

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

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

**24 January 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, user led organisations 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 for 2017-2018 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 – which aligns with the associated strand of work being led from NHS England on increasing employment opportunities for people with learning disabilities.
- WDES: 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.
- LGBT action plan. The group has recently (September 2016) agreed to take on the governance of the task and finish group established by the EDC to take forward this work.

## Actions taken to date

There were four main focuses to the last meeting on 9 December 2016:

Talent Management and Inclusion Strategy. The group were updated on a detailed, system-wide strategy that is being developed by the NHS Leadership Academy in partnership with colleagues at NHS Improvement and Health Education England. Attached to this paper (Appendix 1) is a brief summary of the Strategy for Inclusion – which includes details of the Ready Now and Stepping Up programmes and emerging work to understand and develop across the system the leadership behaviours required to address discrimination against those with protected characteristics. Specific links were also made to the recently published Developing People – Improving Care framework. The NHS Leadership Academy will report back to the EDC Leadership and Workforce group on the development and implementation of its Inclusion Strategy in the coming months.

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

Bullying – national call to action. The group were informed about the recently signed Social Partnership Forum pledge to tackle systemic bullying and harassment in the workplace. The [pledge](#) was co-signed by Phillip Dunne (Minister of State for Health), Danny Mortimer (CEO, NHS Employers) and Christine McAnea (National Secretary for Health, Unison). The LWG will ensure that all future work factors in these commitments and that their respective organisations use their various offices to support the pledge.

## Current position

As above. No further update – except to report that Stephen Hart (Managing Director of the Leadership Academy) has agreed to co-Chair the group alongside Danny Mortimer (NHS Employers).

## Key risks

Improved attendance at the meeting and clarity on the terms of reference have both mitigated against the key risk of poor attendance jeopardising the work of the group. 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 and to receive a verbal update from the group on the LGBT action plan work.

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

**Name of the sub group: Leadership and Workforce Subgroup**

### December 2016

(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).

## Appendix 1

### **The NHS Leadership Academy: Overarching Approach for Inclusion and Inclusion in Talent Management**

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#### **Purpose**

In response to the current levels of diversity, equality and inclusion across the NHS, as both an employer and healthcare provider, the NHS Leadership Academy has set out its strategic intentions to:

- **Raise the level of aspiration on inclusion**
- **Quicken the pace of change towards inclusion**
- **Ensure that leadership is equipped to leave an ever increasing and sustainable legacy of inclusion**

#### **Approach**

The Academy's approach to this work is multi-faceted, working at individual, organisational and systemic levels via:

- Programme offers
- the continued development of online tools, guides and frameworks
- work with and within the system to create, develop and test out new leadership development models and interventions that ensure a positive Inclusion legacy

#### **How**

In order to achieve its strategic intentions the Academy will collaborate at unprecedented levels with those most negatively affected by poor levels of engagement and inclusion, to drive change throughout NHS system/s, working closely with:

- NHS Arm's Length Bodies to ensure synergy, sharing of intelligence and expertise and learning
- Local Leadership Academies and their respective leads for:
  - Inclusion
  - Talent Management
  - Organisational Development
  - Coaching and Mentoring Networks, and the
  - Regional Equality, Diversity and Inclusion networks
- Academic and applied leadership development experts nationally and internationally.

#### **Driving change directly with staff through Current and Future Programmes**

The Academy offers two bespoke programmes that promote inclusive talent management, contribute towards the development of a more diverse talent pool and pipeline and provide leadership development for employees from Black, Asian and Minority Ethnic Backgrounds (BAME). These are:

- **The Ready Now programme** – for senior BAME leaders (Agenda for Change grades 8a and above and senior clinicians) – supporting individuals to realise their potential and contribute. This programme is fully funded by the Academy
- **The Stepping Up programme** – Supporting BAME staff at Agenda for Change Bands 5, 6 & 7 to support BAME staff to progress and access organisation talent pipelines.
- **Bursaries** - For those with protected characteristics, applying for the Nye Bevan (senior leader) and Elizabeth Garrett Anderson (mid-level leader) programmes, currently underrepresented on these programmes.

### **Driving change at organisational and system levels**

**Leadership for Inclusion** (previously often referred to as a Commission into Leadership for Inclusion)

The key aim of this significant programme of work is to bring about sustainable transformation on equality, diversity and inclusion across the system.

### **Creating the conditions in which equality, diversity and inclusion thrive in all teams and organisations across health and care services and for sustaining improvements by:**

1. Developing an inclusive pedagogy for leadership development.
2. Building a true understanding within NHS leadership communities of how to create inclusive transformation across systems.
3. Developing a comprehensive suite of practical strategies, tools, guides that equip leadership to quicken the pace of change on Inclusion and to sustain these changes over time.

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