

BOARD MEETING

17 December 2015

Paper Title:	BME Diversity in Employment Strategy - Six Month Review
Section:	Public
Lead Director:	Sandra Knight
Paper Author:	Lisa Wright
Agenda Item:	10
Presented For:	Discussion

1. Purpose of this Report:

The purpose of this report is to provide an update on:

- Delivery of the BME Diversity in Employment Strategy

2. Summary of Key Points

The BME Diversity in Employment Strategy was ratified in April 2014. The Board has agreed a set of metrics and KPIs to measure the strategy's impact; this includes the aspirational target of 35% BME representation within the workforce at all levels, in training and in nominations for the Council of Governors. The strategy and action plan to deliver it has had Board sponsorship and senior leadership since its inception and has two Board Champions. The organisation and project lead has been awarded the Leader of Inclusivity of the Year Award at the NHS Regional Leadership Awards 2015 for the work undertaken.

The action plan that underpins the strategy (Appendix 1) is predominately green; areas for further progress include promoting BME role models, work to support unsuccessful BME applicants and further work to support the Board's development around cultural competence.

Local workforce representation targets and reporting will commence in February.

Work is being planned to address further implications for action resulting from the Workforce Race Equality Standard data, in particular the over representation of BME staff in disciplinary processes.

The BME Development Programme 'Moving Forward' completed in June 2015 and since that time 50% of the participants have been successful in achieving a promotion. Two participants have been offered and are taking up the sponsorship offer from the Board with the rest accessing or being supported to access mentoring or coaching. Funding has been

secured from Health Education Yorkshire and the Humber for a second cohort who will start in February/March 2016. The external evaluation of the first programme will be completed in mid- December 2015 and will inform the development of the February/March programme.

Three hundred and thirty three band 6 and above leaders have accessed the Cultural Excellence Module as part of the Engaging Leaders programme and an additional programme will be launched for all staff in February 2016.

Work experience opportunities have been delivered and are planned with Bradford College whose intake for Health and Social Care is 80% from a BME background and the Black Health Forum.

A review of the staff networks is currently underway with a completion date of March 2016.

3. Board Consideration

The Board are asked to consider;

- Whether the assurances given on progress are adequate.
- The on-going role the Board can play in supporting achievement of the BME Diversity in Employment Strategy with supporting proposals in section 4.
- The recommendations listed on pages 3 and again on pages 7 and 8.

4. Financial Implications

Revenue Y Capital

There is potential to act commercially and generate income from the Moving Forward Programme.

5. Legal Implications

The Trust has a duty to take due regard of the Equality Act 2010, this includes the specific duty to

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The NHS Equality Delivery System 2 is designed to support NHS Trusts to be compliant with the Equality Act 2010 and the Public Sector Equality Duty. Failure to do so could lead to interaction with the Equality and Human Rights Commission via an inquiry or investigation and if founded an Unlawful Act Notice issued. It can also lead to employment tribunal or litigation which would have a financial and reputational impact.

6. Equality Impact Assessment

The Equality Delivery System Framework in itself is an equality impact assessment. The process includes collecting and analysing data in partnership with service users, carers, staff and partners agreeing objectives and methods of delivery in partnership. The process

in 2012 led to the development of the Equality Objectives which include the objective to reduce discrimination for BME staff and job applicants. The BME Diversity in Employment Strategy is a direct output of that work. It has been designed and is being delivered alongside a reference group which is actively equality impact assessing proposals and plans for delivery.

7. Previous Meetings/Committees Where the Report Has Been Considered:

Audit Committee	<input type="checkbox"/>	Service Governance Committee	<input type="checkbox"/>	Remuneration Committee	<input type="checkbox"/>	Resources Committee	<input type="checkbox"/>
Executive Management team	<input checked="" type="checkbox"/>	Directors Meeting	<input type="checkbox"/>	Chair of Committee's Meeting	<input type="checkbox"/>	MH Legislation Committee	<input type="checkbox"/>

8. Risk Issues Identified for Discussion

There are a numbers of external and internal obstacles to meeting the 35% aspirational targets. These include; opportunities for recruitment to all positions, unconscious bias in recruitment and management, BME staff leaving the organisation to take up senior positions outside of the Trust.

9. Links to Strategic Drivers

Patient Experience	Quality	Value for Money	Relationships
A diverse workforce and inclusive leadership that reflect the community it serves delivers better health outcomes and patient experience.		The development and retention of a diverse workforce enables the Trust to optimise this valued resource and avoid unnecessary turnover and recruitment.	The Equality Act 2010 includes the duty to foster positive relationships between people of different groups and promote equality of opportunity. The BME Diversity in Employment Strategy Supports compliance with these duties.

10. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act

11. Recommendations:

That the Board:

- (a) endorse the strategic direction and specific progress outlined on pages 4 and 5 of the main body of the paper and in the appendices with a view to receiving a further report by June 2015;
- (b) Consider and approve the proposals in section 4:
 - a. Sponsorship Programme – to:

- Expand the programme to other senior BME staff and;
- For any Board members who are qualified coaches or mentors to offer opportunities for coaching or mentoring to Moving Forward participants.

BME Diversity in Employment Strategy

1. Background

In April 2014 the Board ratified the BME Diversity in Employment Strategy. The strategy was a response to the EDS2 process in 2012 that highlighted differences in BME and White staffs' responses to career related questions in the staff survey and underrepresentation of local BME groups in the workforce generally and particularly in band 7 and above roles in comparison to the working age BME population in Bradford of 35%. This was followed by a commissioned piece of research to ascertain the factors influencing this situation in the Trust followed by a Board and Senior Manager time out to develop the strategy and action plan.

2. Delivery Update

The action plan is included in appendix 1 with a detailed update on progress. An update on the key metrics is included in appendix 2. The most up to date workforce data is included in Appendix 3. A summary of progress on key milestones is included below. The action plan that underpins the strategy (Appendix 1) is predominately green, areas for further progress are promoting BME role models, work to support unsuccessful BME applicants and further work to support the Board's development around cultural competence. There has been a 2% increase in BME representation across the Trust since the equality objectives were launched in 2012. There have been increases in BME representation this quarter in bands 6, 7 and 8b. There have been decreases in BME representation in bands 5, 8a and 8c.

a. Board champions

Board champions, Mike Smith and Nadira Mirza continue to be active advocates of the strategy and its objectives. They are regularly raising and discussing the issues addressed in the strategy with staff, particularly the Aspiring Cultures Staff Network.

b. Setting Targets and communicating the strategy

The KPIs and metrics are set and are reported on as part of the Equality Delivery System performance process and to the Board via the Performance Dashboard. An update on the key metrics is included for information in Appendix 2. In addition analysis has been undertaken of the workforce representation right down to individual team level. It has been agreed with Heads of Service that this will be developed into a report for them to use to set local targets relating to the new operational structure. This report will go to them in January for discussion at their governance groups in February 2016.

c. Developing a band 5/6 BME Development Programme – Moving Forward

The first Moving Forward Programme ended in June 2015. The programme provided the 10 band 5 and 6 BME participants with the opportunity to reflect on their current career and skills, understand their career aspirations and transferable skills, their strengths and weaknesses and how to work on these, learning around effective networking, conflict management, negotiation skills and psychological resilience. It gave the opportunity to develop practical skills in CV writing, applications, interview and presentation skills. It concluded with a very successful graduation event where the participants' achievements were celebrated with staff and invited partners.

The programme uses the logo and marketing of the BDCFT Leadership Framework and is part of the Inclusive Leadership section.

Since June half of the participants have been successful in obtaining new positions that match their Personal Development Plans (PDP). Four have been promoted into a higher

banded position. For one participant that promotion has taken them away from the Trust to another NHS organisation. Two other participants are developing clinical practice and commercial ideas within their current role as a result of the programme. One participant is currently negotiating a stretch project within their current role which will support their career plans and benefit service users and carers.

Joint tutorials with the participant and their manager have been offered to all participants following the programme. These have been useful for sharing the individual's Personal Development Plan and agreeing what support can be offered by the manager and the Moving Forward tutors post programme. Each individual has been offered mentoring, coaching or sponsorship depending on where they are in the 9 point talent map.

The programme is being externally evaluated by Maxine Morris Consulting. Initial findings are that the participants have universally found the programme useful and it was pitched at the right level. The full report which will look at whether the programme has met our strategy objectives will be ready on 11th December 2015.

Health Education England have committed to funding a second cohort. The evaluation will be used to improve on cohort one. The second cohort will begin March 2016. It will include a larger group of participants; a potential link to the Development Centres that will run as part of the wider Leadership Framework in February 2016 and an invitation for other Trusts/the Local Authority to join the programme with a fee.

d. Sponsorship Programme

The sponsorship programme has been established. One Moving Forward participants is currently starting that programme with an initial meeting set up between them and their sponsor in December. One other participant is being matched with a potential sponsor. There is a proposal in section 4 about expanding the programme.

e. Cultural Competence

An initial Cultural Competence introductory session was held at a Forward to Excellence Session in June 2015. A proposal for a further two sessions has been shared with Board Champions, amendments have been made and we are in the process of agreeing dates for that in 2016.

In addition to the Board sessions a programme has been designed and will start in February 2016 for staff to access. This will be targeted initially at teams that have the lowest BME workforce representation and lowest recording of patient equality data. It is being delivered by a team of BDCFT staff who have delivered smaller scale programmes within their services.

Module 2 of the Engaging Leaders Programme is Cultural Excellence. This day session takes participants through a series of activities designed to get them thinking about their role in ensuring cultural excellence as leaders. Three hundred and thirty three staff have been through the module to date.

f. Developing links locally – Work Experience Schemes

A work experience scheme delivered in partnership with the Black Health Forum ran in August 2015. The scheme offered young Black people two weeks of work experience in an area of their interest. The aim of the project is to attract young people from the Black African Caribbean community into the Trust and to raise the profile of the services BDCT provides within those communities. The scheme made a significant impact with local communities. A celebration event ran in October 2015 as part of the Black Health Forum's

Black History Month Celebrations (Appendix 4). The Lord Mayor was in attendance, there was press coverage in the Telegraph and Argus and Andy McElligott, Medical Director attended to present the young people with certificates of achievement.

A further two schemes are planned for March and June in partnership with Bradford College second year Health and Social Care Diploma. The intake of students to that course is 80% from a BME background with the majority being local young people. We hope to broaden the students' understanding of employment options within BDCFT and strengthen the position of the Trust as an employer of choice.

g. Communication

A Black History Month stock take article of progress with the Strategy was circulated via e-communications in October. The piece was jointly written between the Aspiring Cultures Chair and the Head of Equality and Work Experience and is included in Appendix 4.

A Connections Article celebrating the Moving Forward programme went out in the autumn edition. This included interviews with programme participants.

The Chief Executive has attended the Aspiring Cultures Network to talk about next steps with Moving Forward and progress with the Strategy.

A BDCFT framework has been drafted documenting our approach to race equality within the workforce. Health Education England is interested in using this framework and the embedded case studies as a model of good practice regionally. The framework has also been shared with the NHS England Workforce Race Equality Team who wants to share it with partners.

h. Review of the Staff Networks

A consultant has been identified to carry out a review of the staff networks. This will take place in January 2016 with the results expected in March 2016.

3. National Workforce Race Equality Standard (WRES)

The standard, launched earlier this year required Trusts to publish data on their race equality performance. BDCFT reported and published within the timescale required. Much of the information asked for was already analysed as part of our strategy development process and is monitored as part of our strategy metrics and KPIs. A regional benchmarking group has been established which BDCFT is a member of. The national benchmarking will be available in the new-year. The CQC are currently recruiting staff to their inspection team with specialist knowledge in equality to support with Key Lines of Enquiry (KLOE) relating to this standard in the future.

One element of the WRES that was not included within the BME Diversity in Employment Strategy was the ratio of BME versus White staff entering into Disciplinary Procedures. As is the national picture, the figures the Trust submitted did show an over-representation of BME staff entering into disciplinary procedures. A piece of work is underway to analyse disciplinary cases over the past two years, looking at sex, ethnicity, nature of the case, outcome of the case, whether it went to appeal and length of time it took to resolve. This work is scheduled to complete in February 2016.

4. Proposals

a. Sponsorship Programme

Participants of the Moving Forward Programme who have been identified as being ready for sponsorship via their personal development plans have been offered and are taking up sponsorship. The Board are asked to consider two expansions to this programme.

One would be for qualified or/accredited coaches and mentors on the Board to consider being matched with a Moving Forward participant for mentoring or coaching, with the opportunity for other Board members to obtain these skills to enable future participation.

The other is to offer the sponsorship option to other BME staff currently in senior positions and identified as being ready for this opportunity. That identification of talent could come via the Development Centres that will run in February 2016 or through Heads of Service, Deputy Directors or Board members themselves.

5. Assurances in Place

The strategy includes a robust action and communications plans which is reported on in detail in appendix 1.

6. Financial Implications

The strategy is delivered predominately internally using the funded resources within the HR Directorate. External funding has been secured for the Moving Forward Programme through Health Education Yorkshire and the Humber. The possibility of income generation is also being explored.

7. Risk Implications

Risk	Likelihood High/Medium/Low	Implication	Mitigation
Risk to compliance with the Equality Act (2010), performance and reputation if objectives are not met	Low	Medium	Strategy and action plan in place
Reputational risk of non compliance with the Equality Act (2010) and poor results in the Workforce Race Equality Standard	Medium	Medium	Strategy and action plan in place

8. Communication and Involvement

The BME Diversity in Employment Strategy is a response to the feedback from staff via the career progression study carried out in 2013. The action and communications plans are being proactively progressed. The shaping of delivery methods and projects has been done in partnership with the Reference Group and with input from the BME Staff Network

'Aspiring Cultures'. Board members have influenced the Moving Forward Programme through their active support and thoughts on the modules available. The review of the staff networks will provide the Trust with the opportunity to consider how it strengthens its engagement with the workforce.

9. Monitoring and review

The strategy's KPIs and metrics are monitored quarterly at the Workforce Transformation Steering Group. Six monthly updates are received at the Trust Board. Regular discussions on progress and direction are had at the Reference Group and BME Staff Network 'Aspiring Cultures'.

10. Recommendations

That the Board:

- (a) endorse the strategic direction and specific progress outlined on pages 4 and 5 of the main body of the paper and in the appendices with a view to receiving a further report by June 2015;
- (b) Consider and approve the proposals in section 4a:
to:
 - Expand the Board sponsorship programme to other senior BME staff and;
 - For any Board members who are qualified coaches or mentors to offer opportunities for coaching or mentoring to Moving Forward participants, with the opportunity for other Board members to obtain these skills to enable future participation.