

NHS England and NHS Improvement Board meetings held in common

Paper Title: NHS England and NHS Improvement 19% Black, Asian and Minority Ethnic goal progress

Agenda item: 11 (Public Board)

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Paper type: For noting

Organisation Objective

| | | | |
|-----------------------------|-------------------------------------|----------------|--------------------------|
| NHS Mandate from Government | <input type="checkbox"/> | Statutory item | <input type="checkbox"/> |
| NHS Long Term Plan | <input type="checkbox"/> | Governance | <input type="checkbox"/> |
| NHS People Plan | <input checked="" type="checkbox"/> | | |

Executive summary

In March 2020, we set an aspirational target to achieve 19% Black, Asian and Minority Ethnic (BAME) representation across all levels in the organisation by 2025. During 2020 there has been good progress towards achieving this target and in October 2020 we adopted the BAME talent strategy to provide further focus on achieving the 19% target. There has been good progress at band 9 and ESM overall from January 2020 with both seeing a 3.5% increase. Continued focus and ownership will ensure we achieve 19% representation at all levels by 2025, and we are now on track to achieve this.

Action required

The Boards are asked to: -

- Note the organisational progress made over the last year in relation to the 19% BAME aspirational target at all levels set in March 2020
- Continue the leadership focus and attention on delivering this target by 2025

Context and Background

1. In March 2020 the Chief Executive and our Executive Group set an aspirational target to achieve 19% BAME representation at all levels across NHSEI by 2025 at the latest
2. In July 2020 and Oct 2020 the Executive group agreed accelerated efforts to address the disproportionate impacts on our BAME people through local actions regions and national directorates and the adoption of the BAME talent strategy.
3. Across the organisation there has been encouraging progress between

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January 2020 and January 2021 in achieving the 19% aspirational target as shown in table 1 below.

Table 1 – Overall progress by pay band over the last 12 months

| | All BAME Staff (No.) | All Staff (No.) | Jan-20 | Jan-21 | Change over 12 months |
|----------------|----------------------|-----------------|--------------|--------------|-----------------------|
| Band 2 | 4 | 21 | 50.0% | 19.0% | -31.0% |
| Band 3 | 23 | 80 | 26.4% | 28.8% | ↑ 2.3% |
| Band 4 | 87 | 453 | 17.0% | 19.2% | ↑ 2.3% |
| Band 5 | 202 | 806 | 23.2% | 25.0% | ↑ 1.8% |
| Band 6 | 216 | 828 | 22.2% | 26.1% | ↑ 3.9% |
| Band 7 | 297 | 1,269 | 22.9% | 23.4% | ↑ 0.5% |
| Band 8a | 307 | 1,465 | 18.6% | 21.0% | ↑ 2.4% |
| Band 8b | 248 | 1,290 | 16.3% | 19.2% | ↑ 2.9% |
| Band 8c | 176 | 1,107 | 15.1% | 15.9% | ↑ 0.8% |
| Band 8d | 112 | 859 | 11.1% | 13.1% | ↑ 1.9% |
| Band 9 | 68 | 590 | 8.0% | 11.5% | ↑ 3.5% |
| ESM/MDL | 43 | 394 | 7.5% | 11.0% | ↑ 3.5% |
| MED | 42 | 120 | 22.8% | 34.7% | ↑ 11.9% |
| Total | 1,825 | 9,282 | 17.6% | 19.6% | ↑ 2.0% |

4. Our staff survey theme score on Equality, Diversity and Inclusion has improved from 8.2 to 8.4 from January to November 2020, this shows our work is starting to have a positive impact.

Actions taken to accelerate improvements

5. Several actions have been implemented across the organisation to accelerate the efforts in BAME representation. A few examples include:
- Implementation of expression of interest process for internal recruitment and secondments has been used for 920 posts since October 2020.
 - Analysis of vacancy fill rates required to deliver the targets for all pay bands provided for each region and directorate and workforce dashboards provided to enable easy access to this data
6. In addition, regions and directorates have all implemented local actions plans with specific activity to support the 19% target, highlights include:
- Develop a fast track scheme (akin GMTS / high potential scheme / Executive Director pathway) that identifies and develops BAME staff
 - Updated Establishment Control Process for COO, CEO and EEC that supports inclusive recruitment and ground rules established and adhered to.

- Aspirational talent conversations with process to be developed based on the feedback received, ready for further rollout across the organisation in 2021.
7. A key area of focus in 2021 is retention of our BAME talent and the following activities will support retention and help us achieve our targets at all levels:
- Talent and development support packages; progress has been made for internal progression of BAME staff, particularly at bands 8a through to ESM levels and we will continue to work with HR & OD BPs and leaders to tailor our support for colleagues who have recently been promoted.
 - As part of the updated and revised line management development programmes we have included aspects on developing a positive and inclusive team culture and addressing areas such as incivility and micro aggressions. These updated programmes are due to be launched from April 2021 and are aimed at both new line managers, those who need a refresher and also senior managers.

Next steps

8. To maintain momentum we propose the following actions:
- Directors to continue to take accountability for the delivery of the 19% in their areas and hold their teams to account for delivery through their recruitment and promotion decisions.
 - Support to encourage all line managers to undertake the new line management development programmes, which are due to launch in April 2021.
 - Regular updates on progress as part of the wider Equality, Diversity and Inclusion update.