MEETING	PRIVATE BOARD MEETING 12 December 2018
Agenda Item Paper Number	9 CM/12/18/09
Agenda Title	Diversity and Inclusion
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NOTE: This paper should be no more than **four sides**. If additional information is required this can be no longer than **one side** and must be written in the form of a press release. Guidance is available on the intranet.

PURPOSE OF PAPER:

Actions required by the Board:

- **Agree** to publish the final report from Roger Kline on 'Inequality in recruitment outcomes for BME staff' at Appendix 1 and accept the recommendations for action
- **Endorse** the actions we are taking in response to the report at Appendix 2 and to communicate these across the organisation
- **Agree** the Vision for Inclusion narrative and Board commitments at Appendix 3

1. **Summary**

   As part of our Workplace Race and Equality Standard (WRES) action plan for 2017, we commissioned Roger Kline to carry out a quantitative and qualitative diagnostic on the inequality of recruitment outcomes for Black and Minority Ethnic colleagues and set out a series of recommendations for CQC on how to improve. This has since evolved to cover issues that are broader than just recruitment and has informed our wider approach to inclusion.

The final report is included at Appendix 1 and a summary of our actions in response to the recommendations is detailed at Appendix 2. The purpose of this paper is to formally agree and accept the report and its recommendations, in order that we can publish and begin to communicate how we are taking action.

The first recommendations from the report are for CQC to develop an overarching narrative for inclusion that is led by the Board. We have held a series of inclusion workshops with the Board where we have spent time discussing our approach to inclusion and established a shared view of what it means for CQC. The Board have also spent time discussing their role in leading this agenda and agreed some key commitments. In this paper we are also asking the Board to formally agree the Vision for Inclusion at CQC and Board Commitments set out in Appendix 3.

2. Recommendation

We recommend that the Board:
- Agree and accept the final report from Roger Kline at Appendix 1, and continue to support the actions we are taking in response to the recommendations as summarised at Appendix 2.
- Agree the draft Vision for Inclusion and Board commitments at Appendix 3.
- Agree the proposed next steps for communications at section 4.

3. Discussion and implications

Inequality in recruitment outcomes report

There has been a high level of interest in this report across CQC, with many colleagues being involved in the workshops and interviews to inform its findings. The report was originally commissioned to understand and address inequalities in our recruitment, however the findings and the recommendations have evolved to be much broader around our wider approach to recruiting, developing a diverse workforce, and fostering an inclusive culture.

A draft report was published internally in May and we held a number of stakeholder events across CQC offices and virtually stakeholder workshops across the country to invite discussion on the report outcomes. Since then, the final report has been presented to People Directorate and the recommendations have been accepted. We have worked in partnership with our REN network colleagues to agree an organisational response to the recommendations and have already started to take action (see Appendix 2).

These actions will not only address specific concerns raised by Black and Minority Ethnic colleagues, but create fairer processes for all colleagues and a more inclusive environment.

While we have already begun to make changes, and these have been supported by the Board and senior leaders, our actions have not been visible across the organisation. As such, it is important that we not only publish the final report but also provide a senior leadership response that sets out our actions and demonstrates the impact the report has had for our approach to diversity and inclusion.

Vision for inclusion and Board commitments

One of the first recommendations made by Roger Kline in his report is for CQC to:

"Ensure there is a clear narrative agreed by the Board and effectively communicated to staff which staff at every level can have confidence in"

The Board have held two inclusion workshops where we have spent time discussing CQC's journey from diversity to inclusion and the role of the Board in leading from the top to create an environment where everyone can be themselves with confidence. During these discussions, some key themes emerged:

- The case for diversity and inclusion must be based in our purpose, so that colleagues at all levels can connect to why this is important.
- Our Equality Networks are crucial partners in achieving our ambitions on inclusion and we need to continue to work together.
- Senior leaders including the Board must act as role models in creating the environment where everyone can be themselves with confidence.

These have informed a draft Vision for Inclusion and a set of leadership commitments for the Board to agree at Appendix 3.

4. Next Steps

With agreement from the Board, we propose the following next steps:

December	- Publish final report on 'Inequality in recruitment outcomes' - Internal message from senior leadership on how we are taking action in response (joint message from ET)
January	- Internal message on CQC Vision for Inclusion (joint message from Peter and Ian)
February onwards	- Series of communications on activities in relation to diversity and inclusion in partnership with all CQC equality networks (e.g. independent recruitment panels, network lead attendance at Board and improving declaration data, mutual mentoring and talent management)

People who have contributed to the paper:

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