

Inclusion work plan 2022-23

Aims:

- To contribute to developing a culture at WSFT where **everyone** feels they belong and can be themselves at work; where everyone feels seen and heard, that their contribution is valued and that their voice matters.
- To develop the organisational understanding of existing inequalities, barriers to inclusion and challenges faced by certain groups, and to develop people's skills (everyone and especially leaders and managers) in removing or mitigating these and being intentionally inclusive.
- To work towards becoming **institutionally inclusive** – where inclusion is forefront of our decision-making, policy and process development, cultures and attitudes, and planning for the future, for both colleagues and patients, so that WSFT can be a great place to work and provides the best possible patient care and services.

Priority Workstreams <i>led by Wellbeing and Inclusion Manager</i>			
Objective	Action	Timescale	Key partners
Data is understood and used as part of an evidence-based approach to what priorities should be; statutory reporting requirements are met <i>Supports WRES and WDES – all metrics</i>	Submit WRES and WDES data	Immediate (by 31 August)	Workforce Information
	Share data with key workforce and divisional leadership teams	Short-term	Workforce senior team Divisional leadership teams (with HRBPs)
	Review to identify any gaps in inclusion work plan		
	Write report for Board to be signed off by 31 October		
	Gender pay gap report	Long-term (by 30 March)	Workforce Information

Objective	Action	Timescale	Key partners
There is a developmental organisational understanding of what 'inclusion' means and what matters most to people	Following <i>What Matters To You 2</i> , develop plan for an organisational conversation about what inclusion and inclusive behaviour looks like	Long-term	EDI steering group Senior Workforce team Communications Staff networks
	Draft long-term inclusion strategy		
Staff networks are supported and developed, with clear purpose and role within the organisation <i>Supports WDES metric 9</i>	Develop draft standardised governance framework	Short-term	Staff network members and leads EDI steering group
	Consult with key network leads/members on the governance framework and adapt accordingly		
	Submit governance framework to exec for approval		
	Plan for re-launch of staff networks, including engagement with wider workforce, robust comms plan and clear messaging from exec	Medium-term	Staff networks Communications Exec EDI steering group HRBPs
	Support networks initially with aim of identifying leader to take them forward (if not already)		
	Establish regular meetings with chairs and committees of all networks to facilitate collaboration		
	Review success and impact of networks	Long-term	Staff networks Communications EDI steering group
	Share successes and continue to raise profile of networks in the organisation		

Objective	Action	Timescale	Key partners
Colleagues have access to a range of resources, education and training to develop their EDI knowledge and capability <i>Supports a range of WRES and WDES metrics</i>	Clarify whether we can purchase LGBT+ awareness sessions from the Kite Trust (discussions started following requests from Chaplaincy and Radiology)	Immediate	
	Review free training content available through NHS Futures / NHS Leadership Academy, and other ad hoc content	Short-term	
	Conduct organisational training needs analysis to identify gaps in education and training; consider designing or commissioning training packages to meet content and skill needs	Medium-term	Workforce Development Manager
Progress in LGBT+ equality is benchmarked and a clear improvement plan is developed	Use Stonewall's Workplace Equality Index criteria to benchmark our progress with LGBT+ equality and develop a plan for improvement	Medium-term	LGBT+ network Stonewall
Disabled colleagues and those with a health condition or neurodifference are able to access appropriate workplace adjustments to enable them to do their role, in a timely manner <i>Supports WDES metric 8</i>	Reconvene working group on workplace adjustments	Short-term	Adjustments working group Disability network
	Develop proposals for centralised process and funding		
	Develop disability/health passport	Medium-term	

Leaders better understand and can work well with difference	Propose an introductory session on Leading Inclusively with Cultural Intelligence for the Board/exec, to consider whether this is a model in which to invest	Short-term	
	Draft proposals for introducing a reverse mentoring programme	Medium-term	Staff networks External programme partner
Recruitment and selection processes are free from bias, encourage diversity of applicants and support successful appointments from a range of candidates <i>Supports WRES indicator 2 and WDES metric 2</i>	Link with new Head of Resourcing once in post and develop a plan for reviewing recruitment processes through an inclusion lens, using No More Tick Boxes as a framework	Long-term	Head of Resourcing, recruitment team
	Scope existing interview processes (medical and non-medical) and consider implementing diverse interview panels	Medium-term	Head of Resourcing, Medical Staffing Manager
All policies relating to people have consistent messaging and support inclusion aims	Review people policies through an inclusion lens	Short-term	EDI steering group Policy working group Staff networks
	Consider development of an inclusion policy and/or additional guidance on specific topics	Medium-term	
Understanding of various aspects of equality, diversity and inclusion continues to improve, with opportunities for colleagues to learn and participate in a range of activities	Develop calendar of notable dates and prioritise on which to focus each year	Short-term	Communications EDI steering group Library Services
	Curate resources to develop an EDI-resource hub, and communicate this across the organisation		
	Curate and share staff stories	Medium-term	
	Develop proposals for a diversity festival or conference		

Senior leadership is representative of the proportion of colleagues from a Black, Asian or other minority ethnic background <i>Supports WRES indicators 1, 7 and 9</i>	Develop plans in line with the Model Employer targets	Medium-term	Chair and Board Head of Resourcing
	Identify opportunities to increase diversity of executive and non-executive Trust Board membership		
Develop a network of EDI champions who can provide local advice on Equality Act compliance, inclusive practice, training and resource	Seek expressions of interest once EDI resources are collated and shared on the Learning Hub	Long-term	EDI steering group, staff networks

Many of these objectives and actions contribute towards an anti-racist approach by seeking to address the inequalities embedded in our systems, processes and cultures.

Business as usual work
NHS Rainbow Badge: continue to promote the NHS Rainbow Badge in collaboration with the LGBT+ network.
Inclusive culture training sessions: sessions on preceptorship and AHP aspiring leaders programme
Intelligence sharing: link with Freedom to Speak Up Guardian, HR teams, Chaplaincy, Trade Unions to share insight on current issues and how best to support; follow up on specific issues raised as appropriate.

Additional work that supports inclusion aims and WRES and WDES progress
Flex for the Future: led by Juliette Maguire and Sarah Turner
Wellbeing champions: led by Marianne Meadows, with specific focus on people from protected groups
Leadership development, coaching and mentoring: led by Carol Steed
Education, training and personal development: led by Carol Steed and Rachel Austin
Freedom to speak up: led by Amanda Bennett
Values and behaviours: led by Carol Steed
Patient experience and engagement: led by Cassia Nice and Anna Wilson
Wellbeing support: including staff psychological support team, chaplaincy