ENHT

NHS
East and North Hertfordshire
NHS Trust

Equality, Diversity and Inclusion Strategy 2024-2026

Consistently outstanding care, exemplary service

#ProudToBeENHT

Equality, Diversity and Inclusion (EDI)

Introduction

East and North Hertfordshire NHS Trust (ENHT) is proud of the diversity and richness our colleagues bring to our Trust and the diverse communities we serve mirrored in the workforce we employ.

Our ambition

At East and North Hertfordshire NHS Trust (ENHT), our commitment to anti-racism is unwavering. We are dedicated to upholding human rights and promoting dignity for all, ensuring that every individual feels valued, respected and heard. We strive to provide an inclusive and equitable environment for all, free from discrimination, exclusion or marginalisation for every member of our workforce, service users, their friends and families, with particular attention to those with protected characteristics as defined by the Equality Act 2010.

We recognise that some of our colleagues, particularly those from minority backgrounds, may inadvertently experience discrimination. As an organisation, we are dedicated to addressing these challenges. Together, we are on a journey to creating an ENHT culture that embraces and values difference. We will continue to celebrate and encourage diversity in all its forms.

What is equality, diversity and inclusion (EDI)?

Equality is fair treatment for all. We believe our employment and our services should be accessible to all. Everyone has individual needs and has the right to have those needs respected, in line with social norms and acceptable behaviour.

Diversity is respecting difference and including individuals and groups with varying backgrounds, experiences, perceptions, values, and beliefs. It is important we understand, value and respect these differences.

Inclusion is recognising and valuing the difference each of us bring in creating an environment where everyone can be their true self and are respectful of others. Inclusion is where access to services, opportunities and the available resources support everyone to thrive to their best ability.

Why Equality, Diversity and Inclusion is important?

An active and true commitment to EDI enables us to continually improve our:

- Access to services for our workforce and all our communities
- Recruitment and retention of our workforce from diverse communities
- Respect and value across all our workforce and for all who use our services
- Transparency and fair treatment of each person

By putting EDI at the heart of everything we do, all who encounter our Trust – our workforce and the communities we serve – deserve and will be treated with dignity and respect.

Our strategy represents our commitment to improve, setting out our vision, aims and principles of EDI. It is designed to elicit a culture of continuous learning and improvement, where we can learn from successes and also from areas for development by continuing to listen and learn from our workforce, our communities and other organisations in the public services.

Our Trust values - Include, Respect and Improve provide the golden thread throughout this work. Our ambition is for this strategy to be a living document supporting delivery of the cultural change we are working to achieve. We will continue to engage with multiple stakeholders and share regular updates throughout the organisation in accessible and transparent ways.

Legal requirements, legislation and standards

This strategy is an integral part of our compliance to the national and system standards that deliver fairness and inclusivity. As a public service provider, the NHS has several contractual and legal obligations that must be met in relation to EDI, these include the following:

The Equality Act 2010 and Public Sector Equality Duty

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society in relation to nine protected characteristics.

The nine protected characteristics as defined in the *Equality Act 2010* are:

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

Public Sector Equality Duty

Public Sector Equality Duty requires public authorities and organisations to consider all individuals, including their employees when carrying out their day-to-day work, such as, shaping policy and delivering services. Three main objectives must be addressed:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and those persons who do not share it

Equality Delivery System (EDS)

The main purpose of EDS is to help local NHS organisations, in discussion with local partners, workforce including local people, review and improve performance for people with characteristics protected by the Equality Act 2010. NHS Trusts must enquire about patients and service users' experience from equity of access, their care journey and review health outcomes for all in our care. This is not limited to organisational boundaries, ensuring we continuously work in partnership across the system.

To do this effectively, we need our patients and staff to validate and score our services based on the evidence of meeting their needs, inclusion for all with protected characteristics and marginalised communities without exception. EDS has three main domains of assessment for Trusts. Domain one supports and guides local NHS systems and organisations, in discussion with local partners and local populations, to review and improve performance for people with protected characteristics while reducing health inequalities and their impact on patient outcomes. Domain two focusses on workforce health and wellbeing. The final domain focuses on leadership, looking at how the leadership demonstrates commitment to equality and how it works in a way that identifies equality issues in decision making and manages them as per the Equality Act 2010.

Gender Pay Gap

The gender pay gap shows the difference in the average pay between all men and women in a workforce and it aims to narrow and eventually eliminate the pay differential between men and women. The gender pay gap is different to equal pay, and it is unlawful to pay people unequally based on gender. We are required to report on the retrospective gender pay gap every March, for the previous 12 months.

The NHS Standard Contract – Section 13 Equity of Access, Equality and Non-Discrimination

Outlines standards and requirements that must be adhered to ensure NHS services promote equality and address health inequalities.

Human Rights Act 1998

The aim of the Human Rights Act 1998, is that all people are treated with dignity, respect, equality, fairness and autonomy. The Human rights act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. All public sector bodies have a duty to respect and protect human rights.

Accessible information standard

This standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and patients with a disability, impairment or sensory loss.

The Workforce Race Equality Standard (WRES)

All NHS organisations are required to report on nine indicators of race equality and to agree actions to improve access to career opportunities for employees from minority backgrounds and how they are treated in the workplace.

The Workforce Disability Equality Standard (WDES)

NHS organisations are required to report on indicators of disability and to agree actions to ensure disabled employees have equal access to career opportunities and receive fair treatment in the workplace.

The Medical Workforce Race Equality Standard (MWRES)

The Medical Workforce Race Equality Standard (WRES), Model Employer paper, published in January 2019, sets out an ambition to increase black and minority ethnic representation at all levels of workforce by 2028. MWRES focusses on doctors and dental staff measured against eleven indicators, it enables organisations to understand the challenges that exist in the medical workforce, with the aim of encouraging improvement by learning and sharing good practice.

Health and Social Care Act 2012

The main purpose of the Health and Care Act is to establish a legislative framework that supports collaboration and partnership-working to integrate services for patients. Among a wide range of other measures, the Act also includes targeted changes to public health, social care and the oversight of quality and safety.

The model employer

Sets out an ambition to increase black and minority ethnic representation at all levels of workforce by 2028. This ambition has been expedited by the NHS People Plan 2020 to increase senior leader representation by 2025 to equate to either the organisational or community percentage, whichever is higher.

Sexual orientation monitoring information standard

Sexual orientation and transgender (trans) status monitoring asks people about their sexual orientation, trans status and gender identity and records this information. Sexual orientation discrimination and gender reassignment discrimination are both illegal in the UK. They are listed as protected characteristics in the Equality Act 2010. They arise when someone is unfairly disadvantaged for reasons related to their sexual orientation or because of being trans. It provides a consistent mechanism for recording the sexual orientation of all patients/service users aged 16 years or above across all health services in England.

The NHS Standard Contract – Section 13 Equity of Access, Equality and Non-Discrimination

Outlines standards and requirements that must be adhered to ensure NHS services promote equality and address health inequalities.

Our workforce

Our workforce is our greatest resource enabling us to deliver great care and continue moving towards our vision – 'To be trusted to provide consistently outstanding care and exemplary service.'

The composition of our workforce is presented in the table below. It is based on a staff list report from the Electronic Staff Record (ESR) as of 31 March 2023. It also represents the ratio of females to males in each staff group, and females and males in relation to all staff in each staff group. More detailed breakdown in Appendix 1.

Workforce distribution percentage at December 2023

Staff group 2023	Male (as % of staff group)	Female (as % of staff group)	Male (as % of total Trust)	Female (as % of total Trust)
Add prof scientific and technic	20.3%	79.7%	0.7%	2.9%
Additional clinical services	18.9%	81.1%	3.0%	12.9%
Administrative and clerical	17.0%	83.0%	3.9%	19.1%
Allied health professionals	22.0%	78.0%	1.0%	3.6%
Estates and ancillary	65.8%	34.2%	3.5%	1.8%
Healthcare scientists	32.1%	67.9%	1.0%	2.0%
Medical and dental	53.9%	46.1%	7.7%	6.6%
Nursing and midwifery registered	11.8%	88.2%	3.6%	26.7%
Trust total	**24.4%**	**75.6%**	**24.4%**	**75.6%**

Length of service – ethnicity

% of Total workforce service band	BAME	Not declared	White	Grand total
Less than 1 year	9.5%	1.9%	7.6%	19.0%
1 - 5 years	17.8%	3.6%	20.7%	42.2%
6 - 10 years	4.9%	0.6%	11.0%	16.5%
11 - 15 years	2.1%	0.1%	5.2%	7.5%
16 - 24 years	4.8%	0.5%	6.8%	12.1%
25 - 35 years	0.3%	0.0%	2.2%	2.5%
35+ years	0.0%	0.0%	0.3%	0.3%
Grand total	**39.4%**	**6.8%**	**53.8%**	**100.0%**

Our community

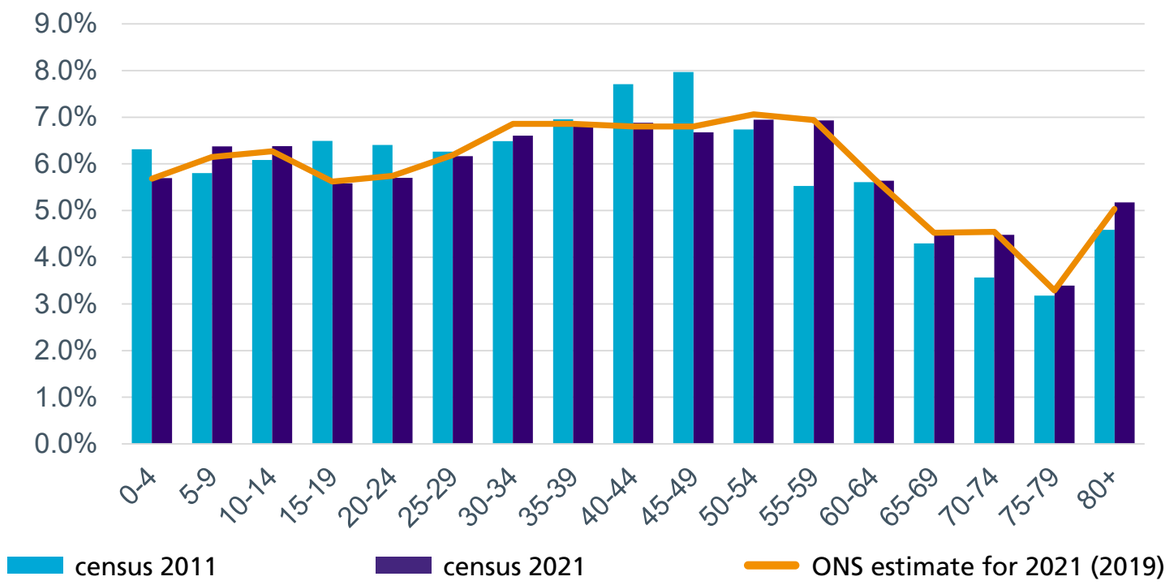
East and North Hertfordshire NHS Trust provides secondary and acute health care services to the population of East and North Hertfordshire, with tertiary renal services and cancer services in Harlow and Bedfordshire, north north-west London, and parts of Thames Valley.

Our catchment population

492,700
Total catchment population (2021 – Census)

116,900
Aged 19 and under

113,700
Aged 60 or over



The 2011 census recorded 459,300 people living in the ENHT catchment area.

The ONS projection was that would grow to 498,900 by 2021

The 2021 census shows that the population growth was slightly less than this.

The **60+ age band** has **increased by 16.6%** since 2011, whereas the **19 and under** age band has only **increased by 3.0%**

This is in line with national growth and contributes to the evidence that people are living longer.

Life expectancy

Male:
80.7 Years

Female:
84.2 Years

Challenges that impact on health and wellbeing

4.2%

Population growth by 2030

% of people aged 0-19 years will decrease by **3.3%** 2030

% of people aged 60+ years will increase **20%** by 2030

1.4 in 5

people have a long-term condition

9.7%

of people with a long-term condition have 5+ comorbidities (2021)

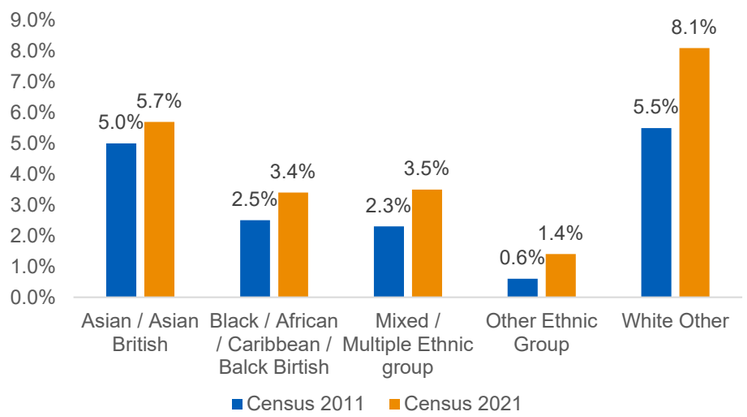
This is expected to increase to **15.2%** by 2030

Changing health of patients who were identified healthy / well in March 2018

March 2018	March 2021	
Healthy / well 100%	Healthy / well 91.5%	Long-term condition 7.3%

Within 3 years, 7.3% of the population that had previously been identified as healthy/ well had developed a long term condition. (Data source: NHSE Population Insights - Based on ENHCCG population)

BAME – ethnicity breakdown



3.4% of households in the catchment area do not have anyone speaking English as a main language

11.8% of households in the catchment were estimated to be in fuel poverty 2020.

Access to affordable housing is a significant issue in Hertfordshire. The average house price in 21/22 was £425,000 compared with a national average of £270,500. For the catchment area the average was £380,700

Health behaviours

66% of people (18+) in Hertfordshire were classified as overweight or obese in 19/20

11% of people (18+) in Hertfordshire were identified as smokers in 19/20

69.2% of people (19+) in Hertfordshire stated that they were physically active in 19/20

69.2% of people (19+) in Hertfordshire stated that they were physically active in 19/20

This increases to 6 in 10 adults if the health information contains numbers.

In the UK the average reading age is 9 years old with 1 in 6 people having very poor literacy skills

Information on this page is provided by the The Office for National Statistics (ONS)

Our approach

We firmly believe that EDI is everyone's responsibility, it permeates every interaction within our teams throughout the Trust. While our leaders set the tone, culture and direction of the organisation, we also recognise that each individual at ENHT plays a role in influencing organisational environments we all create within our teams.

For the EDI strategy to show positive, sustainable change requires system and process adjustments together with significant cultural and behavioural shifts within our teams. We are committed to leveraging historical data to understand our current position and to use this insight as a starting point for visible, meaningful progress accompanied with regular, honest and transparent reviews shared across the organisation and with the communities we serve.

Our aim

We aim to create an environment where every individual (workforce and communities) feels a 'sense of belonging' where diversity is celebrated, and where opportunities to thrive are accessible to all. We are dedicated to fostering a culture of respect, inclusion and continuous improvement. We are committed to strive for positive change at every level of our organisation. This strategy reflects our active commitment to creating an inclusive and equitable environment at ENHT, where every individual is valued, respected and supported to contribute to our collective success.

Our EDI strategy is aligned to the NHS EDI Improvement plan, which also aligns with our obligation of fostering an inclusive environment for both our workforce and the wider communities we serve. By incorporating the NHS EDI Improvement Plan, we aim to build upon our ongoing efforts and achieve targeted improvements that surpass national and statutory compliance. This strategy is intertwined with the Trust's vision, values and the People Strategy, serving as a pivotal driver in our pursuit of a more inclusive and equitable organisation.

Our values

Include

We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together

Respect

We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas and change

Improve

We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose

Our people strategy

Work together	Grow together	Thrive together	Care together
We have enough people with the right skills, in the right jobs	There are opportunities for all to grow and develop	Compassionate leadership helps me get things done	I feel safe, healthy and cared for as a human being
Flexibility to balance my life	I can access the resources I need to build my capability	I am respected, included and my voice matters	I feel engaged and trusted to make changes to improve our care

Our EDI strategic objectives

Engaged board

Leading by example our Chief Executive, Chair and Board members will have measurable EDI objectives as part of the annual appraisal, at ENHT– a Grow Together Conversation. When all members of the Trust Board take on an EDI objective, this will cascade throughout to all the services, teams and to individuals at ENHT.

Our ENHT Board assurance framework and our current appraisal system (Grow Together) is how we will measure and record our compliance and progress on this strategic element. This forms the foundation for tracking and achieving our strategic objective.

Wider work in this domain will continue to ensure embedding of cultural intelligence among leaders and develop a sustainable reciprocal mentoring scheme. Our staff networks will continue sharing various lived experiences and stories to support awareness, education, and recognition of different experiences in our workforce. ENHT staff networks set priorities from two perspectives: that of championing the needs of the network members and also supporting the delivery of the wider Trust inclusion agenda.

Improving recruitment and onboarding

We will employ and develop our workforce in fair and inclusive practices. Monitoring of this is ongoing from the WRES/WDES data. We acknowledge the need for improved representation, especially at senior levels. Our ENHT ambition for recruitment and its outcomes is to be reflective of our workforce percentages or the communities we serve, whichever is higher, at all levels of the organisation. Our goal is to achieve model employer targets and the NHS EDI Improvement plan, fostering true diversity within all our teams. We expect to see year-on-year diversity improvement representation at senior leadership, with particular focus on AfC band 8C and above, to reflect workforce percentages or communities served, whichever is higher. Diverse leadership progression will have access to the necessary and required support to ensure long lasting success.

Monitoring the level of diversity across our shortlisted candidates is on-going, and we continue to measure and report regularly on the relative likelihood of our internal applicants. Within the life of this strategy, we will increase the pool of trained Inclusion Ambassadors (IAs) by 20%, annually and continue to develop their skills, knowledge and all the essential elements that make the (IA) role successful.

We will continue to develop and implement, effective and inclusive flexible working options ensuring our recruitment campaigns and advertisement wording reflects this. We acknowledge and expect to see an increase in part-time and flexible working arrangements to increase by 15% (on the whole) as we become more flexible in our working patterns.

Inclusive talent management

Our ability to know our people, their capability, potential aspirations matched with an embedded approach that identifies workforce vulnerabilities and invests in talent development is crucial. An open and transparent focus on inclusive talent identification and development is key to delivering the Trusts strategic outcomes and ambition. Our Trust has three talent streams 'good to grow', 'good' and 'good to go'. All colleagues participate in an annual Grow Together… Review which is also an overall professional and personal wellbeing checking-in of where and how colleagues are. It also gives a person-centered overview review of delivery and achievements, identifies personal and professional developmental areas, and discusses future aspirations. The Grow Together appraisal also includes a discussion on Trust values application.

We will continue to develop our approach to achieve a digital talent management in the life of this strategy enabling a more robust succession planning and opportunities to identify and sponsor all talent.

We will promote and ensure equitable access to non-mandatory career development opportunities across all protected characteristics locally and regionally including coaching and mentoring programmes. Internal review will be done quarterly through our committee structures and at a national level through the WRES/WDES data analysis. We expect year-on-year senior leadership representation to improve across protected characteristics.

Eliminating pay gaps

Year-on-year monitoring and targeted interventions to reduce and eliminate pay gaps by working with partners and stakeholders creatively and strategically. We recognise that there can be a natural differential gap from length of service and Agenda for Change pay scale progression. We will analyse intersectionality data on all pay gaps such as disability, ethnicity pay gaps and formulate achievable action plans to improve on these.

Addressing health inequalities

We will continuously promote and support healthy workforce initiatives such as;

- **Reducing discrimination, bullying and harassment at work:** Competent and confident managers are able to spot, address and support changes to embed the Civility Saves Lives message while recognising and embracing differences. Management competency bitesize sessions will be developed and made available covering a range of modules to support new and current managers utilising experiential learning approaches to maximise learning and change.
- **Health and wellbeing Ongoing provision of rolling sessions covering a variety of topics including, menopause support, men's health, physical and mental health, along with employee support provisions and interventions that promote improved general wellbeing at work and within our communities. We will annually select three services to assess, review and score together with our service users through the protected characteristics lens. followed with co-produced health and wellbeing improvement action plans for all.**
- Sharing best practice on addressing workforce health inequalities within the Integrated Care Board, other local public health data analyses and also as measured through Equality Delivery System assessment and scoring process.

Creating equity and inclusion

In our pursuit of creating a more inclusive workplace, our strategy aims to annually reduce incidents of bullying, discrimination, harassment, and physical violence at work by 3-5% for a palpable difference. A critical aspect of achieving equity and inclusion involves supporting our minority ethnic workforce, international recruits and individuals with protected characteristics.

Recognising the importance and value of cultural diversity, we emphasise the need for sensitive awareness, respect heightened awareness and acknowledgement within our teams.

To fortify these efforts, our approach includes:

Cultural training for line managers and teams

Providing comprehensive cultural training delivery for line managers and teams ensures a better understanding of diverse perspectives and encourages the promotion of an inclusive environment.

Maintaining psychological safety

Developing and understanding how to maintain psychological safety for individuals and teams is foundational. This ensures everyone feels secure and supported in expressing their views without fear of reprisal.

Creating a sense of belonging and team cohesion

Cultivating a sense of belonging and team cohesion is essential for a positive workplace culture. This creates an environment where every individual feels valued and connected.

Annual review of staff survey results

An annual review of staff survey results serves as a crucial feedback mechanism. Effective improvement action plans based on these insights with regular updates communicated throughout the organisation promote transparency and accountability.

Reducing likelihood of minority colleagues in disciplinary processes

We will consistently review and improve our standing regarding the likelihood of minority colleagues entering disciplinary processes compared to their white counterparts.

Proactive measures to address bias and disparities may be necessary, such as:

- Bias awareness workshops and regular anti-bias training and workshops for decision makers
- Diverse disciplinary decision-making panels
- Mentoring and support programs
- Fair and transparent policies
- Reporting and sharing with managers regularly

Reviewing sanctions for minority ethnic colleagues

In addition to assessing entry into disciplinary processes, we will also consistently review the resulting sanctions to ensure just, fair and free from discriminatory practices against our colleagues with minority ethnic heritage.

Roles and responsibilities

The Board have overall responsibility for EDI with the Chief People Officer overseeing the work program. Day-to-day operations are undertaken by the Inclusion Diversity and Equality Manager. While there is a clear role for senior leadership in the delivery of our EDI strategy, it is important to recognise that every member of our workforce is a leader, able to influence change and with knowledge and the right tools, all positively contribute towards the achievement of this work.

Our EDI strategy is a comprehensive framework designed to make diversity, equity and inclusion prioritised until it becomes ‘business as usual’ across all aspects of our Trust. By engaging our leadership, monitoring progress and creating an inclusive environment at ENHT, we aim to build a workplace and healthcare provider where everyone can work, grow, thrive and care together contributing to our collective success.

EDI delivery plan

This EDI strategy is designed to instill accountability, facilitate continuous review, and enable timely updates to stakeholders on our progress. This work deserves and has a three-year dynamic and responsive delivery plan guiding every aspect of our work plan year-on-year.

Our comprehensive Delivery Plan is included in the appendices for detailed insight into our strategic initiatives and the ongoing implementation.

Appendices

Appendix 1 – workforce data

Workforce disability percentages at December 2023

% of Total workforce	Disabled	Not declared	Not disabled	Grand total
Band 1	0.0%	0.0%	0.0%	0.0%
Band 2	0.7%	3.1%	10.4%	14.2%
Band 3	0.6%	2.1%	9.4%	12.0%
Band 4	0.4%	1.4%	7.6%	9.5%
Band 5	0.4%	2.3%	14.4%	17.2%
Band 6	0.6%	2.3%	12.6%	15.5%
Band 7	0.4%	1.5%	8.0%	9.9%
Band 8A	0.1%	0.6%	2.7%	3.4%
Band 8B	0.0%	0.2%	0.9%	1.2%
Band 8C	0.0%	0.1%	0.7%	0.9%
Band 8D	0.0%	0.1%	0.3%	0.4%
Band 9	0.0%	0.1%	0.2%	0.2%
Career grade	0.0%	0.6%	0.4%	1.0%
Clinical fellow	0.0%	0.9%	1.0%	2.0%
Consultant	0.0%	2.8%	3.3%	6.2%
Training grade	0.1%	3.6%	2.6%	6.3%
TUPE	0.0%	0.0%	0.0%	0.0%
VSM/Exec	0.0%	0.0%	0.1%	0.1%
Grand total	**3.5%**	**21.7%**	**74.8%**	**100.0%**

Age profile	% of Total workforce
Under 25	4.7%
25 - 34	26.6%
35 - 44	24.2%
45 - 54	22.8%
55 - 64	17.8%
65 - 74	3.8%
Over 75	0.1%
Grand total	**100.0%**

Workforce ethnicity percentages

Data as per our ENHT Electronic Staff Record – (ESR) – December 2023

Pay band	BAME	Not declared	White	Grand total
Band 1	0.0%	0.0%	0.0%	0.0%
Band 2	4.7%	0.7%	8.8%	14.2%
Band 3	3.0%	0.6%	8.3%	12.0%
Band 4	2.3%	0.3%	6.8%	9.5%
Band 5	10.6%	1.3%	5.2%	17.2%
Band 6	6.3%	0.9%	8.3%	15.5%
Band 7	2.8%	0.6%	6.6%	9.9%
Band 8A	0.8%	0.2%	2.4%	3.4%
Band 8B	0.3%	0.0%	0.9%	1.2%
Band 8C	0.2%	0.1%	0.6%	0.9%
Band 8D	0.1%	0.0%	0.3%	0.4%
Band 9	0.0%	0.0%	0.2%	0.2%
Career grade	0.6%	0.1%	0.2%	1.0%
Clinical fellow	1.4%	0.3%	0.3%	2.0%
Consultant	2.9%	0.7%	2.6%	6.2%
Training grade	3.4%	0.8%	2.1%	6.3%
TUPE	0.0%	0.0%	0.0%	0.0%
VSM/Exec	0.0%	0.0%	0.1%	0.1%
Grand total	**39.4%**	**6.8%**	**53.8%**	**100.0%**

Appendix 2

Recruitment to senior bands (WRES data 2023)

Performance against target

	BAME	Model employer targets	Target met?
Band 8A	57	40	Y
Band 8B	18	14	Y
Band 8C	10	12	N
Band 8D	8	3	Y
Band 9	1	2	N
Trust pay	0	4	N
Grand total	**94**	**75**	**50%**

Year-on-year comparison (from band 5)

	Sep-20	Sep-21	Sep-22	Mar-23	Movement from Sept 22
Band 5	525	579	646	702	56
Band 6	307	317	374	415	41
Band 7	145	153	166	192	26
Band 8A	38	46	50	57	7
Band 8B	18	19	19	18	-1
Band 8C	11	11	10	10	0
Band 8D	5	5	8	8	0
Band 9	1	1	1	1	0
VSM	0	2	0	0	0
Grand total	1,050	1,133	1,274	1,402	129

EDI strategy – 3-year plan (April 2024 to March 2027) - Appendix 3

Engaged board

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Board objectives	Trust Board	Ensure that each board member has a recorded SMART EDI objective supporting this strategy by **April/May 2024 Grow Together.**	Review and build upon the first year's progress.	Further refine objectives, focusing on measurable impacts and improvements aligned to our WRES/ WDES data.
	Chief People Officer (CPO)	Review Board Assurance Framework data and establish priority actions by March 2024.	Implement on-going reviews to ensure continuous improvement.	Analyse data trends to inform future strategic decisions.
Cultural intelligence/reciprocal mentoring for inclusion and staff stories	CPO, Inclusion Diversity and Equality Manager	Initiate discussions on cultural learning pathways from the King's Fund Cultural intelligence training and the Reciprocal Mentoring for Inclusion every quarter at Trust Management Group meetings and every six months at the People Committee from **May 2024.**	Assess the impact of cultural intelligence initiatives across different teams; share best practices aligned with the Trust objectives. Team members to share their experience of working at ENHT as part of the staff experience stories with the Board. Triangulate workforce lived experiences with WRES data in relation belonging and engagement with on-going action plans for improvement.	Expand cultural intelligence initiatives; focus on measurable outcomes and triangulation of all available data.
Role model leadership Board members and networks	CPO/Engagement Project Officer	Partner board members with staff networks by **April 2024.**	Assess the impact of these partnerships on networks objectives achievement.	Strengthen network and board member partnerships - expand on the connectivity of senior leadership engagement outside hierarchy lines.
Staff council - (from all networks)	Chief People Officer/Engagement Project Officer/Inclusion Diversity and Equality Manager	To have regular Staff Council (all network co-chairs and active key network members) reviewing shared objectives across all networks, formulate joint action plans with broader organisational focus by **April 2024.**	Regular review, reporting and share of successes and challenges with People Committee and key stakeholders across the Trust.	Refine Staff Council and the sharing of their objectives and challenges to embed into the organisational cycle of reporting.
Shadow Board	CPO/Deputy CPO/Inclusion Diversity and Equality Manager	Scope out shadow board impact from organisations with established shadow boards. Structure the terms of reference and functioning for the ENHT shadow board by J**une 2024.**	Recruitment for shadow board will commence last **quarter 2024.** Shadow board to be in place in A**pril 2025.**	First year for Shadow Board working together with our Trust Board to ensure policies and Board decisions have an EDI workforce input.
Positive walks - GEMBA	Chief Nurse/CPO	Visible senior leadership engaging with colleagues across professional boundaries and all bands, Trust-wide.	Review feedback from senior leaders positive walks and action plans. WRES data review and the ability to speak up freely within and outside own team.	Continue to promote visibility and meaningful engagement between the leadership team and all colleagues across the Trust.

Recruitment and onboarding

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Inclusive and representative recruitment strategy	Head of Resourcing/ Associate Director Capability/Engagement Project Officer/ENH Able network/Inclusion Diversity and Equality Manager	Year-on-year improvement in race and disability representation in leadership positions leading to parity over time. (WRES/WDES) Widen recruitment opportunities for all of our local communities including those living with disabilities/ neurodiverse linking ins with local college/s **by Sept 2024.** Partner/learn from organisations with successful, well established similar initiatives (local community employment).	Review impact of 2024 initiatives, discuss and triangulate with leavers data, Workforce report, WRES/WDES to inform next action plans and priorities.	On-going improving recruitment strategies to achieve parity on gender and ethnicity to be representative of the communities we serve or our whole workforce percentages - whichever is higher.
Measurable objectives	Head of Resourcing/ Head of Learning and Development/Inclusion Diversity and Equality Manager	Improve ethnic diversity in shortlisted candidates. Improve the relative likelihood of internal appointment from shortlisting across all posts focusing on band 8C and above, band 9 and Trust pay level. To start reporting work on this from **June 2024.** Improve effective interview feedback with regular auditing and discussion with unsuccessful internal applicants. Quarterly reporting and audits from **June 2024.** Analyse appointment data representation of diverse ethnicities in recruitment and promotion.	Formulate a clear support structure for unsuccessful internal applicants for shadowing opportunities. Trust-wide pathway for supportive developmental coaching and mentoring.	Triangulation of internal data with WRES/WDES with targeted action plans with on-going quarterly impact reviews.
Inclusion Ambassadors	Head of Resourcing/ Inclusion Ambassador leads/ Diversity and Equality Manager	Increase the Inclusion Ambassadors (IAs) pool, with regular IA training and protected time for IA activities **from Feb/ Mar 2024.** Inclusion ambassadors to be involved in the recruitment process from advert wording, person specifications, job descriptions through to interview from **June 2024.** Awareness and intentional diversity in shortlisting. Year-on-year diversity improvement in representation at senior leadership (Band 8C and above). Reviewed annually via WRES/WDES data	Review impact and shared learning from best practice. Inclusion Ambassadors to cover bands 6,7 and consultant appointments. Broaden IAs role to include an audit post recruitment of the successful applicants and the career development referral support for the in-house unsuccessful applicant.	On-going evaluation and improving our IAs involvement in early selection and recruitment process and, post recruitment support and audit review for the appointed candidate and the in-house unsuccessful applicant's career development and support referral.
Values-based recruitment	Head of Resourcing/ Inclusion Diversity and Equality Manager	Introduce an ENHT values-based recruitment process that is aligned with awareness of EDI challenges and a commitment to improve on these. Referral to supportive developmental resources to address gaps, linked approach to self development by engaging with System-wide network initiatives for all interviewees from **Sept 2024.**	Triangulation of internal data regarding misalignment with Trust Values (from bullying and harassment), patient complaints and patient experience data against WRES/ WDES targeted action plans with on-going quarterly impact reviews within Divisions and shared with all key stakeholders across the Trust.	Continue data based review of Trust values-based interviews, improving our recruitment, following up with review of appointment and values alignment within teams post new appointment.
Onboarding	Head of Resourcing/ Associate Director of Capability/ Head of Employee Relations Advisory Service	On-boarding and In-boarding of all recruits with a focus on internationally recruited workforce and the availability of flexible working offer for all. **On-going quarterly reviews from June 2024.** Implement effective and inclusive flexible working job advertisement on all the Trust's recruitment campaigns **from Sept 2024.**	Ensuring first day at ENHT is a productive day by continually improving and streamline forms to be completed during the on-boarding and in-boarding process. Audit onboarding and onboarding process every quarter and continue to refine the process.	Benchmark or on-boarding and in-boarding against other organisations in healthcare and other better performing organisations on this.
Diversity and culture awareness support	Head of Resourcing/ Inclusion Diversity and Equality Manager	Cultural training support available for line managers and teams. Support all line managers to attend cultural diversity awareness training and adopt ways of acknowledging, discussing and supporting cultural diversity within teams to promote more inclusive teams. Embed psychological safety, through open discussion and sharing of team challenges.	Review impact as per WRES/WDES/MWRES and all other national surveys on cultural competency and maturity of our Trust. Create multi professional open discussions to promote belonging environments whilst reducing bullying and harassment across whole workforce with a focus and support for international recruits. Set up EDI champions within teams to support improved cultural awareness.	On-going review and discussions with measurable improvement markers. Embed EDI champions as part of the change makers highlighting the Trust EDI agenda within teams.

Inclusive talent management

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Talent management - inclusive career pathways	Talent and Culture Lead/Head of Learning and Development	Talent management plan to improve diversity representation at executive and senior leadership levels to be created. Talent Forums – secure the current talent forum process for all 8a / Consultants and above. Competency-based supportive talent and management training for line managers to start from **Aug/Sept 2024.**	Increased diversity representation at all leadership levels benchmarked against workforce or communities we serve. Developmental plans to be discussed and progress reviewed quarterly. Review impact of management competencies. Set up a clear process and framework for accessing learning and development and how this is shared within teams and across the Trust.	On-going improvement on diversity at senior levels. Review impact on organisational culture and an improved feeling of belonging for all.
Access to career progression	Line managers/Talent and Culture Lead/Head of Learning and Development	Grow Together discussions to document career progressions ambitions for all; identify developmental gaps and available support and inform talent forum deliberations. Transparency and equity in developmental offers for all across all levels. **On-going review following Grow Together cycle annually.**	Embed Grow Together cyclical rhythm and talent forum discussions in line with the organisations EDI ambitions. All career and leadership development offers shared via ENH Academy and the Trust intranet.	Continue to offer career development opportunities for all with some pathways in specialised areas. Grow Together to support recording of career development discussions.
Inclusive compassionate coaching leadership	Associate Dir Capability/Talent and Culture Lead	Develop the Grow Together process so that identifies and supports developmental gaps in a systematic way **from Sept 2024.**	Embed the Grow Together cycle to promote equity of access to Inclusive, compassionate coaching leadership development for all.	Triangulation of WRES/WDES data with Grow Together cycle completions and access to development.
Access to coaching and mentoring	Head of Learning and Development/ Head of Talent and Culture	Awareness of coaching and mentoring programmes available for al at regional and national level. All line managers encouraged to access these services.	Establish an in-house mentoring and coaching support availability for all ENHT employees.	Established in-house mentoring and coaching support accessible to all workforce.

Eliminating pay gaps

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Understand and analyse data	Deputy Chief People Officer/ People Informatics Lead,/HRBPs/Medical Resourcing Lead/Head of Resourcing/ Inclusion Diversity and Equality Manager	Analyse and understand pay gap data and have improvement action plans to **reduce the gap year-on-year.**	Evaluate impact of 2024 action and set measurable targets for reducing gender pay gap.	Addressing historical pay gaps and aligned focus with resourcing on addressing all pay gaps at recruitment.
Gender pay gap	Deputy Chief People Officer/ People Informatics Lead,/HRBPs/Medical Resourcing Lead/Head of Resourcing/ Inclusion Diversity and Equality Manager	Review annual report and formulate action plans to reduce Gender Pay Gap. Reports uploaded onto the Trust website - **March annually.**	Gender Pay Gap Committee to be formed to analyse intersectionality data on all pay gaps such as disability, ethnicity pay gaps and formulate achievable action plan to improve on these.	Set measurable outcome on improving all pay gaps including the intersectionality gaps.
Race pay gap	Deputy Chief People Officer/ People Informatics Lead,/HRBPs/Medical Resourcing Lead/Head of Resourcing/ Inclusion Diversity and Equality Manager	Initial scoping out of data on race and ethnicity pay gap from **May 2024.**	Analyse and discuss and formulate action plans to improve on race/ equality pay data and publish report on the Trust website.	Focus on understanding and improving specific ethnicity pay gaps.
Disability pay gap	Deputy Chief People Officer, People Informatics Lead, Inclusion Diversity and Equality Manager	Awareness of the disability pay gap data and reviewing of data.	Start scoping out the causes and data on disability pay gap, and how to address these.	Analyse and discuss and formulate action plans to improve on disability pay data and publish report on the Trust website.

Addressing health inequalities

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Reduce abuse and harrassment	Chief People Officer/Assoc Dir of Capability/ Inclusions Diversity and Equality Manager	Year-on-year reducing bullying and harassment, increasing civility, acknowledge impact of abuse and harassment on health inequalities in workforce and community. Having an active robust approach to address all abuse and harassment. Regular 1:1 wellbeing discussions (at least every quarter) as per the Grow Together cycle.	Measurable reduction in abuse and harassment of our workforce and patients evidenced in the Staff survey, WRES/SDES data. Embed the regional an anti-racism strategy.	Embed the anti-racism strategy. Year on year reduction in abuse and harassment.
Understand wellbeing	Head of Health and Wellbeing/ Staff Experience Project Officer	Increased workforce awareness of the various wellbeing support groups available. Weekly bulletin **on-going.**	Review impact of workforce wellbeing support groups and uptake across the Trust.	Provide targeted wellbeing sessions and support as per the data review from year 2.
EDS domain 1 – patients	Medical Director, Chief Nurse/ Deputy Chief People Officer/Planning and Information/ Inclusion Diversity and Equality Manager	Led by the Medical Director - set up an EDS committee to annually select three services for assessment and review as per the NHS Contract.	Review action plans from the services reviewed previously.	EDS to be more inclusive and include other excluded categories such as homeless, digitally excluded, deprived communities.

Creating equity and inclusion

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
Address bullying and harrassment	Chief People Officer/Head of Employee Relations Advisory Service	Measurable objective to address bullying and harassment, discrimination and violence. Utilisation of initiatives such as; civility saves lives, Freedom to Speak Up Guardian and Champions, Schwartz rounds and a just restorative culture. **On-going.**	Understand issues in any recurrent bullying, harassment and discrimination areas. Support development within teams whilst also bringing in accountability and improvement.	Triangulation of data on workforce experience within teams. Measurable reduction in line manager and peer-to-peer bullying, and harassment cases.
Process of raising concerns	Chief People Officer/Head of Employee Relations Advisory Service	Clear processes for the raising of concerns to be mapped out and shared Trust-wide. Important to have workforce involvement in designing processes.	Review, refine and embed the raising concerns Trust process without restraining/neglecting any concerns raised outside of the Trust process.	Continue to improve workforce Trust in the raising concerns process via ongoing improvement and engagement.
Psychological support for victims	Head of Health and Wellbeing/ Staff Experience Project Officer	Together with our Health at Work team scope out available support for colleagues reporting bullying, harassment, discrimination or violence at work. Pathway for colleagues to access psychological support from **Sept 2024.**	Embed support psychological support pathway and publish on Trust Intranet.	Evaluate impact and audit impact on colleagues that have engaged with the psychological support available.
Values charters	Talent and Culture Lead/HRBPs	All teams to have an agreed values charter, improving on team belonging.	Embed teams values charters.	
Increase network engagement	Engagement Project Officer/Inclusion Diversity and Equality Manager	Actively improve workforce engagement with staff networks.	Increase staff networks and engagement as per workforce requirements. Have clear network objectives aligned to Trust goals annually.	Annually publish each network's annual activities.
Clear communication	Head of Learning and Development/ Head of Talent and Culture/ Engagement Project Officer	Ongoing 1:1 line manager discussions (minimum quarterly) - spot audit for quality of conversation, healthy team interventions and healthy culture network together with increased staff survey compliance and clarity on **shared results year-on-year.**	Measurable year-on-year increase in compliance and the quality of line manager 1:1 discussions. Establish stronger collaborative ownership of staff survey data and follow up action plans with teams across the Trust.	Embed 1:1 wellbeing conversation cycles and the accurate recording of the same.

Other

	Responsibility	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
WRES/WDES	Deputy Chief People Officer/Inclusion Equality and Diversity Manager	Review annual report and formulate corrective action plans to be uploaded onto the Trust website.		
EDS2/Public sector equalities duty	Deputy Chief People Officer/Inclusion Equality and Diversity Manager	Annual Equality Delivery system services review of Trust services and patient experience to evidence awareness and meeting Public Sector Equality Duty.		

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