EQUALITY, DIVERSITY & INCLUSION STRATEGY ACTION PLANS – 2021/22

Workstream(s)	Topic	Action	Impact Measure/Outcomes 2021 – 22	Timeline	Lead
Our Patients Improvement and Innovation	Our Patients and communities are involved in service redesign and provision	Regular engagement with our patients and communities on service redesign and provision to ensure we meet public sector equality duties	Outside of Patients Forum and Patient Experience specific engagement events are held routinely to engage with our communities to inform plans.	March 2022	Operations Leads/ Associate Director OD and Culture/ Head of EDI/ Head of Patient Experience/ Associate Director or Communications & Engagement
Our Patients Improvement and Innovation	Develop partnership working	Investigate a joint ESNEFT/ICS appointment to support the ICS ambitions around EDI and health inequalities	With a focus on sector specific, regional and national EDI and health inequalities measures (see action below re further partnership working)	March 2022	Associate Director of OD/Head of EDI
Our Patients Improvement and Innovation	Develop partnership working	Enhance and establish partnership working across the ICS, other NHS organisations, Trade Unions, Councils for Race Equality and other key stakeholders	To be fully integrated into the local system and beyond on sector specific, regional and national scale to provide key input from a point of influence into the EDI Agenda around health inequalities, inclusion and align with the Accessible Information Standard	November 2022	Associate Director OD and Culture/ Head of EDI
Our Patients Improvement and Innovation	Patient Feedback/Guides/ Information provision	Ensure that all of our patient documents are provided in the format they need and are able to communicate and engage with us.	Patients are clear on the routes to provide feedback and information and guides are provided by us in the format they require, widening patient participation in provision of care.	March 2022	Head of EDI, Associate Director of Communications and Engagement/ Head of Patient Experience
Our Patients Improvement and Innovation	Patient and Public Involvement Accessibility	Ensure patient engagement interventions are appropriate and accessible.	Any events are reviewed with an EDI lens to ensure they are accessible to the communities we serve.	March 2022 ongoing	Associate Director of Communications & Engagement/Head of EDI/Head of Patient Experience/Heads of Services

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Our Talent **Living our Values**	**Re-start Reverse Mentoring**	We will relaunch the paused Reverse Mentoring Programme in a phased 3 year plan for protected characteristic groups and Trust Executive leadership.	Existing Mentees/Mentors met with and the programme commenced with EMBRACE Staff Network Group with training and support provided. Mentors and mentees will have unique insight to other areas of the organisation, building wider understanding and collaboration across divisions and service areas.	December 2021	Assistant Director of Learning and Development/Associate Director of OD and Culture, Head of OD/Head of EDI
Our Talent **Living our Values**	**Commitment to Equality of Opportunity**	Sign up to national and regional offerings: • Prince's Responsible Business Network – Business in the Community – Race at Work Charter • LGBTQ+ Awareness Sessions (provided by Outhouse) • Become a disability confident lead employer • Gold standard employer for veterans	Visible internal and external commitment to the Race at Work Charter Race at Work Charter Signatories - Business in the Community (bitc.org.uk) Colleagues will have the opportunity to join wider initiatives to broaden their knowledge and understanding of the EDI agenda	December 2021	Executive Team/Trust Board/Associate Director of OD and Culture/Staff Network Chairs
Our Talent **Living our Values**	**Ensuring diverse representation in recruitment processes**	We will ensure recruitment for Senior Leadership and Board-level staff is inclusive and actively welcomes diversity	All jobs are advertised via NHS Jobs/TRAC and any agencies are requested to provide diverse candidates. All panels and stakeholder panels are diverse.	December 2021	Associate Director of People, Performance and Workforce Transformation/Head of Recruitment
		Recruitment panels/stakeholder panels for Band 8a and above will be diverse	All recruitment panels and stakeholder panels above Band 8a will have diverse representation. A quarterly audit will ensure consistency	January 2022	Associate Director of People, Performance and Workforce Transformation/ Head of Recruitment

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Our Talent **Our Values**	**Supporting our Staff Networks**	Executive Sponsors to be appointed for each of the existing and emerging Staff Networks	Network meetings are actively attended by Executives and Networks discussed at senior meetings and are seen as an integral part of the organisation	December 2021	Executive Team/Associate Director of OD and Culture
Our Values **Our Talent**	**Developing Compassionate Inclusive Leaders**	All management/leadership development to include sessions on compassionate, inclusive leadership. Leadership competencies to include compassion and inclusivity. Wider delivery and support of Coaching and Mentoring to embed compassionate, inclusive leadership Intranet Leadership page set up	Leadership competencies will accurately reflect compassion and inclusivity as part of the NHS People Plan. Leadership development offerings will all refer to and support development of compassionate, inclusive leaders. Coaching and mentoring initiatives will have direct training on compassionate, inclusive leadership and supervision sessions offered with input sessions to further embed. Intranet will promote not only development opportunities but staff storytelling and case studies on compassionate, inclusive leadership.	March 2022 and ongoing	Associate Director of OD and Culture/Assistant Director of Learning and Development/Head of OD Associate Director of OD and Culture/Assistant Director of Learning and Development/Head of OD/ Associate Director of Communications an Engagement

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Our Talent **Improvement an Innovation**	**Widening access to inclusive National programmes**	Promoting access and supporting colleagues with applications to the NHS Leadership Academy Ready Now and Stepping Up programmes as well as the HPMA Aspire Programme for HR Colleagues.	Colleagues experiencing system wide development and networking as well as tools to support their next steps in their careers.	March 2022 and ongoing	Associate Director of OD and Culture/Assistant Director of Learning and Development/ Associate Director of Communications an Engagement
Our Values **Improvement & Innovation** **Our Patients** **Our Talent**	**Introducing a Be Kind Campaign**	Cultural Ambassadors/Staff Governors/HRBPs to co-design and promote a campaign of Kindness. Rollout of Make or Break: Incivility in the Workplace (eLFH) correlating how this directly links with patient outcomes.	Be Kind and Pay it Forward delivered where positive aspects begin to change the narrative. Staff speaking openly and challenging where Kindness has been missed. Awareness of what incivility is, how it impacts on staff and how it directly links with patient outcomes.	Launch Feb/March ~~December~~ 2021 then ongoing	Culture Ambassadors/Staff Governors/HRBPs/Associate Director of Communications /Associate Director of OD and Culture Assistant Director for Learning and Development
Improvement and Innovation	**Zero Tolerance to Verbal Harassment and Abuse Campaign**	Introduce a values and behaviours model based campaign to be displayed in patient areas and publicised externally.	Staff feel supported and able to challenge poor behaviours as they experience them.	January 2022	Associate Director of OD and Culture/Head of OD/ Head of EDI
Improvement and Innovation	**Identifying EDI Issues**	Board and Committee papers should identify any equality related impacts and risks.	Papers will accurately reflect EDI impacts and risks so they are being identified as part of decision making. Internal audit to review progress.	November 2021	Director of Governance

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Improvement and Innovation	**All current EDI training offerings are reviewed** **EDI Mandatory Training is at 85% Trust wide**	Full stocktake of EDI and EDI related training and development with review/amendment as necessary Unconscious Bias/ Micro-aggressions/Bystander content to be included in all relevant training. EDI Mandatory training compliance is monitored and followed up to ensure staff have the most up to date knowledge.	Best practice and latest guidance will be reflected within the training and content is shared across any relevant staff networks and EDI Steering Group. Any training which has an EDI element (eg. All Leadership Development, Recruitment and Selection) has relevant content to ensure best practice and latest guidance is met. Once reviewed content will be refreshed annually to ensure most relevant best practice and guidance is included. Compliance should run consistently 85%+* throughout the year. *85% usually accounts for leavers/new starters/sickness etc	December 2021	Assistant Director of Learning and Development/Associate Director of OD and Culture/Head of EDI
Improvement and Innovation	**EDI Snapshots**	Short videos/webinars introduced to shine a spotlight on particular areas of EDI delivered by Subject Matter Experts or as part of storytelling	Regular short snapshots are visible right across the organisation that staff can attend, view, download really bringing EDI into BAU	March 2022	Assistant Director of Learning and Development/Associate Director of OD and Culture/Head of EDI/Head of OD/Associate Director of Communications and Engagement
Improvement and Innovation **Our Talent**	**Implement a Just and Learning Culture**	Using early resolution in disciplinary and grievance including utilisation of round table facilitation and mediation.	Culture Ambassadors are supporting colleagues across the organisation to bring early resolution to cases resulting in less formal cases and colleagues feel supported throughout. This will be monitored via the KPI Measure to reduce the % of staff involved in formal processes from protected characteristics	January 2022	Head of Employee Relations, Associate Director of People, Performance and Workforce Transformation/Associate Director of OD and Culture, Head of OD/Head of EDI

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Improvement and Innovation **Improvement and Innovation** **Our Talent**	**Implement a Just and Learning Culture**	Supporting our colleagues under all protected characteristics with career progression	Increase in diverse workforce at Bands 6 and above by 2% per year (target for 2024 is 17% - Current position is 11%) and improve our gender pay gap position for Band 7 and above	March 2024	Head of ER/Associate Director of OD & Culture/Head of EDI
Improvement and Innovation **Our Talent**	**Protected time for Staff Network leads** **Staff Network establishment**	Have protected time identified and agreed for Staff Network Leads each month Identify and develop additional staff networks (eg. Women's Group, European Network, faith Network)	Staff Networks become more established as leads have identified time they can utilise when supporting their groups Staff focus groups held to determine interest and need for new networks and support provided in their establishment	December 2021 March 2022	Executive Team/Associate Director of OD and Culture/Head of EDI/Staff Networks Associate Director of OD and Culture/Staff Networks/Head of EDI/ Associate Director of Comms & Engagement
Improvement and Innovation	**EDI standards built into people development processes** **Equality of access to non-mandatory training opportunities**	PDR Appraisals & Talent Management Programmes All non-mandatory training is recorded across the organisation in order to be able evidence equality of access to non-mandatory training	There is a focus on equality of access to development opportunities and promotions and there is clear progression of staff with protected characteristics. We are able to identify areas for improvement and assure our Board and external governing bodies that our colleagues from wit protected characteristics have equality of access to non-mandatory training opportunities.	March 2022 March 2022	Assistant Director of Learning and Education/Associate Director of OD and Culture/Head of EDI

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Improvement and Innovation **Our Talent**	**Recording, monitoring and reporting on the protected characteristics**	Work with the workforce team to identify improvements in the recording, monitoring and regular reporting across the protected characteristics. Develop Equality Impact Assessment process and guidance published on Intranet	Monthly EDI Reporting in place. Six monthly Comms engagement to update your Personal Information on MyESR to include Equal Opps data Equality Impact Assessments are routinely completed for every process/policy/ transformation plan/project etc	December 2021 March 2022	Workforce Team/ Assistant director of Workforce Planning and Performance/Head of EDI Associate Director of OD and Culture, Head of EDI, Director of Governance
Our Talent **Our Values**	**Enhance staff network engagement**	Review governance arrangements to ensure staff networks are able to contribute to and inform trust decision-making processes	Increased intersectionality by encouraging co-creation and co-collaboration across the networks and with colleagues across the ICS, including primary care	March 2022	Organisational Development and supported by Executive / Divisional / Corporate Leadership Teams
		Identify opportunities and case studies for networks to share their work and engage formally in organisational decision making	Networks are engaged routinely in conversations and decision making as part of any key project or work area.	March 2022	Organisational Development and supported by Executive / Divisional / Corporate Leadership Teams