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 **Six High Impact Areas for Equality Action Plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Trust Name:** | **RY2 Bridgewater Community Healthcare NHS FT** | **Trust DoP&OD:** | **Paula Woods** | **Trust EDI lead:** | **Ruth Besford** |
| **ICS Name:** | **n/a** | **ICS HR Lead:** | **n/a** | **ICS EDI lead:** | **n/a** |

**Task 1: Review workforce to identify clearly where there is underrepresentation of BAME staff.**

**Task 2: Develop plan for six priority EDI areas incorporation into recruitment and promotion pathways:**

Action 1: Ensure ESMs own the agenda, as part of culture changes in organisations, with improvements in BAME representation (and other under-represented groups) as part of objectives and appraisal by:

a) Setting specific KPIs and targets linked to recruitment.

b) KPIs and targets must be time limited, specific and linked to incentives or sanctions.

Action 2: Introduce a system of ‘comply or explain’ to ensure fairness during interviews:

This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process, if it was deemed unfair.

Action 3: Organise talent panels to:

a) Create a ‘database’ of individuals by system who are eligible for promotion and development opportunities such as Stretch and Acting Up assignments must be advertised to all staff.

b) Agree positive action approaches to filling roles for under-represented groups.

c) Set transparent minimum criteria for candidate selection into talent pools.

Action 4: Enhance EDI support available to:

a) Train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies.

b) Ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.

Action 5: Overhaul interview processes to incorporate:

a) Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used.

b) Ensure adoption of values based shortlisting and interview approach.

c) Consider skills-based assessment such as using scenarios.

Action 6: Adopt resources, guides and tools to help leaders and individuals have productive conversations about race.

**Task 1 - Data Review (subject to annual reviews, or more frequently as determined)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Action** | **Who** | **When** | **Progress** |
| ESR Report Run | Workforce | 31 March 2021 | **Completed** |
| ESR Data Analysis 2020 - 21:* Pay Band/Structure
* Staff Group
 | EDI | 31 May 2021 | **Completed**  |
| Leavers Data Analysis 2020 - 21 | EDI | 31 May 2021 | **Completed** |
| Bank Staff Data Analysis | Workforce | 28 February 2021 | **Completed** |
| Apprenticeships Data Analysis | L&OD | 28 February 2021 | **Completed** |
| Training and Development Data Analysis | EDI | 28 February 2021 | **c/f to May 2022 as part of WRES review** |
| Recruitment Data Analysis:* Internal
* External
 | EDI | 31 May 2021 | **Completed** |
| Volunteers Data Analysis | EDI/Oldham Volunteer Co-Ordinator | 31 October 2021 | **Completed, noting Oldham Children’s Services transfer out on 1st April 2022** |

Additional data can be found in our workforce equality reports for race (WRES), disability (WDES), and gender (Gender Pay Gap), alongside our annual Equality Delivery System (EDS2) scoring.

Our WRES: A Model Employer report sets targets and trajectories specific to representation of Black, Asian and minority ethnic staff across our workforce. A Model Employer links closely with this action plan; the actions set within this report are replicated in A Model Employer, and all data analysis for A Model Employer, including percentage representation figures and disparity in career progression ratios, have been considered in the development of this action plan looking at the six priority areas for equality and inclusion improvements.

 Please see our website for all these published reports - <https://bridgewater.nhs.uk/aboutus/equalitydiversity/equalityact2010/>

Throughout the action plan we use a number of definitions/acronyms. These are explained as follows:

* ADOD – Associate Director Organisational Development
* BABAH – Bridgewater Anti-Bullying and Harassment campaign
* DAWN – (Dis)Ability & Wellbeing Network
* DDHR – Deputy Director Human Resources
* DoP&OD – Director of People & Organisational Development
* EDI – Equality, Diversity and Inclusion
* EDS2 – Equality Delivery System 2
* EMT – Executive Management Team
* EqIA – Equality Impact Assessment
* ESR – Electronic Staff Record
* FTSU – Freedom To Speak Up
* HCSW – Health Care Support Worker
* HR – Human Resources
* HWB – Health and Wellbeing
* ICS – Integrated Care System
* JD – Job Description
* KPI – Key Performance Indicator
* LA - Leadership Academy
* LGBT+ - Lesbian, Gay, Bisexual, Transgender. + represents other gender and sexual identities
* LiM – Leader in Me
* LSMS – Local Security Management Specialist
* MIAA – Mersey Internal Audit Agency
* NHSE/I – NHS England/Improvement
* OH – Occupational Health
* PDR - Personal Development Review
* POD – People Operational Delivery group
* RA – Reasonable Adjustments
* RIN – Race Inclusion Network
* VAF – Vacancy Authorisation Form
* WDES – Workforce Disability Equality Standard
* WRES – Workforce Race Equality Standard

**Task 2 - Six Priority EDI Areas for Action**

| **Action Set 1 – Culture** |
| --- |
| **Objective - Develop a workplace culture where equity, compassion and inclusion thrive:** **Achievements:*** **A focus on fairness and learning and an absence of blame**
* **A culture of civility and respect**
* **Staff are actively listened to and involved in relevant decision making**
* **Staff identify self across the workforce**
* **Staff get the support they need for their differing needs**
* **Staff can bring their whole selves to work**
* **Staff feel valued and respected**
* **Staff feel they belong**
 | **Delivery Group:*** **Culture and Leadership POD**
* **Reciprocal Mentoring Project Board**
* **BABAH Working Group**
* **Zero Tolerance Working Group**
* **Violence Prevention Working Group**
* **Staff Networks**

**Governance:*** **NHS People Plan Action Plan, reported to People Committee through bi-monthly update**

**Links:*** **NHS People Plan Action Plan – HWB Action 7**
* **NHS People Plan Action Plan – Flexible Working Action 9**
* **NHS People Plan Action Plan – EDI Action 1, 2, 3, 4, 5**
* **NHS People Plan Action Plan – Culture and Leadership Action 2, 8, 9, 11**
* **NHS Six Priority EDI Areas – Action 1,6.**
* **Trust Values and Strategic Objective**
 |
| **Outcomes:*** **WRES – Indicators 1, 3, 5, 6, 7, 8**
* **WDES – Indicators 1, 4, 5, 6, 7, 8, 9**
* **WRES: A Model Employer**
* **EDS2 – Indicators 3.4, 3.6, 4.1, 4.3**
* **People Pulse - TBC**
* **NHS Staff Survey – All Themes**
 |
|  | **Action** | **Who** | **Timeline****(where provided)** | **Progress To Date** | **Rating** |
|  | Just and Learning Culture:* Just Culture Training to underpin and support fairness and consistency
 | RC | Ongoing | * Training programme commissioned and subsequently delivered August – November 2021
* Implementation plan developed to support programme delivery
* Trust wide promotion of principles and values, including Project Lead attendance at Team Meetings, Senior Management Team Meetings etc
* Ambassador cohort trained August – September 2021 with a role profile developed on completion
* Steering Group established and meetings commenced
* Commitment to agreeing the principles of dealing with conduct matters in partnership with our Staff-side Colleagues
* Presentations made to operational services to raise awareness, and ongoing
* Policy review commenced
* Action plan and terms of reference outlined
* Task and finish established to review the principles of Merseycare Four Step Process to support development of Trust approach
* Planned incorporation into Leadership Development programme

**C/F to 2022 – 2023 action plan** |  |
|  | Civility and Respect:* Civility and Respect resources to promote positive behaviour
* Assimilation of a culture of Civility and Respect as the foundation for a Just Culture within the organisation
 | RC | Ongoing | * Civility and Respect framework in development with identified stakeholders with emphasis on workforce engagement
* This programme of work will be delivered via the Culture and Leadership POD, overseen by the People Hub and reported to the Trust’s People Committee
* The framework has been brought to the People Committee’s attention via the Director’s Update Report
* Civility and Respect has been communicated via Team Brief and Bulletins
* The Trust’s RESPECT Charter has been revisited and rebranded
* Discussions taking place regarding separate existing work streams for anti-bullying and zero tolerance and future plans for this area of work

**C/F to 2022 – 2023 action plan** |  |
|  | Board equality development plan:* Formal:
* Engagement of NHS Providers to support our Board Development Programme which includes a focus on diversity
* Profiling of leadership styles and approaches, along with key leadership characteristics
* Active Bystanders training
* Decoupling Bias training
* Getting Comfortable being Uncomfortable with Race training
* Reciprocal Mentoring, see below
* Informal:
* Staff network champions targeted learning
* Equality learn and share
 | DoP&ODADODEDI lead | 31/03/22 | * Personality Profile Questionnaires completed and analysed to further inform the Board Development Programme – Feedback session 06/2021
* Charitable funds application for race equality library approved 09/2020
* Decoupling Bias training piloted in Greater Manchester Dental teams 03/2021
* Active Bystanders training approved 06/2021
* All Staff Network champions identified 04/2021
* Executive champion for Menopause Network established 09.2021
* Race equality books ordered 09.2021
* Meeting held with Head of Library Service to discuss ‘equality library’ for disability, LGBTQ+ and gender 08.2021
* Board development discussed in November following NHS BAME Assembly letter regarding racism in cricket
* Board actively participated in Black History Month 2021, undertaking different activities and sharing with each other and with staff via a blog
* Just and Learning Culture presentation to Board 02.2022
* Most Board development stood down in 2021/22 due to pandemic, plan to be developed for 2022/23

**C/F to 2022 – 2023 action plan – see training** |  |
|  | Race At Work Charter:* Review Trust policy and practice against criteria set out in Charter
* Publicise Trust commitment to Charter
 | EDI LeadBoard | 31/08/21 | * Trust signed up to Charter in 2019
* Anti-racism statement published on Trust webpages
* Charter criteria reviewed – outstanding action on ethnicity pay gap review 08.2021
* Ethnicity Pay Gap review commenced January 2022, due for completion by September 2022, if not earlier. Ethnicity used as filter in gender pay gap report for 2021. This is a voluntary charter rather than a mandated one, but is good practice and anticipatory of likely mandating of ethnicity pay

**Ethnicity Pay Gap carried forward to 2022 as part of 2022 gender pay gap review** |  |
|  | NHS LA Reciprocal Mentoring Programme:* Application to programme
* Development of Project Board
* Development of recruitment plan
* Development of communications plan
* Development of partnership support plan
* Launch
* Sharing learning across ICS
* Evaluation and next steps
 | Project Board | tbc | * Application successful 12/2020
* Establishment of a Trust Project Board
* Onboarding session 1 01/2021
* Project Board meeting 1 03/2021
* Onboarding session 2 05/2021
* Handbook received 06/2021 with notification that our 2 external supporters are being identified still
* Implementation lead identified 08.2021
* Further communications from national Leadership Academy – updated handbook being drafted 08.2021
* Gap analysis of implementation checklist established and issued to relevant staff for completion 08.2021
* Awaiting next steps and go live date
* RC reconvened steering group (project board) to meet in November and December 2021
* No further update, awaiting start date from NHSE/I. Advised of long term absence of assigned facilitator at NHSE/I, new programme manager recruited and awaiting start, contracts with facilitators in process, as at 08/12/2021
* NHSE/I Leadership Academy on 2.3.22 confirmed the RMfI programme had been ‘switched off’ at the beginning of the pandemic and recruitment for programme facilitators had been delayed by supply issues.
* The Trust have considered it appropriate to defer initiation until September 22
* BW to explore free resources available from NHSE/I ie ‘Stepping Up’ and Train the Trainers. There may be a cost implication in respect of programme facilitators recruited by NHSE/I

**C/F to 2022 – 2023 action plan, next steps to be considered** |  |
|  | Accountability:* Developing accountability for equality, inclusion, health and wellbeing and staff experience across all levels of line management
 | DoP&ODDDHRADODEDI Lead | 31/03/22 | * One of the Trust’s 5 strategic objectives clearly outlines our commitment. Board and Committee papers include these areas
* The PPDR process links to the Trust’s objectives and PEOPLE values
* Board Assurance Framework – regularly reviewed at Committees and Board
* Senior level representation in Just and Learning ambassador cohort, with strong learning on health and wellbeing and EDI contributors and impacts 08.2021
* Review of Anti-racism framework undertaken in December 2021 and recommendations/next steps to be discussed with Raj Jain (P Woods)
* Part of Recruitment and Retention POD action plan with competency framework.
* Task and finish group to be established, EDI representation on group confirmed.
* Leadership development programme being developed and implemented by OD team

**C/F to 2022 – 2023 action plan** |  |
|  | Freedom to Speak Up:* Recruit FTSU Champions from staff network members
 | FTSU LeadEDI lead | 30/09/21 | * Applications sought from RIN 2020, but no volunteers completed applications/expressed an interest
* Periodic promotions to continue
* Substantial Assurance on our approach and practices via MIAA
* 2 applications from Black, Asian, or minority ethnic staff received for FTSU Champions 09.2021
* Review of Anti-racism framework undertaken in December 2021 and recommendations/next steps to be discussed with Raj Jain (P Woods)
* Member of Race Inclusion Network successfully applied to be FTSU Champion in winter 2021
 |  |
|  | Harassment, bullying, violence, and aggression:* Bridgewater Anti-Bullying and Harassment Campaign (BABAH)
* Zero Tolerance Campaign – We Say No To….
* Violence Reduction and Prevention Standard
 | EDI LeadLSMSDoP&ODRIN | 31/12/21 | * 3 working groups established with strong inter-working relationship
* BABAH launched in 2018, refresh in 2021 using zero tolerance graphics
* Standardised graphics agreed
* November campaigns take place to link to national anti-bullying and harassment week
* RESPECT Charter
* Health & Safety Group
* Zero Tolerance Policy
* Staff Survey Indicators and action plans
* Employee Relations Report tabled at the Trust’s People Committee – includes dignity at work matters, grievances etc
* Well established incident reporting regimes
* Workstreams being reviewed following Just and Learning ambassador cohort training 09.2021
* Not in a Day’s Work campaign utilised across social media November/December 2021
* Review of Anti-racism framework undertaken in December 2021 and recommendations/next steps to be discussed with Raj Jain (P Woods)

**c/f to 2022 – 2023 action plan as part of civility and respect** |  |
|  | Disability/Reasonable Adjustments:* Centralisation of RA budgets
* Development of policy and process for accessing, recording and assessing effectiveness of RA for existing staff via centralised support
* Development of policy and process for arranging RA for recruitment pathway through corporate function not recruiting manager
* Re-launch of Employee Adjustment Passport:
* HWB conversations
* Induction
* New guidance
* Transferability across ICS
 | EDI LeadHRFinanceDAWN | 30/09/21 | * Centralisation of RA budget agreed 10/2020
* Draft policy developed, awaiting ‘request and meet’ process development
* Employee Adjustment Passport published
* HR Managers are aligned to Boroughs/Services to ensure proactive absence management and support for those who are disabled or become disabled during their employment
* Health & Wellbeing Month – 07/2021
* HWB conversations promoted, supported by training, and logged formally as part of PDR compliance
* Lanyards for hidden disabilities distributed to relevant staff
* Carers survey undertaken 06.2021
* Centralised processes policy and process information requested and received from NHS Employers network. Discussed with staff network members 09.2021
* Disability Confident Pilot – Acceptance on a national programme - Recruitment Accreditation 12.2021 onwards with onboarding scoping from 01.2022
* Review of recruitment and retention policy and process as part of Disability Confident pilot. Review involved staff network members. Recommendations and identified gaps embedded into DC action plan to be implemented by task and finish group from Recruitment Working Group
* Disability Confident Level 3 (Leader) awarded after external validation by Shaw Trust 3rd March 2022

**C/f to Disability Confident action plan** |  |
|  | Staff Networks:* Development of annual objectives and workplan
* Ongoing development of networks – embedding and maturing
* Ongoing engagement
 | EDI LeadExec SponsorsBoard | 31/12/21 and ongoing | * LGBT+, Race, and (Dis)Ability networks established 06 – 09/2020
* Terms of Reference for Race Inclusion Network approved and submitted to People Committee 09/2020
* Exec Sponsors volunteered and are in situ for each network
* Menopause Network established 07.2021, and exec champion identified 09.2021
* Staff Networks Governance checklist drafted for sign off by JNCC and submission before 30.09.2021
* EDI calendar 2022 drafted, detailing target campaigns for 2022 in staff networks
* Reviewed terms of reference for Race Inclusion Network signed off December 2021
* Carers survey undertaken in June 2021, reviewed by CT, Trust Health and Wellbeing Coordinator. Carers network arranged for January 2022
* Carers Support Network met twice so far in January and February. Terms of reference discussed and network format agreed – part safe space, part activism and engagement
* Terms of Reference to be signed off in March 2022
* Support being sought for funding to sign to Carers UK charter – this will provide resources and a toolkit to evaluate practice and develop action plan
* Network executive sponsor P Woods
* Menopause Support Network also agreeing terms of reference and network format – again a safe space, and also an implementation element to deliver action plan and raise further issues and ideas.
* Race Inclusion Network refreshed terms of reference agreed February 2022
* DAWN discussing name, moving away from ‘disability’ to something more positive and enabling. Terms of reference to then be agreed
* All networks are looking at promotion and visibility in March 2022

**C/f to 2022 – 2023 action plan – see staff networks** |  |
|  | Menopause Friendly Accreditation/Culture Change:* Implementation of delivery plan towards application for menopause friendly accreditation. Focus areas:
* Data/evidence
* Communications
* Policy and practice
* Recruitment and retention
* Inclusion groups
* Training
* Facilities
* Guidance
* Evaluation
* Sustainability planning
 | EDI leadHWB POD | 31/03/22 | * Sign up as early adopter to Menopause Friendly Employer scheme 03/2021
* Menopause Policy under development
* Menopause café
* Menopause Network established and exec champion secured 09.2021
* Draft project initiation document completed, to be discussed at Health and Wellbeing POD
* Menopause policy agreed at HR Policy Group, tabled for JNCC 01.2022
* World Menopause Day recognised 18.10.2021
* Menopause Support Policy signed off and published
* Menopause Support webpage created and populated
* As stated above network is developing and agreeing function, objectives, and terms of reference in March 2022

**C/f to 2022 – 2023 action plan – see menopause friendly** |  |
|  | Rainbow Badges (staff and patients):* Refresh of training package
* Relaunch of training
* Development of guidance and support documents
* Ongoing review of national Phase 2 changes
 | EDI LeadLGBT+ Staff Network | 31/07/21 | * Training package redeveloped and virtual session created
* First sessions set for July 2021
* Three sessions held since July – 24 badges issued
* Support pack updated
* Bridgewater Pride Week held 07.2021
* Pride In The NHS Week supported 09.2021
* Team session held with Halton Wheelchairs service December 2022

**C/f to 2022 – 2023 action plan – see Rainbow Badges** |  |

| **Action Set 2 – Modernising Recruitment** |
| --- |
| **Objective – Develop a Fair Recruitment pathway that supports the recruitment and retention of diverse staff that is representative of our overall workforce and the communities we serve:****Achievements:*** **A change of recruitment culture**
* **Greater flexibility in recruitment practice while supporting NHS Employers safe recruitment standards**
* **Support for staff and recruiting managers**
* **Improved awareness of the value of diverse and inclusive recruitment and the evidenced positive impact this can have on teams and services**
 | **Delivery Group:*** **Workforce POD**

**Governance:*** **NHS People Plan Action Plan, reported to People Committee through bi-monthly update**

**Links:*** **NHS People Plan Action Plan – Flexible Working Action 1, 4, 5**
* **NHS People Plan Action Plan – EDI Action 1, 3**
* **NHS People Plan Action Plan – Culture and Leadership Action 8, 11**
* **NHS People Plan Action Plan – Recruitment Action all**
* **NHS People Plan Action Plan – Recruitment and Deployment Action 1, 2**
* **Six Priority Areas – Action 1,2, 4, 5**
* **Trust Values and Strategic Objective**
 |
| **Outcomes:*** **WRES – Indicator 1, 2, 7, 9**
* **WDES – Indicator 1, 2, 5, 10**
* **WRES: A Model Employer**
* **EDS2 – Indicator 3.1, 4.1, 4.3**
* **NHS Staff Survey – EDI Theme**
 |
|  | **Action** | **Who** | **Timeline****(where provided)** | **Progress To Date** | **BRAG** |
|  | Review of current best practice for fair recruitment:* Desktop research
* NHSE/I pilot evaluation and best practice
* NHS Employers inc. D&I Partners
* Cheshire and Merseyside EDI Collaborative
 | EDI LeadHead of Workforce | 30/09/21 | * NHS Inclusive Recruitment reviewed
* Task and Finish Group established to roll out changes
* Best practice review completed as part of Disability Confident assessment, recommendations based on this are embedded in Disability Confident action plan
 |  |
|  | Review of 2021 HCSW Apprenticeship recruitment:* What worked
* What didn’t work
* How can this be rolled out to other Trust groups
 | AD:ODHead of WorkforceEDI Lead | 30/09/21 | * Generic JD
* Updated requirements for role with non NHS experience
* Better designed recruitment pack
* Increase social media usage and promotion
* Promoted also through Talent for Care and education links
* Increased diverse applications
* Changes to the shortlisting process
* Identified the time pressures to recruit. Future campaigns to expand timelines
* Lessons learnt exercise completed and supporting the roll out within future recruitment drives
* Up to 15 appointments made – diverse range of staff
* Successful application to Disability Confident Pilot with NHSE/I and Indeed and Shaw Trust. Will support audit of recruitment policy and practice, recruitment to HCSW role of applicants with disabilities, and support for validation of Disability Confident Leader application
 |  |
|  | Review of recruitment training options available:* Weightman’s bite size/breakfast seminar – recruitment and law
* External/consultant provision
 | EDI LeadHead of Workforce DDHR | 31/12/21 | * Task and Finish group reviewing all recruitment process including training and recruitment champions

**C/f to Disability Confident action plan** |  |
|  | Development of Fair Recruitment Pathway:* End to end – VAF to onboarding review, including:
* Recruiting options, including values based, skills based, and work placement interviews
* JDs – including EDI requirements in all
* Training
* EDI assurance checklist
* Update Trust guidance/policy
* Panel membership
* EDI interview question for all roles above Band 5
* Recruitment and development of Fair Recruitment Champions
 | EDI LeadHead of Workforce DDHRWorkforce POD | 31/12/21 | * Task and Finish group reviewing all recruitment process
* Implementation of updated NHS Jobs system
* Establishment of recruitment champions
* Reviewing and implementation of value based recruitment
* Within the action plan of the Workforce POD
* Updated NHS Jobs System launched
* Staff side colleagues involved in all discussions, including external/internal recruitment
* Successful application to Disability Confident Pilot with NHSE/I and Indeed and Shaw Trust. Will support audit of recruitment policy and practice, recruitment to HCSW role of applicants with disabilities, and support for validation of Disability Confident Leader application
* See Disability Confident, above

**C/f to Disability Confident action plan** |  |
|  | Development of international/overseas workers recruitment:* Review best practice examples for support for international workers in NHS
* Apply for sponsorship status
* Develop pathway and checklists using NHS Employers and UK Border Agency/Home Office guidance
* Develop support package for international workers for assimilation into UK and NHS cultures
 | Workforce PODDD:HRHead of WorkforceEDI LeadHR | 31/03/22 | * Best practice examples saved for review
* Action placed on hold following review of options, to review December 2022:
* Difficulties as a community provider in recruiting and supporting overseas workers – no accommodation, transport/ability to drive, or ability to provide the required pastoral care
 |  |

| **Action Set 3 – Identifying and Developing Talent** |
| --- |
| **Objective – Develop and deliver succession planning and talent management programmes that support diverse groups of staff in their career development aspirations and supports future proofing of the Trust as an employer of choice:****Achievements:*** **All staff supported to progress and maximise their potential**
* **Talent identified and supported to develop skills and experience**
* **Fair succession planning embedded across the Trust**
* **Mindfulness to unconscious and affinity bias built into delivery of all talent programmes and opportunities**
* **Awareness of legal compliance on positive action programmes**
* **Ongoing engagement with staff networks on barriers to career progression**
 | **Delivery Group:*** **To be confirmed**

**Governance:*** **NHS People Plan Action Plan, reported to People Committee through bi-monthly update**

**Links:*** **NHS People Plan Action Plan – EDI Action 1, 3**
* **NHS People Plan Action Plan – Culture and Leadership Action 5, 6, 10, 11**
* **NHS People Plan Action Plan – New Ways of Delivering Care Action 2, 9**
* **NHS People Plan Action Plan – Growing the Workforce Action 12,15**
* **NHS People Plan Action Plan – Retaining our Staff Action 1, 2**
* **Six Priority Areas – Action 1, 2, 3, 5**
* **Trust Values and Strategic Objective**
 |
| **Outcomes:*** **WRES – Indicators 1, 2, 4, 7, 9**
* **WDES – Indicators 1, 2, 5, 10**
* **WRES: A Model Employer**
* **EDS2 – Indicator 3.1, 3.3, 3.6, 4.1, 4.3**
* **NHS Staff Survey – EDI Theme**
 |
|  | **Action** | **Who** | **Timeline****(where provided)** | **Progress To Date** | **BRAG** |
|  | Succession Planning: |  |  | * Succession planning framework agreed by EMT. Implementation plan now due for roll-out
* Talent Management and Succession Planning updates are on the People Committee’s Business Cycle
* Workforce planning
* Early implementer of national Scope for Growth programme. Working with national team to co-create documentation. Training for Executive team was planned for Oct 2021, delayed due to pandemic response.
* Board Competency Framework developed
* The National and Local team suspended all support during December 2021 due to the pandemic and redeployment. This has not yet been reinstated.
* We have been exploring the links to ESR and are working to have systems in place for electronic recording as per the national ask.
* Identifying groups for pilot implementation once national and local support and training reinstated
 |  |
|  | Talent Management:* Talent Management conversations promoted to all Black, Asian, and minority ethnic staff.
* Promotion of internal stretch opportunities and external opportunities such as Stepping Up programme to all Black, Asian and minority ethnic staff.
* Engagement with Race Inclusion Network to understand barriers to career progression.
 |  | 31.7.21 & ongoingOngoingOngoing | * Head of Leadership & Organisational Development actively involved with Race Inclusion Network to signpost staff to leadership opportunities and to provide 360 appraisal
* Opportunism for secondments currently being explored
* Reciprocal monitoring project expected to highlight barriers to a career progression
* Talent Management and Succession Planning reported to the Trust’s People Committee – 05/2021. Framework signed off and endorsed by EMT for roll out with PDRs 06/2021
* Board Competency Framework developed
* Early implementer of national Scope for Growth programme. Working with national team to co-create documentation. Training for Executive team was planned for Oct 2021, delayed due to pandemic response.
* The National and Local team suspended all support during December 2021 due to the pandemic and redeployment. This has not yet been reinstated.
* We have been exploring the links to ESR and are working to have systems in place for electronic recording as per the national ask.
* Identifying groups for pilot implementation once national and local support and training reinstated
 |  |
|  | Training:* Weightman’s bite size/breakfast seminar – positive action
 | EDI LeadHead of Workforce ADOD | 31/12/21 | * Best practice review undertaken for Disability Confident., and action plan developed. Time now seems right to consider this action in relation to recruitment task and finish work

**C/f to Disability Confident action plan** |  |
|  | Competency Frameworks, from Board down, including EDI in all: |  |  | * Review of Anti-racism framework undertaken in December 2021 and recommendations/next steps to be discussed with Raj Jain (P Woods)
* Board Competency Framework developed
* Part of Recruitment and Retention POD action plan.
* Task and finish group to be established, EDI representation on group confirmed.
 |  |
|  | Staff network engagement/representation: | EDI LeadExec Sponsors | Ongoing | * Staff surveys undertaken 2020
* RIN members support zero tolerance working group
* RIN member attends Risk Assessment Quality Panel
* DAWN members supported HR OH procurement working group
* DAWN and RIN members on Reciprocal Mentoring Project Board
* Exec sponsors provide Board communication
* Review of Anti-racism framework undertaken in December 2021 and recommendations/next steps to be discussed with Raj Jain (P Woods)

**C/f to 2022 – 2023 action plan – see staff networks** |  |

| **Action Set 4 – Developing EDI Awareness and Skills** |
| --- |
| **Objective – Develop and deliver a range of EDI training options to develop awareness and skills across all staff in EDI and Human Rights.****Achievements:*** **Key staff trained in focused aspects of EDI and Human Rights**
* **Opportunities for all staff to access additional EDI training**
* **Improved staff (and patient) experience**
* **Compliance with equality and human rights legislation, particularly due regard to the three aims of the Equality Duty**
 | **Delivery Group:*** **To be confirmed**

**Governance:*** **NHS People Plan Action Plan, reported to People Committee through bi-monthly update**

**Links:*** **NHS People Plan Action Plan – HWB Action 7**
* **NHS People Plan Action Plan – Culture and Leadership Action 9, 11**
* **Six Priority Areas – Action all**
 |
| **Outcomes:*** **WRES – Indicators 4, 5, 6, 8**
* **WDES – Indicator 4**
* **WRES: A Model Employer**
* **EDS2 – Indicator 3.3, 3.4, 3.6, 4.1, 4.2, 4.3**
* **NHS Staff Survey – EDI Theme**
 |
|  | **Action** | **Who** | **Timeline****(where provided)** | **Progress To Date** | **BRAG** |
|  | EDI Training Offer development:* Decoupling Bias
* Cultural Awareness
* Productive Conversations About Race Equality
* EDI self-led reading
* EqIA and the Equality Duty

Developing packages for different staff groups:* Line Managers
* Race Equality Champions
* Disability Peer Support Volunteers
* Open access – all staff
 | EDI Lead | 31/03/22 | * Decoupling bias pilot sessions held with Greater Manchester Dental teams 03/21
* Race equality/racism books ordered
* EqIA training package developed
* Active Bystanders training approved 06/2021
* Race Equality Champions recruited
* Disability Peer Support role description drafted
* Sample Getting Comfortable Being Uncomfortable With Race event attended by EDI lead
* EDI Bitesize session looking at Ramadan arranged for 9 March 2022
* EDI Bitesize session looking at understanding privilege and becoming an ally arranged for 5 April 2022

**C/f to 2022 – 2023 action plan – see training** |  |
|  | EqIA:* Development and sign off of new screening and impact assessment templates.
* Training for all applicable staff:
* Board
* Senior/Clinical Leads
* Service Leads
* Policy Authors
* HR
* Recruiting Managers and Panels
 | EDI LeadAD:ODDD:HR | 31/03/22 | * New screening and full EqIA templates approved
* EqIA Policy reviewed and approved
* EqIA training developed 07.2021
* Quality Impact Assessment panels established with equality embedded in document and panel – relates to service changes

**C/f to 2022 – 2023 action plan – see training** |  |
|  | WRES Experts* Commit to support for interested staff members in applying for and then implementing WRES Experts programme
 | EDI LeadBoard | Tbc – NHSE/I | * Contacted national leads but no further information available locally regarding WRES Experts programme

**C/f to 2022 – 2023 action plan – see anti-racism** |  |
|  | Leader in Me:* EDI to feature in programmes/delivery
 | EDI LeadAD:OD | 31/03/22 | * First equality focused LiM event held 11/2019, further session held 09/2020
* Further events will be planned once regular events are allowed.

**C/f to 2022 – 2023 action plan – see training** |  |

Action Set 5 which sets out our action plan for services and communities can be viewed on our webpage at <https://bridgewater.nhs.uk/aboutus/equalitydiversity/equalityact2010/>