

Trustwide Equality and Diversity Strategic Priorities 2017-2021 Report to Trustwide Workforce, Equality and Diversity Committee

Performance Management Key

| Colour Code | Description |
|--------------|---|
| Bright Green | Action Complete |
| Amber | Action commenced and on target for completion in agreed timescale |
| Orange | Action commenced but will not be complete in agreed timescale |
| Red | Action not commenced / significant breach of deadline |

Equality Delivery System (EDS2) Outcomes

| Numbers | Outcome |
|---------|--|
| 1.1-1.5 | Better Health Outcomes for All |
| 2.1-2.4 | Improved patient access and experience |
| 3.1-3.6 | A representative and supported workforce |
| 4.1-4.3 | Inclusive leadership at all levels |

Moving forward this Action Plan will be reviewed and discussed by the Equality and Diversity Sub-Committee, the Workforce, Equality and Diversity Committee and the Equality, Diversity and Inclusion Community of Interest.

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| Bright Green | 3 | Amber | 18 | Orange | 2 | Red | 0 |
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The purpose of this report is to provide assurance to our stakeholders e.g. patients, carers, partners etc. that we are meeting our statutory duties.

Please note: This Strategic Action Plan is a dynamic document whereby objectives / actions are continually added in order to meet identified needs or gaps. Similarly where objectives / actions have been completed they are removed from the plan, except in circumstances where an outcome is awaited or an on-going action required. The Plan contains a column that enables easy identification of the EDS2 outcome(s).

Theme: Service Delivery

Objective: Services that meet the needs of our diverse communities.

EDS2 Outcomes: 1.1-1.5, 2.1-2.4, 4.1-4.3

| Ref. | Actions | Director Sponsor | Lead | Monitored By | Timescales (where applicable) | Progress | Performance Code | Date Added | EDS2 Outcome(s) |
|------|---|-----------------------|-----------------------|-----------------------------|-------------------------------|--|------------------|------------|-------------------------|
| SD1 | <ul style="list-style-type: none"> To provide spiritual and pastoral care support which meets the diverse needs of our patients & carers | P Wright | Victoria Sleight | Forensic Services WED Group | Ongoing Review March 2018 | Spiritual and pastoral care is provided to patients following a broad range of faiths however further scoping is required to identify any unmet needs. | A | 01/04/17 | 1.1, 1.2, 2.3, 4.3 |
| SD2 | <ul style="list-style-type: none"> To meet the required standards of Single Sex Accommodation (SSA) | P Wright P Smeeton | D Mason/ M Bateman | FSMG LPMG | Ongoing Review March 2018 | <p>All services within the Forensic Services [division are Single Sex.</p> <p>The Quality Governance Team within the Local Partnerships Division has undertaken a review of inpatient areas to identify issues around areas identified as mixed sex. This highlighted areas of concern on how mixed sex wards are managed to maintain the dignity and safety of patients and to comply with requirements. Since that time the division has focussed on developing a plan to ensure compliance and a significant amount of work has been undertaken to consider appropriate management of inpatient areas in response to SSA requirements.</p> <p>The focus to date has been on Adult Mental Health wards</p> | A | 01/04/17 | 1.1, 1.2, 1.3; 2.3, 4.2 |

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| | | | | | | <p>and once additional beds have been approved the move to same sex wards will commence. Until this time there will continue to be vigilance of breaches to the SSA requirements.</p> <p>Within Mental Health Services for Older People (MHSOP) further consideration is required to agree the most appropriate approach to managing the SSA requirements in an environment of reduced bed stock and challenging environments.</p> <p>In the next six months the focus for the Division is to:</p> <ul style="list-style-type: none"> • Maintain oversight of SSA requirements • Agree the MHSOP approach to managing and achieving SSA requirements • Ensure robust monitoring and reporting of SSA breaches, not only through UNIFY2 externally but internally against CQC criteria • Revisit the CARE review in September 2017 to ensure all recommendations has been addressed • Repeat the CARE review in September 2018. | | | |
| SD3 | <ul style="list-style-type: none"> • Explore and develop campus style/ community provision for people | P Smeeton/ P Wright | R Welfare/ D Mason | LPMG | November 2017 | The National High Secure Service for People with a Learning Disability is delivered via a campus style | A | 01/04/17 | 1.1-1.5; 4.1-4.3 |

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| | with Intellectual/ Developmental Disabilities (IDD) | | | | | <p>model. In other areas where people with IDD reside, these are in single ward accommodation with centralised resources</p> <p>Within the Local Partnerships Division the original proposal was to develop a campus and to scope out and possibly develop a satellite education base, in conjunction with the Recovery College. The original intention was that the latter be centred around the Horizon Day Unit for people with Intellectual/ Developmental Disabilities.</p> <p>This has not been progressed to date as a wider review of the recovery college approach is being undertaken.</p> | | | |
| SD4 | <ul style="list-style-type: none"> Increased reporting of patient demographics on Rio and SystmOne and utilisation of this data to inform service provision Operational divisions to develop a clear plan with priorities for how it will ensure its services meet the needs of the communities it serves (using demographic | J Hankin/ P Wright/ P Smeeton | D Mason/ M Bateman | Forensic and Local Partnerships WED Groups | April 2018 | <p>Patient and community demographic data is being analysed to enable the 'Working with and Involving our Communities' Group, whose membership includes senior staff from both operational divisions, to compare the proportion of seldom heard communities in each geographical area with that of our patient population. The aim of this is to identify, understand and respond to over and/or under-representation within services. This data will be</p> | O | 01/04/17 | 1.1, 2.3, 2.4, 4.2, 4.3 |

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| | <p>information and linking with commissioners)</p> | | | | <p>presented at the July 2017 meet of the Equality and Diversity Subcommittee.</p> <p>Work is underway within both operational divisions, via their respective WED Groups, to ensure a greater emphasis on staff reporting and recording patient demographics. This is accompanied by clear messages, which aim to raise awareness and promote an understanding of the importance of this information to clinical care/outcomes.</p> <p>Divisional General Managers/ General Managers are being advised and supported to improve the use of demographic data to inform their service provision and therefore their local Equality and Diversity action plans. Furthermore work is being carried out to ensure all Team Leaders and Heads of Service (including recruitment, retention and training staff) are aware of and have accountability for diversity strand data and how and why this impacts on their service delivery.</p> <p>Local Partnerships and Forensic Services clinical teams have been tasked by the WED Committee to provide examples (narratives) to showcase of how collecting patient</p> | | | |
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| | | | | | | <p>demographic data has resulted in positive outcomes e.g. improved patient care.</p> <p>It is important to note that this work has identified that the current patient information system i.e. SystmOne, which captures patient demographic data within the Local Partnerships (General Healthcare) Division, has a number of issues in terms of the provision of accurate data. The Informatics Team are currently trying to respond to this work however it is not currently high on their list of priorities.</p> | | | |
| SD5 | <ul style="list-style-type: none"> Through consultation and engagement with Children and Young People identify key gaps in services, particularly in relation to BME and LGBT+ young people. | P Smeeton | R Towler/ G Eves | Equality & Diversity Sub-Committee | September 2018 | <p>A service evaluation that aims to understand and improve the patient experience of LGB service users within Child and Adolescent Mental Health Services (CAMHS) is now complete and a report will be presented at the July meeting of the Equality and Diversity Subcommittee.</p> <p>Further work will be undertaken by the Associate Director of Nursing (Local Partnerships) to clarify current engagement work streams with Divisional General Managers at the Local Partnerships WED meeting. This will be followed by an e-mail to all General Managers involved in</p> | A | 01/04/17 | 1.1-1.5, 2.1-2.4 |

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| | | | | | | managing children's and young people's services requesting that they identify current engagement work and provide a response. | | | |
| SD6 | <ul style="list-style-type: none"> To meet the requirements of the Accessible Information Standard and in doing so ensure that the needs of people with access needs are met, | J Hankin | D Money | Workforce, Equality and Diversity Committee | July 2017 | <p>Action complete. A Trustwide working group was set up to lead on this work and the following processes are now in place</p> <ul style="list-style-type: none"> An Inclusive Communication Needs form is now available on both RiO and SystmOne patient information systems; An E-learning package has been developed to raise awareness of staff and help develop skills and knowledge in this area; A ward resource pack has been developed and circulated to all services. A DVD has been produced and is being used in staff training. It was launched at Leadership Council in February 2017. <p>Within the Forensic Division a range of accessible resources have been developed including a recovery resource, which has been developed in collaboration with service users. This has been adopted nationally.</p> | BG | 01/04/17 | 2.1-2.4 |

Theme: Employment

Objective: A workforce that reflects the communities we serve.

EDS2 Outcomes: 1.1-1.2, 2.3-2.4, 3.1-3.6, 4.1-4.3

| Ref. | Actions | Director Sponsor | Lead | Monitored By | Timescales (where applicable) | Progress | Performance Code | Date Added | EDS2 Outcome |
|------|---|------------------|------------------------|--|-------------------------------|--|------------------|------------|---|
| E1 | <ul style="list-style-type: none"> Continue to progress in our role as Stonewall Star Performers/ Stonewall Diversity Champions by developing and sharing good practice through the work of the Sexual Orientation Steering Group and via joint working with partners. | C Teeney | C Conchar | Sexual Orientation Equality Steering Group/ Equality & Diversity Sub-Committee | Review March 2018 | <p>Action Complete, but work continues. The Trust mentored Nottinghamshire Police from 2015 to 2017, who achieved 35th place in the 2017 Stonewall Workplace Equality Index.</p> <p>Throughout 2016/17 we worked with other Stonewall Diversity Champion partners to deliver a successful LGBT+ History Month Conference exploring intersectionality and produce an electronic LGBT+ Role Models Resource which was launched at Leadership Council in February 2017.</p> <p>In 2016 the Trust wrote and published a Trans Leadership Guide which has been shared nationally as good practice.</p> | BG | 01/04/17 | 1.1, 1.2, 2.3, 2.4, 3.1; 3.3-3.6, 4.1-4.3 |
| E2 | <ul style="list-style-type: none"> Publish data on the Workforce Race Equality Standard (WRES) and deliver on the actions identified in the corresponding WRES Action Plan | C Teeney | C Conchar/ R Cotterill | Race, Religion and Belief Equality Steering Group/ Equality & Diversity | July 2018 | The 2017 data report has been submitted to NHS England and our commissioners and a more accessible version published on the Trust website. The corresponding action plan has been approved by the | A | 01/04/17 | 1.1, 3.1; 3.3-3.6' 4.1-4.3 |

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| | <p>(2016-19)</p> <ul style="list-style-type: none"> Establish and Support a BME Staff Network to enable BME Staff Voice and act as critical friends and supporters of the Trust. | | | Sub-Committee | | <p>Workforce, Equality and Diversity Committee and a progress update provided at the July meeting of the Equality and Diversity Subcommittee.</p> <p>The inaugural meeting of the BME Staff Network inaugural took place in June 2017 and was attended by over 60 BME staff. A Network sub-group has been set up to develop the Draft Terms of Reference and these will be circulated to all Network members for consultation prior to the second meeting of the group in September 2017. At this meeting attendees will be consulted on the contents of the WRES action plan and encouraged to offer advice/support to the Trust on key issues such as Bullying and Harassment, helping us to better understand and respond.</p> | | | |
| E3 | <ul style="list-style-type: none"> Explore the Working longer Toolkit as a resource through which to better support the Aging Workforce | C Teeney | P Herr | Equality and Diversity Sub Committee | March 2018 | <p>The Trust's Age Equality steering group has been tasked with leading on this work and will provide an update of its discussions at the Equality and Diversity Subcommittee meeting in July 2017.</p> <p>The Trust's operational divisions are developing an action plan to support recruitment and retention of staff over the age of 50.</p> | A | 01/04/17 | 3.1; 3.3-3.6, 4.2 |

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| | | | | | | Within the Local Partnerships Division work is underway to develop information packs to support managers in this area. | | | |
| E4 | <ul style="list-style-type: none"> Deliver effective Equality, Diversity and Inclusion training for all staff as part of the mandatory training offer. | C Teeney | C Conchar/ J Eve | Equality and Diversity Sub Committee | March 2021 Review March 2018 | Equality, Diversity and Inclusion training is a mandatory requirement for all Trust staff. Current compliance is 93% across the organisation. A broad training offer is provided to meet staff needs, where possible, from generic Equality, Diversity and Inclusion training to strand specific. All new starters to the Trust currently receive 90 minutes training on the first day of their induction. | BG | 01/04/17 | 3.3, 4.2, 4.3 |
| E5 | <ul style="list-style-type: none"> Report and publish data on the Gender Pay Gap by the statutory deadline. | C Teeney | P Herr | Workforce, Equality and Diversity (WED) Committee | April 2018 Review January 2018 | Generic workforce data is currently being reported on and monitored within the organisation, however the Trust have not yet reported on or published Gender Pay Gap information. This is due to the fact that like other NHS Trusts we are waiting for a solution to be developed within the Electronic Staff Records (ESR) system. Currently the ESR central team are developing the specific calculations of pay as defined in the regulations that will enable reporting at a Trust level. Additionally we will be able to report at divisional & directorate levels. | A | 01/04/17 | 3.2 |

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| | | | | | | The date for completion of this is not yet known; however should the solution not be available by January 2018 the Workforce Team will run this manually to ensure that we meet the reporting requirements. | | | |
| E6 | <p>Recruitment and Retention:</p> <ul style="list-style-type: none"> • Ensure that we have a diverse workforce which reflects the diverse communities we serve. • Employ and support people with lived experience of mental health problems • Provide and effective Employee Support Programme | C Teeney | C Cocking/ D Gezmis/ P Herr | Forensic and Local Partnerships WED Groups/ WED Committee | March 2021 Review January 2018 | <p>An initial report has been produced to map/analyse staff demographics with those of our patient population and our diverse communities. This will be discussed at the July meeting of the Equality and Diversity Subcommittee and will inform divisional actions.</p> <p>Workforce Recovery is embedded within the Trust's Recovery Strategy (2016-21). A Peer Support Worker (PSW) Programme is in places to train individuals to become PSW's and to support them once they join the organisation.</p> <p>The Health and Wellbeing programme is currently under review and a report outlining the outcomes of the review will be presented to the Workforce, Equality and Diversity Committee in September 2017.</p> | A | 01/04/17 | 3.1; 3.3-3.6, 4.1-4.3 |
| E7 | <p>Staff Voice/ Engagement:</p> <ul style="list-style-type: none"> • Appoint a Freedom to Speak Up | J Hankin | H Auld/ C Whyman | Equality and Diversity Sub | December 2017 | The Freedom to Speak Up Guardian (FTSU) role was appointed to in June 2016 and the role has become | A | 01/04/17 | 3.6, 4.2, 4.3 |

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| | <p>Guardian and ensure that this role is robustly evaluated and embedded within the organisation as appropriate.</p> <ul style="list-style-type: none"> Review the Trust's Bullying and Harassment (B&H) Policy and the current mechanisms in place for reporting bullying and harassment, launching the revised policy as part of a Trustwide campaign. Ensure members of the E&D Strand steering groups/ BME Staff Network have the opportunity to inform this work. | | | Committee | | <p>embedded within the Trust's robust governance structure.</p> <p>The Anonymous Dialogue System, which encourages staff to Speak in Confidence, has been launched via the staff intranet. The Bullying and Harassment section of the Staff Voice page on the Trust Intranet will be completed in October 2017.</p> <p>The Bullying & Harassment Policy is currently under review, with a completion date of October 2017.</p> <p>As part of the developing Our People and Culture Together Programme a series of focus groups with a facilitator who is highly experienced in cultural capability are being arranged with the aim of breaking down barriers and helping identify solutions with and for our diverse staff groups.</p> <p>The leadership workforce analysis diagnostic focuses on demographics and the diversity of staff in leadership roles. Accordingly two focus groups are being held specifically aimed at BME staff to ensure a safe space to talk. An additional focus group is being held for staff who belong to the Disability, Sexual Orientation, Age or Gender Equality Steering</p> | | | |
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| | | | | | | Groups. These are in addition to the wider culture focus groups being held across the Trust between July and September 2017. | | | |
| | <ul style="list-style-type: none"> Review leadership and culture across the organisation via the Developing Our People and Culture Together Programme, including analysis from a diversity perspective. Utilise Staff Surveys to understand the experiences of our diverse workforce | C Teeney | P Herr | WED Committee | March 2019 Review March 2018 | <p>The Trust is currently in the Discovery Phase of the Developing Our People and Culture Together Programme, which commenced in February 2017 and ends in September 2017 at which time we will move to the Design Phase.</p> <p>The results of the National Staff Survey 2017 will be analysed and reported on by diversity strand in early 2018, similar to the 2016 Survey in early 2017. This data is used to inform workforce strategies and plans e.g. the development of a BME Staff Network, the actions in the WRES Action Plan, BSL Charter</p> | A | 01/04/17 | |
| E8 | <p>Staff Health & Wellbeing:</p> <ul style="list-style-type: none"> Support mental health and wellbeing at work Deliver the Public Health Pledges: Smoking cessation & Improving awareness and supporting victims of Domestic Violence and | C Teeney | P Herr | WED Committee | Ongoing Review March 2018 | The Trust's award winning Wellbeing at Work Scheme (bronze level) is embedded in the organisation and is supported by around 84 Health and Wellbeing Champions within services. A wide variety of activities, training courses, tips for healthy living etc. are easily accessible on the Staff Health and Wellbeing intranet pages. | A | 01/04/17 | 1.2, 1.5, 3.1, 3.4 - 3.6, 4.1, 4.3 |

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| | <p>Abuse (DVA)</p> <ul style="list-style-type: none"> Support employee engagement in health promotion and prevention | | | | | <p>A DVA policy is in place accompanied by guidance for staff, including signposting to services.</p> <p>A smoking cessation policy is in place for both staff and patients, with support mechanisms available.</p> <p>A Working Life and the Menopause Seminar was held in June 2017 to raise awareness of the issues that affect women (and some men) during this time of life, share good practice, including hints and tips, and to learn valuable skills to support self and/or others. Presentations from the event have been uploaded onto the Staff Health and Wellbeing intranet pages to share learning. Guidance for staff and managers on Work and the Menopause is currently being developed by HR, with the support of the Gender Equality Steering Group.</p> | | | |
| E9 | <p>Policies & Procedures</p> <ul style="list-style-type: none"> Ensure that policies are in place to meet the needs of a representative, flexible workforce e.g. carers, special, disability leave | C Teeney | P Herr | WED Committee | Ongoing Review March 2018 | A recently revised and updated leave policy for Trust staff is now in place. | A | 01/04/17 | 3.1 - 3.6, 4.3 |

Theme: Community Engagement

Objective: Improving Engagement- hearing the voices and understanding the needs of our diverse communities

EDS2 Outcomes: 1.1-1.5, 2.1-2.4, 3.1, 3.3-3.6, 4.1-4.3

| Ref. | Actions | Director Sponsor | Lead | Monitored By | Timescale (where applicable) | Progress | Performance Code | Date Added | EDS2 Outcome |
|------|--|----------------------------------|--|-------------------------------------|--|---|------------------|------------|---|
| CE1 | <ul style="list-style-type: none"> Ensure Volunteer and Involvement Volunteer opportunities are effectively advertised to Deaf people via the Trust website, and that deaf applicants are supported to take up opportunities. | J Attfield | P Sanguinazzi | Equality and Diversity Subcommittee | September 2017 | <p>A member of the Involvement, Experience and Volunteering Team attends BSL partnership listening events wherever possible to promote volunteering opportunities.</p> <p>A new BSL signed video is due to be published on the Trust website which explains Involvement.</p> <p>Within the Forensic Services Division there is good evidence of engagement through the Deaf Service and Deaf Service Users in hospital wide forums.</p> | A | 01/04/17 | 1.1-1.5; 2.1-2.4; 3.1, 3.3-3.6; 4.1-4.3 |
| CE2 | <ul style="list-style-type: none"> Work with partners to tackle hate crime both internally and externally | P Smeeton/ P Wright/ C Teeney | T Wright/ M Bateman/ D Mason/ C Conchar | Equality and Diversity Subcommittee | March 2021 Review March 2018 | Guidance for staff on recording and reporting hate crime has been developed and distributed, supported by advice and guidance on eth Trust intranet site. Trust staff attend meetings of the Nottinghamshire Hate Crime Steering Group to engage in joint work with partners to tackle and respond to hate crime. | A | 01/04/17 | 1.4, 2.3, 2.3, 3.6, 4.1-4.3 |

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| CE3 | <p>Community Outreach:</p> <ul style="list-style-type: none"> Engage in Recruitment Events Participate in Community and Outreach Events re Services for seldom heard communities e.g. GRT, LGBT, BME | C Teeney/ P Smeeton/ P Wright | J Hogan/ M Bateman/ D Mason | Equality and Diversity Subcommittee | March 2021 Review March 2018 | Trust services continue to attend community events e.g. Nottinghamshire Pride and the Corporate Games to highlight Trust services and showcase employment opportunities. | A | 01/04/17 | 1.1, 1.5, 2.1, 2.3, 2.4, 3.1, 4.1-4.3 |
| CE4 | <ul style="list-style-type: none"> Develop and deliver an effective Equality Delivery System2 (EDS2) | C Teeney | C Conchar | WED Committee | March 2021 Review March 2018 | The EDS2 is embedded within the Strategic Equality and Diversity Action Plan and is consulted on/assessed widely via groups such as the Equality, Diversity and Inclusion Community of Interest and the various Equality and Diversity strand steering groups. | A | 01/04/17 | 1.1-1.5; 2.1-2.4; 3.1-3.6; 4.1-4.3 |
| CE5 | <ul style="list-style-type: none"> Develop a plan, linked to the Divisional plans (in the Service Delivery Section) to ensure we engage communities in service developments and listen to their feedback | J Attfield | P Sanguinazzi | Forensic and Local Partnerships WED Groups/ WED Committee | June 2018 | <p>This work will follow on from that identified in SD4, by the 'Working with and Involving our Communities' Group. By October 2017 a communications and engagement plan, linked to the system affordability work, which aims to engage people in service changes, will be developed.</p> <p>Examples of engaging internal communities in the developments of services can be evidenced in the Forensic Services Division via the £10m refurbishment of the C&D Blocks at Rampton Hospital and the developments at Arnold</p> | A | 01/04/17 | 1.1-1.5; 2.1-2.4; 4.1, 4.3 |

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| | | | | | | lodge. Furthermore the rollout of the Sense of Community CQUIN in high secure services will further enhance patient and carer engagement. | | |
| <ul style="list-style-type: none"> Monitor the Trust membership demographic and recruit where appropriate. Inform the membership about opportunities to get involved | J Attfield | P Sanguinazi | Trust Board/ Council of Governors | July 2017 | <p>Action Complete. Trust membership demographics are monitored to ensure our membership is representative of our diverse communities. This is reported on annually as part of the Annual Report.</p> <p>A monthly e-bulletin is sent to all members by email with both internal and external engagement opportunities together with information about the Trust and its developments. We have two active Involvement Centres that engage service user, carer and volunteer members in a wide range of activities. Trust services attend community events e.g. Nottinghamshire Pride and the Robin Hood Marathon to highlight Trust services and encourage people to sign up as members.</p> | BG | 01/04/17 | |
| <ul style="list-style-type: none"> Improve accessibility of Trust website to enable people with disabilities to access it easier. | J Grant | J Grant | Equality and Diversity Subcommittee | September 2017 | The Trust website has been updated to improve accessibility, ensuring that navigation is simple and easy to use, with easy to find contrast buttons, which improve the browsing experience. | A | 01/04/17 | |

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| | | | | | | <p>Three short films are currently being produced which focus on the three most important areas as identified by Deaf patients and carers.</p> <p>Ongoing work to review and update continues as part of the Communication Team's work plan.</p> | | |
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