

# Creating a Culturally Competent Organisation

## Race Health Inequities Maturity Matrix

(Nov 2022)



Principle	Emerging	Developing	Maturing	Thriving
<b>Community Engagement</b>	<p>There is limited meaningful engagement with minority ethnic communities. People from minority ethnic communities are not routinely involved in the development of priorities or co-design of services.</p> <p>Communication assets are general and not specific to minority ethnic communities.</p> <p>When people from minority ethnic communities are consulted, they are not always aware of the outcome of their involvement.</p>	<p>Processes are in place to engage with people from minority ethnic communities in the design and delivery of programmes with trusted relationships beginning to develop.</p> <p>While communication assets recognise the diversity of the population there is limited input from minority ethnic communities in the design process.</p> <p>Engagement with minority ethnic communities is predominantly consultation focused but there is limited involvement from minority ethnic communities to agree measures or outcomes.</p> <p>Consultation / engagement feedback is given but steps are not yet being taken to tailor this to different minority ethnic communities</p>	<p>Forums for seeking and acting on the views of people from minority ethnic communities are embedded in co-design and delivery processes. Minority ethnic citizens are actively involved and contribute to decision making.</p> <p>People from minority ethnic communities are regularly involved in the co-design of communication assets at the beginning of the project / campaign / service design process.</p> <p>People from minority ethnic communities are regularly involved in the design of consultation / engagement materials and some autonomy given to communities to design the output.</p> <p>Consultation / engagement feedback is tailored to some minority ethnic communities.</p>	<p>People from minority ethnic communities are routinely involved and engaged in the design and delivery of services to meet the needs of population groups / cohorts. There are established links and relationships with a range of community groups and regular partnership working is taking place.</p> <p>There is open and active two-way communication between the organisation and people from minority ethnic communities. People from minority ethnic communities are empowered with the resources and the delegated responsibility to design communication and engagement assets and materials.</p> <p>Consultation / engagement feedback is tailored to a range of different minority ethnic communities and feedback on the outcomes is provided via diverse formats &amp; platforms.</p>
Principle	Emerging	Developing	Maturing	Thriving
<b>Inclusive Decision Making</b>  <b>(Divergent approaches and collective intelligence)</b>	<p>There is limited cultural diversity in decision making forums restricting divergent thinking and the gathering of collective intelligence to inform decision making.</p> <p>There is limited coproduction and meaningful engagement with people from minority ethnic communities in decision making.</p>	<p>There is some cultural diversity in decision making forums encouraging divergent thinking, however this is not leading to addressing outcomes and challenges faced by minority ethnic communities.</p> <p>There is some coproduction and engagement with people from minority ethnic communities in decision making.</p>	<p>There is strong representation from minority ethnic communities, supporting diversity of thought and the inclusion of multiple perspectives.</p> <p>Collective intelligence is welcomed providing capacity for change but not proactively sought.</p> <p>Regular coproduction and meaningful engagement with minority ethnic communities is taking place to inform decision making.</p>	<p>Culturally diverse, divergent thinking and collective intelligence is consistently present in decision making forums, providing robust diversity of thought and inclusion of multiple perspectives.</p> <p>Collective intelligence is embraced and systematically used enabling, lasting change for the purpose of solving societal issues.</p> <p>There is consistent coproduction and meaningful engagement with minority ethnic communities with delegated decision making.</p>
Principle	Emerging	Developing	Maturing	Thriving
<b>Representative Workforce</b>	<p>Compared with the local population the workforce has very limited representation from minority ethnic communities at all levels.</p> <p>Legislative based equality and diversity training is provided.</p>	<p>Compared with the local population the workforce has good representation from minority ethnic communities at some levels, however this is not reflected in senior leadership structures.</p> <p>In addition to legislative based equality and diversity training, targeted interventions are based on the organisations current level of cultural awareness.</p>	<p>Compared with the local population the workforce has good representation at most levels in the organisation, including in senior leadership structures.</p> <p>A clear strategy is in place for addressing under-representation throughout the organisation. Comprehensive training for the workforce is provided in addition to legislative based equality and diversity training.</p>	<p>Compared with the local population the workforce is representative at all levels.</p> <p>An embedded holistic approach which encompasses the key components of recruitment, retention, training and professional development of different communities is consistently applied, resulting in leading with inclusivity.</p>

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<b>Equality Impact Assessment (EIA)</b>	<p>People from minority ethnic communities are considered as a homogeneous group.</p> <p>The focus of the EIA is predominantly on access to services, without taking into consideration experience and outcomes.</p> <p>There is no focus or very little focus on the impact on diverse communities, with the assessment made on the population as a whole.</p> <p>Limited intelligence from diverse communities (through evidence and engagement) is applied to inform the EIA.</p> <p>The EIA is a 'one-off' exercise undertaken at the end of a process.</p>	<p>People from minority ethnic communities are considered as a homogeneous group however the EIA identifies geographical locations where there is high representation from minority ethnic groups.</p> <p>The focus of the EIA is on experience of services as well as access.</p> <p>There is an acknowledgement of the different needs of minority ethnic communities relevant to geographical communities. Where a negative impact is identified this is taken into consideration with mitigating actions identified as appropriate.</p> <p>Some intelligence from diverse communities (through evidence and engagement) is applied to inform the EIA.</p> <p>The EIA is conducted at the start of the process.</p>	<p>People from minority ethnic communities are <u>not</u> considered as a homogeneous group. The EIA takes into account the impact on individual minority ethnic groups.</p> <p>Recognition is given to differential factors in relation to access, experience, and outcomes of different minority ethnic communities.</p> <p>Due consideration is given to the impact on ethnic groups and communities that reside in different geographical locations Nottingham and Nottinghamshire.</p> <p>A range of intelligence from diverse communities (through evidence and engagement) is applied to inform the EIA.</p> <p>The EIA is reviewed at different stages of the process.</p>	<p>Consideration of impact includes an understanding of individual ethnic groups, recognising differential factors in relation to access, experience and outcomes.</p> <p>Consideration is given to the different ethnic groups and communities, plus clear interpretation of impact of intersectionality across other protected characteristics.</p> <p>Engagement with different ethnic groups has informed the EIA, through a process that also includes regular and ongoing feedback in relation to access, experience and outcomes.</p> <p>A comprehensive range of intelligence from diverse communities (through evidence and engagement) is applied to inform the EIA.</p> <p>The EIA is an iterative process with ongoing engagement and reflection through to completion/implementation and review.</p>
Principle	Emerging	Developing	Maturing	Thriving
<b>Accountable Leadership</b>	<p>Leaders talk about cultural intelligence on occasion, making some effort to canvass views but avoid difficult messages.</p> <p>The existence of structural racism is recognised and commitments are made to change existing power relations and the structural factors that compound and sustain race health Inequalities.</p> <p>Leaders acknowledge that service delivery should account for differing beliefs, values, attitudes, behaviours and experiences of different minority ethnic groups.</p>	<p>There is an understanding among leaders for the need to improve cultural intelligence and acknowledgement of work needed to create the right environment for cultural diversity to actively inform the organisation's operations and processes.</p> <p>Some steps have been taken to address structural racism, to change existing power relations and the structural factors that compound and sustain race health Inequalities.</p> <p>Steps have been taken within some departments/services to ensure that adjustments are made for differing beliefs, values, attitudes, behaviours and experiences of different minority ethnic groups.</p> <p>There are some visible role models at a senior level.</p>	<p>There is a clear understanding and ownership among leaders to improve cultural intelligence, with clear change agents and a plan to increase competence.</p> <p>Leaders are actively talking about structural racism, challenging power relations and the structural factors that compound and sustain race health Inequalities</p> <p>Leaders understand the structural causes and effect of health inequalities in most groups.</p> <p>Leaders are taking active steps to ensure the wider workforce have a good understanding of differing beliefs, values, attitudes, behaviours and experiences of different minority ethnic groups.</p> <p>There are multiple visible role models at a senior level.</p>	<p>Leaders consistently demonstrate cultural intelligence in all aspects of their leadership. They work to create the right environment of cultural diversity to inform the organisation.</p> <p>Leaders have taken tangible actions to challenge power relations and have made changes to structures and processes that were previously seen to be compounding and sustaining race health inequalities.</p> <p>Leaders have embedded the importance of cultural intelligence into the workforce and there are tangible examples across departments/services of adjustments being made to respond to differing beliefs, values, attitudes, behaviours and experiences of different minority ethnic groups.</p> <p>The senior leadership team are all visible role models.</p>
Principle	Emerging	Developing	Maturing	Thriving
	<b>Collection:</b> High levels of missing or unknown ethnicity data. Data largely focused on process	<b>Collection:</b> Some missing ethnicity data but structures in place to collate data as completely as possible.	<b>Collection:</b> Complete and accurate data reporting across most service areas. Recorded in a format that is user friendly.	<b>Collection:</b> Complete and accurate data reporting across all service areas with agreed measures across system organisations.

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<p><b>Data and Evidence</b></p>	<p>measures and for contract management.</p> <p><b>Data sharing:</b> Governance structures but none or few existing data sharing agreements in place.</p> <p>Development needs with respect staff understanding of data sharing governance.</p> <p><b>Data usage:</b> Used for contract monitoring only.</p> <p>A workforce with limited skills in interpreting evidence</p>	<p><b>Data sharing:</b> Governance structure that allows some data sharing between organisations to fulfil discrete projects e.g. an equity audit. Minimal data sharing agreements in place.</p> <p>Staff awareness of governance structures requires improvement.</p> <p><b>Data usage:</b> Some reports that combine data from multiple service areas.</p> <ul style="list-style-type: none"> <li>- Reports created ad hoc rather than as routine.</li> <li>- Largely reactive responding to re-commissioning needs or other requests with limited remit</li> </ul> <p>A workforce containing skilled individuals who are able to review evidence. Workforce has basic abilities to critically appraise evidence.</p>	<p><b>Data sharing:</b> Clear and robust governance structure that allows some data sharing between organisations to fulfil discrete projects e.g. an equity audit. Some data sharing agreements established with local partners.</p> <p><b>Data usage:</b> Collation of data from multiple service areas:</p> <ul style="list-style-type: none"> <li>- Stand-alone, static reports rather than ‘live’ dashboards. Reports available for all local stakeholders and refreshed in a timely manner.</li> <li>- Some proactive work but limited by lack of individually linked datasets.</li> </ul> <p>A skilled workforce able to interpret and infer actions from a range of evidence sources.</p>	<p>Recorded in a ‘live’ or ‘frequently updated’ format that is user friendly.</p> <p><b>Data sharing:</b> Clear and robust governance structure. All required data sharing agreements in place to allow meaningful data flows between local partners.</p> <p><b>Data usage:</b> Transparent data and actionable intelligence. This includes:</p> <ul style="list-style-type: none"> <li>- Linked datasets combining multiple sources of data at an individual level to explore links in access and outcomes across service areas.</li> <li>- ‘Live’ dashboards to summarise data from multiple sources.</li> <li>- Proactive exploratory research.</li> </ul> <p>A highly skilled workforce able to interpret and infer actions from a range of evidence sources. A pro-active strategic approach to producing evidence.</p>
<p><b>Principle</b></p>	<p><b>Emerging</b></p>	<p><b>Developing</b></p>	<p><b>Maturing</b></p>	<p><b>Thriving</b></p>
<p><b>Financial Investment (to address health inequalities in minority ethnic communities)</b></p>	<p>Funding / resource allocation is not responsive to known health inequalities in minority ethnic communities.</p> <p>There is limited commissioning/ provision of culturally specific services to meet the needs of minority ethnic communities.</p>	<p>There is some evidence that some funding / resource allocation is being used to respond to known health inequalities in minority ethnic communities.</p> <p>There is some commissioning/ provision of culturally specific services to meet the needs of minority ethnic communities.</p>	<p>There is good evidence that funding / resource allocation is being used to respond to known health inequalities in minority ethnic communities.</p> <p>Investment in race and culturally specific ethnic services is given priority but this is more often reactive than proactive.</p>	<p>There is a strategic approach to allocating funding / resource allocation to proactively meet the needs of minority ethnic communities.</p> <p>In addition to the commissioning / provision of culturally specific services, there is evidence of investment in non-culturally specific service to ensure they are flexible to the needs of minority ethnic communities.</p>

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	Definition
<b>Equality Impact assessment</b>	<p>An equality impact assessment (EIA) is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. This covers both strategic and operational activities.</p> <p><b>Application within the Maturity Matrix:</b> Ensures the impact assessment recognises differential factors in relation to access and experience. Intersectionality across the protected characteristics and that co-production across different ethnicities has informed the EIA.</p>
<b>Inclusive Decision Making</b>  (Divergent approaches and collective intelligence)	<p>Diversity of thought and the inclusion of multiple perspectives is required to break current patterns of thinking and behaviour. Communication can help foster relationships and inspire and create collective action. It is essential for bringing people who think differently together to capture and integrate perspectives that might otherwise be absent.</p> <p>Collective intelligence is the process by which a large group of individuals gather and share their knowledge, data and skills for the purpose of solving societal issues.</p> <p><b>Application within the Maturity Matrix:</b> Divergent thinking and collective intelligence is consistently used to providing robust diversity of thought and the inclusion of multiple perspectives to provide opportunity for change.</p>
<b>Community Engagement</b>	<p>Community engagement is a way of developing a working relationship between public bodies (such as local councils) and community groups. Good community engagement will mean that both groups can understand and act on the needs or issues of community experiences, helping to achieve positive change.</p> <p><b>Application within the Maturity Matrix:</b> MINORITY ETHNIC citizens are routinely involved and engaged in the design and delivery of services to meet the needs of population groups / cohort</p>
<b>Representative Workforce</b>	<p>When the organisation represents its community, it is likely that it will have more experience in engaging with its community.</p> <p><b>Application within the Maturity Matrix:</b> The workforce is fully representative at all levels throughout the organisation of the diverse ethnic communities.</p>
<b>Accountable Leadership</b>	<p>Leaders demonstrate cultural intelligence in all aspects of their leadership and are accountable for the impact of this in the organisation.</p> <p><b>Application within the Maturity Matrix:</b> Leaders embody the desired values and able to create a culturally competent, just and fair culture and are accountable for the impact of this in the organisation.</p>
<b>Data and evidence</b>	<p>Data and evidence is used to understand the landscape identify opportunities and allow evidence based interventions.</p> <p><b>Application within the Maturity Matrix:</b> Complete and accurate data reporting across all service areas with agreed measures across system organisations, Clear and robust governance structure. All required data sharing agreements in place to allow meaningful data flows between local partners.</p>
<b>Financial investment in addressing Health Inequalities in MINORITY ETHNIC communities</b>	<p>There is a commissioning plan which is extensive, routine, formally agreed, and include cultural provisions for MINORITY ETHNIC service users. Investment in race and culturally specific ethnic services is a local priority, and partners pool/align funding to support delivery of the strategy, based on mapping and analysis of current resources.</p> <p><b>Application within the Maturity Matrix:</b> Funding / resource allocation is consistently used to respond to the needs of MINORITY ETHNIC communities. Commissioning / service plans are extensive, routine, and formally agreed within the organisation, to ensure cultural provisions for MINORITY ETHNIC service users. Where additional funding is required, there is strategic intent to secure funds and direct them to effectively meet need of MINORITY ETHNIC communities.</p>
<b>Co-production</b>	<p>Meaningful partnership engagement with community and service users when commissioning, designing, delivering and/or assessing services and support and improve outcomes.</p>