

## Equality & Diversity Staff Group Equality Objectives Four Year Plan 2016 – 2020 (Updated February 2018) December 2019 Progress Report

Equality Delivery System Goal	Objective	Key Actions	Detailed Actions	Lead	Timescales	Completed / Ongoing / To do	Progress	
<p><b>1. Representative and supported workforce</b></p> <p>The NHS is asked to.....</p> <p>The NHS should increase the diversity and quality of the working lives of the paid and unpaid workforce supporting all staff to better respond to patients' and communities' needs.</p>	<p>We will improve our staff satisfaction rates as reported in the annual staff survey. We will make year on year improvements on our staff survey results, aiming to achieve top 20% of acute Trusts for staff engagement. We will improve the experiences and treatment between White staff and BME staff at the Trust by progressing WRES and monitoring outcomes.</p>	<p>On receipt of the annual Staff Survey results carry out gap analysis and take appropriate action in relation to the key findings that relate to the workforce.</p>	<p>Analyse the reports provided to identify:</p> <ol style="list-style-type: none"> <li>1. If and where the results have improved and share the results (concerns and improvements) with appropriate managers.</li> <li>2. If the Trust is in the top 20% of acute Trusts for staff engagement.</li> <li>3. Areas of concern and improvements for the specific questions relating to Equality &amp; Diversity and the protected characteristics and share these with the Equality &amp; Diversity Staff Group.</li> </ol>	Head of OD	March 2016	Completed	<p>2018 Staff Survey commenced in October 2018 and closed on 30 November 2018. Results shared with the E&amp;DSG in March 2019 &amp; cascaded to Trust Managers.</p> <p>2019 Staff Survey closed on 29 November 2019 and results are due in early 2020.</p>	
					Head of OD	March 2017		Completed
						March 2018		Completed
						March 2019		Completed
				DD of HR	March 2020	To Do		
Head of OD	Commenced March 2017	Completed	<p>The campaign was launched in June 2018, along with the Respect and Support Behavioural Framework - a document that sets out examples of expected behaviours from all staff.</p> <p>Training on the behaviours of staff and managers has commenced along with resilience training.</p>					
				<p>Develop a Respect and Support Campaign (a programmed series of materials) to help staff and colleagues recognise, address and report potential harassment and bullying. Session to also include age awareness and bullying and harassment.</p>				

			Review the two separate HR presentations (E&D and harassment & bullying) at Trust induction to combine into one session.	DD of HR	June 2018	Completed	Review completed and as from June 2018 inductions the new HR presentation will commence.
	On completion of the annual Workforce Race Equality Standard (WRES) baseline data exercise carry out a gap analysis against the previous year's data and take appropriate action in relation to the indicators for the experiences and treatment between White staff and BME staff and continue to monitor these.	Analyse the data to identify areas of concern and improvements for the specific questions relating to Equality & Diversity and the protected characteristics and share these with the Equality & Diversity Staff Group, Workforce Committee and the Trust Board.		DD of HR	September 2016	Completed	The analysis of the 2018/19 data took place in June/July 2019 and has been submitted to NHS England.  The data was published on the NGH website in September 2019
September 2017					Completed		
September 2018					Completed		
September 2019					Completed		
September 2020					To Do		
Carry out an audit on the recruitment and shortlisting processes to previous senior posts to identify what actions are required.		DD of HR	June 2016	Completed			
Provide recruitment training for managers which include a session on equality awareness.		Head of R & ES	Implement as from 2016	Completed			
Monitor and report on non-mandatory and CPD training by ethnicity.	DD of HR	August 2017	Completed				
Carry out a gap analysis of Trust equality and diversity activity against NHS Employers Equality & Diversity in Practice Top Ten Tips.	DD of HR	June 2016	Completed				
On completion of the annual Workforce Disability Equality Standard (WDES) baseline data exercise carry out a gap analysis against the previous year's data and take appropriate action in relation to the indicators	Analyse the data to identify areas of concern and improvements for the specific questions relating to Equality & Diversity and the protected characteristics and share these with the Equality & Diversity Staff Group, Workforce Committee and the Trust Board.		DD of HR	September 2019	To Do	2018/19 WDES data exercise commenced July 2019 and the data was published on the NGH website in September 2019	
				September 2020	To Do		

		for the experiences and treatment between Disabled staff and Non-Disabled staff and continue to monitor these.					
		On an annual basis carry out the Gender Pay Gap reporting process as required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017	Analyse the data to identify areas of concern and improvements for the and share these with the Equality & Diversity Staff Group, Workforce Committee and the Trust Board	Deputy Director of HR	March 2018	Completed	Analysis for the 2018/19 data and the findings has been completed and shared with the Workforce Committee and the Trust Board. The data was published on the Trust website and submitted to Gov.UK in February 2019. Work has commenced on the 2019/20 data for publication in 2020.
					March 2019	Completed	
					March 2020	To Do	
		Each Division to set and be accountable for their own equality and diversity objectives through the clinically led structure with divisional links to the Equality and Diversity Staff Group.	Each Division to be provided with Equality and Diversity data for their areas and with the support of their HR Business Partner analyse the data to identify if there are any areas for improvement/objectives that can be set. Each Division to also have a nominated lead to represent them at the Trust's Equality and Diversity Staff Group.	DD of HR	September 2016	Completed	
		Implement the staff engagement strategy centred on the Trust's vision and values and the desired behaviours and performance of staff.	Organisational Development Team to lead on staff engagement, culture, communication and behaviours.	Head of OD	Commenced 2015	Completed	
		Become a health promoting Trust that makes an active contribution to promoting and improving the	Implement the health and wellbeing strategy with the aim of improving the mental and physical health of employees and to help to reduce inequalities.	Health & Wellbeing Co-ordinator	Launched April 2016	Completed	

		wider health and wellbeing of our staff.					
		Work towards becoming a Disability Confident Leader	Review the criteria of the Disability Confident Leader Scheme (Level 3) to identify gaps and assess what actions are required	Head of HRSC	Commenced October 2018	In progress	The Head of the HR Service Centre reviewed the criteria and presented a gap analysis to the E&DSG in December 2018. Comments and feedback were collated and will be circulated for final comments in December 2019.
		Work towards achieving outstanding in relation to the CQC KLOE for E&D	Review the CQC Key Lines of Enquiry that relate to Equality and Diversity to identify gaps and assess what actions are required	DD of HR	Commenced December 2018	Completed	The DD of HR reviewed the criteria and produced a gap analysis which has been circulated to the E&DSG for comments. Findings presented to the E&DSG in March 2019.
		To be an inclusive employer who recognises and values difference, by demonstrating practices that recognise, respect, value and harness differences for the benefits for our staff	Commence working with Diversity by Design to run and conduct analysis of focus groups for staff on the protected characteristics	Head of OD	Commenced March 2019	In progress	Workshops held on 27 March 2019. Report received for analysis.
			To work with Diversity by Design and pilot alternative recruitment techniques to work towards removing unconscious bias during recruitment/interviews of applicants.	Director of W & T	Commenced March 2019	In progress	Two roles have been selected for the pilot.
			To investigate setting up a workforce BAME group	DD of HR	Commenced March 2019	Completed	First meeting took place in July 2019 and schedule of dates for remained of 2019 and early 2020 have been planned.

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<p><b>2. Inclusive leadership</b></p> <p>The NHS is asked to.....</p> <p>NHS organisations should ensure that equality is everyone's business and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions</p>	<p>We will improve our leadership and management capability.</p>	<p>Develop and deliver Leadership and Management programmes including equality &amp; diversity and bullying &amp; harassment</p>	<p>Commence Francis Crick for senior leaders</p>	Head of OD	Commenced 2016	Completed	
			<p>Develop and commence leadership management training aimed at those who are new to leadership/management or existing leaders/managers that need to upskill</p>	Head of OD	March 2018	Completed	
			<p>Develop and commence leadership management training aimed at those who are in a supervisory role who need to develop and learn practical and helpful skills to lead and manage their teams effectively</p>	Head of OD	March 2018	Completed	
			<p>As part of the Leadership &amp; Management training develop an equality and diversity module.</p>	Head of OD	Commenced August 2019	Ongoing	OD to review the training and include information on equality & diversity including specific reference to unconscious bias.
		<p>On completion of the annual Workforce Race Equality Standard (WRES) baseline data exercise carry out a gap analysis against the previous year's data and take appropriate action in relation to the indicators that relate to leadership and continue to monitor these</p>	<p>Actively encourage all candidates including those from BME backgrounds to apply for very senior management roles - as and when vacancies arise through open and transparent recruitment and selection processes including values based recruitment.</p>	Head of R & ES	September 2016	Completed	
		<p>Actively encourage all staff including those from BME backgrounds to apply for the Leadership and Development programmes through open and transparent publicity and application process.</p>	Head of OD	January 2018	Completed		