Inclusion for all : Equality Diversity and Inclusion Delivery Plan 2021-22- Value Our Colleagues Improvement Programme

Key considerations

We have identified 9 Key areas of focus which are aligned to the priorities within the NHS People Plan and the NHSE/I Race Equality and Inclusion Priorities for the Midlands Region. Our 9 key areas of focus are the actions we are going to take over the next 24 months. These nine key priorities are also aligned to our four EDI strategy Equality Objectives which are;

Objective 1

•18.0% of colleagues from a Black Asian and Ethnic Minority background are in AFC pay grades 8a and above. Our objective is to increase this by 10% by December 2022 which would mirror our current overall ethnic minority workforce representation which is 28%

Objective 2

•To work towards becoming an anti-racist and anti- discriminatory organisation by creating a workplace culture and healthcare service which is fully inclusive for colleagues and patients with a disability ,from an ethnic minority background, LGBTQ+ background, and all of the other remaining protected characteristics (age, sex, gender reassignment, marriage and civil partnership status and pregnancy and maternity status)

Objective 3

•To embed equality analysis into service redesign, improvement programmes and governance structures to ensure equality, diversity and inclusion is at the heart of everything we do

Objective 4

•To have reached Anchor Employer status by collaborating with partners to form a system wide Anchor Employer Alliance by April 2022. This will be achieved by working with partners in the Borough and beyond to offer employment opportunities for disadvantaged communities and partnering with local businesses to offer supply chain opportunities within the region when these opportunities become available. We will also work more closely with local schools, colleges and universities to attract recruit and retain talented individuals to consider Walsall Healthcare as a place to work.

Nine key areas of focus- Work packages as part of the Valuing our colleagues programme of Work

In line with the requirements of the NHS People Plan and NHS England and NHS Improvement we will take accelerated targeted actions to address the nine key areas of focus- We will undertake the following activity to support the achievement of our key deliverables

Key Deliverable 1: Addressing the lack of compassion in leadership skills (EDI Strategy Equality Objective 1)

We will undertake the following activity to support the achievement of our key deliverables

- Implement the NHSE/I Code of Civility and Respect- embed this code into our day to day policies / processes and development programmes
- Mandate that anyone that has line management responsibilities has the opportunity to undertake a yearly 360 Degree Appraisal/Mindset for Growth 360
- Ensure that senior leaders and their teams have the opportunity to carry out a self- assessment against the NHSE/I inclusion Maturity Matrix
- Ensure that Executive Directors have at least 1 personal equality , diversity and inclusion objective
- Develop a comprehensive Mandatory EDI Management and Leadership Development Programme and ensure that anyone with a line management responsibility participates in the programme
- Implement the Leadership Academy Reciprocal Mentoring Scheme

Key Deliverable 2: Removing barriers to inclusive and compassionate health and wellbeing support (EDI Strategy – Equality Objective 2)

- Develop a directory of culturally sensitive health and wellbeing provision for colleagues with a disability and for colleagues from a Black Asian and Ethnic Minority background- carry out targeted communications to ensure colleagues can access the directory and support on offer.
- Develop an improved Flexible working offer and work with line managers to support and implement any necessary changes
- Ensure COVID 19 Risk Assessments are completed as part of Conditional Offer letter stage and on boarding /induction of new employees
- As part of on boarding process incorporate key questions to facilitate flexible working approaches that are on offer at the Trust
- Ensure 100% of line managers undertake training on health and wellbeing support /new approaches to flexible working to ensure the psychological safety of all colleagues and to encourage a flexible and agile workplace culture that facilitates and promotes wellbeing at work.
- Deliver an annual Leadership and Wellbeing Annual Conference which incorporates key messages and deliverables for line managers in relation to compassionate and inclusive leadership and ensuring the psychological wellbeing and safety of their teams.

Key deliverable 3: Removing barriers to help staff speak up (EDI Strategy Equality Objective 2)

- Establish an external FTSU offer to encourage more staff to speak up
- Enhance FTSU Dashboard and reporting mechanisms which incorporates Trust Values and Behaviours
- Raise the profile of the Confidential Contact links and promote widely throughout the Trust
- Implement a shared governance process for the Staff Inclusion Network, Ethnic Minority Shared Decision Making Council and Ethnic Minority support group and establish accountability measures and outputs for all Staff Networks linked to shared decision making processes.

Key deliverable 4: Tackling racism and other types of discrimination (including bullying and harassment) (EDI Strategy Equality Objective 2)

- Implement the Just and Learning Culture training programme
- Incorporate the Code of Civility and Respect into induction programmes and Managers Framework Training programme for EDI
- Work with the FTSU to incorporate the Code of Civility and Respect into the FTSU reporting dashboard along with a set of metrics and KPIs for each divisional area linked to WHT Values and Behaviour Framework.
- Mandate that every colleague undertakes the Code of Civility and Respect learning and development programme
- Work with the Governance Forum to become early adopters of the Race Code – implement The Race Code Action Plan
- Work with the Black Country and West Birmingham ICS Black Lives Matter working group to design and develop targeted interventions and development programmes- embed interventions into the day to day processes and ways of working at WHT as part of the Race Code action plan
- Work with specific professional Medical bodies to encourage more female consultants to take up positions at the Trust(Positive Action) e.g Athena Swann
- Implement EDI Charter Marks
- Implement an EDI e- learning customer care training programme for front line patient facing colleagues and roll out across the Trust
- Implement a programme of disability access audits as part of a rolling programme of work working closely with the external Disability Advisory Group
- Implement the Accessible Information Standard working closely with the Head of PALS and Patient Experience Manager
- Strengthen and provide enhanced support to the Staff Inclusion Network sub group work streams
- Set up and establish an External Advisory Equality Group that can provide appropriate constructive challenge for the delivery of inclusive healthcare services through the rolling programme of EDS3 assessments- (service delivery)

- Take concerted efforts to eliminate our gender pay gap by working with colleagues within the Medical and Dental division in partnership with the P&C team division to carry out
    - A review of CEA applications disaggregated by each of the protected characteristics on bi annual basis
    - Understand and help to facilitate the removal of any potential barriers by female doctors obtaining consultant positions within the division and any issues with submission of their CEA applications
    - Establish whether appropriate mentoring support is available
    - Set up regular women's mentoring circles within the division and take actions with the feedback concerning career development opportunities

Key deliverable 5: Eliminating racism and bias in disciplinary and grievance processes – (EDI Equality Objective 2)

- Establish a comprehensive Mediation service
- Develop a Mediation skills training programme for line managers and colleagues in line with the just and learning culture approach to ensure there is no disproportionate impact or disparities on ethnic minority representation colleagues or disabled colleagues involved in employee relations cases
- Work with an external provider to design and deliver Investigation Skills Training programme for line managers with an emphasis on Just and Learning culture Approach and eliminating bias
- Increase the number of ethnic minority and disabled Investigating Managers
- Implement revised disciplinary and grievance policy along with a co designed comprehensive training programme involving BAME Shared Decision Making Council / Cultural Ambassadors and Staff Inclusion Network members

Key deliverable 6: Reward and celebrate when good practice is identified (EDI Equality Objective 2)

- Implement Equality Charter Marks for WHT
- Provide explicit examples of what inclusive teams, leaders and individuals look like and promote through Trust communications
- Establish recognition and reward process to celebrate inclusive leaders, inclusive teams and inclusive and compassionate colleagues and promote through the Trust Communications

Key deliverable 7: Building accountability (EDI Equality objective 2 and 3)

- Implement and embed WHT Corporate accountability framework
- Implement and embed the Equality Impact Assessment Framework within our current governance structures to enable consideration is given to due regard as part of our legal obligations under the Public Sector Equality Duty e.g through board and committee structures and through existing governance arrangements for the Value our Colleagues programme of work
- Incorporate EDI metrics within Director of People cultural heat map (monitor and report on progress to PODC and Trust Board)
- NHSE/I EDI Board competency framework implemented
- Divisional accountability outputs are being reported to PODC (improvements in EDI metrics)
- Heads of Service /Service leads accountability framework in place (EDI Metrics)
- Implement the Equality Delivery System 3 assessment framework and rolling programme of EDS3 assessments across key services.
- Regularly publish updates on progress with the EDI programme of work to the wider organisation via Trust communications

Key deliverable 8: Eliminating racism/ bias in recruitment and progression-(EDI objective 1 2 and 3)

As part of the Value our Colleagues programme of work –Implement a systematic approach to inclusive talent management across the organisation by;

- Developing talent profiles for each divisional area linked to each of the nine protected characteristics
- Establishing talent panels to review discuss and action career development and career aspirations of talented colleagues within divisional areas
- Implement sponsorship and positive action leadership programmes for colleagues with a disability , women and colleagues from an ethnic minority background
- Implement a High Potential Develop Scheme for high potential colleagues linked to Executive Directors Succession Plans
- Develop a career development and getting the best out of interviews training programme for colleagues with an interest in developing their careers at WHT. Ensure programme is targeted at individuals from under represented groups to ensure equal access to development programmes

- Through the Education and Steering Group produce a bi annual workforce demographics report on colleagues accessing learning education and development non mandatory training disaggregated by each of the nine protected characteristics and report to PODC as part of workforce report updates

- Implement the Comply and Explain clause in the Recruitment and Selection Policy and report on outcomes to PODC (assurance)
- Implement the Declaration of Interest Form for internal and external candidates and ensure this is being used as part of the pre interview process and during the interview process and report on outcomes to PODC
- Introduce a (HBA)check and balance process for Senior Management positions to ensure appropriate backgrounds checks are carried out in relation to past leadership and management history e.g managing diverse teams
- Design and develop an internal tracking system to track internal promotions by divisional area linked to each of the nine protected characteristics and report on progress as part of the EDI and talent management programme of work and annual EDI report.
- Undertake regular ethical recruitment audits of recruitment practice across all divisions and report on outcomes to PODC. This includes monitoring and auditing of internal and external posts that have been advertised and interim positions appointments. As part of the recruitment audits introduce a check and balance process to ensure the interview was conducted in a fair open and transparent way as per the Trust's recruitment and selection policy. This will be completed bi annually.
- Ensure all Cultural Ambassadors are deployed onto interview panels at band 6 and above for key posts wherever possible.
- Develop pre assessment diagnostic recruitment tools and processes for all senior level interviews Band 8 a and above.
- Work with NHSE/I to redesign recruitment and progression pathways and implement within WHT

Key deliverable 9: Building a collaborative approach across systems (EDI Strategy objective 4)

- Develop Anchor Employer Alliance working with system partners to encourage applications for job roles from people with a disability and diverse communities
- Through the Anchor Employer Alliance work with local schools and colleges and university to attract recruit and retain talented individuals to consider Walsall Healthcare as place to work- develop targets based on areas of under representation – track and monitor progress
- Carry out a review of our supply chain with a view to determine the percentage of local businesses that have partnered with the Trust through procurement – develop a report with recommendations and report to EDIG on the outcome
- Conduct a review of our current supply chain to understand whether current supply chain partners adopt ethical practices and adhere to equality and diversity and inclusion practices – re -establish our commitment to eliminating Modern Day Slavery through our supply chain – publish our position on external facing website
- Develop a guide to Equality in Procurement and circulate to EDIG group for sign off- promote guide to colleagues within Finance
- Develop a training session to Finance and Procurement colleagues on equality , diversity and inclusion considerations through the supply chain
- Work with system partners to develop an anti- racist and discriminatory action plan for the Black Country and West Birmingham system

- Work with system partners to develop and implement a collaborative approach to flexible working across the Black Country and West Birmingham ICS