

# Breakout session

## #Inclusive HR – Let's make the ambition a reality!

- **Cheryl Samuels**, Deputy Director of Workforce Transformation, London Region NHS England
- **Sutopa Sen**, HR Business Partner, Royal Free London NHS Foundation Trust

T6.1 (floor 6)

14:40 – 15:40



# #InclusiveHR – Lets make the ambition a reality!

Cheryl Samuels, Chair of the London  
Deputy Directors of HR Network

Sutopa Sen, HRBP, Royal Free

# What is #InclusiveHR?

‘It is a social movement for change that is focused on the recognising the racial inequalities that exist in society that are replicated in our HR & OD departments, with a view to reducing the disparities, becoming more inclusive and leading by example as a profession.’

## Weathering Hypothesis (Geronimus, 1992)

Chronic exposure to socioeconomic disadvantage, marginalisation and discrimination leads to early health deterioration.



# The start of the journey...

The HPMA London Academy and the Workforce Profession Equality, Diversity and Inclusion Reference Group conducted an enquiry into the experiences of ethnic minority NHS HR & OD professionals with regard to their personal/professional development and career progression opportunities.

## Synergised Solutions Ltd & HPMA Response to the published Report:

<https://www.hpma.org.uk/2020/12/14/launch-of-final-report/>

### Four Key Recommendations

1. Implement a robust career framework
2. Focused development of ethnic minority HR & OD professionals
3. Development of fairer employment practices for HR & OD professionals
4. provide stronger networks and opportunities for ethnic minority HR & OD professionals to raise concerns around inequality and work collectively on finding resolution.

### Supporting and developing the people profession

#### Action 3

The people profession must be representative of the communities they serve and need to lead by example. Organisations and systems need to develop a representative talent pipeline, using their position in anchor networks.

The Future of NHS HR & OD Report, NHS England & NHS Improvement

[B0659 The-future-of-NHS-human-resources-and-organisational-development-report\\_22112021.pdf \(england.nhs.uk\)](#)

#InclusiveHR

# Programme Overview



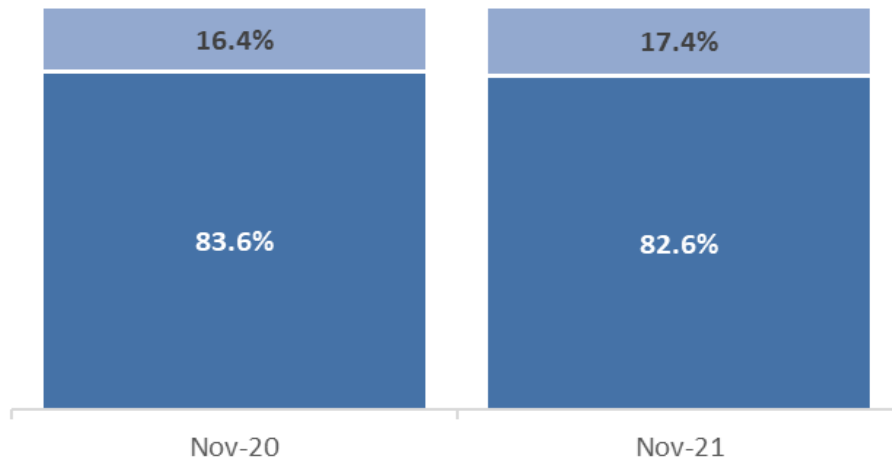
#InclusiveHR

# The national & regional picture of the HR workforce

## National

National | Ethnicity

■ White ■ BME

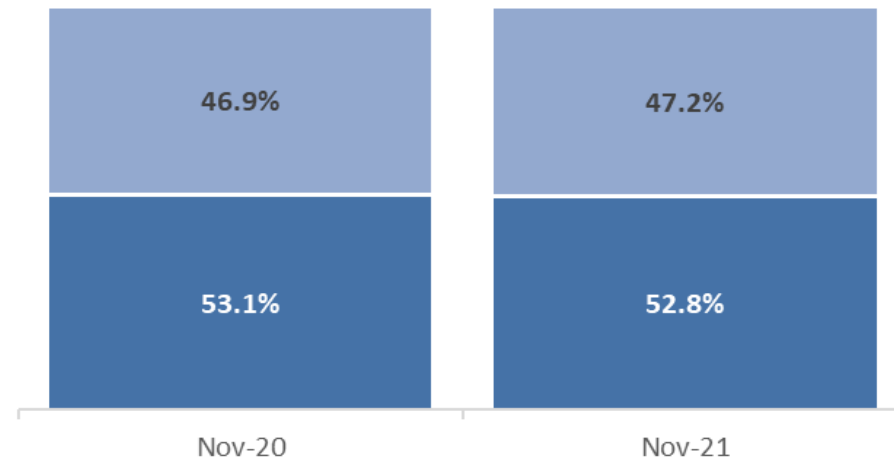


	White	BME	Total
Nov-20	12,830 (83.6%)	2,509 (16.4%)	15,339
Nov-21	13,781 (82.6%)	2,901 (17.4%)	16,682

## London

London | Ethnicity

■ White ■ BME



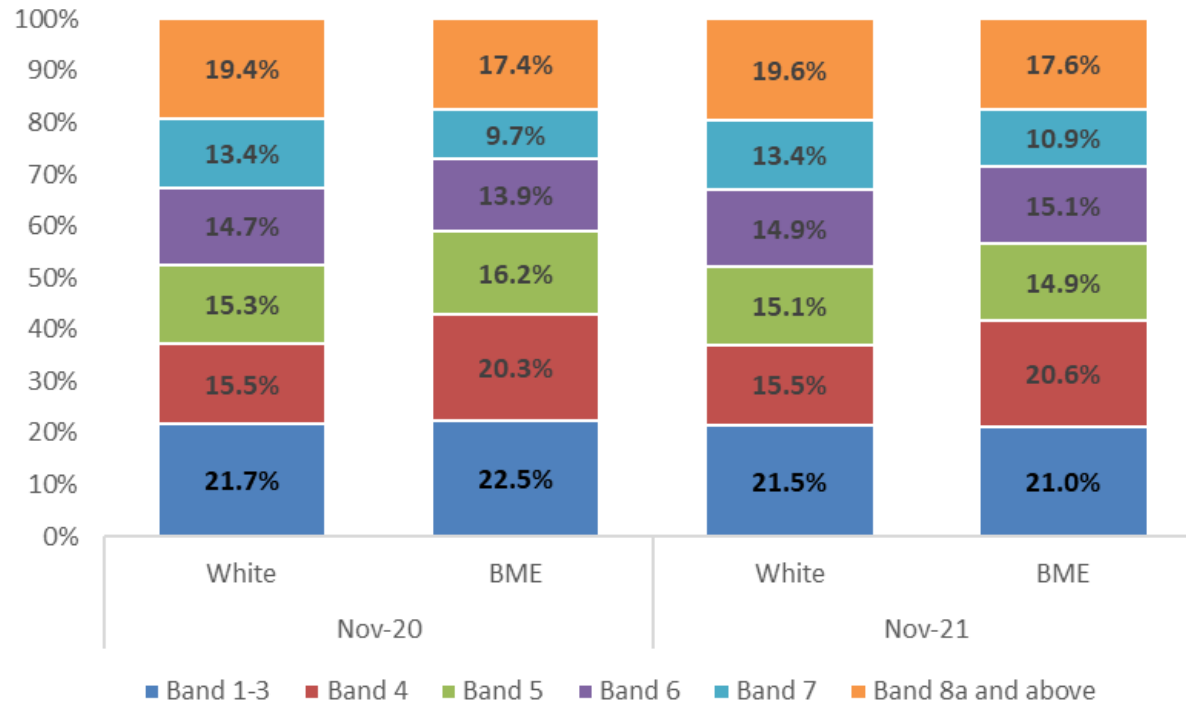
	White	BME	Total
Nov-20	1,270 (53.1%)	1,120 (46.9%)	2,390
Nov-21	1,375 (52.8%)	1,230 (47.2%)	2,605

# The HR workforce by band...

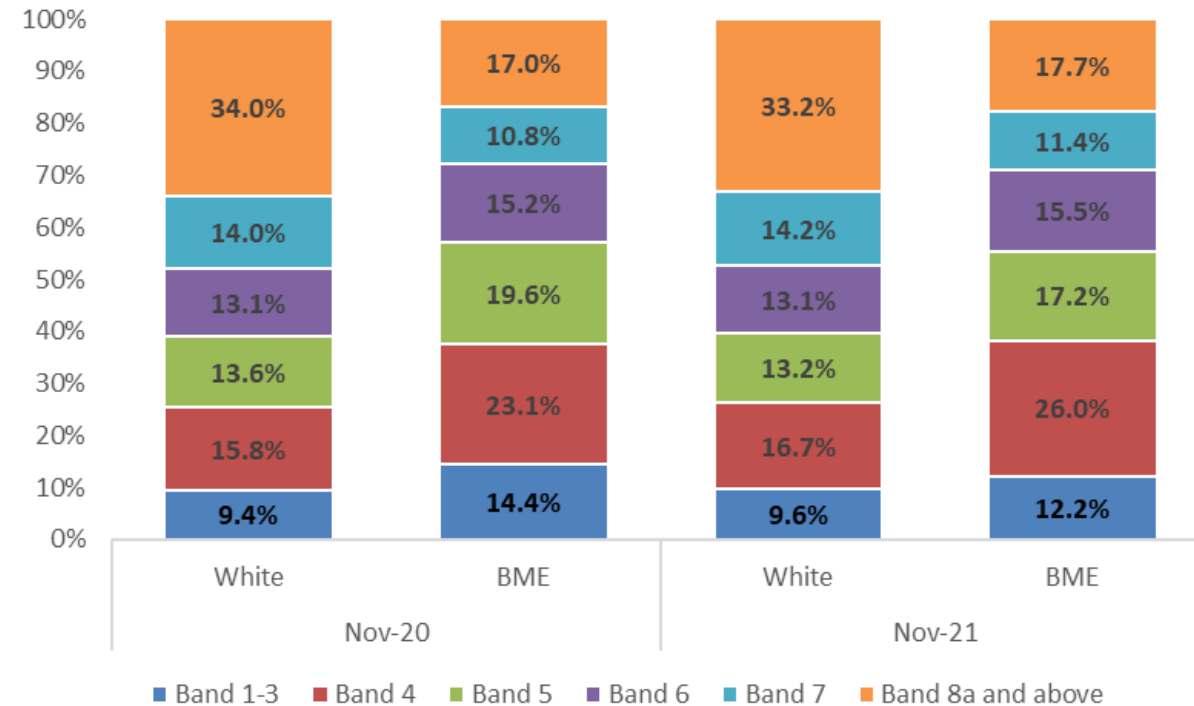
Nationally, the highest proportion of BME staff are band 1-3, although this has decreased between Nov-20 (22.5%) and Nov-21 (21%). This was also the case for white staff, with a small decrease between Nov-20 (21.7%) and Nov-21 (21.5%)

London has a very different picture. The highest proportion of BME staff are band 4, and this has increased since Nov-20 (23.1%) to 26% in Nov-21. However, the highest proportion of white staff are band 8a and above with 34% in Nov-20, with a small decrease to 33.2% in Nov-21

National | Proportion of staff in Pay Band by Ethnicity



London | Proportion of staff in Pay Band by Ethnicity



# Over 37 public pledges made...

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

"I want to publicly demonstrate that I am wholly committed to improve equality, diversity and inclusion for workforce professionals from BAME communities within my own Trust and across the NHS. The work being undertaken reflects my own values and I am proud to be part of this to ensure that all my BAME colleagues within workforce are supported and feel confident that they can pursue their career ambitions without fear of being disadvantaged."



Phil Spivey,  
Deputy Director of HR Business Partnering, London North West Healthcare

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

"I will challenge incidents of racist behaviour and support others who challenge racist behaviour. I pledge to be more confident in standing up for what I believe in and taking action"



Norma French,  
Director of Workforce, Whittington Health

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

"I pledge to promote the work to improve equality, diversity and inclusion for workforce professionals in Lewisham and Greenwich NHS Trust, and to work with colleagues across South East London and pan-London to have an impact on the programme both in terms of pace and outcomes"



Meera Nair,  
Chief People Officer, Lewisham & Greenwich NHS Trust

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

"I pledge to:-  
- Continue having difficult conversations about Privilege, Race and Racism.  
- Continue to be outspoken and be a disruptor of structural inequalities  
- Continue to create opportunities and remove barriers to BAME HR & OD career progression  
- To challenge inequalities and incivilities in the moment  
- To continue to do what is right and remain true to my values"



Tanya Carter,  
Director of People & Culture, East London NHS Foundation Trust

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

"I pledge to promote the work to improve equality, diversity and inclusion for workforce professionals within GSTT and be an influencer with colleagues across SEL sector to enhance and amplify the pace and impact of the programme."



Daniel Waldron,  
Director of Workforce, Guy's & St Thomas' NHS Foundation Trust

 **London ACADEMY** MY PLEDGE #INCLUSIVEHR

I commit to using the influence of my position coupled with my own personal commitment to create a culture of equity and inclusion. I will do all I can to ensure that colleagues from minority communities are able to thrive and achieve their potential and I will build talent pipeline to help create greater diversity at the most senior levels of the organisation.



Paul da Gama  
Chief People Officer, St Georges, Epsom and St Helier University Hospitals and Health Group

#Inclusive HR



# The social movement is underway...

## #InclusiveHR – instruments of change

Inclusivity in the workplace is taking too long to achieve so a group of doctors have decided to promote it in their own way

Location: UK

Published: Wednesday 16 February 2022



<https://www.bma.org.uk/news-and-opinion/inclusivehr-instruments-of-change>



<https://www.peoplemanagement.co.uk/article/1744082/the-people-profession-must-lead-by-example-on-inclusion-and-diversity#gref>

## You can't be your authentic self

By Cheryl Samuels

*Black Lives Still Matter: Cheryl Samuels, deputy director of workforce transformation at NHS England & NHS Improvement, and chair of the deputy directors of HR network for the London Region. Interview by Craig Ryan*



<https://www.miphealth.org.uk/home/news-campaigns/Features/feature-black-lives-still-matter-cheryl-samuels.aspx>

hpma

hpma  
London  
ACADEMY

Deputy Directors of HR  
Network for London

#InclusiveHR



There's a house  
on fire....





The #InclusiveHR toolkit is live!

#Inclusive HR Toolkit

Deputy Directors of HR Network for London

hpma London ACADEMY

This is an interactive PDF, use the arrows to navigate yourself through the pages and content.

#InclusiveHR

<https://www.hpma.org.uk/2022/07/14/inclusivehr-toolkit-is-live/>

# 5 Step Challenge to Change



Run the demographic data in your HR & OD function



Review and analyse the data



Understand the lived experience of HR & OD colleagues



Co-design interventions and implement it



Evaluate & shout about it!

# 5 Step Challenge to Change Sign Up

## 37 Trust Signed Up

To sign up email: Vanessa Sampson [Vanessa.Sampson@nhsemployers.org](mailto:Vanessa.Sampson@nhsemployers.org)

Barts Health NHS Trust	Black Country Healthcare NHS Foundation Trust	Chelsea and Westminster Hospital NHS Foundation Trust	Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust	East London Foundation Trust	Gateshead Health NHS Foundation Trust
Guy's and St Thomas' NHS Foundation Trust	Hertfordshire Partnership University NHS Foundation Trust	Homerton University Hospital NHS Foundation Trust	Hounslow and Richmond Community Healthcare NHS Trust	Imperial College Healthcare NHS Trust	Kent Community Health NHS Foundation Trust
King's College Hospital NHS Foundation Trust	Kingston Hospital NHS Foundation Trust	Lewisham and Greenwich NHS Trust	London North West University Healthcare Trust	Mersey Care NHS Foundation Trust	Moorfields Eye Hospital NHS Foundation Trust
NHS England & NHS Improvement	NHS North East London Commissioning Alliance	NHS South East London Clinical Commissioning Group	Oxleas NHS Foundation Trust	Royal Free London NHS Foundation Trust, Royal Free Hospital	Royal National Orthopaedic Hospital NHS Trust
Royal United Hospitals Bath NHS Foundation Trust	Solent NHS Trust	South London and the Maudsley NHS Foundation Trust	South Yorkshire, Integrated Care Board	St George's University Hospital NHS Foundation Trust	The Hillingdon Hospitals NHS Foundation Trust
The Royal Marsden NHS Foundation Trust	University Hospitals Plymouth NHS Trust	Warrington and Halton Teaching Hospitals NHS Foundation Trust	West London NHS Trust	Whittington Health NHS Trust	Wye Valley NHS Trust

# 5 Step Challenge to Change Sign Up

## 37 Trust Signed Up

To sign up email: Vanessa Sampson [Vanessa.Sampson@nhsemployers.org](mailto:Vanessa.Sampson@nhsemployers.org)

The Royal Marsden  
NHS Foundation Trust

University Hospitals Plymouth  
NHS Trust

Warrington and Halton Teaching  
Hospitals NHS Foundation Trust

West London NHS Trust

Whittington Health NHS Trust

Wye Valley NHS Trust

Cambridgeshire Community  
Services NHS Trust

# Royal Free People Directorate: 5 Step Challenge to Change - what did we do?

1. We designed 7 questions around barriers to career development/training & mentoring options which might help - to frame our focus groups discussions and online survey monkey - for those who did not want to speak up publicly.
2. Each focus group discussion was facilitated by two senior HR colleagues
3. We evaluated the data from the focus groups/survey monkey – and shared with the wider team
4. We formed a working group to operationalise the charter. We deliberately ensured the working group was balanced White and BAME to support the culture change.
5. We drew up an aspirational RFL #InclusiveHR team charter to maintain focus on the issues.
6. The working party devolved into 2 workstreams to develop interventional approaches with respective SOPs
7. Agreed the timeline to implement each workstream intervention and review.

#InclusiveHR

1. All colleagues from Band 8a and above should consider themselves as role models for *#InclusiveHR* and should be open to talk about the opportunities they have received which have supported them in their career development and commit to providing the same opportunities to staff through sponsoring, project support, coaching, mentoring and career counselling.
2. We are committed to taking **positive action** to address the under-representation of BAME staff in Band 8a+ role through the introduction of rotational / fixed term acting up roles for Band 7+ roles. This will provide developmental and stretch opportunities for BAME colleagues to address the gap at Band 8a and above.
3. We will introduce development roles across the entire BP / ER and WI team to support career progression.
4. We are committed to genuine and meaningful appraisals and career conversations for all. (Identifying training needs). All staff will take responsibility for their own training, development, mentoring opportunities. Line managers will be supportive in providing time to attend training and development opportunities.
5. All line managers must provide genuine compassionate support through coaching and supportive conversations. Improving our colleagues experience at work is the norm. This will be added as a specific appraisal objectives for all managers / supervisor.
6. As HR practitioners we will promote what we have learnt to address the inclusivity in our day to day HR practice.
7. Work to become an anti racist department.



## Workstream 1: Positive action - Developmental role/ stretch opportunities

1. Introduction of stretch opportunities across the entire BP/ER and WI team to support career progression.
2. Introduction of development roles across the entire BP/ER and WI team to support career progression.

## Workstream 2: Leadership culture

1. All colleagues at Band 8a and above to consider themselves as role models for #InclusiveHR and share their own career journey, including support and opportunities they have received. Commit to providing the same opportunities to staff through sponsoring, project support, coaching, mentoring, career counselling and genuine and meaningful career conversations.
2. All staff should be encouraged to take responsibility for their own training, with line management support.
3. All line managers to provide genuine, compassionate support through coaching-style conversations. This will be identified as a specific appraisal objective.

#InclusiveHR

# RFL BP, ER and WFI team metrics – steps 1 & 2

## Spring 2022

Ethnicity	Headcount	%
Asian	7	15.56%
Black	8	17.78%
Mixed	3	6.67%
Other	1	2.22%
White	25	55.56%
Any other ethnic group	1	2.22%
<b>Grand Total</b>	<b>45</b>	<b>100.00%</b>

Band Group	Asian	Black	Mixed	Other	White	Any other
1-4	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%
5-7	22.22%	18.52%	7.41%	3.70%	44.44%	3.70%
8A+	6.25%	12.50%	6.25%	0.00%	75.00%	0.00%
<b>Grand Total</b>	<b>15.56%</b>	<b>17.78%</b>	<b>6.67%</b>	<b>2.22%</b>	<b>55.56%</b>	<b>2.22%</b>

## August 2022

Ethnicity	Headcount	%
Asian	6	12.00%
Black	13	26.00%
Mixed	1	2.00%
Other	1	2.00%
White	26	52.00%
Any other ethnic group	3	6.00%
<b>Grand Total</b>	<b>50</b>	<b>100.00%</b>

Band Group	Asian	Black	Mixed	Other	White	Any other
1-4	0.00%	33.33%	0.00%	0.00%	33.33%	33.33%
5-7	13.33%	30.00%	3.33%	3.33%	43.33%	6.67%
8A+	11.76%	17.65%	0.00%	0.00%	70.59%	0.00%
<b>Grand Total</b>	<b>12.00%</b>	<b>26.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>52.00%</b>	<b>6.00%</b>

Over a 6 month period we have seen a 5% increase in BAME staff in Band8a+ roles while the head count has increased.

#InclusiveHR

## Next Steps:

1. Socialise SOPs for each workstream within the team during September to allow for adjustments.
2. Implement 'developmental roles' and 'stretch opportunities' SOP's from 1st October.
3. Finalise 'leadership SOP'.
4. Monitor and measure progress
5. Review and improve

## Benefits:

1. The % of BAME staff in the 8a+ category has already increased from 25% to 30% over the past 4 months
2. Evidence of better quality career conversations resulting in an increased take up of training (E.g. 8 successful applications for the HPMA ASPIRE programme this year).
3. Greater emphasis on an inclusive culture and self improvement being socialised within the team – with planned sessions around Positive Action & the HPMA Realising Your Potential hub
4. Increases engagement and communication.

#InclusiveHR

## 5. Top tips for embedding #InclusiveHR approach

1. Senior HR Leaders need to support and sponsor this project.
2. Be honest with the data and open to hearing about experiences of racism in the workplace or wider society. It takes a lot of bravery to talk about personal experiences.
3. Talking about racism isn't easy, so ensure everyone has the opportunity for selfcare. Talking about racism is difficult for both white people and black people.
4. Ensure you have a diverse approach to establishing the working group.
5. Be ambitious, bold and keep communicating what you are doing.
6. Success relies on the trade union support and partnership working with HR & OD departments to become more inclusive and anti racist across the board.



