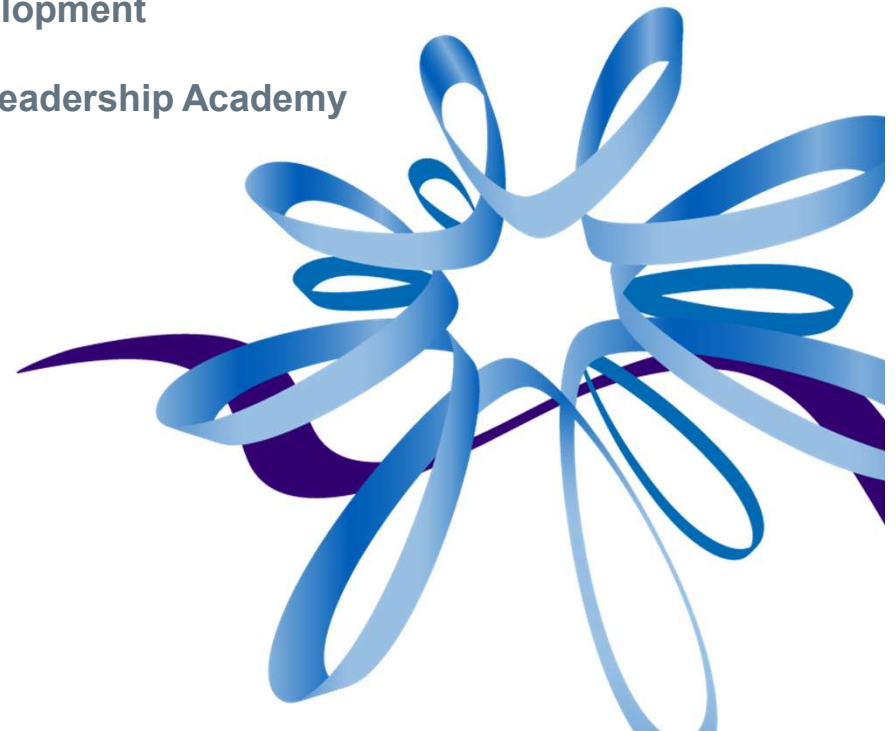# Equality and Diversity Council: 1 May 2019

NHS Leadership Academy: reach and impact on inclusion

Steve Hart,   **Managing Director NHS Leadership Academy**
                    National Director of Leadership Development

Shamila Gill,   **Head of Academy Operations, NHS Leadership Academy**

NHS Leadership Academy - Vision and strategic objectives

Purpose: The NHS has the right number of leaders with the knowledge, skills, attitudes and behaviours that are required to deliver high quality services, improve health outcomes and continually improve patient care.
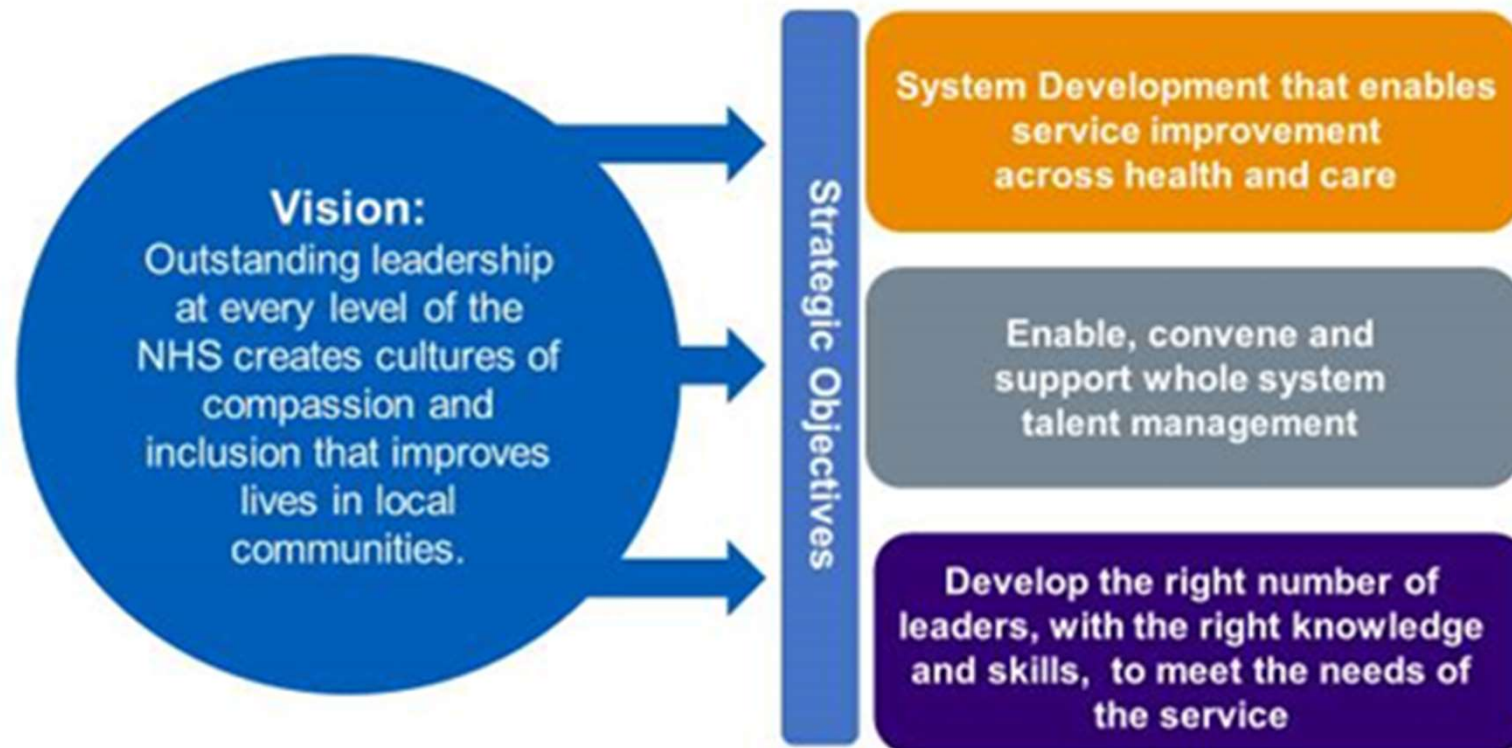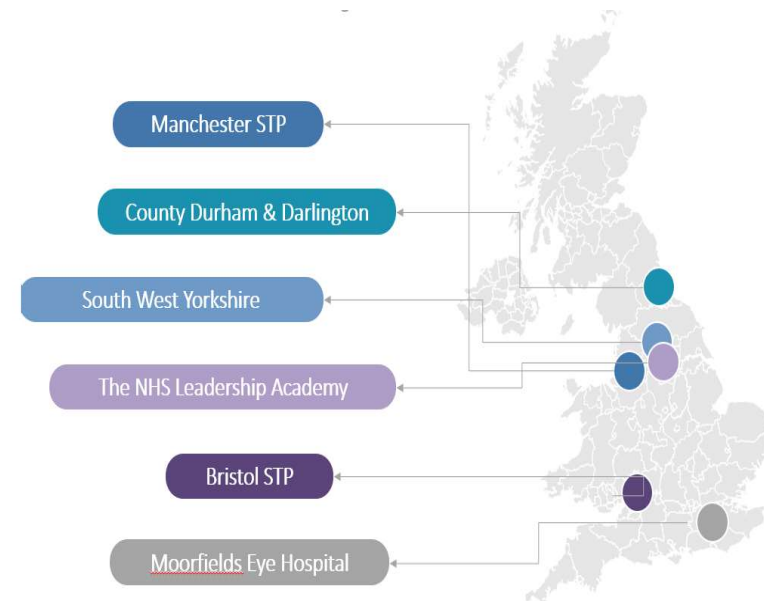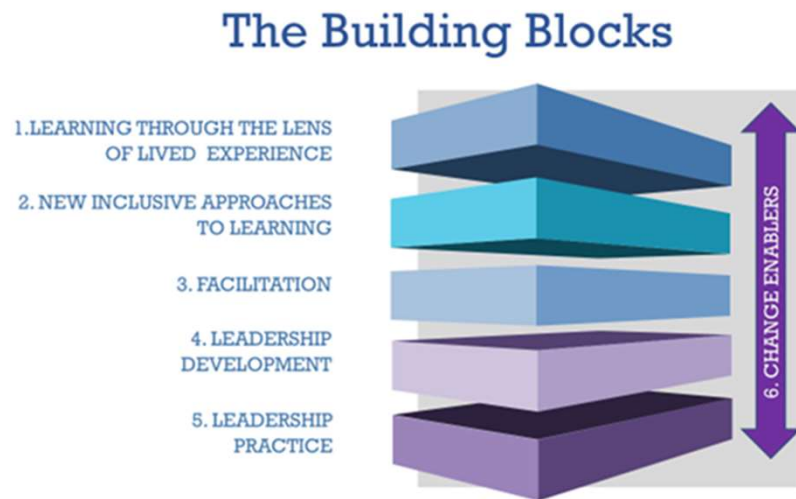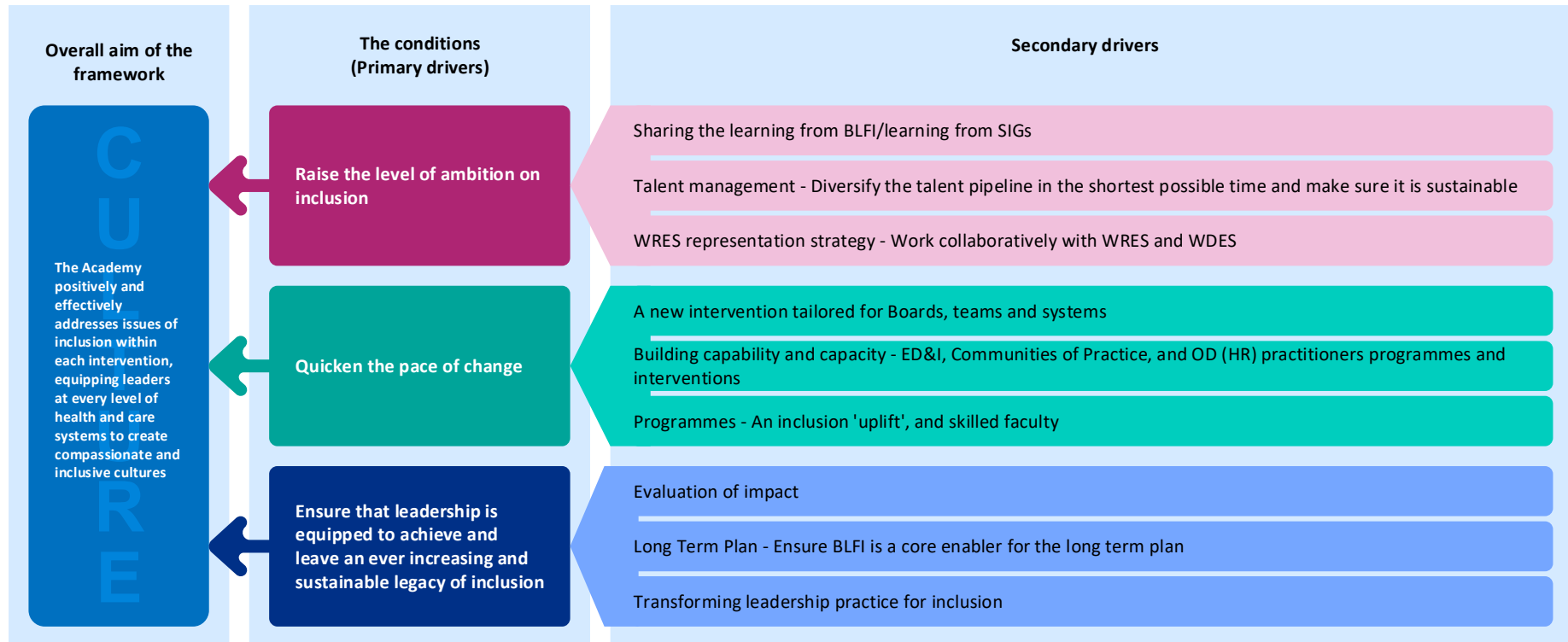
Outline

- Leadership Academy Purpose & Objectives

- Building Leadership For Inclusion Strategy & Objectives
- Positive Action and National Programmes
- Talent Management
- Local Leadership Academy Interventions

Building Leadership For Inclusion (BLFI)

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

The Building Blocks

1. LEARNING THROUGH THE LENS OF LIVED EXPERIENCE

2. NEW INCLUSIVE APPROACHES TO LEARNING

3. FACILITATION

4. LEADERSHIP DEVELOPMENT

5. LEADERSHIP PRACTICE

6. CHANGE ENABLERS

- Manchester STP
- County Durham & Darlington
- South West Yorkshire
- The NHS Leadership Academy
- Bristol STP
- Moorfields Eye Hospital

Building Leadership For Inclusion (BLFI)

Overall aim of the framework

The conditions (Primary drivers)

Secondary drivers

CURE

The Academy positively and effectively addresses issues of inclusion within each intervention, equipping leaders at every level of health and care systems to create compassionate and inclusive cultures

Raise the level of ambition on inclusion

- Sharing the learning from BLFI/learning from SIGs
- Talent management - Diversify the talent pipeline in the shortest possible time and make sure it is sustainable
- WRES representation strategy - Work collaboratively with WRES and WDES

Quicken the pace of change

- A new intervention tailored for Boards, teams and systems
- Building capability and capacity - ED&I, Communities of Practice, and OD (HR) practitioners programmes and interventions
- Programmes - An inclusion 'uplift', and skilled faculty

Ensure that leadership is equipped to achieve and leave an ever increasing and sustainable legacy of inclusion

- Evaluation of impact
- Long Term Plan - Ensure BLFI is a core enabler for the long term plan
- Transforming leadership practice for inclusion

Programme Participation Trend 2016 - 2018

- ➤ BME participants make up 20.7% of Academy programmes, which more than represents the NHS workforce at 18.4%

- ➤ BME representation has increased year on year, 5.1% in 2017 and 0.4% in 2018

- ➤ Bursaries offered informed by data and a positive action 'push'

- ➤ Pipeline - scaled up positive action programmes and wrap around support for Stepping Up Alumni (mentoring, coaching, local trusts)

- ➤ Joint sponsor to the NHS Confed BME network launched March 2019

- ➤ Evidence-based bespoke offers for specific professional groups

Total participants by ethnicity

12542, 10%
25992, 21%
86937, 69%

■ White ■ BME ■ Unknown
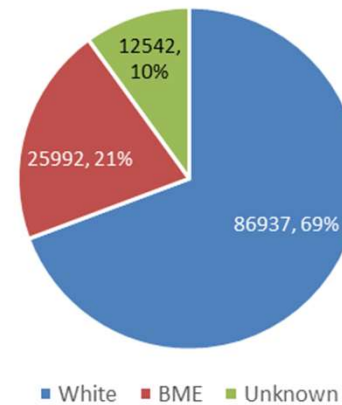
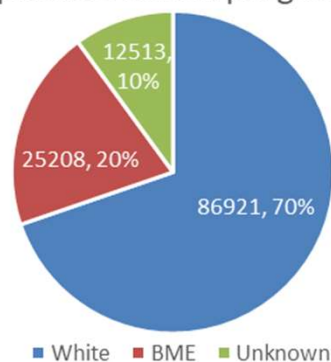## Participant trend by ethnicity
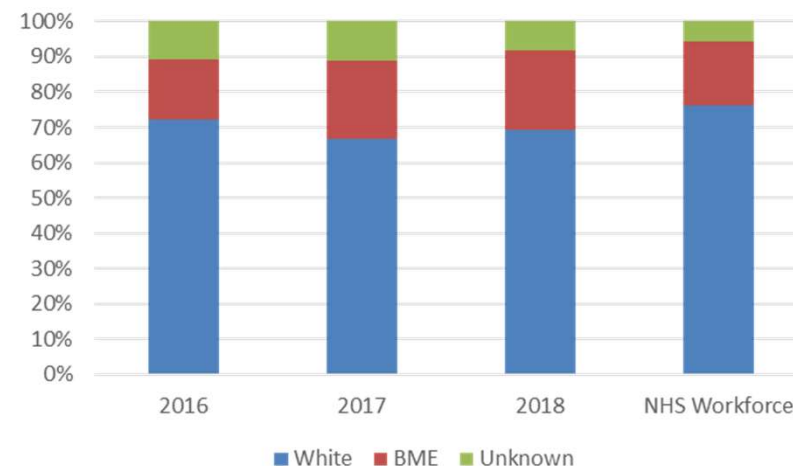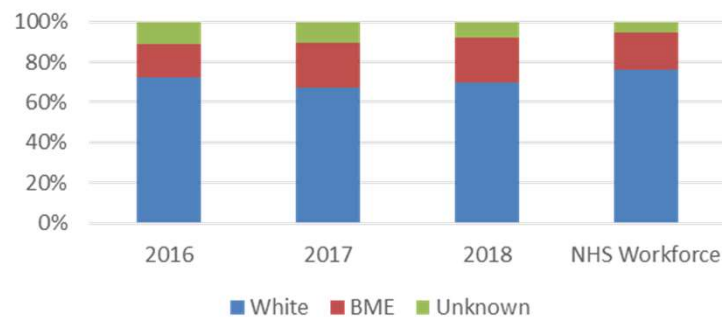
Programme Participation 2016 – 2018 (excluding positive action programmes)

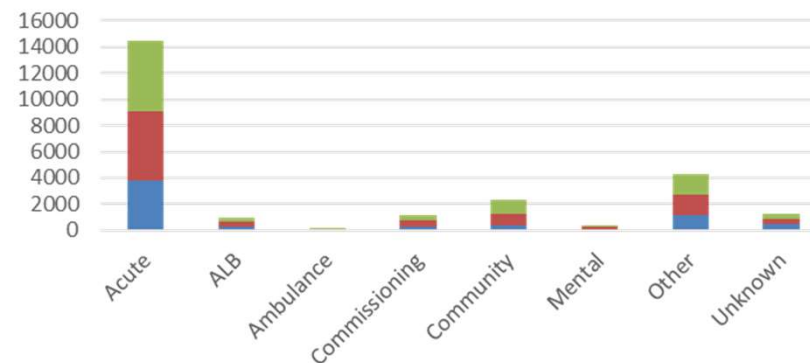Total participants by ethnicity (exc positive action programmes)

- 86921, 70%
- 25208, 20%
- 12513, 10%

White ■ BME ■ Unknown

Participant trend by ethnicity (exc positive action programmes)

White ■ BME ■ Unknown

BME Participant trend by band (exc positive action programmes)

■ 2016 ■ 2017 ■ 2018
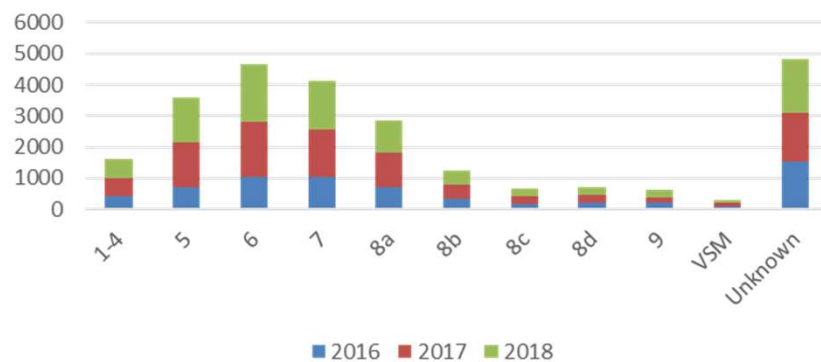
BME Participant trend by sector (exc positive action programmes)

BME Programme Participation Trend by band/sector

- Band 6 (4812 / 22.1%) have the highest number of BME participants at that grade, exceeding the NHS workforce of BME band 6s at 15.8%

➤ Band 9 have the highest proportion of BME participants at 31.6% whilst the NHS workforce is at 34.9%

➤ Acute sector represents the highest number of BME participants (15022 / 23.1%) whereas 20% of the NHS workforce in the Acute sector are BME

➤ The community sector represents the most BME participants at 24% compared with 10.9% in the NHS workforce


BME Participant trend by band
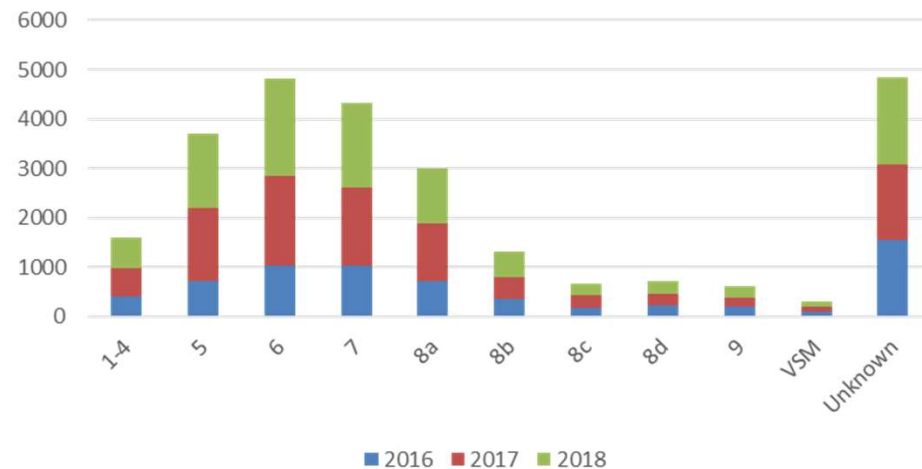
BME Participant trend by sector
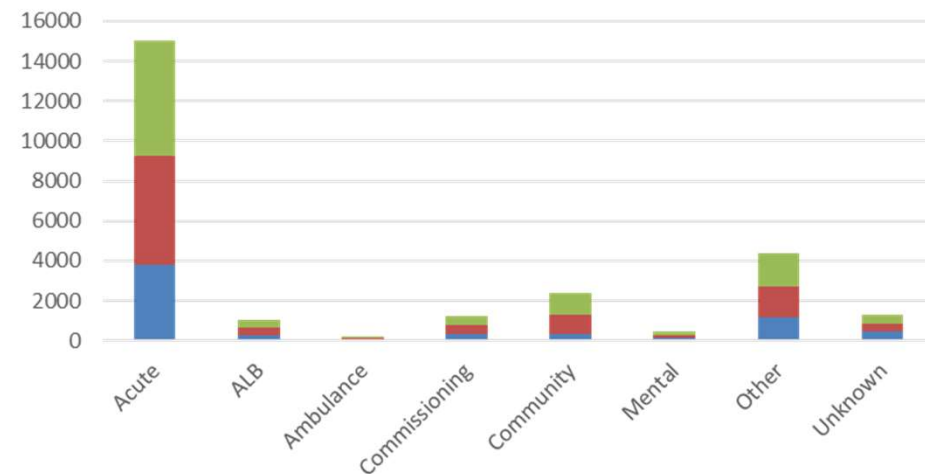
Talent Management - M & E Director Talent Pools

➢ So far 26.7% of the talent pool are BME - building on pilot to roll out to other regions

➢ BME members on the talent pool are from the mental health or community sector

➢ The NHS High Potential Scheme will support the recruitment and development of high potential leaders that are diverse - this work is still in design stage

➢ There is a focus on ensuring an inclusive approach to assessments centre

Participants	2018	
	White	BME
Total	11	4
Band		
8c	2	0
8d	7	1
9	1	0
VSM	2	0
Unknown	0	3
Sector		
Acute	4	0
Mental Health	1	3
Community	3	1
Ambulance	0	0
ALB	0	0
Other	3	0

Participant Ethnicity by Band

Participant Ethnicity by Sector
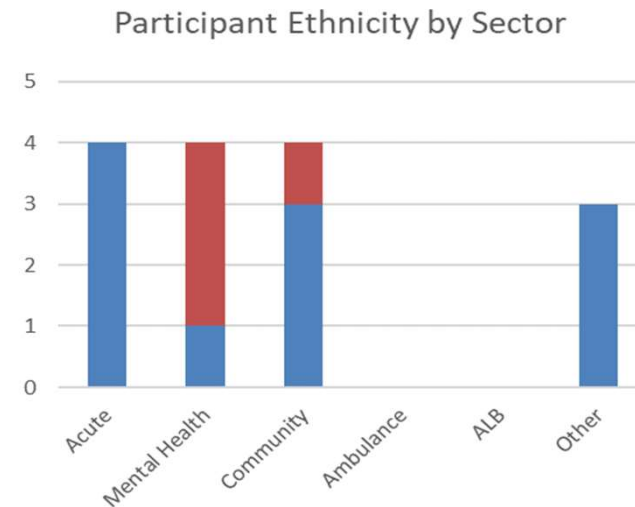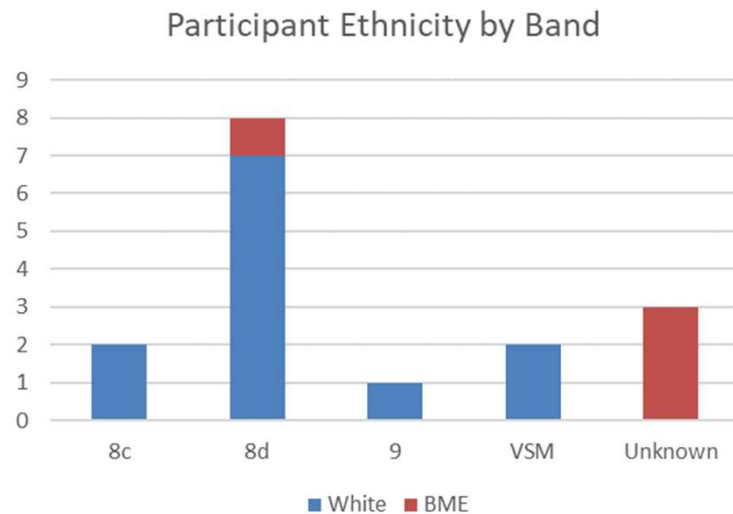
Local Leadership Academies - Interventions

Examples of local interventions focussed on supporting diversity and inclusion objectives include:

➢ Visible Leaders Network in East Midlands

➢ North East
  ➢ Diversity, Inclusion, Power and Privilege training
  ➢ Unconscious Bias training
  ➢ A Wilful Blindness masterclass
  ➢ Creating Inclusive Cultures workshop

➢ The South West are working with the University of the West of England to understand the challenges & enablers for BME staff

➢ Thames Valley West
  ➢ Self-Discovery workshop
  ➢ Compassionate Inclusive Leadership Programme
  ➢ ILM level 56 Accredited Coaching Programme

Questions

Annex
Chart data tables

Total participants by ethnicity

	White	BME	Unknown
Headcount	86937	25992	12542
% Total	69.3%	20.7%	10.0%

Total participants by ethnicity (exc positive action programmes)

	White	BME	Unknown
Headcount	86921	25208	12513
% Total	69.7%	20.2%	10.0%

Participant trend by ethnicity

	2016			2017			2018			NHS Workforce		
	White	BME	Unknown	White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
Headcount	27,575	6,534	4,191	28,291	9,367	4,698	31,071	10,091	3,653	1,071,320	259,045	77,820
% Total	72.0%	17.1%	10.9%	66.8%	22.1%	11.1%	69.3%	22.5%	8.2%	76.1%	18.4%	5.5%

Participant trend by ethnicity (exc positive action programmes)

	2016			2017			2018			NHS Workforce		
	White	BME	Unknown	White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
Headcount	27,574	6,475	4,188	28,228	9,362	4,474	31,069	9,860	3,643	1,070,819	259,021	77,285
% Total	72.1%	16.9%	11.0%	67.1%	22.3%	10.6%	69.7%	22.1%	8.2%	76.1%	18.4%	5.5%

BME Participant trend by band

Band (or equivalent)	2016	2017	2018
1-4	408	574	635
5	714	1474	1515
6	1036	1823	1953
7	1043	1567	1714
8a	727	1159	1106
8b	350	462	497
8c	182	248	250
8d	229	230	264
9	198	192	241
VSM	96	103	103
Unknown	1550	1534	1758

BME Participant trend by band (exc positive action programmes)

Band (or equivalent)	2016	2017	2018
1-4	408	574	631
5	714	1437	1423
6	1036	1782	1826
7	1043	1495	1576
8a	699	1117	1031
8b	338	450	469
8c	179	241	242
8d	224	226	253
9	195	187	237
VSM	94	103	103
Unknown	1544	1530	1744

BME Participant trend by sector

Sector	2016	2017	2018
Acute	3823	5433	5766
ALB	247	416	389
Ambulance	27	99	74
Commissioning	322	459	468
Community	333	960	1062
Mental	126	153	166
Other	1192	1508	1653
Unknown	469	347	484

BME Participant trend by sector (exc positive action programmes)

Sector	2016	2017	2018
Acute	3786	5304	5418
ALB	244	387	347
Ambulance	26	92	67
Commissioning	317	439	412
Community	330	941	1045
Mental	120	139	149
Other	1190	1502	1641
Unknown	467	347	482