

*Providing national leadership to shape and improve healthcare for all*

## **Equality and Diversity Council Meeting Paper**

**19 April 2017**

### **Leadership and Workforce Subgroup Update**

#### **Purpose and context**

The group oversees and supports the design, development and delivery of strategic equality and diversity work relating to leadership and workforce development across the NHS. This includes leadership and workforce priorities emerging from the Equality and Diversity Council (EDC). The group has its own clearly delineated work stemming from the EDC work plan which was finalised in July 2015. It maintains a focus on talent management.

Membership comprises system leaders from across the NHS, including trades' union partners, health education and regulators.

#### **EDC theme(s) and objective (s) the paper links to**

**Theme 1:** Inclusive workplaces - Creating inclusive workplaces **Key Goals:** Delivery of a successful culture change programme co-produced with staff and patients

**Theme 3 :** Eliminating discriminatory practice **Key Goals:** Increase employment opportunities and **Key Goals:** the employment of people with learning disabilities in the NHS (with increased numbers of people with learning disabilities in the NHS).

#### **Key summary milestones**

- Work plan. An overarching work plan is still being developed by the group which will take account of the (ongoing) structural changes across the system since April 2016 and include clear outcomes with associated timescales and accountabilities – specifically in regards to the work of NHS Improvement, Health Education England and the NHS Leadership Academy.
- Workforce Disability Equality Standard (WDES). The WDES work has an agreed project plan to take this work forward. The WDES is now part of the NHS Standard Contract and will become operation from April 2018 with 2017/18 being the preparatory year.
- LGBT action plan. The task and finish group established by the EDC to take forward this work has an agreed action plan – and associated communications plan in place.

### **Actions taken to date**

The group has been unable to meet since the last EDC meeting, but maintains four main focuses to its work:

**Talent Management and Inclusion Strategy.** The group is supporting the system-wide strategy that is being developed by the NHS Leadership Academy in partnership with colleagues at NHS Improvement and Health Education England – an outline of which was presented to the January EDC meeting. The Building Leadership for Inclusion strategy – which includes details of the Ready Now, Stepping Up programmes and the Developing People – Improving Care framework – is designed to develop across the system, the leadership behaviours required to address discrimination against those with protected characteristics. Further updates will be provided to the EDC in the coming months as this strategy is rolled out – including news on the appointment of an Academic partner for this work; the recruitment of specialists to support the facilitation and dissemination of programmes; and the development of a communications narrative to underpin the whole approach.

**LGBT action plan.** The group has welcomed the addition of this work to the LWG. The action plan has been circulated and the LWG will ensure that this work is integrated into the wider work of the group. A member of the LGBT task and finish group established by the EDC – Monty Moncrieff from London Friend – has been added to the membership of the LWG.

**WDES.** The group has received a full and comprehensive update from the co-Chair of the WDES Strategic Advisory Group (Bernd Sass) about the WDES plans. The LWG has stressed the importance of ensuring that the WDES is informed by the learning from the implementation of the WRES and that the two teams have an ongoing exchange of information and data as they progress to inform that learning. Following a consultation period, the WDES is now part of the NHS Standard Contract and will become operation from April 2018 with 2017/18 being the preparatory year. There has been extensive consultation on the WDES metrics – and a revised version will be issued in the first quarter of 2017/18 along with detailed technical guidance to support implementation.

**Bullying and harassment.** The group is linked to the work that the Social Partnership Forum are leading on (in terms of a system wide response and call to action around bullying and harassment) – and the work of the NHS Staff Council Equality and Diversity Group who are concerned with promoting good practice around monitoring and collecting best practice in dealing with bullying and harassment in the workplace.

### **Current position**

- As above. Also, progress against agreed objectives and milestones, linked to the Performance Report RAG rating, will be included in future subgroup reports.

### Key risks

It is essential that there is ongoing buy in from all national organisations to help deliver the work plan. The membership has also been enhanced with the addition of representatives from the WDES and LGBT work groups.

### Next steps

- Continue to support relevant elements of the EDC work plan.
- Continue to support the development and implementation of the workforce disability equality standard (WDES) and the work of the LGBT task and finish group.
- Continue to co-ordinate and collaborate with relevant health and social care national bodies and organisations to improve the collection, collation and analysis of data across all protected characteristics.
- Support work across the system to promote a more inclusive and representative workforce for health and social care and a co-ordinated talent management strategy.

### Recommendation and action requested

The EDC to note the above.

**Name of the co-chairs of the sub group: Danny Mortimer and Stephen Hart**  
**Name of the sub group: Leadership and Workforce Subgroup**

### March 2017

(Members of the Subgroup are: Members of the Leadership & Workforce Subgroup are: Danny Mortimer (NHS Employers), Gail Adams (Unison), Alison Raw (DH), Paul Deemer (NHS Employers), Tracie Jolliff and Stephen Hart (NHS Leadership Academy), Kate Milton (NHS England), Becki Meakin (Shaping Our Lives), Bernd Sass (Disability Rights UK), April Brown (NTDA), Neil Churchill (NHS England), Lauren Finnegan and John Newton (PHE), Stephen Moir (NHS England), Nicola Lee (RCN), Suzie Bailey (Monitor), Helen Buckingham and Kiran Chauhan (NHS Improvement) and Gary Theobald (HEE), Monty Moncrieff (London Friend).