

Committed to excellence

Working together

Facing the future

DIVERSITY ACTION PLAN 2022/23

Frimley Health Equality, Diversity & Inclusion Priorities for 2022/23

Culture

Cultural awareness and the ability to work in culturally competent ways are essential for all managers and staff to learn about and demonstrate. Senior leaders, line managers and staff all have a responsibility to ensure they demonstrate cultural competency in the care of our patients and working with colleagues.

Experience and Engagement

The Trust's three staff forums are very active and have provided an invaluable platform for staff voice and engagement, which has resulted in staff having a stake in the shaping of inclusive culture activity. This momentum must be built upon to take forward allyship, a system wide approach to staff engagement and inclusion and ensuring seldom heard staff groups like carers and LGBTQA+ have increase voice.

Careers

The Trust has made sustained and positive progress to increase BAME density at entry level Band 8 and this needs to continue into upper tiers. There needs to be a specific focus on ensuring equality, diversity and inclusion are integral to our succession planning and talent management frameworks, particularly where ethnic diversity needs to be increased.

Policies

The Trust continues to make positive progress against the Workforce Equality Standards for Race and Disability, yet there is further scope for improving against the indicators from the NHS Staff Survey notably workplace experience for BAME and staff with disabilities.

Key Drivers

Equality Act 2010 (EA2010), Equality Delivery System 2 (EDS 2), Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), Gender Pay Gap (GPG)

Equality, Diversity & Inclusion Action Plan 2022/23

Objective 1: Establish a culture of Inclusive leadership

No.	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	EDS2	EMPOWER code of conduct for leaders refreshed to include a segment on inclusion	Develop an Equality, Diversity and Inclusion Charter which translates inclusive behaviours into practice	Equality & Diversity manager OD manager Staff networks	Oct 22	Charter is in place and is made available to staff
2.	FH engagement plan EDS2	Trust's engagement plan being followed to promote a more coordinated approach in the marking and celebrating of key notable dates	Build upon support from the Board to mark notable dates with particular focus on LGBTQA+, Carers and Disability	Equality & Diversity manager Staff networks	Ongoing	
3.	EA 2010 WRES & WDES EDS 2 McGregor Review into Race Equality	Reciprocal mentoring is an expectation on senior leaders and chiefs of service development programmes	Reciprocal mentoring is set as an annual personal development objective for tiers 1 and 2	Directors EDM	April 22 – Oct 22	All Trust Board members have participated in reciprocal mentoring
4.	EA 2010 EDS 2	Staff networks have been involved in the development of inclusive cultures activity	Develop our leaders to ensure cultural intelligence is a key competency for their roles	L&OD Chair of BAME Network EDM	Nov 22	

Objective 2: Establish a culture of Inclusive Leadership in the way we develop our people

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	WRES McGregor Race Equality Review	Reciprocal mentoring has been widened to underpin senior leadership programmes and opened to staff from all protected characteristics	Offer opportunities for aspiring leaders on the Mary Seacole Leadership programme on reciprocal mentoring	EDM L&OD Team	April 22 – Oct 22	2 cohorts are completed and review of learning with both cohorts Follow up with Mentors on applying their learning into practice
2.	EDS2 WRES	Leadership development opportunities are being accessed by BAME staff	BAME staff to complete in house leadership offerings e.g. Stepping Up programme	Chair of BAME Network EDM	March 22	WRES Indicator 4: Better range of tolerance 0.75 – 1.25 FH metric currently favours BAME staff
3.	EA 2010 EDS 2	Internationally Educated Nurses (IENs) have given feedback on their experiences and access to opportunities in the Trust and have tabled ideas to make improvements	Changes to processes for onboarding and induction to be made and making available development opportunities to support progression from band 5 - band 6	Lead for IENS Director of Nursing EDM	March 23	Make a 1 – 2% improvement in BAME staff at B6: Nursing B6: BAME 42% White: 57%
4.	EA2010 EDS2 WRES	Year on year increase in BAME staff at band 8a & 8b On track with Model Employer BAME targets for Band 8a – 8c	Increase BAME diversity Band 8a & above in nursing and midwifery Ensure EDI is an integral part of Succession Planning and Talent Management Framework	Director of People Director of Nursing EDM	March 23	BAME density at B8a is reflective of that in nursing overall Achieve the Model Employer Targets 22/23:

Objective 3: Inclusive employment policies, practices and systems

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	EA 2010 EDS2 WRES WDES	Trust has engaged with the national / regional pilot on inclusive recruitment practice	Re – set expectations around recruitment to increase BAME density at senior levels corporately and in nursing and midwifery <ul style="list-style-type: none"> Mandatory training for those involved in recruitment Look at introducing inclusion ambassador roles to observe at interviews Increase use of EDI questions in selection 	HR EDM Chair of BAME Network	April 22	<p>WRES Ind. 3 Recruitment Current score is 1.2 – FH to better or keep within 0.75 – 1.25 range of tolerance</p> <p>WDES Ind. 2 Recruitment Current score is 0.7 – FH to better or keep within 0.75 – 1.25 range of tolerance</p> <p>LGBTQA+ appointed: Exceed 2%</p> <p>Disabled Staff appointed: Exceed 3%</p>
2.	EA 2010 EDS2	Anti-racism action plan is under development through the BAME Staff Network	Principles of anti – racism are embedded into relevant policies Staffside to collaborate with the BAME Staff Network on the development of the Anti-racism action plan	Director of People EDM Staffside Chair of BAME Network	July 22	Anti-racism action plan is in place and part of the Comms Plan
3.	EA2010 EDS2	Exploring how the appraisal process could better support seldom heard staff groups such as staff who are carers	A Carers Passport for Trust staff to use is under development with a view to piloting its use in occupational therapy and evaluate the impact	Staff with disabilities and carers network EDM	July 22	Idea of carers passport to be tested in a service area and review
4.	EA2010 WRES WDES	HR resource explaining best practice from employment tribunals in place Training for managers on HR matters	HR policies continue to reflect best practice and incorporate staff voice and a resolution-based approach in the implementation	EDM		WRES Ind 3. BAME Staff 0.9 times less likely to enter formal processes WDES Ind 3 No disabled staff involved in capability processes

Objective 4: Understanding and improving the experience of our staff

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	EA2010 EDS2 WDES	Year on year improvement in the disclosure of disability, religion and belief and sexual orientation	Improve disclosure particularly amongst nursing and midwifery staff	EDM	Ongoing	Exceed the 2.6% average improvement in data disclosure in 20/21
2.	EA2010 EDS2 WRES WDES	Collaboration between EDM, FTSU and staff networks on empowering staff to speak up	Focus on improving against WRES Indicators linked to staff survey items for violence and aggression, career progression and experiencing discrimination	OD manager EDM BAME staff network	Ongoing	Set baseline using FH best scores from 2016 -2020 and track Seek to better NHS average by more than 1% and track
3.	EA2010 EDS2 WRES WDES Carers Confident Kitemark	Renewed focus on engaging with seldom heard staff groups such as carers, hidden disabilities and LGBTQA+ to hear and act on their experiences in the workplace	Progress against the Carers Confident Kitemark – Carers Survey Accelerate, visible activity around LGBTQA+ area of Equality	EDM Staff networks	Jan 22	WDES Indicators 5 – 12 and to make improvement on 20/21 data Meet level 1 of the Carers Confident Kitemark Benchmark progress against Stonewall Workplace Equality Index
5.	EA 2010 Gender Pay Gap	Positive action to increase the number of female consultants receiving CEAs	Reduce the mean hourly Gender Pay Gap	EDM HR	Apr 22	Reduce the GPG hourly pay gap by 0.1% - 0.5% yearly
6.	EA 2010 EDS 2	The Trust's BAME Staff Forum has increased staff voice in taking forward activity to raise the profile of race equality	Take forward the anti-racism plan Publish Ethnicity Pay Gap with action plan	BAME Staff Forum EDM	July 22	Produce action plan and publish the Pay Gap