

At West Suffolk Foundation Trust (WSFT) fairness, inclusivity and respect are at the very heart of our FIRST values.

This means that we prioritise fostering and maintaining inclusive environments where people can bring their whole selves to work, feel that they are safe and that they belong, and their contributions are valued. This also means that we are committed to recognising organisational inequalities, taking action to address these, and becoming visible and intentional allies by improving our literacy and confidence to challenge ourselves and each other to further equity both within our organisation and beyond.

To embed Equality, Diversity and Inclusion (EDI) within our Trust in a way that is strategic and aligned with our Trust values, we feel that it is important to have an overarching Inclusion workplan that brings together our EDI related work from different sources to ensure that we are taking a joined-up approach. Our Inclusion workplan therefore brings together actions we have identified from the following sources: WRES, WDES, NHS EDI Improvement Plan, Unison's Anti-Racism Charter, the WSFT employee voice via the staff survey and other important factors that have arisen through consultation with our staff networks.

The 90 actions within this workplan have been categorised into one of the following 7 workstreams: board responsibilities; recruitment and talent management; data analysis and reporting; governance, policies, strategies and guidance; learning and development; people processes; and additional actions. These workstreams are owned by colleagues across the Trust, including some at Board level.

We are keen to outline these actions as a 'workplan' rather than an 'action plan' as this is not a tick box exercise. Instead, these actions will shape the way that we work as an organisation. Whilst our workplan has laid the foundations for real, impactful, cultural change, it remains a work in progress. The workplan is incomplete in places and we recognise that there is more work to do to ensure 'SMART' actions. Additionally, resource and staffing constraints this year has meant that progress so far has been slower than hoped. However, we now have a permanent Organisational Development Manager (Equality, Diversity and Inclusion) in place from the beginning of October 2023 who will be leading the implementation of our Inclusion workplan and working collaboratively and supportively with colleagues across the Trust to progress these actions and important areas of work.

The below table is a snapshot of our inclusion workplan that focusses upon the actions we have committed to as a result of the key headline themes highlighted from the Trust's 2022-2023 WRES and WDES data. These themes are presented in priority order of importance and action. Actions stated may be repeated under differing themes. This highlights the significant inter-relationship of many of these areas and how we are taking action to address these in an integrated way.

Our inclusion workplan remains a priority and, whilst we are publishing this version in October 2023, we are continuing to evolve and develop our internal working document, which is directing us towards achieving equity and inclusion within every part of our organisation, so that WSFT remains a brilliant place to work and continues to provide the best possible patient care and services.

Inclusion Workplan 2023-24 (WRES and WDES outcome focussed)

Inclusion workplan action ID	Action	Action owner(s)	Inclusion workplan workstream	Completion date	Success measure
Headline 1: Career progression and promotion for clinical colleagues (WRES indicator 1)					
3.5	Draft proposals for a reverse mentoring programme.	L&D Lead (Coaching and Mentoring) OD Manager (EDI) REACH Network	Learning and Development	September 2024	Leaders and other colleagues within WSFT better understand the challenges our BAME colleagues face in order to actively reduce workplace barriers.
3.13	Use the Learning Hub, comms messages and the REACH network to actively encourage participation of BAME staff in the NHS Leadership Academy programmes.	OD Manager (EDI) REACH Network L&D Team	Learning Development	December 2024	BAME colleagues feel the trust provides opportunities for career progression, they are accessing these programmes and being promoted within WSFT. Senior leadership is representative of the proportion of BAME colleagues within our Trust.
3.15	Ensure our BAME staff have equitable access to apprenticeships and encourage staff within the REACH Network and beyond to consider a broad range of apprenticeships.	OD Manager (EDI) Apprenticeships Manager, L&D Team	Learning and Development	January 2024	BAME colleagues are aware of and feel supported to engage with apprenticeships to develop their knowledge and skills that will provide further opportunities for career progression. They are accessing these programmes and being promoted within WSFT. Senior leadership is representative of the proportion of BAME colleagues within our Trust.

We are continuing to review additional actions we can take that will specifically target clinical staff to address the disparity.

Headline 2: Discrimination at work (WRES indicator 8)

1.21	Create an Inclusion Strategy using the quantitative and qualitative data available and collected across WSFT. Regularly review this strategy to improve race equality, diversity and inclusion so that WSFT reflects the community it serves	OD Manager-EDI, Staff networks, FTSU, EDI steering group, Trust Board, Workforce Development team, HRBPs	Governance, policies, strategies, guidance	September 2024	WSFT has a clear strategy and direction for Inclusion. There is a developmental organisational understanding of what 'inclusion' means and what matters most to people.
2.3	Collaborate with FTSU Guardian to investigate the issues highlighted around bullying. Use this to guide training and resources around anti-racism and bullying at WSFT. Communicate Trust wide that these concerns have been heard and highlight any actions taken.	OD Manager (EDI) FTSU Guardian Comms	People Processes (Freedom To Speak Up)	March 2024	BAME colleagues who have voiced harassment or bullying concerns at WSFT feel as though they have been heard and actions are being taken.
2.10	Create an environment where staff feel able to speak up and raise concerns.	Freedom to Speak Up Guardian OD Manager (EDI) OD Manager (H&W)	People Processes (Freedom To Speak Up)	March 2024	Any disparity is addressed and there are year-on-year improvements with staff feeling increasingly confident to raise concerns. Data is annual reported to the Board. Improvement in staff survey results on bullying / harassment from line managers/teams (All Staff) Improvement in staff survey results on discrimination from line managers/teams (All Staff) Bullying & Harassment score metric (NHS professional groups)

2.11	Have mechanisms to ensure staff who raise concerns are protected by their organisation	Freedom to Speak Up Guardian OD Manager (EDI) OD Manager (H&W)	People Processes (Freedom To Speak Up)	June 2024	Improvement in staff survey results on bullying / harassment from line managers/teams (All Staff) Improvement in staff survey results on discrimination from line managers/teams (All Staff) Bullying & Harassment score metric (NHS professional groups)
2.15	Collaborate with the wellbeing lead in the REACH network to develop a collection of wellbeing resources and support for BAME colleagues within the Trust.	OD Manager (EDI) OD Manager (Health & Wellbeing) REACH Network	Learning and Development	September 2024	BAME colleagues at WSFT feel supported and have awareness of and access to additional support if needed.
3.6	Collaborate with staff Networks curate engaging and informative resources for the EDI section of the Learning Hub. These resources should cover topics such as; anti-racism, allyship, identifying and tackling ableism and inclusive leadership, to name a few.	OD Manager (EDI) L&D Team	Learning and Development	June 2024	Colleagues across WSFT have access to a range of EDI resources and know where to find these. There is positive and consistent engagement with the resources.
3.7	Develop Inclusive leadership training sessions and resources, including how to challenge racism and ableism, recognise the impact of racism and ableism on wellbeing and champion a diverse workforce.	OD Manager (EDI) L&D Team SLT	Learning and Development	September 2024	Leaders within WSFT adopt inclusive leadership styles and foster a culture of inclusivity and compassion.
3.8	Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety.	OD Manager (EDI) L&D Team Clinical Education Team	Learning and Development	March 2024	Internationally recruited staff feel a sense of belonging within the Trust. Reduction in instances of bullying and harassment from team/line manager experienced by internationally recruited staff.

3.9	Ensure international recruits have access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression.	OD Manager (EDI) L&D Team Clinical Education Team	Learning and Development	March 2024	Internationally recruited staff are aware of the development opportunities available to them and feel empowered and encouraged by the line managers to engage with them. As a result, we see an increase in international recruits progressing in their careers.
3.10	Develop an allyship training programme for all colleagues at WSFT so that there is an understanding of what it means to be an ally and the behaviours that go with allyship.	OD Manager (EDI) L&D Team Staff Networks	Learning and Development	September 2024	Colleagues across WSFT understand allyship and are being effective, deliberate and intentional allies for all colleagues.
3.11	Investigate the introduction of EDI Champions at WSFT.	OD Manager (EDI) Staff Networks	Learning and Development	December 2024	Engaged and passionate colleagues who are proactive allies role model inclusive behaviours and discuss and disseminate key EDI messages and information across the Trust. EDI becomes embedded into the organisation's culture, establishing more safe, inclusive spaces across WSFT.
Headline 3: Bullying and harassment (from patients, relatives, public) (WRES indicator 5) Headline 4: Bullying and harassment (from line managers and colleagues) (WDES metric 4b/c)					
2.3	Collaborate with FTSU Guardian to investigate the issues highlighted around bullying. Use this to guide training and resources around anti-racism and bullying at WSFT. Communicate Trust wide that these concerns have been heard and highlight any actions taken.	OD Manager (EDI) FTSU Guardian Comms	People Processes (Freedom To Speak Up)	June 2024	BAME colleagues who have voiced harassment or bullying concerns at WSFT feel as though they have been heard and actions are being taken.

2.4	Support the rollout and use of the Management of Unacceptable Behaviour (Zero Tolerance) policy across WSFT so that colleagues know how to implement the policy when dealing with harassment, bullying or abuse	OD Manager (EDI) REACH Network, Disabled Network, Comms, Head of Security, Chief Operating Officer	Governance, policies, strategies, guidance	October 2024	All colleagues know the process and how they can access support if they (or others) experience harassment, bullying or abuse from other colleagues or members of the public.
2.5	Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence. Ensure that there is appropriate psychological support in place for colleagues experiencing discrimination on the grounds of their race, disability or other protected characteristic.	Head of Staff Psychology Service	People Processes	March 2024	Improvement in staff survey results on bullying / harassment from line managers/teams (All Staff) Improvement in staff survey results on discrimination from line managers/teams (All Staff) Bullying & Harassment score metric (NHS professional groups)
2.10	Create an environment where staff feel able to speak up and raise concerns.	Freedom to Speak Up Guardian OD Manager (EDI) OD Manager (H&W)	People Processes (Freedom To Speak Up)	March 2024	Any disparity is addressed and there are year-on-year improvements with staff feeling increasingly confident to raise concerns. Data is annual reported to the Board. Improvement in staff survey results on bullying / harassment from line managers/teams (All Staff) Improvement in staff survey results on discrimination from line managers/teams (All Staff) Bullying & Harassment score metric (NHS professional groups)

2.11	Have mechanisms to ensure staff who raise concerns are protected by their organisation	Freedom to Speak Up Guardian OD Manager (EDI) OD Manager (H&W)	People Processes (Freedom To Speak Up)	December 2024	Improvement in staff survey results on bullying / harassment from line managers/teams (All Staff) Improvement in staff survey results on discrimination from line managers/teams (All Staff) Bullying & Harassment score metric (NHS professional groups)
2.15	Collaborate with the wellbeing lead in the REACH network and the Disability Network Co-Chairs to develop a collection of wellbeing resources and tailored support for BAME and disabled colleagues within the Trust.	OD Manager (EDI) OD Manager (Health & Wellbeing) REACH Network	Learning and Development	June 2024	BAME and disabled colleagues at WSFT feel supported and have awareness of and access to additional support if needed.
3.7	Develop Inclusive leadership training sessions and resources, including how to challenge racism and ableism, recognise the impact of racism and ableism on wellbeing and champion a diverse workforce.	OD Manager (EDI) L&D Team SLT	Learning and Development	September 2024	Leaders within WSFT adopt inclusive leadership styles and foster a culture of inclusivity and compassion.
3.10	Develop an allyship training programme for all colleagues at WSFT so that there is an understanding of what it means to be an ally and the behaviours that go with allyship.	OD Manager (EDI) L&D Team Staff Networks	Learning and Development	September 2024	Colleagues across WSFT understand allyship and are being effective, deliberate and intentional allies for all colleagues.
3.11	Investigate the introduction of EDI Champions at WSFT.	OD Manager (EDI) Staff Networks	Learning and Development	December 2024	Engaged and passionate colleagues who are proactive allies role model inclusive behaviours and discuss and disseminate key EDI messages and information across the Trust. EDI becomes embedded into the organisation's culture, establishing more safe, inclusive spaces across WSFT.

We continue to review additional actions that will specifically enhance communication of 'zero tolerance approach' to patients, relatives and the public

Headline 5: Valuing the work of disabled colleagues (WDES Metric 7)

1.3	Strengthen the governance Framework of reasonable adjustments	OD Manager (H&W) OD Manager (EDI) Disability Network Occupational Health Estates HR	Governance, policies, strategies, guidance	March 2024	Strengthening the governance framework for reasonable adjustments makes the process of requesting and implementing reasonable adjustments more accessible, providing colleagues with the tailored and individual adjustments they need to fulfil their role. Additionally, providing information about reasonable adjustments and providing visibility to the types of adjustments that may be helpful empowers managers to have supportive conversations with individuals to identify adjustments that will meet their needs. As a result, disabled colleagues feel seen and validated, and it is reinforced that they are valuable and integral to our workforce.
3.1	Work with the Disability network to finalise a guidance pack for reasonable adjustments	OD Manager (H&W) OD Manager (EDI) Disability Network L&D Team	Governance, policies, strategies, guidance	March 2024	
3.3	Review mandatory training and create additional resources to ensure reasonable adjustments are understood Trust wide	OD Manager (H&W) OD Manager (EDI) Disability Network L&D Team	Learning and Development	December 2024	
2.8	Support the scoping, development and implementation of a disability/health passport	OD Manager (H&W) Disability Network Occupational Health	People Processes	July 2025	Colleagues with disabilities have a clear and easy tool to help record reasonable adjustments and additional support that may be required, should they wish to access it.
2.13	Develop proposals for a diversity & wellbeing festival or conference	OD Manager (H&W) OD Manager (EDI)	Additional actions (events and activities)	June 2024	Colleagues feel they are being celebrated and their collective voice is heard
2.18	Develop clearer principles for managers and staff around agile, hybrid, flexible and remote working	HR Business Partners OD Manager (EDI)	Governance, policies, strategies, guidance	August 2024	WSFT advocates inclusive working practices across protected characteristic groups
3.4	Promote the visibility of leaders with a disability through effective campaigns. Promote leadership and career development opportunities that are accessible and available for all staff, and signpost to external leadership programmes for disabled people, such as Calibre.	OD Manager (EDI) L&D Team Disability Network	Learning and Development	December 2024	There is representation of disabled leaders across the Trust. Disabled colleagues feel empowered to engage with leadership and career opportunities that are available to them, both inside and outside of the Trust. This is reflected in the data- a year-on-year increase in the number of disabled staff taking in leadership development programmes.

3.6	Collaborate with staff Networks curate engaging and informative resources for the EDI section of the Learning Hub. These resources should cover topics such as; anti-racism, allyship, identifying and tackling ableism and inclusive leadership, to name a few.	OD Manager (EDI) L&D Team	Learning and Development	June 2024	Colleagues across WSFT have access to a range of EDI resources and know where to find these. There is positive and consistent engagement with the resources.
3.7	Develop Inclusive leadership training sessions and resources, including how to challenge racism and ableism, recognise the impact of racism and ableism on wellbeing and champion a diverse workforce.	OD Manager (EDI) L&D Team SLT	Learning and Development	September 2024	Leaders within WSFT adopt inclusive leadership styles and foster a culture of inclusivity and compassion.
3.10	Develop an allyship training programme for all colleagues at WSFT so that there is an understanding of what it means to be an ally and the behaviours that go with allyship.	OD Manager (EDI) L&D Team Staff Networks	Learning and Development	September 2024	Colleagues across WSFT understand allyship and are being effective, deliberate and intentional allies for all colleagues.
3.11	Investigate the introduction of EDI Champions at WSFT.	OD Manager (EDI) Staff Networks	Learning and Development	December 2024	Engaged and passionate colleagues who are proactive allies role model inclusive behaviours and discuss and disseminate key EDI messages and information across the Trust. EDI becomes embedded into the organisation's culture, establishing more safe, inclusive spaces across WSFT.

Headline 6: Engagement of disabled colleagues (WDES Metric 9a)

3.1	Work with the Disability network to finalise the guidance pack for reasonable adjustments	OD Manager (H&W) OD Manager (EDI) Disability Network L&D Team	Learning and Development	March 2024	Working collaboratively with disabled colleagues to create and finalise this work provides valuable insight to strengthen the guidance. As a result, disabled colleagues feel seen, validated and that their voices have been heard.
3.4	Promote the visibility of leaders with a disability through effective campaigns. Promote leadership and career development opportunities that are accessible and available for all staff, and signpost to external programmes that provide leadership development programmes for disabled people, such as Calibre.	OD Manager (H&W) OD Manager (EDI) Disability Network L&D Team	Learning and Development	December 2024	There is representation of disabled leaders across the Trust. Disabled colleagues feel empowered to engage with leadership and career opportunities that are available to them, both inside and outside of the Trust. This is reflected in the data- a year-on-year increase in the number of disabled staff taking in leadership development programmes.
3.5	Draft proposals for a reverse mentoring programme.	L&D Lead (Coaching and Mentoring) OD Manager (EDI) REACH Network	Learning and Development	September 2024	Leaders and other colleagues within WSFT better understand the challenges our disabled colleagues face in order to actively reduce workplace barriers.
3.6	Collaborate with staff Networks curate engaging and informative resources for the EDI section of the Learning Hub. These resources should cover topics such as; anti-racism, allyship, identifying and tackling ableism and inclusive leadership, to name a few.	OD Manager (EDI) L&D Team	Learning and Development	June 2024	Colleagues across WSFT have access to a range of EDI resources and know where to find these. There is positive and consistent engagement with the resources.

Headline 7: Equal opportunities for career progression and promotion (WRES Indicator 7)					
3.13	Use the Learning Hub, comms messages and the REACH network to actively encourage participation of BAME staff in the NHS Leadership Academy programmes.	OD Manager (EDI) REACH Network L&D Team	Learning Development	December 2024	BAME colleagues feel the trust provides opportunities for career progression, they are accessing these programmes and being promoted within WSFT. Senior leadership is representative of the proportion of BAME colleagues within our Trust.
3.15	Ensure our BAME staff have equitable access to apprenticeships and encourage staff within the REACH Network and beyond to consider a broad range of apprenticeships.	OD Manager (EDI) L&D Team	Learning and Development	January 2024	BAME colleagues are aware of and feel supported to engage with apprenticeships to develop their knowledge and skills that will provide further opportunities for career progression. They are accessing these programmes and being promoted within WSFT. Senior leadership is representative of the proportion of BAME colleagues within our Trust.

We continue to review additional actions with our REACH network to establish the type of support to aid career progression and promotion

Headline 8: Board representation (WRES Indicator 9, WDES Metric 10)					
1.16	Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation (by June 2025)	Head of Resourcing, OD Manager (EDI), OD Lead Executive group	Talent Management	Creation of plan - June 2024 Evidence of progress - June 2025	Relative likelihood of staff being appointed from shortlisting across all posts Access to career progression, training and development opportunities Year-on-year improvement in race and disability representation leading to parity over the life of the plan Year-on- year improvement in representation of senior leadership (Band 8C and above) over the life of the plan Diversity in shortlisted candidates Combined Indicator Score metric on quality of training

3.5	Draft proposals for a reverse mentoring programme.	L&D Lead (Coaching and Mentoring) OD Manager (EDI) REACH Network	Learning and Development	September 2024	Leaders and other colleagues within WSFT better understand the challenges our disabled colleagues face in order to actively reduce workplace barriers.
3.17	Executive teams within the organisation should actively talk about the benefits of allyship as well as champion and sponsor equality staff networks. They should also build the concept of allyship into existing and new development programmes.	WSFT Chair Board Members OD Manager (EDI)	Board Responsibilities	September 2024	Leaders within our organisation are leading in a way that is inclusive and supportive.