

Title	Improving workforce inclusion through the delivery of a unified Inclusion Action Plan.
--------------	---

Meeting:	Executive Directors
Date:	23 October 2023

Authors	Susie Srivastava, Head of Wellbeing, and Inclusion Sharon Adams, Associate Director of Organisational Development, Education and Learning				
Exec Sponsor	Louise Ludgrove, Executive Director of People & Culture				
Purpose	Assurance	✓	Discussion		Decision
Confidential y/n	N				

Summary (<i>what</i>)	Advise
	<p>Developing a diverse, inclusive, and supportive culture is a key priority for Blackpool Teaching Hospitals. It is the right thing to do for patient care, our people, and the local population we serve.</p> <p>Plans are already in place to improve the Workforce Race Equality Standards (WRES), Workforce Disability Equality Standards (WDES) Gender Pay Gap (GPG), and to tackle Health Inequalities.</p> <p>Further plans must be developed to deliver actions in the EDI Improvement Plan, Anti-Racist Framework, and NHS Sexual Safety Charter.</p> <p>This paper provides Executive Director colleagues with assurance that the Trust's responsibilities will be met through the introduction of a unified inclusion plan that will simplify programmes of work, remove duplication, and increase impact through a more focused approach.</p>

Implications (so what)	Alert
	<p>There is a risk that employees with protected characteristics, particularly from a BME background and those reporting a disability or long-term health condition are treated less favourably than those colleagues who are white, or do not have a disability or long-term health condition.</p> <p>Less favourable treatment is known to have a negative impact on wellbeing, belonging and engagement, which may in turn adversely affect sickness and retention and engagement levels, thereby indirectly impacting on patient outcomes.</p>
	Assure
	<p>The development of a unified inclusion action plan will provide more effective and efficient delivery of the programmes of work within the inclusion portfolio. This plan forms part of the Trust's Culture Improvement Programme. Delivery will be monitored through the Workforce Programme Board, which in turn reports to the System Transformation Committee (STC).</p>

Previously considered by	<p>The following standalone papers have already been approved by the Executive Team:</p> <ul style="list-style-type: none"> • Delivering the EDI Improvement Plan: Executive Board (Sept. 2023) • Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES): Workforce Assurance Committee (Sept. 2023) • Gender Pay Gap: Workforce Assurance Committee (Sept. 2023) • Anti Racist Framework: Executive Board (July 2023) • Health Inequalities Action Plan: Executive Board (March 2023) <p>Actions from these papers have been integrated into the unified inclusion plan.</p>
---------------------------------	---

Link to strategic objectives	Our People	✓
	Our Place	✓
	Our Responsibility	✓

	<p>The Trust regularly reviews its performance by using all available evidence of equality performance data and then analysing shared themes from several sources including:</p> <ul style="list-style-type: none"> • National Staff Survey (NSS) data, • Workforce Race Equality Standard reporting (WRES), • information and stakeholder feedback from the Equality Delivery System (EDS22) • and external feedback (patient and partner organisations). <p>While there are many potential inclusion objectives for BTH, the Trust is keen to focus its efforts on delivering a limited number of key, high impact actions which will provide the greatest benefit for our people, patients/ service users and workforce.</p>
--	---

<p>Proposed Resolution <i>(What next)</i></p>	<p>It is recommended that Executive Director colleagues:</p> <ul style="list-style-type: none"> • Support the commitment to and implementation of the unified inclusion plan. • Agree to receive a progress update in six months via Workforce Assurance Committee.
--	---

1. Introduction

- 1.1 A recent audit of the WRES, WDES and GPG action plans identified considerable overlap in the objectives outlined in each plan produced.
- 1.2 The development of additional action plans for the EDI Improvement Plan, Anti-Racist Framework, NHS Sexual Safety Charter, and Model Employer programmes of work would result in five different inclusion delivery plans. This could prove confusing both to communicate to the workforce and to deliver on.
- 1.3 It was therefore identified that the development of a unified inclusion plan would remove this duplication; enabling focus on delivering fewer key, high impact programmes of work that will effectively improve workforce inclusion measures more rapidly.

2. Background

- 2.1 All providers are required to analyse workforce data and implement annual action plans as follows:

Measure	Requirement	Standard	Trust Governance	Annual Reporting Dates
Workforce Race Equality Standards (WRES)	Annual data submission and action plan	NHS standard contract	Workforce Assurance committee	Data: 31 st May 2024 Action Plan: 31 st October 2024
Workforce Disability Equality Standards (WDES)	Annual data submission and action plan	NHS standard contract	Workforce Assurance committee	Data: 31 st May 2024 Action Plan: 31 st October 2024
Gender Pay Gap (GPG)	Annual data submission	Legal requirement for all employers	Workforce Assurance committee	Data: 30 th March 2024

- 2.2 The Trust must also make progress towards the actions outlined in the following cultural programmes of work:

Measure	Requirement	Standard	Trust Governance
EDI Inclusion Plan	Framework detailing six timebound High Impact Actions.	Provider Requirement from NHS England	Workforce Assurance Committee & Strategic Transformation Programme Board
Anti-Racist Framework	The Trust is working towards bronze accreditation	NW BAME Assembly	Workforce Assurance Committee & Strategic Transformation Programme Board
NHS Sexual Safety Charter	Ten standards that must be in place by July 2024.	Requirement from NHS England	Workforce Assurance Committee & Strategic Transformation Programme Board

4. Proposed Actions

- 4.1 A timebound unified inclusion plan has been developed, integrating actions from the following standards:
- Anti-Racist Framework
 - EDI Inclusion Plan
 - Gender Pay Gap
 - Model Employer targets

- NHS Sexual Safety Charter Standards
- Workforce Race Equality Standards
- Workforce Disability Equality Standards

4.2 Regular reporting for individual programmes of work will continue in line with Trust governance processes via the Workforce Assurance Committee programme, with identified risks added to the Board Assurance Framework (also monitored at Workforce Assurance Committee).

4.3 Progress towards meeting the unified inclusion plan will be monitored monthly through the Workforce Programme Board, which in turn reports to the System Transformation Committee (STC).

4.4 The Trust's will concurrently publish its vision for inclusion. This will set out the key strategic priorities that underpin the unified inclusion plan, ensuring the workforce is clear on what is being done to improve inclusion and belonging at Blackpool Teaching Hospitals.

4.5 It is acknowledged that the unified inclusion plan is a dynamic document, which will be updated as additional key priorities are identified.

5. Delivering the Plan

5.1 Priority programmes of work have been identified for delivery by March 2024 as follows:

- Achievement of Bronze level accreditation for the Anti-Racist Framework.
- Review of recruitment practices to guarantee an inclusive and accessible experience for candidates throughout the hiring process.
- Development of a methodology by which "Model Employer" trajectories will be (representative levels of leadership for Black and Minority staff at Bands 8a and above)
- Improved menopause support available to staff.
- Refreshed onboarding and induction programme for international staff.
- Relaunch of staff networks to increase workforce awareness and attendance levels.
- Launch of Zero Tolerance campaign (aligned to racism and sexual safety).

6. Conclusion

The Trust remains committed to creating an inclusive working environment where our people can thrive, feel that they have a voice that counts and will recommend our organisation as a great place to work.

Analysis of existing workforce data has highlighted areas for development, while the recently published anti-racist framework and EDI Improvement Plan provide the Trust with a framework for taking action to improve the sense of belonging among our workforce.

Given the limited resources to deliver these important programmes of work, it will be vital to maximise productivity and impact when delivering the actions identified. The unified inclusion plan will help to meet this aim.

Actions contained within the unified inclusion plan have been mapped to the key inclusion standards the Trust must meet. Delivery will be led by subject matter experts and delivered in partnership with staff networks. Advocacy will be sought from staff side colleagues. It is anticipated that, as the Trust learns more and grows in strength and competency, the plan will evolve and improve.

The approaches contained within this paper are aligned to national and regional EDI priorities.

Impact will be regularly monitored and measured through an Inclusion Dashboard, for which governance will be provided by the Workforce Programme board.

Progress reports will also be provided bi-annually to Workforce Assurance Committee and bi-annually to the Trust Board.

7. Recommendations

7.1 Executive colleagues are asked to:

- Agree to the development and implementation of the unified inclusion plan.
- Agree to receive a biannual report on progress made within the unified inclusion plan.