

NHS Greater Glasgow and Clyde	Paper No. 24/25
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2024
Title:	Creating a Culture of Zero Tolerance to Sexual Harassment in NHSGGC
Sponsoring Director/Manager:	Anne MacPherson, Director of Human Resources and Organisational Development
Report Author:	Liam Spence, Head of Staff Experience

1 Purpose

- 1.1 The purpose of the attached paper is to seek Board approval to launch a programme designed to promote a culture of zero tolerance to sexual harassment within NHS Greater Glasgow and Clyde (NHSGGC).

2 Executive Summary

- 2.1 NHSGGC has a comprehensive range of support in place for staff who wish to report Bullying and Harassment, including sexual harassment. Since 2019, there have been four complaints in the Board related to sexual harassment dealt with through our formal processes.
- 2.2 The “Breaking the Silence” Report, published in September 2023, revealed unreported sexual harassment in surgery departments in NHS Boards across the UK.
- 2.3 In response to this, NHSGGC set up, in partnership, a Short Life Working Group to develop and promote a range of resources and support for staff and managers across the organisation to:
- Ensure a culture where there is zero tolerance for sexual harassment;
 - Ensure a consistent approach in how this is managed;
 - Build the trust and confidence of our staff to raise issues whenever they or one of their colleagues is affected.
- 2.4 The Short Life Working Group is further informed by a range of national programmes and resources that are under development.

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3 Recommendations

3.1 The Board is asked to consider and approve the proposed programme that will help embed a culture of zero tolerance to sexual harassment.

4 Response Required

4.1 This paper is presented for approval.

5 Impact Assessment

5.1 The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-----------------|
| • Better Health | Positive impact |
| • Better Care | Positive impact |
| • Better Value | Neutral impact |
| • Better Workplace | Positive impact |
| • Equality & Diversity | Positive impact |
| • Environment | Neutral impact |

6 Engagement & Communications

6.1 This programme has been the subject of formal reports to the Workforce Equality Group in December 2023 and March 2024.

6.2 The issues addressed in this paper were subject to discussion with the Board Chair and other Board members.

7 Governance Route

7.1 See section 6.

7.2 Regular updates on the programme will be provided to the Workforce Equality Group, Area Partnership Forum and Staff Governance Committee.

8 Date Prepared & Issued

8.1 This paper was prepared in April 2024 and issued to Board members on 23 April 2024.

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1. Introduction

- 1.1 The purpose of this paper is to provide an overview of the proposed programme developed by the Short Life Working Group (SLWG) created to deliver actions within NHS Greater Glasgow and Clyde (NHSGGC) that will ensure zero tolerance to sexual harassment is embedded in our culture.
- 1.2 This paper is presented under the Better Workplace corporate aim for assurance and awareness.

2. Background

- 2.1 NHSGGC has a comprehensive range of support in place for staff who wish to report Bullying and Harassment, including sexual harassment. These are set out in Appendix 1. Since 2019, there have been four complaints in the Board related to sexual harassment dealt with through our formal processes.
- 2.2 The “Breaking the Silence” Report, published in September 2023, revealed unreported sexual harassment in surgery departments in NHS Boards across the UK.
- 2.3 In response to this, NHSGGC set up, in partnership, a SLWG to develop and promote a range of resources and support for staff and managers across the organisation to:
 - Ensure a culture where there is zero tolerance for sexual harassment;
 - Ensure a consistent approach in how this is managed;
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- 2.4 The SLWG includes the Employee Director, British Medical Association (BMA) representation, a senior surgeon, leads from the Medical Wellbeing Group and lead nurses, as well as specialist support from Human Resources, Learning and Education and the Equality and Human Rights Team.
- 2.5 The NHSGGC response builds on the success of the Speak Up campaign in 2022 and 2023. Through these campaigns, NHSGGC has shared the range of support in place, recognising the need to continue to build the trust and confidence of staff to raise these issues and the confidence of leaders to deal with these issues, which are often challenging and complex. The proposed programme will take this to the next level, with a focus on ensuring that sexual harassment is never tolerated within our organisation.

3. Assessment

- 3.1 This programme has had engagement with and support from the most senior level, with a number of Board members providing valuable direction and insight. Following a meeting with NHSGGC Board members on 16 April 2024, the SLWG has:
1. Defined a positive vision for the culture NHSGGC wants to create.
 2. Proposed a simple, hard-hitting headline which clearly articulates what NHSGGC wants to achieve.
 3. Set out the programme which will deliver this change, with clear timelines, ensuring an integrated approach to national programmes.

3.2 The Vision

As part of the tackling sexual harassment programme, NHSGGC has proposed a positive vision of change for the organisation. This is set out as a definition of both what behaviours we will not tolerate from our staff and leaders and the kinds of behaviours that we expect in all our activities. An overarching mission statement has been proposed for the programme:

Programme Mission: This programme will build a culture where ending sexual harassment and inappropriate behaviours is everyone's role and all staff feel empowered to speak up. By doing this, we will build a respectful and inclusive workplace where staff feel safe, there is zero tolerance for sexual harassment and that safeguarding is in place for everyone who comes forward.

- 3.3 The table sets out what that will mean in practice for our organisation, our leaders, our staff and our culture.

NHSGGC has zero tolerance for:	We are an organisation which:
<ul style="list-style-type: none">• Offensive jokes, banter and comments, including the use of sexualised language	<ul style="list-style-type: none">• Operates in accordance with our values, embedding our behaviours and actions in NHSGGC values of care and compassion dignity and respect openness, honesty and responsibility quality and teamwork

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<ul style="list-style-type: none"> Unwelcome sexual advances, propositions or pressure for sexual activity; offensive flirting; continued suggestions for social activity within or outside the workplace after it has been made clear that such suggestions are unwelcome 	<ul style="list-style-type: none"> Leaders and all staff treat their colleagues, patients, carers and the public fairly, professionally, and with dignity and respect.
<ul style="list-style-type: none"> People in positions of power using their position to facilitate harassment or other unacceptable behaviours 	<ul style="list-style-type: none"> Senior leadership demonstrates a strong commitment to preventing harassment and fostering a safe and respectful work environment
<ul style="list-style-type: none"> Suggestions that sexual favours may further a colleague's career or refusal may hinder it, for example, promotions, salary increases etc. 	<ul style="list-style-type: none"> People are empowered to report incidents or issues without fear of recriminations or any impact on their career or them personally.
<ul style="list-style-type: none"> Leering, whistling or making sexually suggestive comments or gestures, innuendoes or lewd comments 	<ul style="list-style-type: none"> Promotes a culture of mutual respect, professionalism, and civility among employees, so that all our staff feel safe at work.
<ul style="list-style-type: none"> Sexual Assault or Indecent exposure 	<ul style="list-style-type: none"> Ensures managers are equipped to deal appropriately with issues that are raised
<ul style="list-style-type: none"> Ostracising or "freezing out", ignoring and staring 	<ul style="list-style-type: none"> Let all staff know what is and is not appropriate in the workplace.
<ul style="list-style-type: none"> Patronising comments and remarks, mimicking or use of derogatory terms 	<ul style="list-style-type: none"> Provides multiple channels for employees to report harassment or raise concerns for themselves or for their colleagues
<ul style="list-style-type: none"> Inappropriate personal questions or comments, including belittling or patronising comments or nicknames 	<ul style="list-style-type: none"> Puts in place the right support for people who are the victims of sexual harassment, which continues for as long as is needed
<ul style="list-style-type: none"> Assault or other non-accidental physical contact including but not limited to: unnecessary touching, patting, pinching or brushing against a colleague's body 	<ul style="list-style-type: none"> Holds individuals accountable for their behaviour and ensures transparency in the handling of harassment cases.
<p>The display, sending or sharing of offensive or pornographic letters, publications, objects, images or sounds</p>	<p>Provides training sessions are conducted to educate employees at all levels about what constitutes harassment and inappropriate behaviours, how to recognise it, and what steps to take if they experience or witness harassment</p>
<p>Offensive comments about appearance or clothing</p>	<p>Recognises that creating a harassment-free workplace is an ongoing process, the organisation is committed to continuous improvement. It regularly reviews and updates its policies and practices</p>

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Deliberate and consistent behaviours which demonstrate a non-acceptance of aspects relating to protected or personal characteristics	
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3.4 Communications

Inspired by the Royal College of Surgeons campaign, NHSGGC propose that our headline is Sexual Harassment: Cut It Out. At the bottom of the poster and leaflet will be a QR code, a link to the NHSGGC resource pack and the strap line: 'Sexual Harassment: Not in My NHS'.

3.5 Programme Planning

This programme of activity is organised around three key phases. This recognises that genuine change needs to be underpinned by a consistent programme of activity that embeds new behaviours and ways of working in the organisation through a range of complimentary initiatives and communications.

1. Test of Change – May to June 2024

The initial launch of communications and sharing of resources across the organisation, with targeted training piloted in key areas to ensure that the programme will enable the change we are looking for.

2. Full roll out – July to November 2024

Training for senior leaders rolled out, underpinned by local communications shared across the organisation. Through this period, we will progress through the 'Equally Safe at Work', national accreditation programme for supporting employers to advance gender equality and prevent violence against women.

3. Embedding – December 2024 to March 2025

Roll out of new Gender Based Violence policy and underpinning sexual harassment guide, along with targeted training and support for any risk areas identified through the evaluation of phases one and two.

3.6 Within the programme there are six workstreams, which are being led through the SLWG:

- Governance
- Communications
- Leadership
- Resources
- National Links
- Evaluation

3.7 The high level plan is set out in Appendix 2, showing the links to how this integrates with work happening at a national level.

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4. Conclusions

- 4.1 It is important that we create a culture where sexual harassment is never tolerated. This programme will aim to ensure that this culture is embedded across our organisation.

5. Recommendations

- 5.1 The Board is asked to approve the roll out of this programme, launching from May 2024.

6. Implementation

- 6.1 This programme is being managed by a SLWG, developed in partnership, and drawing on resources from across the organisation.
- 6.2 This programme is overseen by the Workforce Equality Group, with reports provided in both December 2023 and March 2024. Going forward, we will further provide update reports through the APF and Staff Governance Committee.

7. Evaluation

- 7.1 As part of the roll out of this programme, a survey has been developed to test the awareness of staff of the range of support in place. We are further monitoring the reports of sexual harassment through our HR Support and Advice Unit, with enhanced monitoring in place through our Service Now system.

8. Appendices

- Appendix 1: Support for Staff
- Appendix 2: High Level Programme Plan

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Appendix 1: Support for Staff

The resources below are currently in place for all staff related to harassment.

Policy:

1. Once For Scotland bullying and harassment policy
2. Once for Scotland bullying and harassment tools - self-reflection tools and examples of bullying behaviours and harassment

Services:

3. Bullying and harassment confidential contacts
4. Bullying and harassment dedicated phone line

Launched in April 2023, these services provide alternative routes for staff to raise issues specifically linked to harassment. Managed by the HRSAU, these new services have been underpinned by training for our new confidential contacts and for the HRSAU team, to ensure they are aware of the complex issues that often sit behind bullying and harassment.

5. Civility Saves Lives Leads

Support for staff who feel they have been spoken to in an inappropriate (uncivil) way, providing a means to provide early feedback to staff who may not be aware of their behaviours.

Campaign and Communications:

6. Our Speak up Campaign and resource pack

Launched in 2022, with posters distributed across NHSGGC, letting staff know about the range of ways they can raise concerns and issues.

Refreshed in 2023, to include the wider range of support now in place, such as the bullying and harassment phone line and our peer support network. The new Speak Up includes a new intranet site, a guide for managers, a one-page print out guide and a series of communications and online events through the week itself. We'll continue to build on this through 2024.

Training:

7. People Management Programme – NHS Scotland Workforce Policies Managing: Employee Conduct, Grievances and Capability

This is a key module as part of the training provided to all managers. It was relaunched in July 2023.

8. Active Bystander Training

We delivered sessions as part of Black History Month in 2023, with a rolling programme in place from February 2024.

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We have received funding from NES, and will be delivering a specific programme of Active Bystander training to trainee doctors.

9. New culture change programme being launched from May 2024, subject to approval by the Board.

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Appendix 2: High Level Programme Plan

The high level plan is shown below. Leads are drawn from across the SLWG.

Phase	Action
1. Test of Change May / June 2024	1.1 Governance: Agreement by Board to the programme
	1.2 Communications: Initial communications launch – targeted comms in Test of Change Areas and wider comms internally and externally to raise awareness of what the organisation is doing.
	1.3 Leadership: Training provided to identified leadership cohort in the areas
	1.4 Resources: Resource pack and Bystander training offered to staff in the area
	1.5 National Links: NHSGGC signed up for Equally Safe at Work programme 2024/25
	1.6 Evaluation: Evaluation survey completed by all staff in the test of change area
2. Full roll out July- November 2024	2.1 Governance: Feedback from test of change provided to CMT and SLWG. Programme updated for full roll out.
	2.2 Communications: Updated to incorporate the voice of staff in the Test of Change areas. Full Communications launch across NHSGGC
	2.3 Leadership: Training for all senior leaders rolled out
	2.4 Evaluation survey sent to all NHSGGC staff to test current awareness
	2.5 Training: NHSGGC Bystander learn-pro module launched
	2.6 Training: NES designed learn-pro module launched for all staff.
	2.7 National Links: Equally Safe At Work project Board established
3. Embedding December- March 2025	3.1 Governance: Updates provided to APF and SGC
	3.2 National Links: Roll out of new Gender Based Violence policy and underpinning sexual harassment guide
	3.3 National Links: Preparing the organisation for Equally Safe at Work accreditation
	3.4 Leadership: Identify areas where further training for leaders is required.
	3.5 Resources: Update resources and training for staff based on evaluation feedback.