

WORKFORCE EQUALITY AND DIVERSITY STRATEGY 2016 – 2019

NGH-SY-814

Ratified By:	Trust Board
Date Ratified:	September 2016 (Appendix 1 updated May 2019)
Version No:	5.1
Supersedes Document No:	5
Previous versions ratified by (group & date):	Trust Board – 2011, 2013
Date(s) Reviewed:	May 2019
Next Review Date:	September 2019
Responsibility for Review:	Director of Workforce & Transformation
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FOREWARD

The Workforce Equality and Diversity Strategy 2016 to 2019 for Northampton General Hospital NHS Trust details how the Trust will eliminate discrimination, advance equality and foster good relations between people who share certain characteristics and those who do not. It builds on the work already done and progress made on equality, diversity and human rights over the years and sets out our co-ordinated and integrated approach.

We aim to support our workforce in a responsive and appropriate way to meet the diverse needs of the different groups and individuals we employ.

To achieve these aims we want to ensure that employees are not subject to any form of discrimination or unequal treatment. Everyone can expect to be treated with equal respect and dignity regardless of their background or circumstances. Dignity and respect are at the foundation of the work we do at the Trust.

Leadership and commitment at all levels of the organisation is central to the success of this Strategy. It is the duty of the Trust Board to implement the Strategy successfully. Trust staff will also have an important role to play with implementation and we welcome the opportunity to involve and work with all stakeholders to promote equality, diversity and human rights in order to improve the working environment we provide.

The Trust Board will receive regular feedback on the implementation and promotion of this Strategy and we will evaluate progress to ensure we are striving towards what we set out to achieve.

Equality for Staff

Our staff are our greatest resource. We actively promote a culture that encourages their richly diverse talents to lead services that deliver inclusive care.

This strategy promotes inclusive employment practices because well supported staff can deliver better care for our patients.

1. NATIONAL EQUALITY AND DIVERSITY AGENDA

1.1 The NHS Constitution

The NHS Constitution sets out rights for patients, public and staff. It outlines NHS commitments to patients and staff, and the responsibilities that the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively.

All NHS bodies and private and third sector providers supplying NHS services are required by law to take account of this Constitution in their decisions and actions.

The key principles that guide the NHS in everything that it does are set out in the NHS Constitution which states:

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- The NHS provides a comprehensive service, available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status
- Access to NHS services is based on clinical need, not an individual's ability to pay
- The NHS aspires to the highest standards of excellence and professionalism
- Patients will be at the heart of everything the NHS does
- The NHS works across organisational boundaries and in partnership with other organisations in the interest of patients, local communities and the wider population
- The NHS is committed to providing best value for taxpayers' money and the most effective, fair and sustainable use of finite resources
- The NHS is accountable to the public, communities and patients that it serves.

The principles are underpinned by core NHS values which have been derived from extensive discussions with staff, patients and the public:

- Working Together for Patients
- Respect and Dignity
- Commitment to Quality of Care
- Compassion
- Improving Lives
- Everyone Counts.

These values serve to motivate and inspire us to deliver good quality care. They also are the values that through the NHS Constitution provide the public with guarantees about the services provided by the Trust. As such they can also be used to judge us, including by the government through formal inspection and review.

In addition to the NHS Constitution, the Equality Act 2010 and the Human Rights Act 1998 provide the framework for recognising the importance of equality and respecting diversity in all aspects of the work at Northampton General Hospital (NGH).

1.2 Equality and Human Right Commission

The Equality and Human Rights Commission (EHRC) has been given a mandate by Parliament to challenge discrimination, and to protect and promote human rights. It is their mission to be a catalyst for change and improvement on equality and human rights by being an outcomes-focused strategic regulator, a promoter of standards and good practice, an authoritative centre of intelligence and innovation and a trusted partner. The Equality and Human Rights Commission also has powers to investigate and launch legal proceedings.

1.3 The Equality Act 2010

The Equality Act 2010 covers everyone in Britain and protects people from discrimination, harassment and/or victimisation because of the protected characteristics that we all have. Under the Act, there are nine protected characteristics:

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- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and civil partnership.

1.4 Public Sector Equality Duty - Our General Duties

This strategy contains actions that meet our obligations from the Public Sector Equality Duty (Section 149 of the Equality Act 2010). The Equality and Human Rights Commission technical guidance on the Public Sector Equality Duty was revised in August 2014 and this obliges that the Trust in the exercise of its functions, has due regard to the need to:

- Eliminate discrimination, harassment and other prohibited conduct
- Advance equality of opportunity
- Foster good relations.

The requirement in the Act to have due regard to the need to eliminate discrimination and other prohibited conduct means that the Trust needs to give advance consideration to issues of discrimination before making any policy decision that may be affected by them.

Having due regard to the ‘need to advance equality of opportunity’ includes the need for the Trust to:

- Remove or minimise disadvantage suffered by people who share a relevant protected characteristic that are connected to that characteristic
- Take steps to meet different needs of people who share a relevant protected characteristic that are different from the needs of people who do not share it
- Encourage people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

The Act specifies that ‘the need to foster good relations’ includes having due regard, in particular, to the need to tackle prejudice and promote understanding.

The disadvantages this strategy addresses are gaps between different people’s work opportunities called ‘inequalities’.

Disadvantage can sometimes amount to unlawful discrimination or abuses of people’s rights and this strategy details the way people can hold us to account if these occur.

See section 3 for further information about the Trust’s Delivery of Equality Duties.

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1.5 Public Sector Equality Duty - Our Specific Duties

To help deliver the general duty, there are also two specific duties which form the aims of this strategy:

Publication of Information

Publish equality information annually about employees to demonstrate compliance with the general equality duty.

Equality Objectives

Publish one or more specific and measurable objectives to deliver the general equality duty.

The specific duties also state the information must be published in a manner which is accessible to the public.

1.6 The Human Rights Act 1998

The Human Rights Act places all public authorities in the UK under a duty to respect the rights it contains in everything we do. We are under a duty not only to ensure that we do not commit human rights abuses but also we have a duty to take proactive steps in order to ensure that human rights are respected, protected and fulfilled.

These rights affect the rights of individuals:

- Human rights are about our basic needs as human beings
- Human rights belong to everyone, all of the time – not only certain groups at certain times
- They cannot be ‘given’ to us – only claimed or fulfilled
- They cannot be taken away from us, only limited or restricted in some circumstances
- They are about how public authorities, such as NHS organisations, must treat everyone as human beings.

In essence human rights are a set of universal minimum standards that must be met. They are not only about the protection of particular individuals and groups in society but are a practical framework to protect the rights of everyone.

Human rights values such as Fairness, Respect, Equality, Dignity and Autonomy (FREDA) underpin the public service ethos, the NHS Constitution and NHS Professional Codes of Conduct.

By putting human rights at the heart of health services we can not only comply with the law but also improve the quality of patient care.

As a Trust we have the responsibility to respect people's rights to ensure that everyone counts. For example employees having the right to be treated with dignity and respect such as ensuring that we do not discriminate.

2 THE TRUST'S EQUALITY AND DIVERSITY STRATEGY

2.1 Commitment to Equality and Diversity

The Trust believes in the dignity of all people and their right to respect and equality of opportunity. The Trust values the strength that comes with difference and the positive contribution that diversity brings to the hospital. The Trust operates within a national framework of equality legislation, however, the Trust aims beyond simple compliance with the law. Equality is central to all that we do.

The Trust sees equality of opportunity and access as a vital part of its approach to become a model employer. It is committed to ensuring staff are recruited fairly and are provided with a positive and valuing work environment which supports them to achieve their maximum potential.

The Trust's commitment to equality and diversity also aims to continuously improve its working practices so that it creates an organisation which is recognised both internally and externally for embracing diversity and human rights and demonstrating equality in practice.

The Trust is committed to putting the principles of equality and diversity into practice for its workforce and the Trust pledges it will:

- Promote equality and diversity and human rights and work towards eliminating all forms of discrimination
- Develop a culture that values individuals and groups regardless of their backgrounds
- Forge partnerships with staff and stakeholders so they can influence the development and improvement of services.

2.2 The Equality Delivery System 2 (EDS2)

EDS2 was launched in November 2013. Its main purpose is to help local NHS organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010. By using the EDS2 NHS organisations can also be helped to deliver on their Public Sector Equality Duty.

At the heart of the EDS2 is a set of 18 outcomes grouped into four goals. These outcomes focus on the issues of most concern to patients, carers, communities, NHS staff and Boards. It is against these outcomes that performance is analysed, graded and action determined. The goals are:

- Better health outcomes
- Improved patient access and experience
- A representative and supported workforce
- Inclusive leadership.

The EDS2 self –assessment has been undertaken and the outcomes have shaped and been mapped to form our equality objectives for the next 4 years.

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2.3 Workforce Race Equality Standard (WRES)

NHS England took the decision to introduce a national Workforce Race Equality Standard as a clause in the 2015/2016 contract alongside the mandating of the refreshed Equality Delivery System (EDS2). This decision was made following numerous reports that evidenced systematic discrimination against Black and Minority Ethnic (BME) staff in the NHS. The evidence from the reports highlighted that people from a BME background are less likely to be appointed once shortlisted, less likely to be selected for training and development programmes, more likely to experience harassment, bullying and abuse and more likely to be disciplined and dismissed.

The Standard is made up of nine indicators and these will highlight any differences between the experience and treatment of White staff and BME staff in the NHS with a view of encouraging and enabling NHS organisations to reduce the differences. The introduction of the Standard is intended to provide a real impetus, not just on race but equality in general and if successful the approach may be adapted for other protected characteristics.

The Standard will compliment and support EDS2 and our Public Sector Equality Duty. The initial baseline data exercise was undertaken in April 2015 and will be repeated annually to identify improvements, deteriorations or significant gaps between the treatment and experience of White and BME staff. This will then determine what actions we need to undertake to reduce any gaps between the treatment and experience of our BME staff.

2.4 The Trust's Workforce Equality Objectives

The Trust has agreed equality objectives for our workforce. The objectives set encourage an outcome focussed approach to setting challenging but measurable targets to improve the way we employ and support our staff.

The objectives address the biggest and most pressing issues facing the protected groups that we employ, prioritising the most significant issues for the protected characteristics, based on the outcomes of our EDS2 self-assessment and our annual WRES exercise.

Goal	Objective
1. Representative and supported workforce	We will improve our staff satisfaction rates as reported in the annual staff survey. We will make year on year improvements on our staff survey results, aiming to achieve top 20% of acute Trusts for staff engagement. We will improve the experiences and treatment between White staff and BME staff at the Trust by progressing WRES and monitoring outcomes.
2. Inclusive leadership	We will improve our leadership and management capability.

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The detailed Trust's equality objectives can be found at appendix 1. Progress on these are updated on a six monthly basis and the current version can be access via the Trust's internet. The link to this is:

<http://www.northamptongeneral.nhs.uk/WorkforUs/Equality,DiversityHumanRights/Equality,DiversityHumanRights.aspx>

2.5 Reporting Structure for Monitoring and Evaluating the Trust's Workforce Equality Objectives

The Trust has an Equality and Diversity Staff Group (EDSG) which is chaired by the Trust's Director of Workforce and Transformation. The multidisciplinary group meet quarterly and are committed to embedding a culture of equality, diversity and human rights into all aspects of everyday life at the hospital.

The purpose of the group is to champion and steer the work of Northampton General Hospital (NGH) so that the Trust is in full and positive compliance of equality, diversity and human rights legislation, regulations and codes of practice including NHS and DoH standards in relation to staff.

The EDSG reports to the Workforce Committee twice yearly and reports annually to the Trust Board by way of the Director of Workforce and Transformation.

3 THE TRUST'S DELIVERY OF THE EQUALITY DUTIES

3.1 Eliminating Discrimination, Harassment and Other Prohibited Conduct

The Trust proactively aims to eliminate discrimination, harassment and other prohibited conduct by carrying out Equality Analysis on all procedural documents and services. When incidents of discrimination do occur we have robust policies and practices in place to address this and these are monitored on a regular basis.

Staff Harassment and Discrimination Policies

Staff wishing to raise a complaint of harassment against a colleague or manager may do so through the Trust's Bullying, Harassment and Victimisation Policy and where allegations are founded these matters are dealt with through the Trust's Disciplinary Policy. The Grievance Procedure covers all other types of discrimination including failure to make reasonable adjustments.

In addition, the Trust has the Protecting Staff Against Violence, Aggression, Discrimination And Harassment from Patients and Public Policy as it believes that all staff have the right to work in an environment free from violence, aggression and harassment and where appropriate can take and support action to protect staff. The purpose of this policy is to provide managers and staff with a clear process for the prevention and management of violent aggressive and harassing incidents towards staff by patients and members of the public.

Further advice on these policies is available from the Human Resources Department or Trade Union/Professional Organisations Representatives.

Training

Every employee of NGH must comply with equality law and the statutory equality duties, including the elimination of unlawful discrimination and the promotion of equality in employment and service provision.

Training for staff regarding these issues, as well as training regarding issues related to specific protected characteristics, will be provided in a variety of formats to ensure training regarding equality, diversity and human rights is available for all staff.

The promotion of equality, diversity and human rights in both service provision and employment requires the development of appropriate learning and development arrangements.

The Trust provides equality and diversity training for all staff including the Trust Board and it forms part of the Trust's mandatory training programme. Avoiding and tackling discrimination, harassment and other prohibited conduct is also a specific feature of the Trust's induction.

Further information regarding this is available from the Human Resources Department.

3.2 Advancing Equality of Opportunity

Vision and Values

The vision of the Trust is to provide the best possible care to all our patients and this vision is underpinned by our values:

- We put patient safety above all else
- We aspire to excellence
- We reflect, we learn, we improve
- We respect and support each other.

Supporting the Trust to achieve these are a number of key strategies.

Making Improvements

In order to meet the general equality duty, as well as to demonstrate the outcomes in the specific duties, it will be necessary before decisions are taken, policies adopted or practices changes, to ensure that an Equality Analysis is undertaken to assess the equality impact of what is proposed. The outcomes of undertaking Equality Analysis and demonstrating due regard are:

- It ensures that activities and procedural documents do not discriminate.
- It helps to promote equal opportunities
- It helps to identify if certain groups are, or could be, disadvantaged by a procedural document or a change

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- It identifies where changes may be required to promote equality and eliminate discrimination.

Consideration will be given to:

- Effective processes and communication with staff
- Physical access
- Provision of information in a format which can be understood
- Cultural norms, preferences and practices of equality groups taken into account
- Available relevant data and staff feedback.

Trust and Directorate business plans will include reference to, and specific actions of, equality actions.

Through the equality analysis processes it will ensure that the Trust is able to:

- Remove or minimise disadvantage experienced by people connected to 'protected characteristics'
- Take steps to meet the needs of people who share a protected characteristic where these are different from people who do not share it
- Encourage people who share a protected characteristic to participate in work activities or any other activity where participation is disproportionately low.

3.3 Fostering Good Relations

An annual appraisal is undertaken by all staff each year and the appraisal is aligned to the Trust Values. In addition evidence of understanding and knowledge of equality and diversity issues needs to be provided by staff and discussed at their appraisals.

To tackle prejudice and promote understanding, this strategy includes actions to address the inclusion of diversity.

3.3.1 Engagement, Involvement and Consultation for Staff

Partnership Forum

The Trust has an active Partnership Forum and Operational Subgroup as well as a Local Negotiation Committee (LNC) that meet on a regular basis. Unions, Professional Organisations and management of the Trust attend both committees.

The hospital promotes partnership working and has jointly developed a Partnership Agreement. The Agreement is based on the Trust's vision, values and a set of shared principles.

Staff Involvement – Staff Survey

Our intention to become an Employer of Choice is based on developing an organisational culture whereby all staff can give their best and thrive. Our belief is that all staff should feel respected and valued and that individual commitment and dedication is recognised. Our actions in respect of this are translated into our

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Organisational Effectiveness Strategy - Connecting for Quality, Committed to Excellence. This strategy underpins our work in developing the right culture, which is supported by our Staff Engagement Strategy and our leadership model. The Trust endeavours to ensure that people find it easy to raise their concerns, including those from the “hard to reach” groups including through the following activities:

- Results from the Staff Family and Friends Tests
- Issues raised in via Trust policies
- Analysing the results of the equality and diversity monitoring exercises to staff experience
- Analysing the data collated as part of the WRES.

Trusts Leadership Model

The Francis Crick Programme is the vehicle for helping enable our clinical leadership model. The leadership skills development is based around the NGH Leadership model shown below:



In developing the Francis Crick Programme, it became clear that in order to equip our leaders with all the skills required to achieve our goal, integration with our managing for quality theme, was key to success. The Francis Crick Programme offers bespoke Leadership and Management development for our senior leadership community operating in an acute healthcare context.

- Leveraging commercial savviness for financial stability
- Driving sustainable quality and safety practise that delivers the best possible care

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- Building trusted leadership that excels high organisational performance
- Stringent governance that delivers healthcare assurance and compliance.

The Programme is under consistent scrutiny to ensure that it is fit for purpose and maintains the flexibility to respond to the bespoke challenges our leadership community faces.

3.4 Monitoring and Publishing Information

Equalities monitoring data is the information the Trust collects about the demographics of our community and staff. We will utilise the information to understand those who are experiencing discrimination or barriers for those employed by the Trust.

Monitoring can be used to:

- Improve our knowledge and understand our staff and their requirements
- Find out what barriers exist for our employees or potential employees
- Understand what kind of improvements also improve satisfaction of staff within the Trust
- Identify whether we are treating people fairly, with dignity and respect
- Inform development and planning.

The Trust believes that monitoring is an important way of measuring the effects of policies in practice and is a vital part of any strategy to promote equality, diversity and human rights in the organisation. Without monitoring there is no reliable way of knowing whether discrimination might be taking place, how or why it takes place or whether the Trust's policies to prevent or tackle it are working.

Workforce data is collected and monitored relating to the protected characteristics as defined in the Equality Act 2010. Data analysis will influence the Trust on future activities and this information will also identify areas of under representation across the workforce whether this is in specific areas of work or in relation to salary bands.

In addition to the monitoring process the Trust will collect information by a range of different methods so that it is capable of assessing its performance and improving its services, these include:

- Keeping records of our workforce
- Satisfaction surveys, with results analysed by target groups
- Random or targeted personal interviews.

The Trust's Employee Staff Record (ESR) is used to collect employee data relating to the protected characteristics. The Trust will review the type and amount of information collected to ensure that adequate data is available to determine the effect its functions and policies have on minority groups.

Under the lead of the Human Resources Directorate, each Division and Directorate will ensure that there is fair recruitment and aim for a representative workforce so as to create a working environment that is safe, accessible for all, and free from harassment and discrimination.

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The Trust is required to publish sufficient information to demonstrate our compliance with the general duty across our functions.

3.5 Procurement and Commissioning

Many of the goods and services provided to the Trust are procured or commissioned from external suppliers/contractors. The NHS Purchasing and Supply Agency's procurement terms and conditions used by the Trust have specific clauses covering equality and diversity. Trust staff responsible for purchasing/commissioning will use these conditions as a minimum to ensure fair and proper practice is followed.

4 QUALITY AND COMPLIANCE – INSPECTION AND ENFORCEMENT

Care Quality Commission

The Trust is registered with the Care Quality Commission (CQC) to deliver certain types of care to a wide range of standards: the 'Essential Standards of Quality and Safety'. The Trust participates in CQC reviews and inspections of our healthcare. These standards were introduced by the Health and Social Care Act 2008 (Regulated Activities) Regulations 2015 and the Care Quality Commission (Registration) Regulations 2009. The regulations include 28 outcomes grouped under the following headings:

- Involvement and information
- Personalised care, treatment and support
- Safeguarding and safety
- Suitability of staffing
- Quality and management
- Suitability of management.

The activities contained within this strategy are harmonised with the relevant CQC outcomes because addressing equality is a marker of good quality.

The Care Quality Commission is the independent regulator of health and social care in England. The Care Quality Commission measures the quality of health care provided by the Trust and part of that includes equality.

Equality and Human Rights Commission

The Equality and Human Rights Commission (EHRC) is a statutory body independent of government. Its responsibilities include:

- Ensuring people are aware of their rights and how to use them
- Helping employers and service providers develop best practice
- Ensuring policymakers promote equality
- Using their powers to enforce the laws that are already in place:
 - Investigations

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- Agreements not to commit an unlawful act
- Judicial review and interventions
- Inquiries
- Injunctions
- Applications to restrain from unlawful advertising,
- Pressure to discriminate.

The Equality and Human Rights Commission have formal joint-working practices with the Care Quality Commission.

5 FURTHER INFORMATION

Further information regarding equality, diversity and human rights are available on the Trust's internet at

<http://www.northamptongeneral.nhs.uk/WorkforUs/Equality,DiversityHumanRights/Equality,DiversityHumanRights.aspx>.

All documents can be made available in a range of accessible formats and languages upon request.

Appendix 1

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

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

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

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		On completion of the annual Workforce Disability Equality Standard (WDES) baseline data exercise carry out a gap analysis against the previous year's data and take appropriate action in relation to the indicators for the experiences and treatment between Disabled staff and Non-Disabled staff and continue to monitor these.	Analyse the data to identify areas of concern and improvements for the specific questions relating to Equality & Diversity and the protected characteristics and share these with the Equality & Diversity Staff Group, Workforce Committee and the Trust Board.	DD of HR	September 2019	To Do	
					September 2020	To Do	
		On an annual basis carry out the Gender Pay Gap reporting process as required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017	Analyse the data to identify areas of concern and improvements for the and share these with the Equality & Diversity Staff Group, Workforce Committee and the Trust Board	Deputy Director of HR	March 2018	Completed	Analysis for the 2018 data and the findings has been completed and shared with the Workforce Committee and the Trust Board. The data was published on the Trust website and submitted to Gov.UK in February 2019.
					March 2019	Completed	
					March 2020	To Do	
		Each Division to set and be accountable for their own equality and diversity objectives through the clinically led structure with divisional links to	Each Division to be provided with Equality and Diversity data for their areas and with the support of their HR Business Partner analyse the data to identify if there are any areas for improvement/objectives that can be set. Each Division to also have a nominated lead to represent them at the Trust's	DD of HR	September 2016	Completed	

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		the Equality and Diversity Staff Group.	Equality and Diversity Staff Group.				
		Implement the staff engagement strategy centred on the Trust's vision and values and the desired behaviours and performance of staff.	Organisational Development Team to lead on staff engagement, culture, communication and behaviours.	Head of OD	Commenced 2015	Completed	
		Become a health promoting Trust that makes an active contribution to promoting and improving the wider health and wellbeing of our staff.	Implement the health and wellbeing strategy with the aim of improving the mental and physical health of employees and to help to reduce inequalities.	Health & Wellbeing Co-ordinator	Launched April 2016	Completed	
		Work towards becoming a Disability Confident Leader	Review the criteria of the Disability Confident Leader Scheme (Level 3) to identify gaps and assess what actions are required	Head of HRSC	Commenced October 2018	In progress	The Head of the HR Service Centre reviewed the criteria and presented a gap analysis to the E&DSG in December 2018. Comments and feedback are being collated for suggestions / actions to address gaps.
		Work towards achieving outstanding in relation to the CQC KLOE for E&D	Review the CQC Key Lines of Enquiry that relate to Equality and Diversity to identify gaps and assess what actions are required	DD of HR	Commenced December 2018	In progress	The DD of HR reviewed the criteria and produced a gap analysis which has been circulated to the E&DSG for comments. Findings to be presented to the E&DSG in March 2019.
		To be an inclusive employer who recognises and values difference,	Commence working with Diversity by Design to run and conduct analysis of focus groups for staff on the protected characteristics	Head of OD	Commenced March 2019	In progress	Workshops held on 27 March 2019

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		by demonstrating practices that recognise, respect, value and harness differences for the benefits for our staff	To work with Diversity by Design and pilot alternative recruitment techniques to work towards removing unconscious bias during recruitment/interviews of applicants.	Director of W & T	Commenced March 2019	In progress	Pilot has commenced with a senior role and a Hotel Services role.
			To investigate setting up a workforce BAME group	DD of HR	Commenced March 2019	In progress	Meetings have taken place with 2 members of staff interested in taking forward.

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Equality Delivery System Goal	Objective	Key Actions	Detailed Actions	Lead	Timescales	Completed / Ongoing / To do	Progress
<p>2. Inclusive leadership</p> <p>The NHS is asked to.....</p> <p>NHS organisations should ensure that equality is everyone's business and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions</p>	<p>We will improve our leadership and management capability.</p>	<p>Develop and deliver Leadership and Management programmes including equality & diversity and bullying & harassment</p>	<p>Commence Francis Crick for senior leaders</p>	<p>Head of OD</p>	<p>Commenced 2016</p>	<p>Completed</p>	
			<p>Develop and commence leadership management training aimed at those who are new to leadership/management or existing leaders/managers that need to upskill</p>	<p>Head of OD</p>	<p>March 2018</p>	<p>Completed</p>	
			<p>Develop and commence leadership management training aimed at those who are in a supervisory role who need to develop and learn practical and helpful skills to lead and manage their teams effectively</p>	<p>Head of OD</p>	<p>March 2018</p>	<p>Completed</p>	
			<p>As part of the Leadership & Management training develop an equality and diversity module.</p>	<p>Head of OD</p>	<p>Commenced September 2018</p>	<p>Ongoing</p>	<p>Currently not a specific equality and diversity module in the leadership and management programme, however respect and support is a golden thread running through the programme. We will review the programme in the summer and I will discuss with Director of W&T if this should be included and therefore made a longer programme.</p>
		<p>On completion of the annual Workforce Race Equality Standard (WRES) baseline data exercise carry out a gap analysis against the previous</p>	<p>Actively encourage all candidates including those from BME backgrounds to apply for very senior management roles - as and when vacancies arise through open and transparent recruitment and selection processes including values based recruitment.</p>	<p>Head of R & ES</p>	<p>September 2016</p>	<p>Completed</p>	

STRATEGY

		year's data and take appropriate action in relation to the indicators that relate to leadership and continue to monitor these	Actively encourage all staff including those from BME backgrounds to apply for the Leadership and Development programmes through open and transparent publicity and application process.	Head of OD	January 2018	Completed	
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STRATEGY