



QUESTION FROM A MEMBER OF THE PUBLIC – TRUST BOARD, JUNE 2019

"Since the introduction of the NHS Workforce Race Equality Scheme (WRES) what approach/approaches have 2gether NHS Foundation undertaken to achieve visible ethnic minority at senior leadership level, executive level, and at the board of 2gether NHS Foundation Trust. What have been the significant impact of this approach/approaches?"

Great quality care needs great leadership at all levels. Great leadership is impossible without diversity and valuing difference. A number of top global organisations have conducted compelling research quantifying the value of diversity in the workplace. In study after study, research consistently shows that there is a substantial positive correlation between diverse leadership teams and organisational performance. Against that background and the wider equalities duties, the Trust is working to improve diversity across the organisation.

Within Gloucestershire Care Services, the Trust elected to participate in the national Insight Programme across 2017 and 2018. This is a national programme which provides potential future NEDs with support, exposure and experience. It has been developed by GatenbySanderson to give prospective Non-Executive Directors and Trustees from under-represented groups, including BAME, first-hand experience of how Boards work. The programme offers practical help to participants when applying for non-executive positions through a variety of approaches including:

- Attachments to working Boards
- Pairing with a NED 'buddy' throughout an attachment, as well as joining Board and sub-committee meetings
- Mentoring support from the Chair throughout the attachment
- Access to organisation's senior teams and governance structures
- References from Chairs to support future applications
- GCS has provided two placements through the scheme.

Additionally, in partnership with 2gether NHSFT we have supported NED recruitment campaigns for the planned merged Trust, taking successful positive action to increase representation at Board level. We have also appointed a new Executive Director in 2019 increasing senior BAME leadership representation. However, we need to continue to do more to ensure wider diversity across the fuller range of protected characteristics.

For the Trust's wider leadership strategy, alongside 2gether's Board, the GCS Board has recently considered the content and recommendations in a discussion paper on "Diverse Leadership For A Transformational Organisation." The debate and subsequent working group are developing the Trust's strategy and implementation plan for taking this forwards which will come back to the Boards for consideration later in Summer. A number of actions are planned in this, including the launch of a "Valuing Difference" colleague network, leadership training (including access to BAME specific national programmes), coaching, reverse mentoring, a review of our recruitment processes and equality and diversity training, alongside new approaches to talent management and succession planning. The impact of these will be measured through a variety of methods including the staff survey, HR KPIs, WRES and WDES data analysis.

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In partnership with Gloucestershire Care Services, we have carried out NED campaigns for the planned merged Trust taking successful positive action to increase representation at Board level. The Trust Board has increased its BAME representation and now has 2 BAME directors, an Executive and Non-executive Director, both of whom also serve on the Shadow Board for the planned merged organisation. However, we need to continue to do more to ensure wider diversity across the fuller range of protected characteristics.

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In terms of wider diversity matters, 2gether is an Alumni member of NHS Employers Diversity and Inclusion Partners programme, having participated in the scheme during 2017/18. A number of actions were completed as a result of this, including achieving the Disability Confident Leader accreditation and increasing the BAME diversity of our Dignity At Work Officers.