

Board of Directors

12 May 2022

Paper title:	Belonging and Inclusion Plan update	Agenda item 17
Presented by:	Bo Escritt / Lisa Wright Head of Equality, Diversity and Inclusion (job share)	
Prepared by:	Lisa Wright and Bo Escritt Head of Equality, Diversity and Inclusion (job share)	

Purpose of the report		
This report provides an update on the first six-month implementation of the BDCFT Belonging and Inclusion Plan. This is provided for assurance of progression and to provide board members with information to enable their ongoing support of the plans aims and objectives at Board level.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>The Belonging and Inclusion Plan was launched in October 2021. Six months into its launch progress has been made in developing and launching resources for staff to support equity of experience and tackle health inequalities. These resources include a Domestic Violence Strategic Intent, Domestic Abuse, Support for Diverse Colleagues, Anti-Racism Tool Kit sharepoint resources. Review and development of policies that have an impact on Equality, Diversity and Inclusion (EDI) for example the Trans Equality Policy, Disciplinary Policy and Disability Policy. New systems are being developed and established to support the roll out of our Belonging and Inclusion Plan including an Equality Impact Assessment review and policy development review and a network of EDI Influencers across the Trust. Progress is reported to the Workforce Equality Committee, Trust Board, Strategic EDI Staff Partnership and the Trusts staff networks.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>Yes</p>	The Belonging and Inclusion Plan includes our aspirations and objectives for meeting the Equality Act 2010 General and Specific Duties ¹ .

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> Note the progress made against the plan. Actively support the delivery of the Belonging and Inclusion Plan vision and aims.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
√	√	√	√	√

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
√	√	√	√	√

Relationship to the Board Assurance Framework (BAF)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none"> • SO4: To empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity. • SO1: To engage with our patients and service users, ensuring they are equal partners in care delivery • SO5: To value partnership ensuring that we collaborate to deliver maximum impact on health inequalities
Links to the Strategic Organisational Risk Register (SORR)	<p>The work contained with this report links to the following corporate risk(s) as identified in the SORR:</p> <ul style="list-style-type: none"> • 2495 – Potential loss of workforce to neighbouring trusts.
Compliance and regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> • Assurance of compliance with the Equality Act 2010, NHS Workforce Equality Standards and Accessible Information Standard.

Meeting of the Board of Directors

12.05.22

Belonging and Inclusion Plan update

1 Purpose

This paper provides an update on the implementation of our Belonging and Inclusion Plan. The plan was ratified and launched in October 2021. It can be viewed here [Equality, Diversity and Inclusion \(sharepoint.com\)](#)

The Belonging and Inclusion Plan sets the direction of The Trust’s equality, diversity and inclusion (EDI) ambitions and priorities for the coming three years. It reflects the Trust’s commitment to be the best place to work and ensure that our services are completely equitable, accessible for all and that they are person centred and equipped to meet the individual and diverse needs of the communities that we serve.

The plan is a call to action to our people to view and carry out their roles equitably and through an EDI Lens. Additionally, it highlights our workforce aspirations and supports the organisation’s strategic priority to promote diversity, belonging and inclusion for all staff and to empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity.

2 Proposed Outcome

Throughout the summer of 2021 online engagement with staff, people using services and the voluntary and community sector was undertaken to ensure that our plan reflects their EDI views and priorities. The Clever Together crowdsourcing platform was used as well as over 35 virtual meetings.

The following themes were identified which embody the engaged voice and have been used to inform the Belonging and Inclusion Plan. They are reflected in the delivery action plan.

Theme	Including
Professionalism	The way we conduct ourselves, the respect we have for one another, the consistency in our interactions with others and our boundaries.
Resourcing	Belonging and Inclusion takes time, depth, commitment, and resource to make consistent and sustainable change. We need to avoid tokenism. The work is not just for a few to lead it should be embedded into everything that we all do.
Mobility	Opportunity to progress, change and move. Flexibility. Being valued, respected and recognised for our

Theme	Including
	contribution. Open, transparent and fair processes for mobility within the Trust.
Awareness and Engagement	Information and support that builds confidence to lead EDI. Tools and guidance that enables us to communicate on this and act. Increased understanding of our communities and abilities to meet their needs. Opportunities to talk and reflect together.
Power	Shared power and co-creation. Every voice matters. Hierarchy and the impact of that on all the other themes. Relationships, confidentiality and empathy.

The vision of the plan is:

- To provide the best quality care and meet the individual needs of our service users.
- To have a workforce that fully reflects and understands the communities we serve and has a fair and compassionate culture where everyone feels that they belong, are included, valued and respected and can progress as a unique individual.
- An organisation that:
 - collectively, consistently, and actively works to dismantle inequality wherever it is found and in all its forms.
 - ensures that barriers to progression are identified and addressed.
 - is an example of best practice.

This plan aligns to the Care Trust Values of We listen, We care and We deliver. The Care Trust Way advocates making changes in our own work practice leading to improvements for our workforce and improvement for the people who use our services.

3 Options

A sample of the priorities delivered in the first six months of implementation is provided below. A full breakdown is included in appendix 1.

3.1 Better Health Outcomes

- Agreement has been made that a review of our Equality Impact Assessment (EQIA) processes is undertaken to ensure that we are able to screen and mitigate our Trust activity for negative equality impact consistently and effectively and promote the positive equality impacts. An EQIA policy has been drafted and is being consulted on and reviewed against other EQIA processes within the Trust. Opportunities to embed the process into existing and new initiatives are being explored. Training and resources are under development with a workshop being planned for Human Resources to review the policy development process for EQIA efficiency. A role profile for a network of Equality, Diversity and Inclusion Influencers (EDII) was approved at the Strategic EDI Staff Partnership on 30.03.22. Terms of

- Reference for the EDII Network were also approved. An expression of interest process has been developed and the induction for EDII's is being co-created with Involvement Partners and Young Dynamos.

3.2 Outcome 2. Patient experience and access to our services

- An Integrated Dashboard has been launched and is being piloted in operational services. The dashboard has comprehensive EDI and health inequalities data available to support EQIA's and service performance and planning.
- A Working Group has been established for the Rainbow Badge Phase II assessment led by the Rainbow Alliance Chair. The Trust has been assessed as Bronze in the pilot Rainbow Badge Phase II assessment that it took part in and aims to be Silver as a priority of the Belonging and Inclusion Plan.
- An EDI Calendar was launched with a working group established to support its implementation and embedding of EDI celebrations across the Trust. EDI events and occasions have been regularly marked with publicity including e-updates and executive broadcast takeovers and campaigns.
- An Anti-Racism Tool Kit was launched in December 2021.
- Development and implementation of the Kind Life Project and their Respectful Resolution Framework. More information about this is available upon request.

3.3 Outcome 3. Workforce representation and support – 'bringing our whole selves to work' "Be Me"

- A review of the Disciplinary Policy has been undertaken. Many of the EDI related recommendations made to address the increasing over-representation and inequality of Black, Asian and Minority Ethnic staff in formal disciplinary processes were not implemented within the review. The policy has now been ratified. Feedback about how the recommendations can be included in the future will be sought and a review of the Human Resources policy development process has been agreed for action.
- A review and update of the Trans equality policy has been undertaken with the draft policy going to SLT in May for approval.
- Two reciprocal mentoring programmes have been launched in two areas of the Trust: Psychological Therapies and Community Nursing.
- A wellbeing offer launched for diverse colleagues and a Domestic Abuse resource page and Strategic Intent developed and launched during the Trusts 16 Days of Actionⁱⁱ.
- A new Disability Policy has been developed and ratified aiming to address inequalities experienced by disabled staff. Sharepoint resources and e-learning developed for staff.

In addition, the following EDI reporting requirements have been met and summaries of that data is included in appendix 2:

- Gender Pay Gap publication 30.03.22
- NHS Workforce Race Equality Standard and NHS Workforce Disability Equality Standard ⁱⁱⁱ

3.4 Vaccination as a condition of employment (VCOD) work

Following the launch of the Belonging and Inclusion plan VCOD was scheduled to be implemented and to come into force from the 01.04.22. VCOD work became a priority for the EDI team with advice being sought on process for implementation of VCOD. A detailed Equality Impact Assessment was produced which identified the disproportionate impact of the VCOD government policy on equality groups and an action plan was worked on and agreed to support mitigation of the negative impacts.

4 Risk and Implications

The outcomes identified in the plan are designed to address the inequality experienced by our workforce, people using our services and local communities. It is vital that the plan remains a high priority to all staff at all levels to make a sustained, meaningful, and effective impact on inequality. The benefits of doing this are compliance with the Equality Act 2010, becoming and staying a leader in EDI in our field, meeting the diverse needs of our local communities with outstanding care^{iv} and getting things right first time for all.

The risks of not delivering the aims and objectives of this plan are reputational in our community and with our regulators, they increase the likelihood of providing poor patient safety, health outcomes and experience, they create financial risk with the potential for employment tribunals, increased staff sickness, turnover, disciplinarys and grievances and inefficiency and waste in our operational systems.

Additional resource has been provided to the EDI Team which now consists of 2.2 FTE staff. To deliver the plan EDI needs to be a priority for all staff, teams, and services. The EQIA process will support this roll out.

5 Results

An update on the plan was provided to the EDI Strategic Staff Partnership Group on 30.03.22 and to the Workforce and Equality Committee on 28.04.22. Individual workstreams within the plan are considered and presented regularly at the Trusts Senior Leadership Team, the Trusts Staff Network Groups and in Service quality meetings. A Public Sector Equality Duty Annual Report will be shared with the Board of Directors in July 2022.

Any escalation of risk and items for approval required before the next Trust Board update will be taken to the Workforce and Equality Committee or Senior Leadership Team meeting.

Lisa Wright / Bo Escritt Head of Equality, Diversity and Inclusion
Belonging and Inclusion Plan update
03.05.22

ⁱ [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/equality-act-2010-guidance)

ⁱⁱ [16 Days of Action Against Domestic Violence](https://www.gov.uk/government/campaigns/16-days-of-action-against-domestic-violence)

ⁱⁱⁱ [NHS Staff Survey 2021 Benchmark Reports \(nhsstaffsurveys.com\)](https://nhsstaffsurveys.com/)

^{iv} [Equally outstanding \(cqc.org.uk\)](https://cqc.org.uk/equality)