

## Foundation Trust Board of Directors – 30 March 2016

### Developing a Diverse Workforce

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#### Situation

At the September 15 Board meeting, an update on developing a diverse workforce and the Workforce Race Equality Standard (WRES) was shared and agreement on an action plan that addressed the wider equality landscape was approved.

NHFT considers the development of a culture which embraces diversity, inclusion and equality in the work-place as key to increasing staff engagement and enabling the delivery of quality patient care and services, and as such, focus in this area needs to be maintained.

#### Background

Since April 15, the Trust is required to report annually the Workforce Race Equality Standard in addition to its own annual Equality and Inclusion report. Agreed action plans were developed, following submission of these reports, focusing into key areas for the Trust. The plans enable the Trust to take remedial action if necessary and to proactively target specific areas for improvement within the Trust.

#### Assessment

Following the September Trust Board further meetings were undertaken with the BME network to refine the work plan which has now been agreed. It was also decided to expand out the remit of the BME group to become a diversity working group.

The major changes occurring in workforce across the Trust, requiring extensive HR support, has limited the ability to progress a number of initiatives as quickly as originally envisaged.

Direct support for this work has now been identified and prioritised and further progress is planned over the next quarter.

Despite these challenges a range of issues have been progressed.

- Terms of reference for the new Diversity group have been agreed.
- Detailed HR reports on diversity have been developed and are now being regularly discussed with the Diversity group.
- Recruitment form RD3 has been amended to include a section that requires the recruiting manager to provide detailed explanation of their selection decisions. This has been included to enable interview panels to focus their attention on objective decision making and to enable them to ensure they are able to provide for clear and structured feedback on decisions that is free from bias or discrimination.

- An analysis of redundancies from 2015 has been undertaken to identify whether areas of equality required further consideration. Analysis of this information highlighted that a slightly higher proportion of BME staff had been made redundant but there was no indication that this raised specific concerns. It was however agreed that this process was retrospective and a useful learning would be to review the impact by diversity in change programmes prior to any final redundancy decisions. This approach will be adopted for the Trusts cost improvement change programmes.
- Additional new wording to be included in all recruitment adverts has been agreed with the BME Network and added which ensures the Trust is promoting equality of opportunity for all prospective job applicants.
- Recent analysis for EDS2 completion shows that in particular, HR policies, protocols and processes provide appropriate safeguards against discrimination on the grounds of the 9 protected characteristics.
- Further areas of focus have also included work with the disability network and LGBT Network to agree other strands of work and actions plans as designated by these individual groups to enshrine our overall strategy to further develop a diverse workforce.
- A draft plan relating to the disabilities network has been drafted and is planned for discussion with the Disabilities network lead.

Priorities over the coming months include audit and analysis of employee relations cases and recruitment outcomes to look at different staff groups and identify that the processes are being applied fairly and steps are taken to mitigate inequality in decision making.

## Recommendation

The board is asked to note the progress and forthcoming priorities.

## Governance Table

<b>Paper sponsored by:</b>	Chris Oakes	
<b>Paper authored by:</b>	Rebecca Solesbury	
<b>Date submitted:</b>	21/03/16	
<b>Organisational Risk Register Considerations:</b>	The Trust is unable to maintain the right workforce capability and capacity to deliver its strategic plan	
<b>FOMI considerations:</b>		
<b>Equality considerations:</b>		