



Equality and Diversity High Level Summary Plan

Vision and Strategy

Vision

Our equality and diversity plan will contribute to the delivery of the trust vision, values and priorities over the next 4 years. It sets out a clear approach that everyone in our organisation will be taking to ensure that we embed equality, diversity and inclusion into everything we do.

The strategic aims of our equality plan are to: (i) enable our people to connect with our vision, values and behaviours; (ii) respond positively to our quality, safety, operational and financial obligations and (iii) recruit, retain and develop skilled and committed people.

We will embed an evidenced based framework that empowers, engages and supports everyone who comes in to contact with us and monitor performance through a new Diversity Scorecard.

Strategy

In developing our equality plan, careful consideration of the workforce and clinical strategy has been undertaken. The table below illustrates our framework to embed an evidence based framework for equality and diversity:

Integration criteria	Improving our equality performance
1. Equality and Diversity Impact Group (EDIG)	Governance and Reporting
2. Equality Standard	Organisational Development
3. Staff Networks	Workforce Engagement
4. Diversity Moments	Learning, Education and Development
5. Diversity Scorecard	Employee Relations Performance

Equality and Diversity Outcomes

Strengthening our legal, regulatory and commissioner requirements for equality and diversity

1	Ensure we deliver the operational requirements of equality and diversity to achieve CQC Well Led requirements
2	Meet our legal, regulatory and commissioner requirements for equality and diversity demonstrating our capability to understand and meet their needs
3	Embed a culture of continuous quality improvement related to EDS2 and WRES requirements
4	Ensure our corporate and clinical services provide the support needed to meet legislative requirements and equality plan objectives

Transforming the delivery of equality and diversity

5	Develop a compelling, shared strategic direction for equality and diversity
6	Build collective and distributed leadership
7	Adopt supportive and inclusive leadership styles
8	Give staff the tools and resources to lead equality and diversity transformation in clinical and corporate services
9	Establish a culture based on the organisational vision, values and behaviours
10	Place equality and diversity firmly on the board agenda

Embed an evidence framework to monitor equality performance

11	Develop a Diversity Scorecard to monitor diversity and employee relations outcomes at service, divisional and organisational level
12	Embed the Equality Standard across clinical and corporate divisions
13	Ensure full alignment between the staff equality plan and our trust objectives and desired culture.
14	Embed a culture of continuous quality improvement

Empowered , engaged and supported people

15	Deliver the equality plan, assess its impact and ensure benefits are realised.
16	Through support, training, personal development and performance appraisal, staff are confident and competent to do their work, so that services are appropriate and responsive to the needs of our local population
17	When at work, staff are free from abuse, bullying, harassment and violence from any source
18	The workforce is supported to remain healthy, with a focus on addressing major health and lifestyle issues that affect individual staff and the wider population
19	Improve our engagement with staff from protected groups and key stakeholders to promote delivery of the equality plan and achievement of our objectives
20	Staff report positive experiences of their membership of the workforce through NHS Staff Survey and Staff Friends and Family Test



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Critical Success Factors (April 2018 – March 2019)	
Phase 1	Description
Committing to a new way of working	<ul style="list-style-type: none"> Define the desired culture and new way of working (equality and diversity strategy) Equality and Diversity steering group formed Launch of a clear framework (building on what we already have in place) Large scale 'Organisational Development' has begun
Phase 2	
Engaging our staff around what matters	<ul style="list-style-type: none"> A round of high profile Staff Conversations to share where we are going and why this is important Best insight to inform longer term strategy and 'quick wins' Creating an appetite for teams to adopt the Equality Standard, to engage all the right people around the outcomes they want to see
Phase 3	
Empowering teams to drive change	<ul style="list-style-type: none"> Develop and empower team leaders to use the methodology (Equality Standard) Create inspiring stories to 'fuel' wider spread Managers supporting teams and helping to remove any barriers to success Surfacing of 'diversity champions' who will role model this new way of working Starting the culture shift through widespread adoption
Phase 4	
Embedding this new way of working	<ul style="list-style-type: none"> Structured and regular communications in place; share success stories and measurable outcomes Network of diversity champions and support infrastructure in place to spread to further teams Evidence-base of tangible improvements to patient experience, safety, quality, working life for staff and organisational performance (introduce patient and staff stories)

Strategic Risks			
	Risk	Impact	Mitigation
1	Staff do not engage with delivery of the organisational values and priorities via the Equality Plan	Delivery of programmes/initiatives and service developments is blocked or delayed. Improvements to quality, transformation, money and people priorities are not achieved.	Engage at the earliest opportunity with the Board, Equality Steering Group and Staff to share and discuss equality plans. Use this to sense check plans and begin process of encouraging staff ownership of plans and priorities.
2	The organisation fails to meet at a minimum the essential regulatory or contractual requirements for equality and diversity (Quality, Financial, Contract Monitoring etc).	Non-delivery will impact on trust wide status with key statutory bodies including CQC.	Ensure clear and full understanding of requirements and translate this to local service requirements.
3	Not meeting the legal, regulatory and commissioner requirements to equality and diversity	Reputational damage to Trust; loss of credibility as an employer of choice; poor performance on national staff survey, negative employee relations; high sickness absence, turnover and poor retention.	Ensure robust performance monitoring and management are in place to maximise performance against legal, regulatory and commissioner requirements. Work with information, HR&OD and other clinical/corporate colleagues to ensure systems and services are supported by appropriate governance and reporting arrangements.
4	The trust is unable to sustain and maintain an effective and well-led equality and diversity service due to a mismatch between the organisations understanding of the needs of staff.	Equality Plan not based on crucial people insight. As a result, the organisation is unable to deliver a quality equality and diversity service.	Ensure a partnership and collaborative approach that involves staff at every point of the employee journey. Look to make meaningful use of staff feedback as part of service design and improvement.

Key Performance Indicators	
Ref	Name and description
1	Response rate and results of the annual National NHS Staff Survey, including Staff Engagement Score: <ul style="list-style-type: none"> Violence, bullying and harassment Health and wellbeing Staff motivation Staff reporting they are able to contribute to improvements at work
3	Response rate and results to the quarterly Friends and Family Test for staff
4	Diversity Scorecard to include workforce demographic profile and employee relations performance, including recruitment and retention levels
5	On-Boarding and Exit Interview feedback
6	Taking the temperature through observations, walk-arounds, peer reviews and 'back to the floor' by senior leaders
7	Benchmarking data from other NHS Trusts (local and national)