

## **Appendix 1: Terms of Reference for Diversity and Inclusion Steering Group**

### **Diversity and Inclusion Steering Group Terms of Reference**

#### **1. Introduction**

Involving and engaging our people is an essential component for a sustainable approach to developing an inclusive culture resulting in quality improvement, staff experience and improvement in patient care.

Harnessing the creativity and enthusiasm of our staff is a key objective of the CCG. A highly engaged and inclusive workforce with fairness and equity throughout all organisational practices are more likely to bring their hearts and minds to work be motivated to 'go the extra mile' and to collaborate effectively with others.

There is now an overwhelming body of evidence to shows that engaged staff that feel they are working for an inclusive, fair and supportive organisation are likely to deliver better healthcare outcomes. Developing an inclusive and engaged workforce is a long-term endeavour and requires a consistent and sustained effort throughout the CCG and in particular from the CCG's leadership team. Following the merger of the 5 CCGs, the NCL CCG has committed to the development of a Diversity and Inclusion Steering Group to ensure effective engagement and involvement of staff from protected characteristic backgrounds in decision making- and in in developing strategies and action plans to tackle discrimination, bullying and harassment in order to build an inclusive organisation that provides staff s strong sense of belonging.

#### **2. Purpose**

The Diversity and Inclusion Steering Group (the Group) has been formed as a key component of the CCG's approach to developing a fairer, supportive and an encouraging working and learning environment for our staff. The Group will drive the development and delivery of key activities that will serve as a catalyst for change by promoting cohesion and tackling discrimination.

The Group will provide a platform to involve and engage employees across the CCG to develop and implement key policies and practices that will ultimately help to achieve a more inclusive CCG. Providing a platform for staff where diverse staff voice can be heard- and where views can be expressed freely to influence key decision making that affect them at work. This will result in a more satisfied, inclusive, engaged and motivated workforce who can feel valued and respected for who they are- and also a sense of inclusion and belonging.

#### **3. Responsibilities**

The Diversity and Inclusion Steering Group will drive the identification of priorities of the group. The key priorities will be reviewed on a bi-annual basis to ensure that the Group remain relevant to and focused

on the needs of the CCG and the workforce and the work plan is aligned with the local and national anti-discrimination agenda.

All members of the Group will actively engage in discussions and debates and will contribute to the development and delivery of action plans. All members are responsible for positively engaging wider staff about the work of the Group.

The Group will lead the development and delivery of key priorities by:

- Playing a strategic role in highlighting and advising on current workforce issues including discrimination, fairness, equity and wellbeing to the Executive Management Team.
- Providing a dedicated platform where staff from all backgrounds can be heard and issues facing staff from diverse backgrounds can be raised.
- Discussing issues/practices that may hinder inclusion, fairness and equity across the workforce and putting in place actions to address these.
- Overseeing the development, implementation and monitoring of clear, transparent work plans that will address key priorities and have accountable and responsible persons assigned to the actions.
- Promoting, championing and encouraging the diversity, equality and inclusion agenda and the work of Diversity and Inclusion Steering Group and Staff Network Groups across the CCG through effective communications.
- Engaging, and giving feedback to and involving sub-diversity groups via the BAME/Disability/LGBT+ staff network chairs to ensure representation of staff views are heard on the Group.

## 4. Activities

The Diversity and Inclusion Steering Group will be responsible for the following activities:

- Driving the development and delivery of annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG and will support the CCG to meet its statutory equality obligations by overseeing and monitoring the work and activities of the Staff Networks.
- Supporting the development of the WRES action plan in response to the areas of improvement identified from the staff survey results and workforce data analysis.
- Advising NCL EMT on the promotion of equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events
- Supporting the creation and development of the Staff Networks

## 5. Staff Networks

The Diversity and Inclusion Steering Group will be supported by the following network groups to facilitate the development and delivery of key priorities and activities:

- BAME Staff Network
- Disability Staff Network

- LGBT+ Staff Network

The terms of reference for each Staff Network can be found in appendix 2.

## 6. Membership and Quoracy

The Diversity and Inclusion Steering Group will be chaired by the Governing Body Lay Member (General Portfolio, including Equalities) and be formed of the following representatives from across the CCG:

- Governing Body Lay Member (General Portfolio, including Equalities) – Chair
- BAME Staff Network Chair
- Disability Staff Network Chair
- LGBT+ Staff Network Chair
- Executive Management Team Lead
- Senior Equality, Diversity and Inclusion Manager
- HR Team Representative
- NCL Head of Communications and Engagement
- Engaging our People Steering Group Representative
- Staff Side Representative
- Additional members may attend, as required for specific specialist agenda items only. Additional attendees must be agreed with the Chair in advance.

For the Diversity and Inclusion Steering Group to convene there must be at least 6 members present, together with the Chair.

The Diversity and Inclusion Steering Group meetings will be co-ordinated and administered by the HR and OD Team.

## 7. Accountability and Governance

The Diversity and Inclusion Steering Group will report to the CCG Executive Management Team and Patient Public Engagement and Equalities Committee. The Group will have representatives from the Engaging our People Steering Group, Joint Partnership Group and the Staff Networks so that the Group can hear diverse voices representing diverse groups- and input can be provided to the activities and initiatives from these groups/networks via their representatives.



The Group will provide an update report to Executive Management Team on a quarterly basis via the Executive Lead- and to the Patient Public Engagement and Equalities Committee via the Chair on progress and for assurance purposes.

Every action agreed by the Group will have a responsible individual identified. If it happens to be member of the Group then s/he will be required to report progress to the Group by completing a brief report template

## 8. Co-ordination and Administration of Meetings

- Meetings will be held quarterly- and depending on business need, the frequency of the meeting may increase.
- Topics will be generated via a set of core agenda items, in addition to priority areas for discussion / approval.
- Meeting papers will be circulated a week in advance.
- Brief notes and actions will be recorded and circulated to all members of the Staff Networks.
- Staff Networks will be required to meet regularly to progress work outlined in the work plans.

## 9. Sharing of Information

Members the Group will share relevant draft working materials within the Group and the respective networks for comments, suggestions and feedback where appropriate. Agreement should be sought from the Chair for draft materials to be shared with stakeholders outside of the Group.

Sharing of final documents and work plans to all CCG staff will be only via communications that will be agreed by the Group.

# **Appendix 2: Terms of Reference for Staff Networks (BAME, Disability and LGBT+)**

## BAME Staff Network Terms of Reference

### Strategic Context

Since 1948 the NHS has recruited thousands of staff from all over the world to sustain and develop its services. In 2018 a quarter of nurses and midwives and around half of hospital doctors have BAME heritage. Only recently has attention focused on the significant contribution these individuals have made to the NHS.

Racial discrimination has been a common experience, although since the 1990s, equal opportunities legislation and new recruitment regulations have helped to reduce this. Despite these significant challenges, BAME staff have worked with ambition and passion across all parts of the NHS, often in the most challenging locations such as deprived inner-city areas, and have shaped the way many specialties and services are delivered.

Past analysis has shown the people in the most senior positions in the NHS are overwhelmingly white and male – a phenomenon dubbed the 'snowy white peaks of the NHS'. According to the most recent analysis, currently only eight per cent of NHS chief executives and chairs are Black, Asian or Minority Ethnic (or 'BAME'). The NHS Workforce Race Equality Standard (WRES) was introduced in 2015 and gives us the overview of the experiences of the BAME staff who make up 19 per cent of the workforce. White and BAME staff have very different and unequal experiences of the NHS as a workplace.

The recently published Interim NHS People Plan states the NHS must recognise its 'shortcomings' in inclusion and diversity. The plan sets out an action to support boards to set targets for BAME representation across their workforce (including at senior levels) which goes some way to making the NHS more reflective of its patient populations. The bigger challenge is to acknowledge, address and change the behaviours that result in many BAME people feeling marginalised and excluded.

### Purpose

The BAME Staff Network (the Network) will be instrumental in creating an inclusive culture in NCL CCG where staff from BAME backgrounds can feel supported, valued, respected and listened to. A key part of the network's work will be to support the Diversity and Inclusion Steering Group to embed equality of opportunity in everyday practices such as recruitment, career progression and promotion and provide a fair, equitable, supportive and encouraging working and learning environment for our workforce.

### Aims and Objectives

The aim of the BAME staff network is:

- To provide a platform for BAME staff to discuss key updates and issues in a safe and confidential environment.
- To support Black, Asian and Minority Ethnic (BAME) staff in the CCG through information exchange and engagement.
- To provide a platform for BAME staff to speak up and to feel that they are part of the CCG and have a vital role to play in the organisation.
- To assist the CCG in meeting its statutory obligations regarding its duty under the Equality Act 2010.
- To discuss issues affecting BAME staff and bring these to the attention of the Diversity and Inclusion Steering Group via the Network Chair

- To provide a forum for staff to update each other on local and national policy developments and opportunities.
- To maintain connections with local authorities and NHS local and regional organisations.
- Improve awareness of challenges faced by staff from a BAME background

## Activities

The BAME Staff Network will be responsible for the following activities:

- Supporting the Steering Group to develop and deliver annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG
- Working with the Steering Group to raise awareness and promote equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events
- To support the Steering Group in developing a robust Workforce Race Equality Standard (WRES) action plan.
- To assist in the identification and implementation of training needs that will promote equality of opportunity and advise the Diversity and Inclusion Steering Group on the provision of courses to meet those needs.

The network will be encouraged to identify key issues that they feel will be important to address. These key issues will be communicated to the Steering Group via the Staff Network Chair.

## Membership

Membership to the BAME Staff Network is open to all CCG staff who define themselves as Black and/or Minority Ethnic and subject to chair's agreement, anyone who is interested in BAME matters.

A Chair of the BAME Staff Network will be appointed by the Diversity and Inclusion Steering Group through a fair appointment system.

## Accountability and Governance

The BAME Staff Network will report to the Diversity and Inclusion Steering Group.

The Network will provide an update report to the Diversity and Inclusion Steering Group on a quarterly basis via the Network Chair on progress and for assurance purposes.

All members of the BAME Staff Network will actively engage in discussions and debates- and will contribute to the development and delivery of action plans.

Every action agreed by the Network will have a responsible individual identified. If it happens to be member of the Network then s/he will be required to report progress to the Diversity and Inclusion Steering Group by completing a brief report template.

All members are responsible for positively engaging wider staff about the work of the Network by promoting the activities and raising race awareness.

### **Role of the Chair**

The Chair of the BAME Staff Network has a strategic role in representing the vision and purpose of the Network. The Chair will ensure that the Network functions effectively to deliver the objectives.

The Chair of the BAME Staff Network will also be responsible for the following:

- To plan and run meetings in accordance with the Terms of Reference
- To bring impartiality and objectivity to meetings and decision-making
- To ensure full participation of all members.
- To maintain confidentiality- and escalate any matters deemed worthy of senior management attention via the Diversity and Inclusion Steering Group chair.
- To communicate effectively the vision and purpose of the Network
- To advocate and represent the Network, as required
- To be aware of current issues facing BAME staff that might affect the Network
- To be responsible for producing and presenting reports to show activities and progress of the Network to the Diversity and Inclusion Steering Group, as required.

### **Co-ordination and Administration of Meetings**

- Meetings will be held bi-monthly (or more regularly if required and agreed by the group).
- Topics will be generated via a set of core agenda items, in addition to priority areas for discussion / approval.
- Meeting papers will be circulated a week in advance.
- Brief notes and actions will be recorded and circulated to all members of the BAME Staff Network.

## Disability Staff Network Terms of Reference

### Strategic context

NCL CCG recognises the importance of being an inclusive employer where staff from all walks of life can feel equally valued and respected. The CCG also recognises the contributions of disabled staff and the knowledge and expertise they bring in the organisation to shape the care it commissions. There is a huge body of evidence that shows that disabled staff often feel discriminated against and not supported by their employers. We like to change our culture in a way where our disabled staff can feel a sense of inclusivity and belonging- and enjoy equity in terms of career progression and promotion without any bias or prejudice.

We are committed to advancing disability equality both for patients and our staff, and have taken various steps including implementing the Accessible Information Standard, Disability Confidence Employer (formerly known as Two Ticks), and Employee Assistance Programme. Through this Network we will have a great opportunity to learn about how to recruit, develop and support our disabled staff in the organisation- and also address health inequality facing disabled patients in the community including the COVID 19. We remain committed to ensuring that disabled staff and patients have equal opportunity in participating in decision making in the CCG, going forward.

### Purpose

The Disability Staff Network (the Network) will be instrumental in creating an inclusive culture in NCL CCG where staff with a disability can feel supported, valued, respected and listened to. A key part of the network's work will be to support the Diversity and Inclusion Steering Group to embed equality of opportunity in everyday practices such as recruitment, career progression and promotion and provide a fair, equitable, supportive and encouraging working and learning environment for our staff.

### Aims and Objectives

The aim of the Disability Staff Network is:

- To provide a platform for staff to discuss key updates and issues in a safe and confidential environment.
- To support staff with a disability in the CCG through information exchange and engagement.
- To provide a platform for disabled staff to speak up and to feel that they are part of the CCG and have a vital role to play in the organisation.
- To assist the CCG in meeting its statutory obligations regarding its duty under the Equality Act 2010.
- To discuss issues affecting disabled staff and bring these to the attention of the Diversity and Inclusion Steering Group via the Network Chair
- To provide a forum for staff to update each other on local and national policy developments and opportunities.
- To maintain connections with local authorities and NHS local and regional organisations.
- Improve awareness of challenges faced by staff with a disability

### Activities

The Disability Staff Network will be responsible for the following activities:

- Supporting the Steering Group to develop and deliver annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG
- Working with the Steering Group to raise awareness and promote equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events
- To support the Steering Group to develop a robust Workforce Disability Equality Standard (WDES) action plan.
- To assist in the identification and implementation of training needs that will promote equality of opportunity and advise the Diversity and Inclusion Steering Group on the provision of courses to meet those needs.

The network will be encouraged to identify key issues that they feel will be important to address. These key issues will be communicated to the Steering Group via the Staff Network Chair.

## **Membership**

Membership to the Disability Staff Network is open to all CCG staff who define themselves as having a disability or subject to chair's agreement anyone who has an interest in disability matters.

A Chair for the Disability Staff Network will be appointed by the Diversity and Inclusion Steering Group through a fair appointment system.

## **Accountability and Governance**

The Disability Staff Network will report to the Diversity and Inclusion Steering Group.

The Network will provide an update report to the Diversity and Inclusion Steering Group on a quarterly basis via the Network Chair on progress and for assurance purposes.

All members of the Network will actively engage in discussions and debates- and will contribute to the development and delivery of action plans.

Every action agreed by the group will have a responsible individual identified. If it happens to be member of the Network then s/he will be required to report progress to the Diversity and Inclusion Steering Group by completing a brief report template.

All members are responsible for positively engaging wider staff about the work of the Network by promoting the activities and raising disability awareness.

### **Role of the Chair**

The Chair of Network has a strategic role in representing the vision and purpose of the network. The Chair will ensure that the Network functions effectively to deliver the objectives.,

The Chair of the Disability Staff Network will also be responsible for the following:

- To plan and run meetings in accordance with the Terms of Reference

- To bring impartiality and objectivity to meetings and decision-making
- To ensure full participation of all members.
- To maintain confidentiality- and escalate any matters deemed worthy of senior management attention via the Diversity and Inclusion Steering Group chair.
- To communicate effectively the vision and purpose of the Network
- To advocate and represent the Network, as required
- To be aware of current issues facing disabled staff that might affect the Network
- To be responsible for producing and presenting reports to show activities and progress of the Network to the Diversity and Inclusion Steering Group, as required.

## Co-ordination and Administration of Meetings

- Meetings will be held bi-monthly (or more regularly if required and agreed by the group).
- Topics will be generated via a set of core agenda items, in addition to priority areas for discussion / approval.
- Meeting papers will be circulated a week in advance.
- Brief notes and actions will be recorded and circulated to all members of the Network..

## **LGBT+ Staff Network Terms of Reference**

### **Strategic context**

In 2018, the NCL CCGs launched Rainbow Lanyard to show their commitment to LGBT+ equality in the organisations. Along with this staff were encouraged to include a message in their email signature which proved very successful in raising awareness. Since the merger in April 2020 we have been actively considering strengthening our work both with patients and staff from LBTG+ backgrounds. The recent COVID 19 reports have also shown how people from LGBT+ community can face prejudice and discrimination. It's our duty as a strategic leader to work with our partners and providers to advance LGBT+ equality – and we recognise that more needs to be done in the organisation to offer appropriate support to LGBT+ staff and create an inclusive culture.

### **Purpose**

The LGBT+ Staff Network will be instrumental in creating an inclusive culture in NCL CCG where staff with a disability can feel supported, valued, respected and listened to. A key part of the network's work will be to support the Diversity and Inclusion Steering Group to embed equality of opportunity in everyday practices such as recruitment, career progression and promotion and provide a fair, equitable, supportive and encouraging working and learning environment for our workforce.

### **Aims and Objectives**

The aim of the LGBT+ Staff Network is:

- To provide a platform for staff to discuss key updates and issues in a safe and confidential environment.
- To support LGBT+ staff in the CCG through information exchange and engagement.
- To provide a platform for LGBT+ staff to speak up and to feel that they are part of the CCG and have a vital role to play in the organisation.
- To assist the CCG in meeting its statutory obligations regarding its duty under the Equality Act 2010.
- To discuss issues affecting LGBT+ staff and bring these to the attention of the Diversity and Inclusion Steering Group via the Network Chair
- To provide a forum for staff to update each other on local and national policy developments and opportunities.
- To maintain connections with local authorities and NHS local and regional organisations.
- Improve awareness of challenges faced by LGBT+ staff

### **Activities**

The LGBT+ Staff Network Group will be responsible for the following activities:

- Supporting the Steering Group to develop and deliver annual activities that will actively promote equality, fairness, equity and inclusion throughout the CCG

- Working with the Steering Group to raise awareness and promote equality, diversity and inclusion across the CCG via good practice, learning events, training and the celebration of diversity events
- To assist in the identification and implementation of training needs that will promote equality of opportunity and advise the Diversity and Inclusion Steering Group on the provision of courses to meet those needs.

The network will be encouraged to identify key issues that they feel will be important to address. These key issues will be communicated to the Steering Group via the Staff Network Chair.

## Membership

Membership to the LGBT+ Staff Network is open to all CCG staff who define themselves as LGBT+ and, subject to chair's agreement, anyone who is interested in LGBT+ matters.

A Chair of the LGBT+ Staff Network will be appointed from the membership of the Network.

## Accountability and Governance

The LGBT+ Staff Network will report to the Diversity and Inclusion Steering Group.

The Network will provide an update report to the Diversity and Inclusion Steering Group on a quarterly basis via the Network Chair on progress and for assurance purposes.

All members of the LGBT+ Staff Network will actively engage in discussions and debates- and will contribute to the development and delivery of action plans.

Every action agreed by the Network will have a responsible individual identified. If it happens to be member of the Network then s/he will be required to report progress to the Group by completing a brief report template.

All members are responsible for positively engaging wider staff about the work of the LGBT+ Staff Network by promoting the activities and raising LGBT+ awareness.

### **Role of the Chair**

The Chair of the LGBT+ Staff Network has a strategic role in representing the vision and purpose of the network. The Chair will ensure that the Network functions effectively to deliver the objectives.

The Chair of the LGBT+ Staff Network will also be responsible for the following:

- To plan and run meetings in accordance with the terms of reference
- To bring impartiality and objectivity to meetings and decision-making
- To ensure full participation of all members.
- To maintain confidentiality- and escalate any matters deemed worthy of senior management attention via the Diversity and Inclusion Steering Group chair.
- To communicate effectively the vision and purpose of the Network.
- To advocate and represent the group, as required

- To be aware of current issues facing LGBT+ staff that might affect the Network
- To be responsible for producing and presenting reports to show activities and progress of the Network to the Diversity and Inclusion Steering Group, as required.

## Co-ordination and Administration of Meetings

- Meetings will be held bi-monthly (or more regularly if required and agreed by the Network).
- Topics will be generated via a set of core agenda items, in addition to priority areas for discussion / approval.
- Meeting papers will be circulated a week in advance.
- Brief notes and actions will be recorded and circulated to all members of the Network.