



**Leicester, Leicestershire
and Rutland**
Integrated Care Board

The experience of black people working in health services in Leicester and Leicestershire

Public Health & Health Integration Scrutiny Commission – 6TH February 2024

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A proud partner in the:



**Leicester, Leicestershire
and Rutland**
Health and Wellbeing Partnership

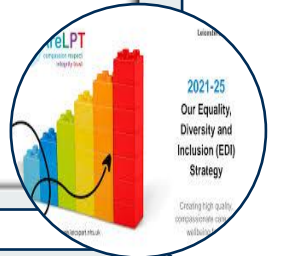
Update on 10 recommendations:

Recommendation 1:

Existing systems are either improved or systems that facilitate such data collection are procured to identify and monitor workforce information (and progression).

System update:

- ✓ System wide development programmes to progress black clinical staff into senior positions.
- ✓ Developing Diverse Leadership Programme
- ✓ Developing You, Developing Me” launched in 2023 (Bands 8b and 8c)
- ✓ Both LPT and UHL monitor the progression of staff through the Workforce Race Equality standard (WRES)
- ✓ Development of a National NHSE dashboard of key EDI metrics (part of improvement plan)



Recommendation 2:

To compare the journeys of substantive staff against bank staff. This is because bank staff can often enter and leave the organisation in ‘freer and looser’ terms compared to substantive staff, which may result in the danger of contributing to unconscious bias.

System update:

- ✓ Both LPT and UHL monitor the journey of our bank staff.
- ✓ Application of a just and fair culture.
- ✓ LPT have developed an action plan following the Michelle Cox case.
- ✓ New guidance in place focusing on equity in disciplinary processes.

Update on 10 recommendations:

Recommendation 3:

Regarding the use of mandatory training for equality, diversity, and inclusion, it was recommended that organisations look to use different channels to deliver this training that encourages interaction, rather than the use of e- learning modules.

System update:

- ✓ The Active Bystander Programme has been launched.
- ✓ LPT have developed interactive learning sets on Race Equality and Cultural Intelligence.
- ✓ Reverse Mentoring Programme (“Most inclusive ICS of the year”, award).
- ✓ 360 Cultural Competency Assessments to leaders

Recommendation 4:

The progression of ethnic minority employees can be hampered by the lack of development opportunities which are often arranged on an informal basis. Organisations should look at how such development opportunities are filled and facilitated.

System update:

- ✓ Talent programmes for our ethnic and cultural minority staff
- ✓ LPT have a specific programme aimed at its ethnic and cultural minority staff called “We Nurture”.
- ✓ LPT hold regular listening events with its black staff to understand any barriers to career progression.
- ✓ 80% of interview panels for LPT are now ethnically diverse with a changing culture of inclusivity and learning.
- ✓ LPT’s WRES data shows an improvement in the diversity of its workforce and perceptions of equality
- ✓ LLR Developing Diverse Leadership programme (system level)
- ✓ British Indian Nurse Association and British Association of Physicians of Indian Origin (BAPIO)



Update on 10 recommendations:

Recommendation 5:

With regard to the use of data and monitoring in relation to progression and training, organisations should track shadowing opportunities and training, to challenge their counterparts on how they are progressing with their own initiatives.

System update:

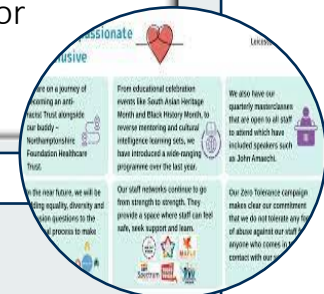
- ✓ Reverse mentoring programme - this has created shadowing opportunities across organisational boundaries.
- ✓ Developing Diverse Leadership programme gives ethnic and cultural minority colleagues shadowing senior leadership opportunities.
- ✓ System wide data is shared at the EDI taskforce meetings.

Recommendation 6:

The existing work and attitude on diversity and inclusion should be embedded across the organisation, to ensure there is a form of succession planning, should key staff individuals leave.

System update:

- ✓ LPT (working jointly with NHFT) embed best practice in relation to its Together Against Racism work.
- ✓ Leadership behaviours - EDI Objectives built into all appraisals – Speaking Up
- ✓ Race Equality and Cultural Intelligence Learning sets
- ✓ Anti-Racism activities - A ZT approach to racism
- ✓ Active REACH staff support Network with Co-chairs from Black African backgrounds
- ✓ Change Leaders



Update on 10 recommendations:

Recommendation 7:

To consider the wider response to EU recruitment and staff from overseas, who may not be able to take leave due to management pressure and whether guidance to management can be issued to clarify leave arrangements and concerns. This is because staff from these cohorts are often from an ethnic minority background, and this may be a further adverse effect.

System update:

- ✓ Flexible working for all colleagues.
- ✓ Staff can request extended paid leave - unpaid leave, and where appropriate special leave.
- ✓ Both Trusts have dedicated Head of International Recruitment who provide additional support, advice and pastoral care.



Recommendation 8:

Relating to disciplinaries and reporting, the impact of bias training and bystander support should be shared with the Health Scrutiny Commission once completed, along with consideration of how widely this is being delivered across the organisations.

System update:

- ✓ The Active Bystander Programme commenced rolled out during 2022.

Update on 10 recommendations:

Recommendation 9:

The experiences of bank staff and their journey through the organisation to be recorded, to ensure there are no adverse outcomes suffered. This also included the treatment of temporary bank staff, who are often from an ethnic minority background, as well as the need for the City Health and Wellbeing Scrutiny Commission to understand the implications this will have on local staffing and whether this could lead to any new ways of working.

System update:

- ✓ The bank staff survey has now been rolled out nationally.
- ✓ LPT have used the staff survey to identify areas to co-produce immediate actions to address.
- ✓ Zero Tolerance against abuse and violence against staff which includes racism.
- ✓ LPT has an ongoing Zero Tolerance project team. Resources include a 6 step process, training, case studies and we are in the process of producing videos.



Update on 10 recommendations:

Recommendation 10:

In relation to the Mersey Trust – Just and Learning Culture, the Task Group recommended that local agencies should reflect on this model as an example of good practice due to the positive impact on wellbeing.

System update:

- ✓ Just and Fair Cultures within our Trusts procedures and processes.
- ✓ The LPT patient safety team use the NHSE Just Culture guide.
- ✓ Organisational Development exploring Sydney Dekkers work.
- ✓ Freedom to Speak Up review
- ✓ The Task Group commented positively on the commitment and engagement of senior health staff to racial inequality in the workforce, and how transparent they were with sharing workforce information.



Just and learning culture charter

NHS
Resolution