

The governance of diversity and inclusion: Maturity Matrix

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Developed by the Good Governance Institute with input from health and social care colleagues from the West Midlands, and supported by NHS West Midlands. Field tested and new version developed with NHS Coventry.

To use the matrix: identify with a circle the level you believe your organisation has reached and then draw an arrow to the right to the level you intend to reach in the next 12 months.



Progress levels ▶	0	1	2	3	4	5
Key Elements ▼	NO	Basic level Principle accepted and commitment to action	Early progress in development	Results being achieved	Maturity – comprehensive assurance in place	Exemplar
Agenda Planning – how board ensures the right matters are discussed	NO	The board has considered how agendas are planned, papers commissioned and the annual cycle of business organised. How diversity and inclusion issues are organised as part of board business has been agreed, including the use of equality impact assessments.	We are confident that we run our board business in the manner we have agreed, and that diversity and inclusion issues are properly managed according to our own process. Equality impact assessments are completed where relevant.	Board members agree that we have improved consideration of equality and inclusion issues. We have spent time discussing equality impact assessments, and can identify occasions when decisions have been influenced by these.	The annual board review confirms diversity and inclusion issues come properly to the board, and that papers accepted for board consideration adequately include implications for diversity and inclusion. Equality impact assessments are accurate.	All appropriate board items include a diversity and inclusion perspective as an explicit component, and the diversity and inclusion strategy of the organisation is reviewed on an annual basis.
Decisions – how the board is furnished with the right information, analysis and advice, and how it then acts on those inputs.	NO	The board has discussed, in order to guide the executive, the information and analysis it needs relating to how board papers are framed in regard to diversity and inclusion issues.	The executive has in place processes to enable the diversity and inclusion impact of decisions to be assessed by relevant staff or advisors, and the board has established mechanisms to include those staff and advisors in board discussions as relevant.	The implications of decisions, option appraisals etc include as standard an assessment of impact on and value to minority communities and sub-groups of staff. Board members can cite examples of where consideration of diversity and inclusion issues have altered or shaped decisions	Innovations made by the organisation can be tracked back to the inclusion in the decision-making process of diverse groups. These contributions are recognised and publicised. We can identify service improvements or progress with reducing health inequalities for minority groups that directly relate to decisions taken by this board.	Our organisation's improvements over several years can be shown to have benefited minority communities, and we benchmark our achievements to ensure that our services are contributing to ensuring a systematic closing of health inequalities year on year. We share our lessons learnt with other organisations.
Leadership – the behaviour by which the board promotes D&I to the organisation, service users and partner organisations and to the wider community.	NO	We have an agreed commitment to better diversity and inclusion, and publish this as part of our corporate information.	The board has planned how it will leverage it's corporate position to improve diversity and inclusion both within the organisation and in the local community.	The board's annual review and the chair's appraisal of directors includes specific consideration of how diversity and inclusion has benefited the organisation's reputation and relationships with stakeholders and partners.	The board has evidence that local minority communities and representative groups trust the board to consider their concerns in a fair manner. The board can point to using business mechanisms to proliferate better diversity and inclusion practice: through the procurement process, for example.	The board's diversity and inclusion leadership has led to stakeholders adopting better diversity and inclusion practice in their own leadership. The board is used as an example by others for the business case for diversity and inclusion.
Benefits realisation	NO	The board has considered the benefits it expects to accrue from adopting better diversity and inclusion practice.	The board has a benefits realisation tracking system in place which includes diversity and inclusion.	Board members can cite tangible examples of where better diversity and inclusion practice has led to benefits.	The audit committee has reviewed the effectiveness of diversity and inclusion processes.	The benefits of our approach to diversity and inclusion have been shared with others, who have adopted our practices to improve their own organisations and services.
Board Talent	NO	All board members understand the business case for better diversity and inclusion practice. The board has an agreed approach for reviewing diversity as an integral part of board talent, and feeding this into board recruitment and team development.	The board has a talent development plan. We use the chair's appraisal of directors and board recruitment opportunities to retain and attract board members from diverse backgrounds and communities.	The board's systematic process for recruitment and retention has led to greater diversity within the board.	The board, through the appointments committee, has evaluated the impact of its talent development plan.	Other organisations have learnt from our board talent recruitment and retention process, adopting our practice and process.