture where diversity is valued as a strength and where leadership is focussed on creating an inclusive working environment.</td>
<td>Chief Executive Workforce Directorate</td>
<td>Programme focuses on diversity and inclusion and what needs to be addressed.</td>
</tr>
<tr>
<td><strong>Lead Inclusively</strong></td>
<td>Executive and Senior Leadership Team Commitment</td>
<td>Executive Directors</td>
<td>SMT Agenda items and minutes.</td>
</tr>
<tr>
<td>We need leaders with the passion and commitment to lead diverse teams inclusively.</td>
<td>Commitment of NHSBT Executive to Leadership and Diversity at the 2017 Leadership Conference.</td>
<td></td>
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</tr>
<tr>
<td><strong>Regular Directorate discussion and focus on diversity and Inclusion</strong></td>
<td>Every SMT commits to a regular focused discussion of diversity and inclusion at senior leadership level.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Proactive EDWG representation</strong></td>
<td>EDWG representatives to have access to management teams in their Directorates to provide information from the EDWG, take part in Directorate based action plans and represent the needs of their Directorate in diversity and inclusion discussions.</td>
<td>EDWG representatives and Executive Directors</td>
<td>Outputs from EDWG representatives.</td>
</tr>
<tr>
<td><strong>Middle management focus on diversity and inclusion</strong></td>
<td>Inclusion of diversity and Inclusion on the agenda for Management Summit groups in NHSBT October, November and December 2017.</td>
<td>Workforce directorate</td>
<td>Outputs/actions from Summit discussions.</td>
</tr>
<tr>
<td><strong>Development strategy for diversity and inclusion training</strong></td>
<td>Awareness training Leadership training Incorporate unconscious bias training into existing development programmes for all employees and managers.</td>
<td>Workforce directorate</td>
<td>Plan to be available for September EDWG.</td>
</tr>
<tr>
<td><strong>Provision of and access to data</strong></td>
<td>Develop a Diversity and Inclusion Scorecard/dashboard.</td>
<td>Workforce directorate</td>
<td>Provision of data and feedback on usefulness and application.</td>
</tr>
<tr>
<td><strong>Communicate and market diversity and inclusive stories</strong></td>
<td>Celebrate success and share individual stories to promote the value of diversity.</td>
<td>Workforce Communications Network Groups</td>
<td>Feedback on impact and value.</td>
</tr>
</tbody>
</table>
Next steps

This work plan will be delivered through the Workforce SMT and EDWG and key reports will be provided by the Associate Director and/or Diversity and Inclusion Manager.

Work and engagement is required from different areas within the workforce directorate including HR Business Partners, Organisational Workforce and Development (OWD), Recruitment and Health, Safety and Wellbeing.

Some specific initiatives require the leadership of EDWG representatives and Network Chairs.

Summary

This work plan supports the delivery of the strategic aims of both the NHSBT People Strategy (2016) and the NHSBT Single Equality Scheme (2015). It draws together collective workforce priorities and describes how we aim to target resources and actions during 2017/18.

This plan is a living document that will be subject to regular review and adaptation by the Workforce SMT and EDWG.

Our vision is to achieve excellence and world class delivery in leading and working inclusively with our people, donors and patients.

We seek to deliver this vision through our Diversity and Inclusion Pledge.

References


NHSBT Single Equality Scheme 2015–2019