Lambeth Together Equalities Group update 21st July 2021

Presented by Juliet Amoa and Dr Di Aitken

Description

- The Lambeth Together EDI working group is attended by colleagues who represent their organisation.
- This group was established to hold a (constructive) mirror to the 'system' in Lambeth. Specifically, the Delivery Alliances, and other areas such as workforce development and Quality Improvement.
- We want to develop and adopt a shared measurement approach/system and shine a light on good local action (with a view to it being shared/adopted).
- To create a 'social movement' in Lambeth that puts health and equity as the primary purpose/measure of success in delivering and designing services.
- We will act as the Place-level Equalities Group for the purposes of engaging with other boroughs, SEL Integrated Care System, London and national.
- We will collaborate with other sectors such as education, employment etc e.g. GSTT have been working with London South Bank University widening participation programs to share occupational learning and access to work, for all.

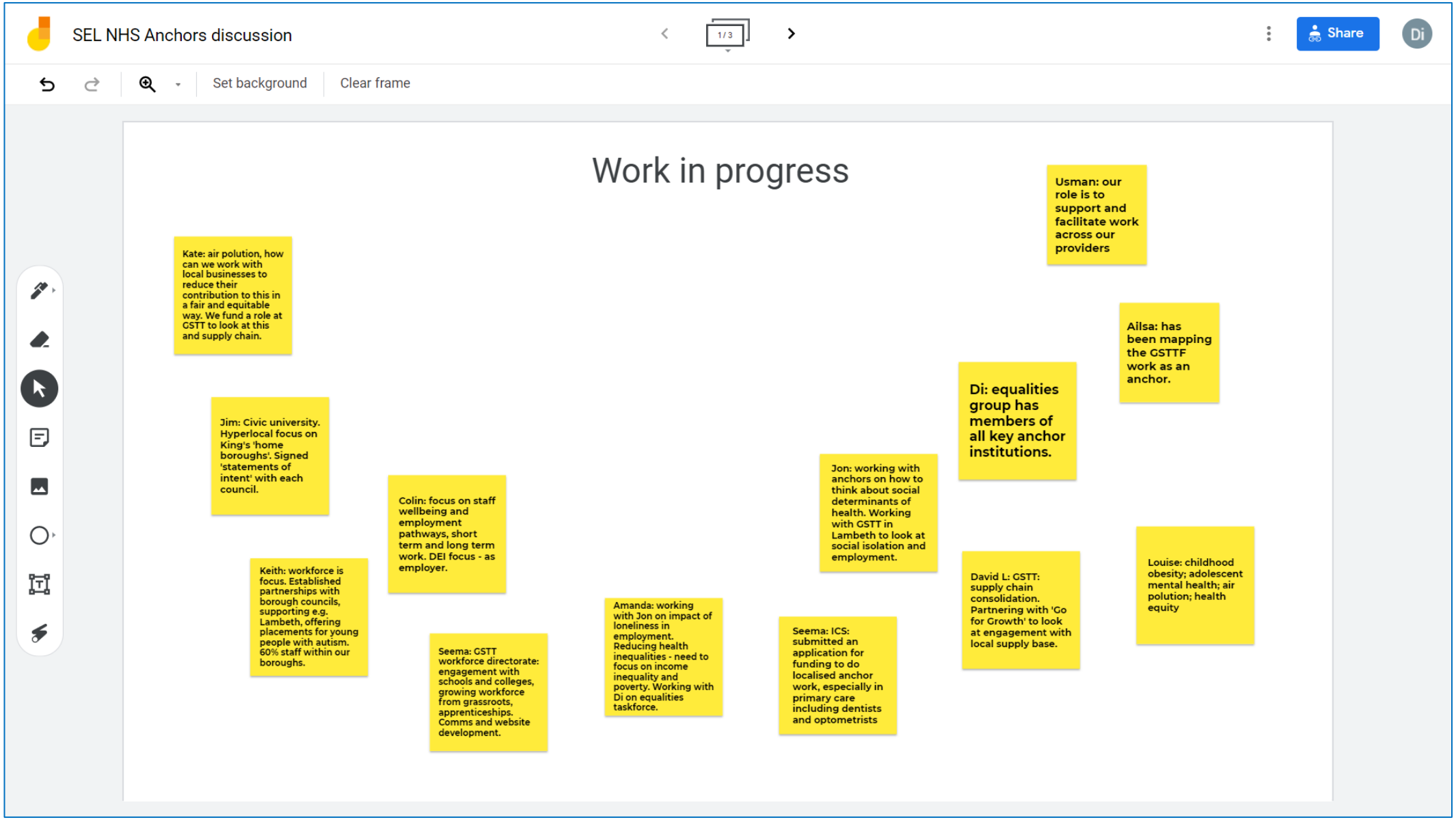
Key areas to update

- Recruitment, representation and retention
- Metrics and data for assurance purposes
- EDI development workshops held 28.4.2021 and 23.6.2021 and recommendations from Facilitators

Recruitment, representation and retention

- LT Equalities Group members have met with the South East London NHS Anchors Network in relation to retention and recruitment.
  - Good examples of work already in progress.
  - Discussion from several on General Practice as anchors in development
- LT Equalities Working Group discussion was around moving ahead in Lambeth, embracing the commitment of local politicians and work in progress. Suggestion for a LT recruitment audit of NHS Band 8 or similar

Lambeth together



Metrics and Data

- Develop a T&F group that will focus on the Metrics and data needed to measure and support Alliance objectives on health/care inequalities → Assurance reporting. Also a question about Primary Care data & how best to incorporate.
- LTSB Lay Member has agreed to chair
- In the process of setting up the group and progressing

EDI development workshops

- We have completed two EDI development workshops on 28.4.2021 and 23.6.2021.
- The Lambeth Together Pledge was mapped within the Johnson and Scholes Cultural Web to consider how to drive our efforts towards EDI
  - Stories
  - Rituals and Routines
  - Symbols
  - Organizational Structure
  - Control Systems
  - Power Structures
- The plenary evidenced energy for action and firm commitment to do different, without fully identifying where responsibilities and how members would be accountable.
- However, some members communicated as a result of conversations there were new possibilities, for new discourse and travel in relation to challenging inequalities and promoting EDI.
- A Rapid report has been produced for the EDI workshops with recommendations, the EDI working group has reviewed this. More later.

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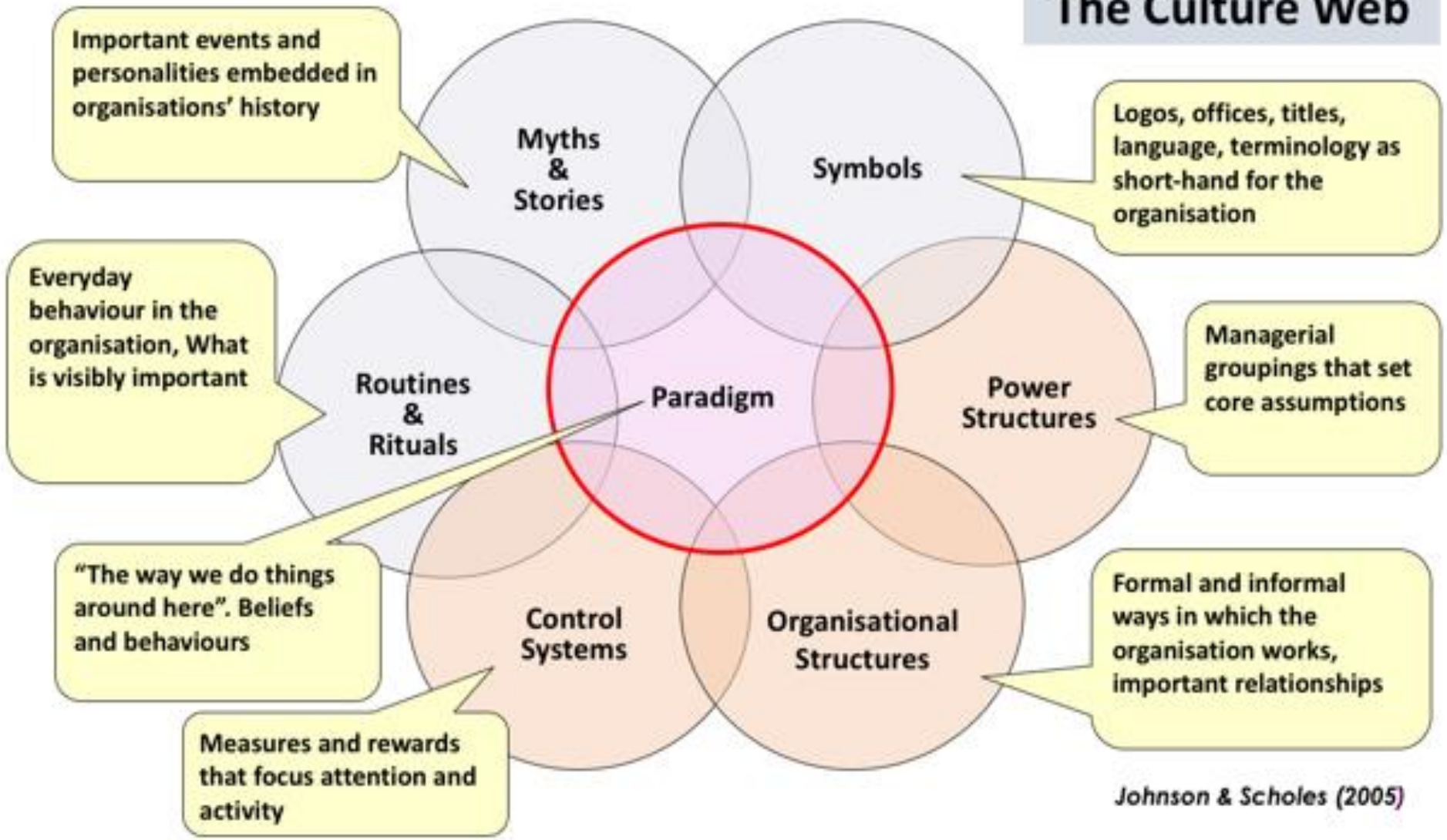
The Culture Web



Johnson & Scholes (2005)

EDI development workshops (2)

The critical questions in this workshop for Lambeth Together were:

- Where have actions already taken place across the elements and what more needs to be done?
- Where have actions not been taken and what will help to kick start actions or development?
- Where actions have been stalled, not delivering results and need to change and to think about what next.

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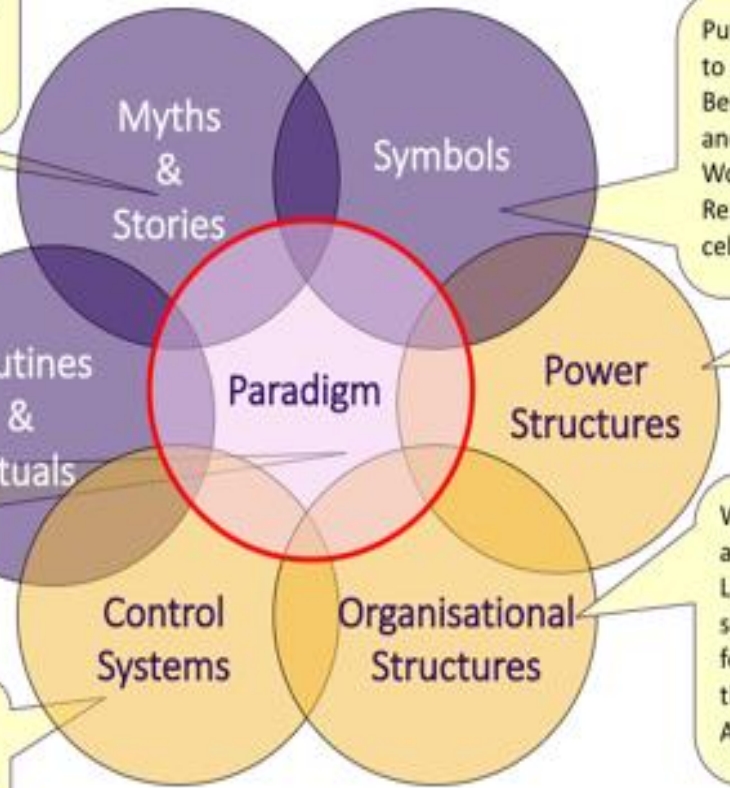
Refreshed Lambeth Together Pledge Included

Whichever provider or practise our people work within, our staff recognise they are part of a collective whole, where individual strengths are critical to success

Our people embrace feedback, learn from it and share learning to make a difference and build relationships based on trust

Lambeth Together Way – Our people are accountable, share power and enable diverse voices to be heard

We will work together using one, integrated health and care budget … as a single team deliver transformative health and care for all who need it in Lambeth



Putting people first always & striving to provide the best care possible
Being honest and plain speaking, and fair and clear in what we do
Working in partnership
Respecting difference and celebrating diversity

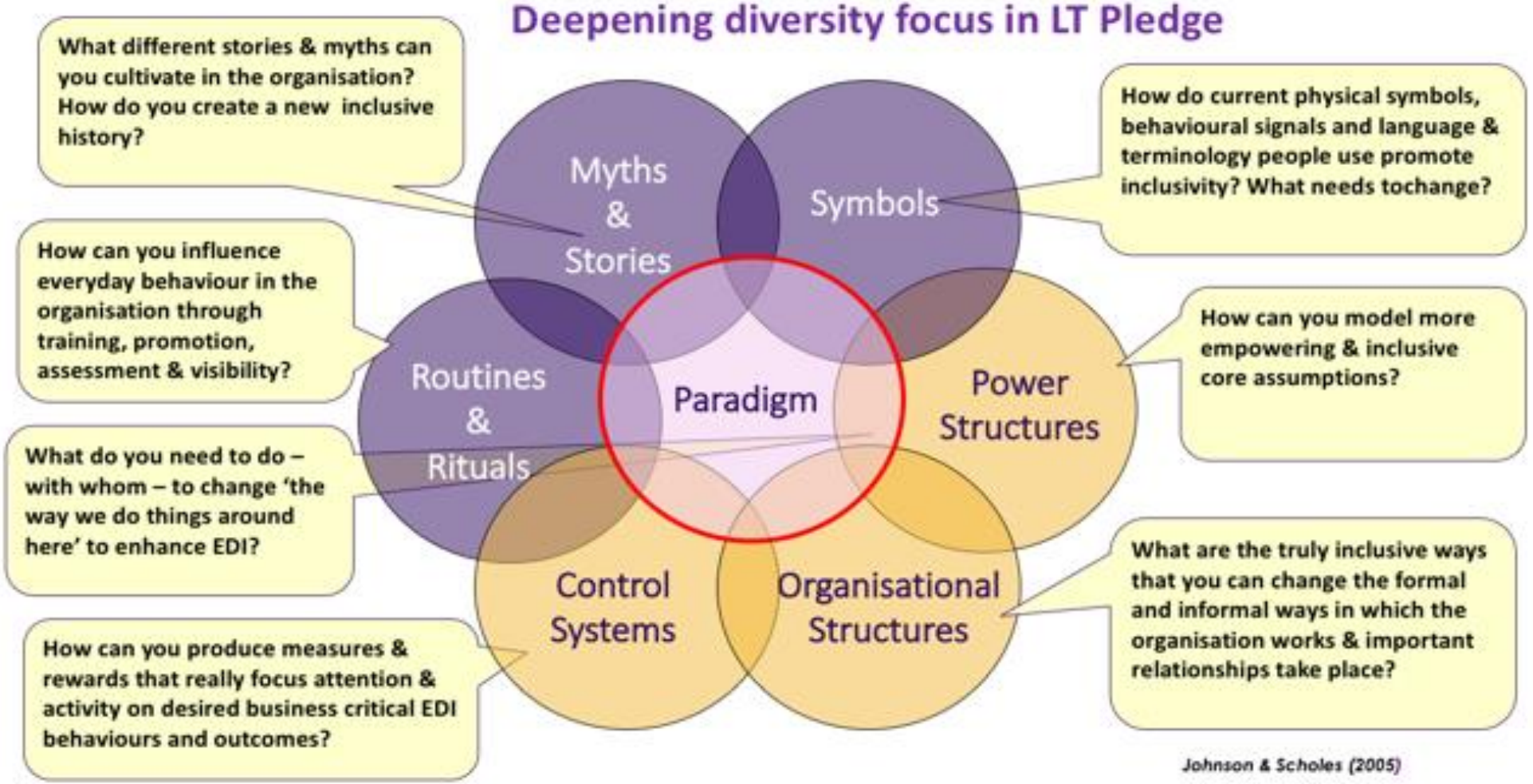
Single leadership team and key functions.

We will work across boundaries and geographies … as 'One Lambeth' team, making sure service users are the centre of our focus, empowered, and have voice through co-production (Delivery Alliances) in neighbourhoods.

Johnson & Scholes (2005)

Lambeth together

Deepening diversity focus in LT Pledge



Johnson & Scholes (2005)

Pledge – EDI Working Group discussion

- Regular reporting on the pledge??
- Not enough to do the pledge – keen to act instead
- *“We need to be put on the spot in terms of delivery rather than pledge.”*
- *“not everyone has the energy for a pledge”*
- *“I would say having a pledge is fine but the actions that we take as individual organisations and as an ICS - our communities want to see changes, and that is what we need to be focusing on....”*

Recommendation 1

- The current LT Pledge seems to not assertively embrace EDI. The refreshed Pledge begins to make this step. However, it is a working document, helping LT members to have conversations about enhancing EDI.
- This needs to continue.
- The Cultural Web is also a tool that could be used to help have further conversations and determine actions. Some members felt that use of the Culture Web could help in advancing LT's ambitions.
- The refreshed Pledge will be signed off at the board in September after final engagement with programme partners.

Recommendation 2

- The small groups gave attention to some elements of the Culture Web (Organisational Structures, Symbols, Myths and Stories, Rituals and Routines), and it is recommended that those elements not considered (Control Systems and Power Structures) should be given attention to support arrival at the “real” Lambeth Together Way.
- That would be an ambition to be realised. We can also support developments here.

Recommendation 3

- It is also recommended that some thought be given to Deloitte's six signature traits of inclusive leadership:

commitment, courage, cognizance, curiosity, cultural intelligence, and collaboration.

- LT members can use these traits as a starting point for modelling inclusive leadership in their daily interactions and behaviours, both inside and outside of the LT meetings.
- "*Inclusion is a business imperative*", and LT members might be missing a trick in not developing competencies in this area. We can support development with these competencies.

Recommendation 4

- Further, it is recommended that Lambeth Together set up its own reciprocal mentoring programme.
- This might be a novel way of prototyping an initiative that could support development of organisations across the group, and an exciting and impactful collaboration. We can support this initiative.

Proposals

- An audit of recruitment to NHS Band 8 & above posts (or equivalent pay in other organisations), and to review workforce race equality standards as a collective in partnership.
- Set up a Task & Finish Group to support collection of inequalities data for assurance purposes
- The use of the Culture Web tool in our ongoing organisational development
- Work with comms & engagement team so that we can sign off our refreshed Pledge to each other as Lambeth Together Partners in September

Questions?

- What next for the Lambeth Together Board in relation to EDI development as a collective?
- How do we know when we have achieved success and organisational culture change?
- How do we access the resources and expertise within each all of our organisations?