Trustwide Equality and Diversity Strategic Priorities 2016-2021
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

This Action Plan is discussed, reviewed and monitored by the Equality and Diversity Sub-Committee and the Workforce, Equality and Diversity Committee.

Bright Green	8	Amber	14	Orange	1	Red	1

The purpose of this report is to provide assurance to our stakeholders e.g. patients, carers, commissioners 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	Colour Code	Date Added	EDS2 Outcome(s)
SD1	• To provide spiritual and pastoral care support which meets the diverse needs of our patients & carers	P Wright	T Munyaradzi	Forensic Services Workforce, Equality and Diversity (WED) Group	Ongoing March 2020 (Reviewed March 2019)	Spiritual and pastoral care is provided to patients following a broad range of faiths and beliefs (including non-beliefs). Work continues as part of the Trust Chaplaincy and Spiritual Care Team's work plan to identify any unmet needs. A comprehensive Chaplaincy and Spiritual Care Policy is in place, which is monitored within its host division. The Trust's Chaplaincy and Spiritual Care Team is working with NHS Employers to share good practice in relation to provision in High Secure Services and learn from others.	A	01/04/17	1.1, 1.2, 2.3, 4.3
SD2	• To meet the required standards of Single Sex Accommodation (SSA)	P Wright P Smeeton	D Mason/ L Hallam	Forensic Services Management Group (FSMG)/ Local Partnerships Management Group (LPMG)	Ongoing March 2020 (Reviewed March 2019)	**Forensic Services:** All services within the Forensic Services Division are Single Sex. **Local Partnerships:** 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	O	01/04/17	1.1, 1.2, 1.3; 2.3, 4.2

						undertaken to consider appropriate management of inpatient areas in response to SSA requirements.			
						The focus to date has been on Adult Mental Health wards and once additional beds have been approved there will be a movement to same sex wards. Until this time there will continue to be vigilance of breaches to the SSA requirements. The movement of Adult Mental Health wards at Millbrook Hospital will move to single sex accommodation by December 2017.			
						It has been concluded that Mental Health Services for Older People (MHSOP) wards are unable to move to single sex and therefore the issues are managed through care planning and staff engagement. The Service's Matron maintains oversight of this. Currently no breaches have been reported through UNIFY			
						The Division will continue to focus on: • Maintaining oversight of SSA requirements • Ensuring robust monitoring and reporting of SSA breaches, not only through UNIFY2 externally but internally against CQC criteria • CARe reviews have recommenced in Adult Mental Health Services as of January 2019.			
SD3	• Explore and develop campus style/ community provision for people with Intellectual/ Developmental	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 model. In other areas where people with IDD reside, these are in single ward accommodation with	R	01/04/17	1.1-1.5; 4.1-4.3

	Disabilities (IDD)					centralised resources.			
						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 on the Horizon Day Unit for people with Intellectual/ Developmental Disabilities.			
						This has not been progressed to date as a wider review of the recovery college approach is being undertaken. A sensate paper went to the Strategic Programme Executive in October 2018 for further discussion, the outcomes of which are awaited.			
SD4	• 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 information and linking with commissioners)	J Hankin/ P Wright/ P Smeeton	D Mason/ L Hallam	Forensic and Local Partnerships WED Groups	(Reviewed April 2018) September 2019	Patient and community demographic data has been 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 was to identify, understand and respond to over and/or under-representation within services. Work is ongoing 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	A	01/04/17	1.1, 2.3, 2.4, 4.2, 4.3

					understanding of the importance of this information to clinical care/outcomes.			
					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 ongoing 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.			
					Local Partnerships and Forensic Services teams have been tasked by the WED Committee to provide examples (narratives) to showcase of how collecting patient demographic data has resulted in positive outcomes e.g. improved patient care.			
					Local Partnerships Analysis of data and research following deep dives by the Local Partnerships Division has identified 3 key areas, which are the focus of the Division's Equality and Diversity Action Plan: Service provision for BME and LGB young people; The over-representation of BME patients in inpatient services and the under-representation of this group within Personality Disorder Services; and the Ageing Workforce.			
					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 have responded to this work and new and improved reports are being produced. Reconfiguration to support reporting of SystmOne patient information is complete. Reconfiguration continues on RIO		
						Public Health data is already available to staff for comparators, however mechanisms to ensure this is easy to access has been highlighted to services via the Trust Intranet 'Connect'.		
						General Managers within Local Partnerships are working with teams to complete the division's Equality and Diversity audit tool, which will enable the provision of narrative/stories to share and learn from good practice across organisation and provide feedback to Executives. The audit will be based upon the 6 monthly directorate involvement reports they submit		
						Focused work has been undertaken to Improve end of life care for patients who have an Intellectual or Developmental Disability (IDD) and require End of Life care		
						In 2018 the Trust's IDD teams and the End of Life Care Lead undertook a local evaluation study across 2 geographical localities. This highlighted inequalities in identifying		

needs and delivering high quality end of life care for people with an Intellectual or Developmental Disability (IDD). The objective was to ensure that when patients with an IDD are identified as having palliative care needs, their care preferences and needs are discussed with the individual, are recorded and the information shared. The team used the Patient and Family Centred Care methodology (Point of Care Foundation 2017), Experience based co design process, and Process Mapping. Patient shadowing was undertaken by the Trust's primary and community care IDD and specialist palliative care staff. These findings were reflected upon using appreciative inquiry. The change programme required a predominantly qualitative improvement approach and the Plan Do Study Act (PDSA) methodology was adopted supporting and facilitating improvement. The Quality Improvement process highlighted:-
• Improved understanding of staff's roles and responsibilities
• Staff training needs
• Need to develop resources for both staff and patients
• Methods to improve wider Multi-Disciplinary Team (MDT) working.

The ethos was to "Start small, make changes, and build them up to impact on the whole service". The results of the programme are enabling:-
1.Better care and co-ordination

| | | | | | 2.Early identification of people who have an IDD and require palliative/end of life care
3.Maximisation of patients' comfort and wellbeing
4.Improved communication and coordination of care thereby reducing duplication of care and improved utilisation of resources
5.Development of a toolkit to support all staff.

The next step, which is underway, is to cascade this learning out across both Nottinghamshire County and Nottingham City. A programme launch is currently being planned in conjunction with the Learning and Organisational Development Team.

Forensic Services
Analysis of data and research following deep dives by the Forensic Services Division has identified 3 key areas, which are the focus of the Division's Equality and Diversity Action Plan recognising the overrepresentation of BME people within forensic mental health services; recruitment initiatives which attract and retain staff with the right attitudes values and skills- who are representative of the diverse communities that we serve; and the Ageing Workforce. | A | | |
| SD5 | • Through consultation and engagement with Children and Young People identify key gaps in services, | P Smeeton | R Towler/ E Allcock | Equality & Diversity Sub-Committee | September 2019 (Reviewed September 2018) | A service evaluation that aimed to understand and improve the patient experience of LGB service users within Child and Adolescent Mental Health Services (CAMHS) was undertaken and a report was presented at the July 2018 meeting | A | 01/04/17 | 1.1-1.5, 2.1-2.4 |

particularly in relation to BME and LGBT+ young people.				of the Equality and Diversity Subcommittee and the October meeting of the Sexual Orientation Equality Steering Group. Work has now been taken forward within the directorate to address the gaps identified, with the support of the wider division.	
				Further was 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 was followed by an e-mail to all General Managers involved in managing children's and young people's services requesting that they identify current engagement work and provide a response.	
				CAMHS LGB Workstream is progressing well (linked with SD4) Local (Trust) and national research highlighted the need to improve assessment and delivery of personalised care and timely access to mental health care for Lesbian, Gay Bisexual (LGB) adolescents. Local Partnerships has established a Task and Finish group, in conjunction with Bilborough College's LGB group. The group is made up of Trust staff and younger people who have been patients and who have volunteered to be part of this programme of work.	
				Following the initial engagement meeting in November 2018, CAMHS have agreed that as part of their sexual orientation programme of	

						work, they are going to undertake more focused involvement work to understand:-		
						- what are staffs perspectives? - what is the view of the young people being asked? - is age a factor? - what would asking the question achieve? etc. - if we are doing this as part of the assessment process then would this include LGBT+? - If we are asking young people to complete participation forms and they need the permission of their parents would this be an issue?		
						The CAMHS lead for this programme is using the collaborative partnership model, so all decisions will come through the Group. Additionally the Trust has invited CAMHS commissioners to join the task and finish group, as the programme will provide a useful vehicle for commissioners' engagement with LGB adolescents and help prevent duplication of effort. To align programmes of work for young people Local Partnerships is working in collaboration with the National MH:2K programme, which is a national initiative being run across the country including Nottingham & Nottinghamshire. The programme enables young people to explore mental health issues and influence decision-making in their local area. The programme aims to		

empower 14-25 year olds to:
• Identify the mental health issues that they see as most important;
• Engage their peers in discussing and exploring these topics;
• Work with key local decision-makers to make recommendations for change.

The 30 Young People (YP) being trained as citizen researchers for the MH:2K programme will go out and hear the voice of 500 YP as part of this project; these YP have identified the following 5 priority strands:-.

1. Friends, Family and Carers
2. Treatment and Therapies
3. Cultures, Genders and Minorities
4. Stigma and Public Awareness
5. Education and Prevention

Social Media is a thread which runs throughout these strands

In addition young volunteers will work with the Primary Mental Health Team to improve the awareness of school staff as regards the impact on mental health in schools and include a focus upon equality and diversity. A Trust Leadership Council event for young people (YP) is being considered for 2019; MH:2K has been invited to present their findings. Work is also being undertaken to ensure all YP are offered involvement, experience, participation and volunteering opportunities in CAMHS. The Trust has developed CAMHS volunteer training to enable the recruitment of young volunteers (aged 16+) to work

						in CAMHS. The first training took place on the 13th December 2018.			
						Systems are being developed to improve involvement and participation across CAMHS services, including awareness raising across the teams via a regular CAMHS involvement information booklet/email. This will ensure that young people's involvement is sustained beyond the Trust's internal project and will be achieved by building YP's involvement in the commissioner participation strategy, particularly the Future in Mind Participation Group.			
						CAMHS Recovery College commenced November 2018: Following feedback from young people and mothers with babies who have been cared for by CAMHS, the need for the Trust to develop an offer of recovery focused learning/education courses for young people in CAMHS, who are accessing either inpatient and community services, has been identified.			
						Accordingly campus-style Recovery College provision is being developed for these groups as part of a child, young person and family recovery college campus			
						The Trust's Children's Centres Nottinghamshire Children and Families Partnership (NCFP) have rolled out an internally developed EDI Standard (based on the Stephen Lawrence standards for education). Childrens Services underwent			

						considerable change in September 2018 and the inspections within the Standard have helped us in the review of our new core offer and to ensure Equality, Diversity and Inclusion (EDI) is consistent within this offer. The inspections include a deep dive into the evidence file and an environmental scan of the whole of each children's' centre. The standards have not changed greatly, but because our offer is now focused on more targeted families, evidence such as case studies, Service User and Carer Experience (SUCE) feedback, and data around who is being referred into the service is looked at more closely than before. The inspections are going well, having started in December 2018. The aim is that they be completed by March 2019. Local Partnerships Healthy Families Team has developed a draft Trust quality standard for EDI. This was developed from the 'You're Welcome Quality Criteria for Young People Friendly Health Services'. The focus is on making our services accessible and welcoming to all.			

SD6	• 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	Action complete. A Trustwide working group was set up to lead on this work and the following processes are now in place
						   • 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
							BG	01/04/17	2.1-2.4

					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. **See also BSL Charter Action Plan (2016-21)** **Forensic Services** 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. Services compliance with the AIS is monitored as part of the annual work plan of the Equality and Diversity Subcommittee. **Local Partnerships** A recent data audit highlighted issues with the electronic patient recording system in regards to AIS. Although there is evidence within patients' notes that staff are noting and responding to patients' needs (re AIS), this is not being coded correctly .The Division has also identified gaps in training re AIS and supporting patients with hearing loss and is developing measures to address these gaps. Clinical training to support community services staff is now available via e-learning (ESR). IT training is currently being refreshed and will be rolled out when the (SystmOne and Rio) electronic			

						patient recording system's IT templates have been updated which is scheduled for completion in March 2019. Training and support for staff in utilising equipment within Adult Mental Health (AMH) Services is ongoing. Members of the Community Deaf Service Team within AMH are invited to participate in ward rounds. The Team is regularly contacted by county-wide AMH services for support and advice regarding methods of communication with D/deaf service users. The AMH Deaf Services Team has developed an easy read version of their team leaflet in plain English and is exploring having a BSL option. Information about health and well-being topics is sourced, wherever possible, in BSL and plain English formats. An individual's communication preferences are identified prior to the first meeting and are recorded on RiO via the inclusive communication forms. It is also a key part of the "All About Me" recovery tool.			
SD7	• Ensure that due regard is given to safeguarding adults and children during organisational change and as part of Equality Impact Assessments.	J Attfield	J Gardner	Trustwide Strategic Safeguarding Group	January 2018	Safeguarding adults and children has been added to the Equality Impact Assessment template and associated guidance as a subsection within Human Rights. In order to ensure adherence this will be replicated within the Quality Impact Assessment Framework.	BG	06/10/17	1.1-1.4, 4.2

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	Colour Code	Date Added	EDS2 Outcome
E1	• 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	Complete (Review March 2019)	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. From 2016- 2018 we worked with other Stonewall Diversity Champion partners to deliver successful LGBT+ History Month Conferences exploring key issues such as intersectionality, Trans identities, Bi identities etc. In May 2018 an LGBT+ Partnership Conference is being held the theme of which is LGBT+ Mental health and Wellbeing. Speakers include external organisations such as Stonewall; however the main focus is on individuals from the 7 partner organisations who have offered to share their personal stories. In addition as part of the aforementioned partnership we have developed an electronic LGBT+ Role Models Resource (DVD and booklet) which was launched at Trust Leadership Council in February 2017. As part of our Stonewall Star Performers role in 2016 the Trust wrote and published a Trans Leadership Guide which has been	BG	01/04/17	1.1, 1.2, 2.3, 2.4, 3.1; 3.3-3.6, 4.1-4.3

					shared nationally and internationally as good practice.			
					We continue to offer advice share good practice with other NHS Trusts e.g. Oxford Health, St Bart's as well as other public and private sector employers.			
					The Nottingham Centre for Transgender Health is working to further improve consultation and engagement with Trans communities in Nottingham and Nottinghamshire; this involves actively seeking invites to attend local Trans community groups to listen to experiences, provide information and consult on service provision. This builds upon engagement activities at Nottinghamshire Pride in July 2018. A meeting is planned with Nottingham Chameleons in May 2019.			
					The Centre has for over a year commissioned the Trans community interest company 'Gendered Intelligence', to provide a confidential and independent support line for Trans and Gender Questioning People. Individuals, who are patients of the Nottingham Centre for Transgender Health, can access the service via telephone, text message or e-mail. The service includes: • Advice on preparing for the first appointment • Information about gender care services • Support with holistic well-being • Signposting to community			

						and support organisations.	 		
E2	• Publish data on the Workforce Race Equality Standard (WRES) and deliver on the actions identified in the corresponding WRES Action Plan (2016-21) • Establish and Support a BME Staff Network to enable BME Staff Voice and act as critical friends and supporters of the Trust.	C Teeney	C Conchar/ R Cotterill	Race, Religion and Belief Equality Steering Group/ Equality & Diversity Sub-Committee	July 2019 (Reviewed July 2018)	Data from the 2018 WRES has been scrutinised to ensure that we fully understood what it was telling us e.g. we know that more BME people are not successful in being shortlisted or progressing from shortlisting to interview, but we wanted to understand this better. The draft data was presented at the BME Staff Network meeting in July 2018, prior to formal submission to NHS England. **See also WRES Action Plan (2016-21)** In-depth analysis was completed on BME recruitment levels and a report run based on quarter 1 figures (April – June 17). From this report 10 vacancies were sampled, which have been reviewed based on reasons for not shortlisting and reasons for not appointing BME candidates. This report was considered at the November 2017 meeting of the Equality and Diversity Subcommittee and presented to the December meeting of the Race, Religion and Belief Equality Steering Group for discussion and advice. This work is now being progressed within the operational divisions and the HR team within Local partnerships has scheduled a full analysis and interrogation of the data, which initially focusses on Highbury and Millbrook hospitals. The initial data triangulates the ethnic profile of staff, patients and the local community; enabling easy	BG	01/04/17	1.1, 3.1; 3.3-3.6' 4.1-4.3

					identification of whether our workforce reflects the diverse communities we serve. A working group is being established to support this.			
					As identified in the agreed Terms of Reference, the BME Staff Network continue to review the WRES, its actions and outcomes and offer advice/support to the Trust as key stakeholders and as critical friends. Comments from these sessions: September 2017, April 2018, July 2018 and September 2018 have been incorporated within the plan- as was the feedback from the Network's WRES Sub Group which took place in June 2018. In addition the WRES and the corresponding action plan was the content of a keynote address at the Trust's Black History Month Conference in October 2017, attended by staff, service users, volunteers, partner organisations and BME community members. The aim of this session was to openly highlight the gaps identified by the data report, provide assurance on the progress made to date and the actions being taken.			
					Simon Crowther, Executive Director for Finance, has taken up the role of Board Champion for Race, Religion and Belief. With the help of Dr Itai Matumbike, as Senior BME Champion, he continues to support and develop the Race, Religion and Belief Equality Steering Group and the BME Staff Network. The retention rates of BME staff are being benchmarked against one of			

						the workstream actions as part of the NHSi Retention Support Programme. This will identify whether or not BME staff are more likely to leave in their first year than their White counterparts.			
						A highly successful and inspirational Black History Month Celebration Event, co-produced with the BME Staff Network, was held on the 19th of October 2018. The theme was 'Contributions BME Staff have Made to Health and Social Care' and featured local and national role models.			
						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 was set up to develop the Draft Terms of Reference. These were circulated to all Network members for consultation prior to the second meeting of the group in September 2017, amended following comments and approved. The Network now exceeds 160 members and has an elected Leadership Group who, with corporate support and oversight, plan and deliver the Network's agreed aims and objectives (as of March 2019).			
						When the Trust participated in the recent Office for National Statistics (ONS) survey few BME staff responded. As the Trust was committed to ensuring that BME staff had the opportunity to share their views, the BME Network was approached and members agreed to			

Ref	Action	Lead		Theme	Date	Progress Update	RAG	Start	Ref
						complete it at the last meeting to help better inform our findings; 38 staff responded. These have now been incorporated into the report and provide a more representative and informative view.			
						Members of the BME Staff Network are now part of the consultation process on key policies, including the recent Respect at Work (Bullying and Harassment) Policy.			
						As part of the Trust's Developing Our People and Culture Together Programme a number of BME staff engaged in generic and BME staff only focus groups. Facilitated by highly experienced facilitators (one of whom was a member of the BME staff Network) they were able to engage, enthuse and promote open and candid discussion and debate, breaking down barriers and helping identify solutions with and for BME staff. The Organisational Development Facilitator with responsibility for this work outlined the process at the BME Network meeting and followed up with invites to the various focus groups to the BME Network (also published on the Intranet).			
						Trade Union representatives, HR staff, managers, the Freedom to Speak Up Guardian etc. all continue to promote the BME Staff Network whose membership continues to grow.			
E3	• Explore the Working longer Toolkit as a	C Teeney	P Herr	Equality and Diversity	March 2020 (Reviewed March	The Trust's Age Equality steering group has been tasked with leading on this work and provided an update	A	01/04/17	3.1; 3.3-3.6, 4.2

| | resource through which to better support the Ageing Workforce | | | Sub Committee | 2019) | of its discussions at the Equality and Diversity Subcommittee meeting in October 2018. The Group has developed an action plan, and given the E&D Subcommittee assurance that work is progressing well.

The Trust's operational divisions have developed actions within their respective recruitment and retention plans to support recruitment and retention of staff over the age of 50. These include:

1. Legacy Mentors

Legacy mentoring is now in place - This concept was discussed at the Divisional Workforce, Equality and Diversity (WED) Group in September 18 and a work programme was established to roll this out. Including development of a job description and a legacy job offer to experienced clinical staff who are near or just post retirement

2. Flexible Retirement

There are several opportunities now available for flexible retirement for all staff within the Trust. Staff considering this option are supported to discuss options with their line managers during their appraisals and 121s. Taking into account individuals' pension scheme and service needs there are several opportunities available within the Trust Opportunities are aligned to NHS Employers' flexible retirement 'working longer group'. They include step down to a reduced responsibilities role, 'wind down' working reduced hours, retire and return scheme. | | | |
|---|---|---|---|---|---|---|---|---|---|

In addition to the retire and return programme the Trust is delivering on the following to support staff in work:

- **Extended Preceptors model**

This programme has been established to support newly qualified staff and will lead to extending current support for all new staff to 2 years instead of just 1 year post training and will be facilitated by utilising legacy mentors

- **Values Based Recruitment programme**

This programme of work is taking into account applicants values during the interview process. Alongside recruitment and retention of a workforce representative of the local populations it serves and recruiting and retaining staff over the age of 50

- **Wellbeing at work Programme**

The ageing workforce programme is aligned with the Trust's Holistic approach to wellbeing at work programme. Supporting staff with mental and physical health and wellbeing. One particular area which is helping improve wellbeing of the ageing workforce is the staff self-referral to Musculoskeletal (MSK) Physiotherapy Service, which has been available within the Trust since December 2016. Following a review of the benefits and outcomes to staff and the organisation this service has now been made permanent (April 2018). From April - July 2018, there were a total of **283** new MSK Service

						referrals			
E4	• 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 2020 Reviewed March 2019	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. A review of the Trust induction is complete and following consultation with key stakeholders a revised program is planned for delivery in 2019/20. This offer will reinforce throughout the whole programme the expected staff behaviours and values already covered in the equality, diversity and inclusion session of Trust induction.	BG	01/04/17	3.3, 4.2, 4.3
E5	• Report and publish data on the Gender Pay Gap by the statutory deadline.	C Teeney	P Herr	Workforce, Equality and Diversity (WED) Committee	April 2019 Reviewed January 2019	Action Complete however work is ongoing in light of the statutory requirement to publish this data annually. The Trust reported on the Gender Pay Gap in 2018 by the required timescale and published the results on the Trust website. Preparations are in place to publish the data for 2019 by the required deadline.	BG	01/04/17	3.2
E6	Recruitment and Retention: • Ensure that we have a diverse workforce which reflects the diverse communities we serve. • Employ and	C Teeney	C Cocking/ D Gezmis/ P Herr	Forensic and Local Partnership s WED Groups/ WED Committee	March 2020 Reviewed March 2019	**Trustwide** Despite that fact that all Trust jobs are advertised on NHS Jobs, the need to advertise more broadly to access the BME, LGBT+, Disability etc. talent pools has been identified. Accordingly key roles are being advertised within community press and via social media. Plans are in	A	01/04/17	3.1; 3.3-3.6, 4.1-4.3

						place to extend this further by using positive statements in adverts to encourage BME, LGBT+, and Disabled etc. people to apply. In addition the Trust had until November 2017 a regular job advert running on Notts TV, which is still showcased on the Trust website. Further actions are being developed within the Trust's Recruitment and Retention Plan.			

support people with lived experience of mental health problems

- Provide and effective Employee Support Programme

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Work has been undertaken on both Connect and the Trust website with regard to recruitment adverts and campaigns which has made it easier to use, with simple navigation and improved browsing facilities.

Trust services continue to participate in culturally and socially diverse community events e.g. the Nottingham Healthfest, the Robin Hood Half Marathon, Nottinghamshire Pride and Splendour and continue to advertise where possible through the medium of community centres and networks. In October 2017, for example, a recruitment and community engagement stall was staff at a local BME community event in celebration of World Mental Health Day.

Operational staff continue to positively promote recruitment opportunities at faith and other community locations frequented by BME, LGBT+ and Disabled people e.g. Nottinghamshire Rainbow Heritage (LGBT+) Awards Event, Nottinghamshire Pride, Disability Partnership Annual Conference etc.

					One of the Trust's priority focus areas is BME Recruitment and retention. Accordingly there has been a concerted effort to ensure BME people are represented on Trust recruitment literature, including promotional flyers and banners; these, for example, feature a BME nurse and doctor on the front cover, with the purpose of encouraging people from BME communities to attend recruitment open events, such as those at Highbury Hospital, targeted consultant recruitment in India etc. A number of members of the BME Staff Network participated in the Trust's film celebrating 70 years of the NHS. This is being used in marketing activities, including recruitment, to showcase the Trust as an inclusive employer that actively seeks to recruit a diverse workforce to reflect the diverse communities it serves. The Trust, with the support of its E&D Networks, is working collaboratively with its partners (Councils, Fire, Police, Housing and Education sector etc.) to share good practice and generate ideas around BME, LGBT+, Disabled recruitment and retention. One of our staff members has recently featured in a BME role model DVD produced by the partnership (due out 2019). This will be used to encourage people from our diverse communities to consider a career with the Trust. Furthermore a member of our staff featured in an LGBT+ Role Models		

					DVD and another in a Mental Health Role Model DVD.			
					Members of the Trust's E&D Networks receive targeted e-mails encouraging them to apply for development opportunities. This included, for example, an e-mail to members of the BME Staff Network in August 2018 to attend Interview Skills Training in order to help their future career prospects. A raft of targeted leadership development opportunities, some of which are BME specific and some universal, continue to be sent to E&D Network members as an when they arise.			
					In December 2018 a celebration event was held to thank all of our E&D, Freedom to Speak Up and Health and Wellbeing Champions. Attended by a number of very Senior Managers the event was well attended and really appreciated by staff. The event trended on social media.			
					Local Partnerships Within the Local Partnerships Division an action plan has been developed to address this objective as part of the Division's Workforce, Equality and Diversity action plan.			
					Local Partnerships are engaged and working with colleagues in corporate services to deliver on the 'Strategic Resourcing Plan' (recruitment and retention) 2017-2020. The aim of this is to ensure: • we develop a consistent approach to recruitment and retention across the Trust			

					- An engaged workforce whose behaviours reflect our positive values and that is well led - A diverse workforce that is reflective of the diverse communities that we serve The BME Staff Network has advised on and supported the development of this programme of work and which will inform future targeted recruitment initiatives. This good practice is being shared throughout the organisation. Local Partnerships have established a recruitment working group and developed an action plan to address key areas and gaps in the current workforce. Workforce modelling will compliment and contribute to this strategy. Staff at Lings Bar Hospital took part in a recruitment fair at De Montfort University in Leicester to encourage third year student nurses from diverse backgrounds to apply for roles within the organisation. In addition the hospital, with backing from the Volunteering Support Team supported a volunteer from the BME community to train as a Healthcare Assistant, enabling the individual to work on the Staff Bank. In January 2019 BME workforce data was presented at the E&D Operational Group and the Divisional Workforce, Equality and Diversity Group for awareness raising, discussion and action as an integral part of the Trust's workforce

						planning. The Divisional HR team have scheduled a full analysis and interrogation of the data, which initially focusses on Highbury and Millbrook hospitals. A working group is being established to support this.			
						Forensic Services A recruitment campaign for Rampton Hospital was launched in Autumn 2018 to take forward some of the work on Values Based Recruitment.			
						The Deputy Head of Workforce and the Associate Director of Nursing consulted the BME Staff Network in July 2018 regarding strategies and initiatives that can be used to promote BME recruitment, particularly at Rampton and Wathwood Hospitals. This included ways in which to maximise the profile of vacancies via specific publications and radio channels. Feedback is being utilised to inform targeted recruitment initiatives.			
						The Division has maintained a high profile at recruitment events particularly in multi-cultural areas.			
						Forensic Services have an established recruitment working group and have developed an action plan to address key areas and gaps in the current workforce. This is led by a Deputy Matron whose role it is to provide pastoral support and advice for all new staff. The Divisional HR team have scheduled a full analysis and interrogation of the data, which initially focusses on Arnold Lodge Hospital and is fully supported by the Hospital's General			

					Manager and wider Leadership Team.			

Manager and wider Leadership Team.

Workforce Recovery is embedded within the Trust's Recovery Strategy (2016-21). A Peer Support Worker (PSW) Programme is in place to train individuals to become PSW's and to support them once they join the organisation.

The Trust's Procurement Team continue to work with our suppliers to explore paid and unpaid opportunities for people with mental health problems to support them into the workplace, improve their employability and therefore life chances.

The Trust currently has a number of Staff Health and Wellbeing interventions including Musculoskeletal (MSK) physiotherapy support, counselling, occupational Health, free Mindfulness courses, health and wellbeing (H&W) days and approximately 200 Health, Wellbeing and Recovery Champions.

In view of our results within the NHS Health and Wellbeing Framework, the recent staff survey results and a move towards a more supportive culture, a proposal has been developed to implement a new Staff Health and Wellbeing team and service which includes a Single Point of Access, extended and equitable counselling service, specific trauma support, an employee assistance programme and culture and policy change. This significantly enhanced

						service is expected to demonstrate the commitment that the Trust has to supporting staff and making the Trust a Great Place to Work.			
E7	Staff Voice/ Engagement: • Appoint a Freedom to Speak Up Guardian and ensure that this role is robustly evaluated and embedded within the organisation as appropriate. • 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.	J Hankin	H Auld/ C Whyman	Equality and Diversity Sub Committee	December 2019 (Reviewed December 2018)	The Freedom to Speak Up Guardian (FTSU) role was appointed to in June 2016 and the role has become embedded within the Trust's robust governance structure. The role is evaluated every 12 months by the Medical Director, as portfolio holder, and other stakeholders to ensure it is meeting the needs of the Organisation. The Workforce, Equality and Diversity Committee continue to receive assurance bi-monthly on FTSU activity. In 2017 the 'Anonymous Dialogue' software package was adopted and actively promoted via marketing and drop-in sessions and provided an anonymous reporting mechanism and two-way dialogue. A new 'Staff Voice' portal has been developed which provides oversight of staff opinion via the Monthly Directorate Staff Survey. The portal allows staff, patient and carer opinion to be viewed simultaneously on a single page/screen, enabling comparisons to be made. This platform will also be used to encourage speaking up and notification of issues surrounding employment experience of staff at all levels; this will be launched in April 2019. A monthly Staff Voice Board report was introduced in February 2018. This report includes the results of an individual directorate's staff survey	A	01/04/17	3.6, 4.2, 4.3

					(on a rolling programme), providing both qualitative and quantitative analysis. This allows General Managers the opportunity to present to Trust Board, demonstrate work on staff engagement, raise concerns, etc. Each report pulls together information from staff, local managers, the FTSU Guardian and the division's Head of Workforce and aligns with service user and care experience data.			
					Three Trust staff have been trained as panel members to participate in the NHS England/ NHS Improvement Whistle-blowers' Support Scheme. In addition we, as a Trust, have offered other support to the Scheme in the form of work placements and access to our library facilities. Engagement of Trust staff in this Scheme enables us to share good practice and learn from other organisations.			
					The Trust's Respect at Work (Bullying and Harassment) Policy and its supporting mechanisms has been reviewed, including consultation with the BME Staff Network. Network attendees offered advice/support to the Trust on key issues such as Bullying and Harassment, helping us to better understand and respond. In addition guidance has been developed. This is now live.			
					Supporting line managers to have the right skills in place to effectively support staff and deal with bullying and harassment issues is a key			

					component of the Trust's Vision 21 and Aspire management development programmes. The mechanisms in place for staff support in relation to bullying and harassment is being considered as part of the Psychological Support Review. Self-referrals to IAPT are actively encouraged already and a number of trained mediators are in place within the HR service. Mediators and their services will be advertised via the Intranet and staff newsletter as part of the launch of the Trust's Bullying & Harassment campaign. The Trust's E&D Staff Networks are active participants in the consultation process on key policies, including the recent Respect at Work (Bullying and Harassment) Policy. The Trust is in the process of scoping out an enhanced Staff Support offer to provide psychological support for staff, including those experiencing bullying and harassment. This will be completed by March 2019.			
	• 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	C Teeney	A Lyon	WED Committee	March 2020 Reviewed March 2019	The Trust's Discovery Phase of the Developing Our People and Culture Together Programme, which commenced in February 2017, concluded in January 2018. A number of interventions were set up as a result, throughout the Design period including: Positive Stars (staff recognition scheme), Open Conversations, review of appraisals, training of 22 values based recruiters and focused sessions at Leadership	A	01/04/17	

						Council. It is recognised that the Trust now needs to focus upon the Values and Behaviours expected within the Trust and this piece of work will commence in the Summer of 2019 and will align with actions already in place.			
	understand the experiences of our diverse workforce								
						The results of the National Staff Surveys in 2016 and 2017 were analysed and reported on by diversity strands and actions embedded within e.g. the WRES Action Plan, the BSL Action Plan, the work plans of the various E&D strand steering groups, and divisional and Trustwide workforce plans. The 2018 data (issued 2019) is currently being analysed and reported by E&D strand. This report will be discussed at a future meeting of the E&D Subcommittee as well as the E&D strand steering groups and the BME Staff Network.			
E8	Staff Health & Wellbeing: • Support mental health and wellbeing at work • Deliver the Public Health Pledges: Smoking cessation & Improving awareness and supporting victims of Domestic Violence and Abuse (DVA) • Support employee engagement in health promotion	C Teeney	P Herr	WED Committee	Ongoing Review March 2020	The Trust's Health and Wellbeing Support offer is embedded in the organisation and is supported by approximately 200 Health and Wellbeing (H&W) 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 (Connect). A monthly newsletter is produced to raise awareness, signpost colleagues to support interventions in place e.g. staff health checks. There is a dedicated H&W theme for each month and advice is offered from experts within the Trust is highlighted. The Trust cascades and	A	01/04/17	1.2, 1.5, 3.1, 3.4 - 3.6, 4.1, 4.3

						promotes H&W pledge cards at the start of each month, encouraging staff and managers to complete and update them.			
and prevention						Work has been undertaken to develop and embed a post incident support process, which is being cascaded out to teams throughout the Trust. This is part of the Trust's Trauma Strategy which includes specific work supporting staff.			
						A Domestic Violence and Abuse (DVA) Policy is in place accompanied by guidance for staff, including signposting to services. Specific work has been undertaken to emphasise the support that needs to be in place to enable staff to feel confident in raising DVA with their manager. A video has been produced along with further reference materials; these were launched at the DVA conference in December 2018.			
						A smoking cessation policy is in place for both staff and patients, with support mechanisms available.			
						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 has been			

						developed by HR, with the support of the Gender Equality Steering Group.		
						A paper entitled 'People and Culture Strategy: People Priority 'Health Wellbeing Recovery and Resilience' was presented to the Trust's Workforce, Equality and Diversity Committee in November 2018. This outlined the Trust's current position following the completion of the NHS Staff H&W Framework. This demonstrated a requirement to do more work within the organisation to support staff. A paper has since been drawn up which proposes to Executive Leadership Team that a new Staff Health and Wellbeing Team be established, that the recommendations from the Health Education England (HEE) NHS Staff and Learners' Mental Wellbeing Recommendations Report be adopted and that we continue to invest in Staff Health and Wellbeing to ensure that we are supporting staff as well as we possibly can.		
						When the Trust participated in the recent Office for National Statistics (ONS) wellbeing survey few BME staff responded. As the Trust was committed to ensuring that BME staff had the opportunity to share their views, the BME Network was approached and members agreed to complete it at the last meeting to help better inform our findings; 38 staff responded. These have now been incorporated into the report and provide a more representative and informative view. The next steps are currently being planned.		

Ref.	Actions	Director Sponsor	Lead	Monitored By	Timescale (where applicable)	Progress	Colour Code	Date Added	EDS2 Outcome
E9	Policies & Procedures • 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	Review March 2020	Action Complete- with review date built in. A review of all employee support policies has been undertaken to ensure they reflect current legislation and best practice and that they actively support employees who have additional needs and may require additional flexibility in the workplace.	BG	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	Colour Code	Date Added	EDS2 Outcome
CE1	• 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	Ongoing (Review December 2019)	BSL signed videos have been published on the Trust website; these introduce the Trust, explain Involvement and offer advice on how to give feedback. Representatives from the Involvement, Experience and Volunteering Team and the wider Trust consistently support the events, and intend to continue to do so. Staff support an information/ advice stand to raise awareness of services and promote employment and volunteering opportunities. A member of the Involvement and Volunteering team is proficient in BSL to Level 3 and would, in the event of an application from a Deaf volunteer, make themselves available to assist in the volunteer induction and placement in services. When needed a volunteer would be recruited and trained to support BSL	A	01/04/17	1.1-1.5; 2.1-2.4; 3.1, 3.3-3.6; 4.1-4.3

						service users to have their voice heard e.g. patient and carer feedback. 'Talking Mats', an accessible pictured based method of capturing feedback, is available as required- and is available on a digital format.			
						Deaf carers participated in the Carer Awareness film on the Trust website, which is used for marketing and training purposes.			
						Involvement volunteering opportunities are regularly advertised at the Adult Mental Health Deaf Services Peer Support Group to encourage individuals to get involved.			
CE2	• Work with partners to tackle hate crime both internally and externally	P Smeeton/ P Wright/ C Teeney	T Wright/ L Hallam/ D Mason/ C Conchar	Equality and Diversity Subcommitt ee	March 2021 Reviewed March 2019	The Trust has worked hard to raise the profile of hate incidents and hate crimes over the last year. A Hate Crime page has been added to Connect (Trust intranet) to provide staff with information on what hate incidents and crimes are, what action staff can take and where support can be accessed. The Trust is also part of the Serving Nottinghamshire Better Hate Crime Steering Group, which ensures a partnership approach to tackling and responding to hate in all its forms. As part of Hate Crime Awareness Week 2018 (13-20 October) Trust staff and Involvement Volunteers took part in a Twitter campaign, highlighting 'Our message is true and clear: Nottinghamshire Healthcare is #NoPlaceForHate'. The messages of those participants who featured on the social media platform have now	A	01/04/17	1.4, 2.3, 2.3, 3.6, 4.1-4.3

						been collated and printed onto canvases; these are on display at key Trust sites.			
CE3	Community Outreach: • Engage in Recruitment Events • Participate in Community and Outreach Events re Services for seldom heard communities e.g. GRT, LGBT, BME • Maintain relationships with seldom heard communities via the voluntary and community sector to educate communities and help inform delivery of services	C Teeney/ P Smeeton/ P Wright	J Hogan/ L Hallam/ D Mason	Equality and Diversity Subcommittee	March 2021 Reviewed March 2019	Trust services continue to participate in culturally and socially diverse community events e.g. the Nottingham Healthfest, the Robin Hood Half Marathon, Chinese New Year Celebrations, Nottinghamshire Pride, Light Night and Splendour and continue to advertise where possible through the medium of community centres and networks. In October 2017, for example, a recruitment and community engagement stall was staff at a local BME community event in celebration of World Mental Health Day. Operational staff continue to positively promote recruitment opportunities at faith and other community locations frequented by BME, LGBT+ and Disabled people e.g. Nottinghamshire Rainbow Heritage (LGBT+) Awards Event, Nottinghamshire Pride, Disability Partnership Annual Conference etc. The Trust, with the support of its E&D Networks, is working collaboratively with its partners (Councils, Fire, Police, Housing and Education sector etc.) to share good practice and generate ideas around BME, LGBT+, Disabled recruitment and retention. One of our staff members has recently featured in a BME role model DVD produced by the partnership (due out 2019). This will be used to encourage people from our diverse communities to	A	01/04/17	1.1, 1.5, 2.1, 2.3, 2.4, 3.1, 4.1-4.3

| | | | | | | consider a career with the Trust. Furthermore a member of our staff featured in an LGBT+ Role Models DVD and another in a Mental Health Role Model DVD.

Key divisional and corporate staff are involved in supporting Nottingham City Council's Joint Strategic Analysis (JSNA) BME Communities of Practice Group. Additionally staff are actively involved in the New and Emerging Communities work programme also hosted by Nottingham City Council. Such partnership work not only improves outcomes for those to whom we provide services, but through partnership and networking opportunities enables learning to be shared around improved workplace practices and welcoming/inclusive environments.

Within the Local Partnerships Division the Trust has a dedicated Health Visitor who works with Gypsy, Roma and Traveller Communities.

A collaborative Trust-wide network has been formed in order to support staff from across Trust services, our volunteers and partner organisations to look at what collaborative working really means when going through service change. This is a Trust-wide network that meets quarterly.

Over the past 10 weeks (as at January 2019) a group of 9 young people have been involved in a peer inclusion group. CAMHS, in partnership with Inspire at The Old Library in Mansfield- a place which | | | |
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					nurtures youth arts- have accessed funding, enabling the running of a peer social group for young people with a focus on social inclusion, which incorporates an arts project.		
					Following feedback from BME patients and carers regarding access to mental health care our Adult Mental Health (AMH) Team is undertaking a qualitative review of access to mental health care and support for men from BME communities. The aim is to help the Trust and its commissioners better understand why a large number of men from BME communities with mental health needs are not actively seeking support and care from mental health services in a timely manner. The research will also review internal Trust data to understand why BME men are potentially admitted at a more acute stage of illness and remain in services longer. During the programme the Trust will be working closely with East Midland Centre for BME Health to ensure learning is disseminated quickly across the health economy. The timeline for delivery is September 2018 to September 2020.		
					The Trust, with the support of its E&D Networks, works collaboratively with its partners (Councils, Fire, Police, Housing and Education sector etc.) to host an annual conference for LGBT+ History Month and Disability History Month. Representatives from the voluntary and community sector (MySight,		

				Alzheimer's Society, Age UK, Disability Direct, Notts Deaf Society, Notts LGBT+ Network, Bitopia, Out in Education etc.), as well as independent community members, attend these events as speakers, stall holders, workshop leads and participants.	
				Every year since 2017 the Trust commissions the LGBT+ Network to provide training on LGBT+ Hate Crime Awareness. Similarly awareness training is traditionally commissioned from the Gypsy, Roma and Traveller Community and the Asylum Seeker and Refugee Community.	
				The Nottingham Centre for Transgender Health is working to further improve consultation and engagement with Trans communities in Nottingham and Nottinghamshire; this involves actively seeking invites to attend local Trans community groups to listen to experiences, provide information and consult on service provision. This builds upon engagement activities at Nottinghamshire Pride in July 2018. A meeting is planned with Nottingham Chameleons in May 2019. Furthermore the Centre has for over a year (as at March 2019) commissioned the Trans community interest company 'Gendered Intelligence', to provide a confidential and independent support line for Trans and Gender Questioning People. Individuals, who are patients of the Nottingham Centre for Transgender Health, can access the	

						service via telephone, text message or e-mail. The service includes: • Advice on preparing for the first appointment • Information about gender care services • Support with holistic well-being • Signposting to community and support organisations. The Trust's Associate Director of E&D gave the keynote speech at Nottinghamshire's Rainbow Heritage Awards Event in February 2019.			
CE4	• Develop and deliver an effective Equality Delivery System2 (EDS2)	C Teeney	C Conchar	Equality and Diversity Subcommittee	March 2021 Reviewed March 2019 Review March 2020	The EDS2 is embedded within the Strategic Equality and Diversity Action Plan and the Workforce Race Equality Standard (WRES) Action Plan. Both of these plans are consulted on/assessed widely via groups such as the various Equality and Diversity strand steering groups, the BME Staff Network and the E&D Subcommittee.	A	01/04/17	1.1-1.5; 2.1-2.4; 3.1-3.6; 4.1-4.3
CE5	• 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/ Equality and Diversity Subcommittee	June 2019 (Reviewed June 2018)	This work follows on from that identified in SD4, by the 'Working with and Involving our Communities' Group. A communications and engagement plan, linked to the system affordability work, which aims to engage people in service changes, has been developed. Examples of engaging internal communities in the development 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 lodge.	A	01/04/17	1.1-1.5; 2.1-2.4; 4.1, 4.3

					Furthermore the rollout of the Sense of Community CQUIN in high secure services aims to enhance patient and carer engagement.
					A similar example can be evidenced in the Local Partnerships Division: During the design of the Hopewood £21m Child and Adolescent Mental Health Unit young people, perinatal mums and their carers were consulted throughout the design process with the support of one of the Trust's Involvement Leads and the Patient Experience Facilitator for CAMHS. The young people and mums took part in an extensive art engagement strategy whereby they chose the colour themes for the site and also were involved fully in the naming of the site, units and wards. As part of this Steel Signing Ceremonies were held on the 6th December 2016 and the 3rd of February 2017, giving our service users and staff the chance to mark this special point in the construction and write a message of hope and recovery in the building footprint. They were also involved fully in the opening ceremony with Professor Green who attended all wards and met with both inpatient and outpatient young people and perinatal mums.
					Based on our collaborative service change project with the King's Fund a collaborative Trust-wide network has been formed in order to support staff from across Trust services, our volunteers and partner organisations to look at what collaborative working

really means when going through service change. This is a Trust-wide network that meets quarterly. Analysis of data and research following deep dives by the Local Partnerships Division has identified 3 key areas, which are the focus of the Division's Equality and Diversity Action Plan: Service provision for BME and LGB young people; The over-representation of BME men in inpatient services and the under-representation of this group within Personality Disorder Services; and the Ageing Workforce:

Consequently a service evaluation that aimed to understand and improve the patient experience of LGB service users within Child and Adolescent Mental Health Services (CAMHS) was undertaken and a report was presented at the July 2018 meeting of the Equality and Diversity Subcommittee and the October meeting of the Sexual Orientation Equality Steering Group. The findings of this study highlighted risks of poorer mental health outcomes for LGB young people compared to heterosexual adolescents, along with poorer experiences of services. Similar issues were raised by Nottinghamshire Healthwatch in their 2018 report; a fact supported by the Trust LGBT+ Forum's annual LGBT+ Health and Wellbeing Survey at Nottinghamshire Pride (718 responses in July 2018)- particularly regarding the need to improve assessment and delivery of

					personalised care and timely access to mental healthcare. Work has now been taken forward within the directorate to address the gaps identified, with the support of the wider division. (see SD5 for further details).		
					In relation to the action to Improve BME Men's Access to Mental Health Services (see CE3 for further details) notable progress has been made. The Adult Mental Health Service is undertaking a qualitative review of access to mental health care and support for BME males. The Trust's E&D Operational Lead, with support from a Research Assistant, has identified and anonymised data from 10 BME male patients and 10 White British male patients in line with Research Ethics Committee recommendations. Interviews with patients who have already put themselves forward are being held in early 2019.		
					Analysis of data and research following deep dives by the Forensic Services Division has identified 3 key areas, which are the focus of the Division's Equality and Diversity Action Plan recognising the overrepresentation of BME people within forensic mental health services; recruitment initiatives which attract and retain staff with the right attitudes values and skills- who are representative of the diverse communities that we serve; and the Ageing Workforce: One of the best ways to engage our communities is by recruiting a diverse workforce.		

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<td>Consequently the Deputy Head of Workforce and the Associate Director of Nursing within the Division consulted the BME Staff Network in July 2018 regarding strategies and initiatives that can be used to promote BME recruitment, particularly at Rampton and Wathwood Hospitals. This included ways in which to maximise the profile of vacancies via specific publications and radio channels. Feedback is being utilised to inform targeted recruitment initiatives. Furthermore the Division has maintained a high profile at recruitment events particularly in multi-cultural areas.

Within the Forensics Division the Patients' Council has membership derived from the four care streams within the hospital and also includes members of the Blue Jay, Back2Roots (BME) and LGBT+ groups, as well as representatives from Women's Services and Deaf Services. Membership spans a range of disabilities including hearing impaired and those with intellectual difficulties. Arrangements are made to enable members to participate and contribute via a range of methods including use of interpreters and advocates and careful attention is paid to accessibility of documents.</td>
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<td>• Monitor the Trust membership demographic and recruit where appropriate. Inform the membership</td>
<td>J Attfield</td>
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<td>Trust Board/ Council of Governors</td>
<td>July 2017</td>
<td>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</td>
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about opportunities to get involved					Report. 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, Chinese New Year Celebrations and the Robin Hood Marathon to highlight Trust services and encourage people to sign up as members.	 		
• Improve accessibility of Trust website to enable people with disabilities to access it easier.	J Grant	J Grant	Equality and Diversity Subcommittee	November 2019	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. In addition there is a 'BSL' tab at the top of the home page which links directly to BSL information and resources. Two short BSL films have been produced and uploaded onto the Trust website which focus on two of the three most important areas identified by Deaf patients and carers. These are available on the Trust website. The third area is information on crisis services; however this has been put on hold due to resource issues. Ongoing work to review and update continues as part of the Communication Team's work plan.//	A	01/04/17	