ANNEX A: EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN

The aim of this plan is identify and prioritise key EDI actions over the next 6 months and beyond. Alignment to EDI workstreams indicated by colour coding as below.

Colour key:

	Originating Workstream for Actions
	Black Lives Matter Action Plan
	WRES Action Plan
	WDES Action Plan
	SWBH People Plan
	Stonewall Action Plan
	Gender Equality Plan

	Action	Led By	Comments	By When	Progress
	Key Actions				
1.	**Review Recruitment Procedure** This is an area that has generated a significant number of concerns raised by and on behalf of BAME staff and it has been identified that this procedure needs more definitive terms and safeguards to ensure that potential discrimination in employment processes is minimised. Also key link for other Protected Characteristic Groups.	Recruitment Lead/EDI Lead. Engagement with Network leads, Recruiting Managers. Need to decide sign off as a Procedure not a Policy (therefore doesn't need JCNC or committee ratification)	Needs to be workable, affordable and achievable e.g. cost of/capacity for additional training, effect on recruitment KPI's, recruitment team capacity for monitoring.	November/December	Started

2.	**Board commitment to an anti-racism stance for the Trust and what that means.** A key top down approach that is uncompromising in message and commitment.	CEO/Exec EDI Lead	Needs key statements by Chair/Chief Exec in the public domain	November	
3.	**Facilitate uncomfortable and challenging conversations around race** This should be carried out by an external company/individual to maximise freedom to have the conversations with someone who is not part of the establishment and can therefore been seen as having to preconceptions and also an expert in their field.	Proposed to be facilitated by ENEi for relevant distance (and this approach has worked in other organisations) ENEi to feedback suggested actions	This has now been agreed for a sample size of 120 to commence end of October.	November/December	Started
4.	**Education – availability of resources and courses** An ongoing review of information and training to support the development of staff and Managers in this area. We are evaluating and updating both intranet and internet pages.	EDI Lead/EDI Advisor/Library/L&D	Need to ensure availability of information with the resource to support this and further training	Ongoing but with changes from September	Started
5.	**Analysing the data/Auditing the processes** What does the data tell us and what are we doing about it. We need regular audits both proactively checking systems e.g. recruitment, sickness management, disciplinary. Need to decide how this is reported and to where.	EDI Advisor/EDI Lead/ESR	Need to decide where the outcomes to the data are reported and what analysis is required. Once again need to ensure this is resourced in order for it to be effective.	November/December	Started

6.	**WRES and WDES Data and Action Plan** Actions have been developed with Network Leads and should be published at the end of October	EDI Lead/EDI Exec Lead/EDI Advisor/Network Leads	Sense check that actions are achievable with resources to support this.	September	Plans completed
7.	**Group EDI Champions** This will cover the full EDI remit but will ensure a greater involvement, understanding and commitment to BAME issues. Aiming for 1 person per Group maybe 2 for larger Groups such as Medicine and EC.	EDI Lead/EDI Exec Lead/Network Leads. Network Leads to select with EDI team.	Consider the roles that Networks would play in supporting these individuals and also determine what crossover there would be with Speak Up Guardians. Consider where there are a number of applicants, how they would be selected.	November/December	Promotional material drafted. Need to scope crossover and functionality.
8.	**Advertise certain posts as 'especially interested in BAME candidates' where the data shows us BAME underrepresentation**	EDI Advisor/ESR to generate data to inform this		November Data analysis December – advertise posts	Not started
9.	**Acting Up and Secondment Opportunities for next Stepping Up cohort**	EDI Lead/EDI Exec to discuss with Exec Team/Groups. These would either be within the employees existing area or elsewhere in the Trust or potentially externally		December/January	Not started
10.	**Listening to our BAME patients stories and also looking at inequalities in the local area**	Exec Lead – Nursing/Doctors		December/January	Not started

	and how the Trust can influence and change this. Need to explore how other Trusts have done this				
11.	**Using National Programmes for change at a senior level** the NeXT director programme was set up as a 'board apprenticeship' scheme for BAME people by NHS Improvement and has made some strides, while other similar initiatives – including a scheme for NED and aspiring NED rotation within STPs	Exec EDI Lead/EDI Lead/Exec Team		Ongoing	Not started
12.	**Adjusting strict criteria for roles** Positions at director level and below can have strict 'essential' criteria within the person description/job profile, and adjusting these where they are not always necessary (and in line with best EDI practice) , e.g. the requirement to have a certain amount of experience at a senior level, could help to increase diversity among applicants.	HR Team/Recruitment Lead/EDI Lead/EDI Advisor/EDI Exec Lead	Need to determine stance re AfC banding requirements	To follow from Recruitment Procedure Update – December/January	Not Started
13.	**Career progression for those who have attended Stepping-up is tracked and publicised**	EDI Advisor/EDI Lead		Post next Stepping Up Programme February 2021	

14.	**Coaching and Mentoring to be made available to BME employees,** in particular, to support career progression. Outcomes for all attendees to be tracked and evaluated via survey.	L&D Lead/EDI Lead		December 2020	
15.	**Job adverts to include 'welcoming applications from under-represented groups',** targeted to particular roles/ departments.	EDI Lead/Recruitment Lead/EDI Advisor	Requires to be led by data analysis informing Recruitment process	December 2020	
16.	**Mediation Service to be formalised** to provide an alternative to grievance in first instance, especially linked to perception amongst BME staff that their Grievances are not progressed.	EDI Exec Lead/EDI Lead	Will require resourcing	January/February 2021	
17.	**20 BME role models trained as Trust Mentors**	EDI Lead/BME Network Lead/L&D Lead	May require resourcing	February/March 2021	
18.	**Targeted approach to ensuring that BME employees are encouraged to participate in the MBA apprenticeship**	L&D Apprenticeship Lead/EDI Lead		December 2020	
19	**CIU to ensure that all protected characteristic data is captured and reported on.**	CIU Lead/EDI Lead		December 2020	
20	**Monitor the data for Metric 4 through the WDES to ensure that there is no increase in bullying or harassment.**	Diversity and Inclusion Lead/ CIU Lead		December 2020	
21	**Raise awareness of the support offered and benefits of the Staff Networks from point of recruitment onwards.**	Diversity and Inclusion Lead / Network Lead Exec Lead for D and I		December 2020	

22	**Develop a photo exhibition / poster campaign to celebrate and acknowledge the diversity of staff and role model diverse leadership at different levels.**	Exec lead for Comms / Diversity and Inclusion Lead	Needs to involve Staff in nominations etc and involve Network Leads in selection	February-March 2021	
23	**To provide Managers with information to ensure conversations re: sickness with Staff with Disabilities are supportive and follow a process to ensure reasonable adjustments are discussed, change in working hours etc.**	Sickness Lead for HR / L and D Lead for training		December-January 2021	
24	**Introduce a Reasonable Adjustment passport for disabled staff.**	Sickness Policy Lead / Diversity and inclusion Lead		December –January 2021	Already developed needs consultation and ratification
25	**Explore reporting to board level EDI data and actions**	EDI Exec Lead/EDI Lead/Exec Team	May require additional resourcing	January/February 2021	
26	**Celebrate work programme achievements from our dedicated staff network groups, BME Colleagues, LGBT Staff and Disabled and Long Term Conditions.**	Communications/EDI Lead		From January 2021	PP
27	**Implement Trust Inclusion Events Quarterly**	EDI Lead with support	Resources needed for speakers etc.	From October 2020	First event 19th October 2020
28	**Raise Trans Awareness within Trust from Staff and Patient perspective**	EDI Lead	Potential Trainer identified. Resources may be needed.	December 2020 onwards	Trainer identified

29	**Work in partnership with local networks e.g. STP, Black Country Alliance on regional projects**	EDI lead/Nominated HRBP's		Ongoing	Started with BLM group
30	**Regular Joint Meeting Of Staff Networks** Introduction of quarterly 'joint meetings', starting with Network Leads	Network Leads/EDI Lead/EDI Exec Lead		December 2020 onwards	Start with meeting of Network Leads
31.	**Participate in NHS Employers EDI Partners Programme**	EDI Lead/Nominated others to attend	EDI Lead already on programme. Time commitment to be diarised and protected.	Ongoing	Started
32.	**Civility and Respect Toolkit to be developed**	EDI Lead/EDI Advisor		January 2021	
33.	**Publish progress against the Model Employer goals**	EDI Lead/EDI Advisor		December 2020	
34.	**Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes.**	Governance Lead/EDI Lead		December 2020	
35.	**Review Trust Branding and Marketing to ensure representation of underrepresented groups.**	Comms lead/Recruitment Lead/EDI Lead		December 2020	
36.	**Appoint wellbeing guardian to look at the organisation's activities from a health and wellbeing perspective**	Sickness HR Lead/EDI Lead	Will need role resourcing	February-March 2021	
37	**Ensure Compliance with Stonewall criteria as an inclusive employer**	EDI Lead/LGBT Network Lead	Most of the outstanding objectives will be covered by other actions	Ongoing	Ongoing meetings to review
38.	**Ensure Trust presence at local EDI Community events.**	Comms/EDI Lead/EDI exec Lead/Exec Team/Network Leads	Ensure local events are publicised within the Trust	Ongoing	

39.	**Include EDI questions in exit interviews and PDR's**	Policy Lead/EDI Leads		January-March 2021	
40.	**Assessment of all Trust Policies to ensure compliance with EDI objectives on a rolling basis.**	EDI Lead/EDI Advisor/HR Team	Rolling process	Ongoing	
41.	**Engage with staff to understand the gender pay issues more fully,** and understand to what extent unconscious bias may be at play when decisions on pay are made, or when colleagues are applying for more senior roles, or roles which are gender stereotyped in society.	EDI Lead/EDI Advisor/HR Team	Need to determine methodology	December 2020 onwards	G
42.	**Engage with the Women's Clinical Network** to further understand barriers faced by female clinicians and barriers to progression and earnings in the Trust and more widely and develop actions to address.	EDI Lead		December 2020 onwards	
43.	**Assess the data we hold on recruitment processes to ascertain which posts attract and recruit predominantly male or female applicants, and understand if trends at various stages indicate the appointment outcome.**	EDI Advisor		November 2020 onwards	
44.	**Look at all communications and visual representations of the Trust to identify any gender bias** e.g. are all representations of doctors predominantly male and nurses	Comms Lead/Recruitment Lead/EDI Lead		December 2020 onwards	

	female? Use a focus group to do this objectively.				
45.	**Explore with employees any maternity leave and childcare factors and see if there is any evidence to show that this hampers career progression for our female staff**. Include promoting the Shared Parental Leave policy (which enables men to take part or all of the traditional maternity leave benefits).	EDI Lead/Comms Lead/EDI Advisor		January 2020 onwards	
46.	**Work with schools, colleges and local organisations** to address perceptions of roles as 'male' and 'female' or in relation to any other protected characteristic and support non- traditional applicants through the application and appointment process as well as providing support through their career with the Trust.	EDI Lead/EDI Advisor/Education Leads		February 2020 onwards	
47.	**Look at interview panels to ensure that they are not predominantly or disproportionately male** and consider for roles that are traditionally or locally male to have female panel and a focussed campaign to recruit women.	Recruitment Lead/EDI Advisor		January 2021	
48.	**Aim for the Trust Board to be 50:50 Male/Female by end 2021**	Trust Chair/EDI Exec Lead/EDI Lead		2021	

49.	**Develop Menopause Action Plan for staff including written guidance and funded time off work**	EDI Lead		March 2021	
50.	**To seek external review, challenge and accreditation for actions by participating in relevant equalities standards and benchmarks.**		e.g. Stonewall Workplace Equality Index, Disability Confident DStandard, WRES, Workplace Wellbeing Charter, Action for Equality	Ongoing	