

# SEL ICB Staff Anti-Racism Strategy

*19 July 2023*

Lead Executive Director: Tosca Fairchild - Chief of Staff and EDI SRO

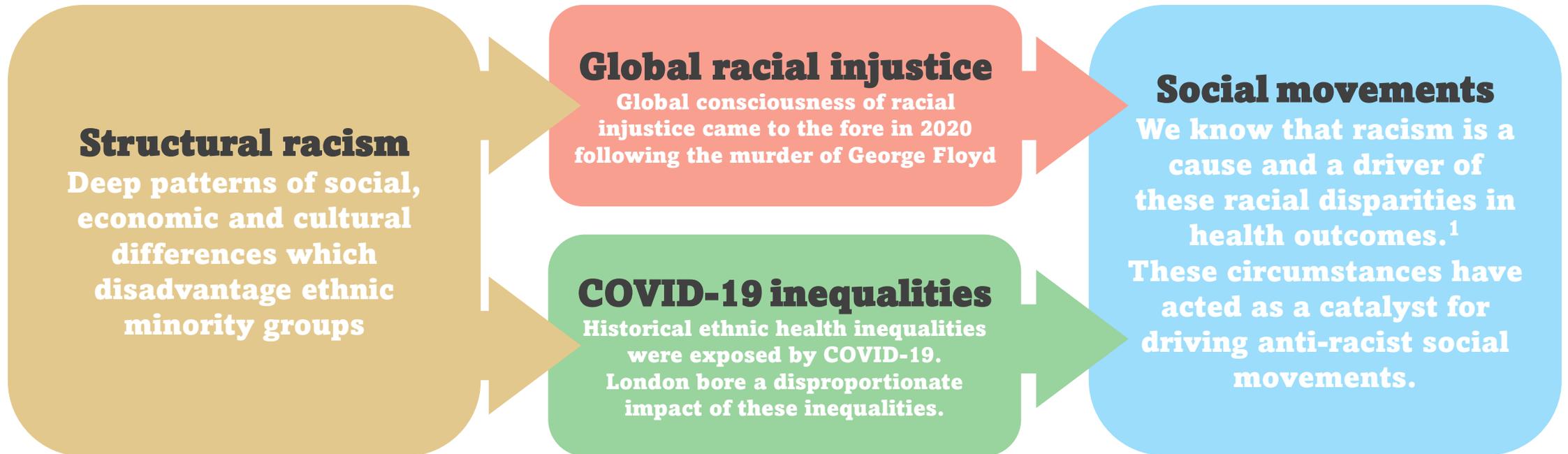
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**In a racist society, it is not  
enough to be non-racist. We  
must be anti-racist.**

- Angela Davis, political activist and educator

# Moving towards anti-racism

Global events in the last few years have highlighted the longstanding issue of structural racism. Increased awareness of discrimination through these lenses have catalysed anti-racist social movements.



# South East London Integrated Care Board – who are we and what we do

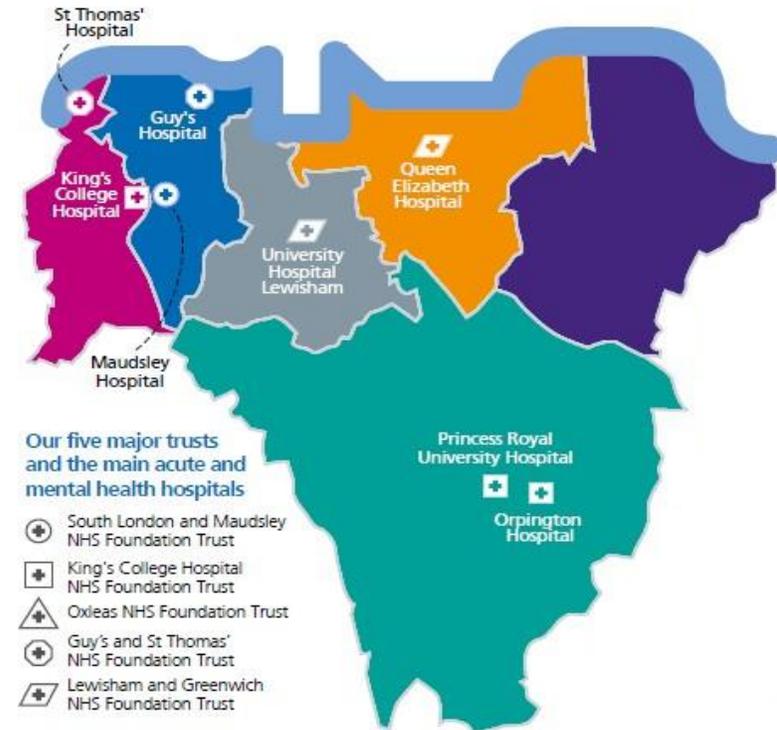
We are a group of senior leaders appointed from across our health and care system responsible for allocating resources, high-level planning and overseeing the performance of our health and care system.

We have a highly diverse population of 1.9 million with significant health inequalities.

## Our purpose is to:

- **Improve outcomes** in south east London population health and health and care services
- **Tackle inequalities** in outcomes, experience and access suffered by the residents of south east London
- **Enhance productivity and value for money** in the use of health and care resources in south east London
- Help the NHS support **broader social and economic development** in south east London

**41.5% of our workforce is from an ethnic minority background<sup>1</sup>**



## Staff profile by ethnicity

May 2023	VSM / B9	Bands 7-8D	Bands 2-6	% SEL Pop.	Representation
White	81%	60%	42%	60.2%	Over by 20%
Asian	9%	17%	20%	9.5%	Over by 10%
Black	10%	19%	31%	19.5%	Under by 10%
Mixed / Other	0%	4%	7%	10.8%	Under by 20%

*Table 1: Heat map showing ethnic staff representation by band and comparison with local SEL population*

- In Bands 9 and VSM, White staff are significantly over-represented in the most senior and Executive bands. Black and Mixed / Other groups are significantly under-represented.
- Bands 7-8D highlights under-representation for Mixed / Other groups, with over-representation of Asian staff.
- In Bands 2-6, the ICB is significantly over-representative of Black and Asian staff groups, while White staff groups are under-represented at these bands.
- **As an anti-racist organisation, we are actively looking to attain equitable representation across all bands.**

# Our existing race equality commitments

## We have made commitments to deliver:

- Our Workforce Race Equality Standard (WRES) – where we know there are some areas requiring improvement and we want to accelerate our progress
- An ICB anti-discrimination strategy – race is one of nine protected characteristics we will deliver on
- The People Plan and People Promise – we have committed to being a compassionate and inclusive employer
- The NHS London Workforce Race Strategy and Workforce Race Strategy in Primary Care
- A Strategic Approach to Anti-Racism in London Health and Care Systems – Anti-racism statement from the ICB CEOs and Chairs
- The NHS Workforce EDI Improvement Plan – addressing six High Impact Actions



# Why have an anti-racism strategy?

The lived experiences of our people shows that racism still exists

To educate on racism so that it can be addressed

So that we – as an organisation – are able to reflect the needs and views of our diverse community

To attract and retain the best talent and skill in our organisation

To mitigate the impact of racism on personal health and wellbeing

To give our people the freedom to express views without fear of adverse repercussion

To demonstrate our vision, values and standards in this area

To make anti-racism everybody's responsibility and business

Embracing diversity makes us more productive and innovative in the workplace<sup>1</sup>

## Our vision

**NHS South East London Integrated Care Board will be locally and nationally recognised as an anti-racist organisation, challenging racism and promoting race equality as an employer, and as system leaders in South East London Integrated Care System, creating wider positive impacts for people and communities**

*Vision as agreed at ICB Race Equality Forum, October 2022 and Equalities Sub-Committee, January 2023*

# Principles

1. Our anti-racism strategy is one pillar of our wider anti-discrimination strategy (covering the nine protected characteristics)

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2. We will take a proactive approach to ensuring that everyone sees anti-racism as their responsibility and is enabled to actively minimise and challenge racism – being actively anti-racist rather than simply ‘non-racist’

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3. We will build anti-racism into the culture, policies and processes of South East London Integrated Care Board by embedding anti-racism enablers and actions across the employee lifecycle

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4. We will ensure ongoing engagement with our people and networks to ensure that our strategy is socialised, co-developed, implemented and measured

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5. We will ensure the actions we set out within our strategy are evidence based and outcomes-focused

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6. We will devise a set of success measures that are specific, measurable, achievable, relevant, and time-bound (SMART)

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7. This strategy is a living document which will be updated to reflect new evidence and solutions

# Scope and timeline

## Scope

- Our strategy is a workforce-facing strategy – although we recognise that many of our staff are members of the south east London community
- Our strategy does not directly tackle health inequalities – although we recognise there will be wider benefits which may well support work to address racial inequalities in health and healthcare<sup>1</sup>

## Timeline

- The strategy will cover a period of two years and will be reviewed annually

*Source: <sup>1</sup>[Racism poses public health threat to millions worldwide, finds report \(Guardian\)](#)*



## How we will create change

In order to become anti-racist as an organisation, we must acknowledge and accept some core ideas at an individual level:

**We must acknowledge that institutional racism exists in society, and therefore in the NHS, and learn to sit with this discomfort** – we will be open to experiences that challenge our views of racism and inequity; this is our “growth” zone, and a personal journey for us all (*see next slide: anti-racism roadmap*)

**Race equality allies are critical to changing the conversation** and we need more to understand their role and responsibilities to “do the work” on a personal level regarding anti-racism<sup>1</sup>

**Ethnic minority lived experience** – we appreciate and value these perspectives, and will not add to the burden for those who have faced racism and discrimination.

**Ethnic minority staff are not flawed** and do not need to be ‘fixed’, rather we need to look at how intrinsic biases in processes and systems could discriminate<sup>2</sup>

# Personal roadmap to becoming anti-racist





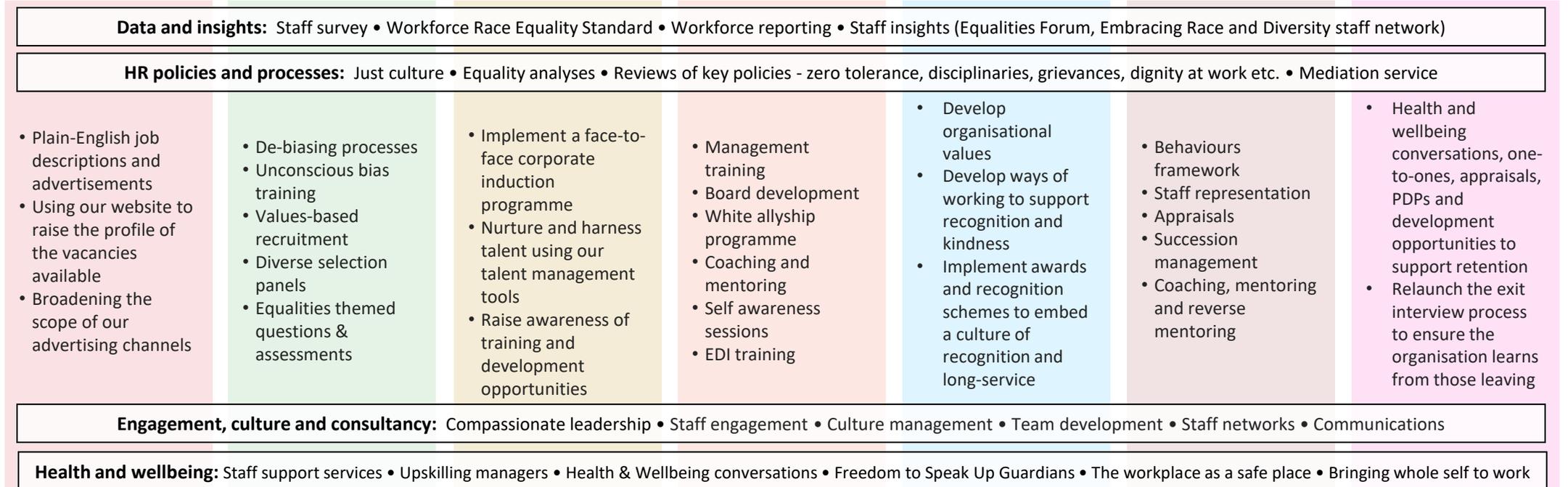
# Anti-racism strategy – delivery overview

We will build anti-racism into our culture, policies and processes by embedding anti-racism enablers and actions across the employee lifecycle

*Employee lifecycle dimensions*



*Anti-racism enablers*



# Our commitments to delivery – 2022/23

Commitment & impact on anti-racism	Employee lifecycle dimension (where applies)	Links to objectives
We ensure equality analysis is undertaken on all documents and projects. This ensures considerations regarding protected characteristics, including race and ethnicity, are considered and addressed in all activities.	Multiple dimensions	
We report regularly on the demographics of new appointments and communicate on changes within staff/data around protected characteristics including race. This ensures transparency and accountability around our ethnicity data.	Multiple dimensions	<ul style="list-style-type: none"> <li>• SEL Corporate objectives</li> </ul>
We explore ways to promote intersectionality through our EDI activities. This enables us to encourage our workforce to bring their ‘whole self’ to work.	Retain 	<ul style="list-style-type: none"> <li>• People Plan</li> </ul>
We improve data disclosure in terms of staff information. Understanding our workforce by ethnicity to help us define experiences and any differences between groups. It also enables us to be clear on areas of challenge and priority.	Multiple dimensions	
We raise awareness of Freedom to Speak Up Guardians and how to approach them. This provides a channel for our ethnic minority staff to raise concerns.	Multiple dimensions	
We implement a monthly staff run/led Embracing Race and Diversity staff network and Equality Forum, which is open for all to attend. These create safe spaces for ethnic minority staff and allies to discuss issues affecting them and promotes cross-racial dialogue.	Learning & Development 	<ul style="list-style-type: none"> <li>• SEL Corporate objectives</li> <li>• People Plan</li> <li>• WRES</li> </ul>
We ensure that equality, diversity and inclusion is discussed as part of the health and wellbeing conversations within the appraisal process. This ensures that health and wellbeing needs arising for ethnic minority staff are raised and handled.	Retain 	<ul style="list-style-type: none"> <li>• London Race Equality Strategy</li> </ul>
We offer mentoring, awareness sessions (on topics including race and ethnicity), confidence and resilience training to our staff, and providing training sessions for leaders within the organisation. We have also launched an anti-racism programme in partnership with <i>brap</i> . These ensure our workforce is educated and informed on race and racism and – with an OD plan that has been developed using the result of our staff surveys - develops the competencies to support ethnic minority colleagues.	Learning & Development 	
We ensure all members of the ICB champion and prioritise considerations of equality, diversity and inclusion and ensure progress is made within the organisation. This enables our compliance with statutory objectives and allows us to assess the impact of the actions we take on EDI broadly, and race specifically.	Multiple dimensions	<ul style="list-style-type: none"> <li>• SEL Corporate objectives</li> <li>• People Plan</li> <li>• WRES</li> </ul>
We demonstrate our commitment to being a representative and inclusive employer by ensuring our recruitment processes are inclusive by adapting our vacancy adverts to attract under-represented groups, ensuring that our interview panels have meaningful diversity and have undertaken unconscious bias training, and by requiring all panels to ask EDI and dignity and respect at work questions at interviews.	Attract & Recruit 	
We have a buddying system between different groups and ethnicities in the ICB Board and we review our staff survey results to ensure better employee feedback and to understand what actions we need to implement. This supports our commitment to being a representative and inclusive employer	Learning & Development 	<ul style="list-style-type: none"> <li>• People Plan</li> <li>• WRES</li> </ul>
We have a process to effectively manage and record informal and formal disciplinaries, including establishing robust decision-tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks. This facilitates de-biasing of the disciplinary process to ensure it is fair and inclusive	Multiple dimensions	<ul style="list-style-type: none"> <li>• London Race Equality Strategy</li> </ul>
We ensure that we have appropriate and relevant expertise to support anti-racism culture change by periodically reviewing our equalities subject matter expertise and – where appropriate - securing additional professional support to work with inequalities leaders to advise on impactful approaches	Multiple dimensions	

# Our commitments to delivery – 2023/24

These are our priorities for 2023/24, and will exist as a set of commitments additional to those being delivered in 2022/23

Commitment & impact on anti-racism	Employee lifecycle dimension (where applies)	Links to objectives
We will ensure that recruiting managers are familiar with legal requirements and practices in relation to protected characteristics, including race, in recruitment. This will develop fairer and more inclusive recruitment practices; benefitting a more diverse applicant pool.	Attract & Recruit	<ul style="list-style-type: none"> <li>• SEL Corporate objectives</li> <li>• People Plan</li> </ul>
We will develop upcoming leaders of the future and ensure equality and inclusion is a key competence of all leaders – linked to our organisational values and ways of working. This ensures that EDI competencies are developed in all future leaders so that they are embedded in our values and culture.	Progression & Performance	<ul style="list-style-type: none"> <li>• WRES</li> <li>• London Race Equality Strategy</li> </ul>
We will update our HR policies to reflect issues such as micro-aggressions and weathering ( <i>the health deterioration of black and minority ethnic people due to mental and physical stressors caused by repeated racism</i> ). This will ensure that core anti-racism concepts are embedded in HR policy and processes.	Multiple dimensions	
We will review and de-bias our processes across the employee lifecycle culture (incl. recruitment, induction, disciplinaries and capability) to ensure they are inclusive and reflective of just culture. This will move us away from 'blame culture', developing organisational accountability and promoting cultural change.	All dimensions	
We will promote educational resources that help people understand racism and its emotional, mental and physical impact. This will ensure our workforce is educated and informed on race and racism and develops the competencies to support ethnic minority colleagues and address health inequalities.	Learning & Development	<ul style="list-style-type: none"> <li>• People Plan</li> <li>• WRES</li> </ul>
We will offer coaching and mentoring to colleagues, particularly from protected and/or under-represented groups. This will ensure we are supporting ethnic minority colleagues to reach their full potential.	Progression & Performance	<ul style="list-style-type: none"> <li>• London Race Equality Strategy</li> </ul>
We will create psychologically safe environments in order to build trust and to support our colleagues to speak up when they experience or witness racism and take swift action. This will create a culture of openness and accountability.	All dimensions	
We will evaluate our anti-racism programme delivered in 2022/23 to inform further training opportunities. This will ensure our workforce is educated and informed on race and racism and develops the competencies to support ethnic minority colleagues.	Learning & Development	
We will develop and promote a set of organisational values, ways of working and behaviours. This will establish standards which align with our commitment to being an anti-racist organisation.	Reward & Recognition	<ul style="list-style-type: none"> <li>• SEL Corporate objectives</li> <li>• People Plan</li> </ul>
We will relaunch the exit interview process to ensure the organisation learns from those who are leaving. This will allow us further opportunities to engage and learn from staff experiences.	Retain	
Where we identify new requirements or emerging themes, we will arrange ad-hoc focus groups to properly understand the experiences of black and minority ethnic staff. This will help us build intelligence about the specific experiences of our ethnic minority staff.	Learning & Development	<ul style="list-style-type: none"> <li>• People Plan</li> <li>• WRES</li> </ul>
We will include a personal objective relating to EDI in staff appraisals (which may include, but is not limited to, addressing race inequalities). This will ensure that our people make a personal and ongoing commitment to EDI.	Retain	<ul style="list-style-type: none"> <li>• People Plan</li> </ul>
We will develop an improvement plan to eliminate ethnicity pay gaps to ensure pay equity across the organisation.	Progression & Performance	<ul style="list-style-type: none"> <li>• All Commitments aligned with NHS EDI Improvement Plan</li> </ul>

# Our success measures

Success measures		What will we use to measure?	How often will we measure?
1	The Board's commitment to anti-racism will be evidenced through 360 feedback	Set out criteria demonstrating EDI commitment Review of 360 feedback	Annual
2	Staff survey responses will show parity for career progression	NHS National Staff Survey	Annual
3	Staff survey responses will show parity for bullying and harassment	NHS National Staff Survey	Annual
4	We will achieve national recognition as an anti-racist organisation	Benchmarking tool to be determined	Annual
5	Updates to the Board to track progress and impact of the strategy	Equality Delivery Plan (EDP) updates	Bi-annually

**The beauty of anti-racism is that you don't have to pretend to be free of racism to be an anti-racist. Anti-racism is the commitment to fight racism wherever you find it, including in yourself. And it's the only way forward.**

- Ijeoma Oluo, writer and activist

**For more information or queries** regarding this  
strategy please contact:

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