

Title:	Equality Diversity and Inclusion Annual Report
Report to the:	Trust Board
Meeting date:	20 March 2024
Agenda item:	10
Report author:	<ul style="list-style-type: none"> <li>▪ Sarah Feal, Trust Secretary and Freedom to Speak-up Guardian</li> <li>▪ Angela Hartley, Deputy Director of Workforce</li> <li>▪ Carol McIndoe, Equality, Diversity, and Inclusion Lead (Patient Experience)</li> </ul>
Executive sponsor:	Anita Pisani, Deputy Chief Executive Officer

Assurance level:	Substantial <input checked="" type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/>
Rationale:	The Trust has an approved plan in place, which is monitored for delivery.
Assurance action:	Not applicable.

## 1.0 Executive Summary

- 1.1 The Equality Delivery System is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The Equality Delivery System was developed by the NHS (launched in November 2011), for the NHS, taking inspiration from existing work and good practice.
- 1.2 This report updates the Trust Board on the outcomes of our annual performance for 2023-24 and outlines our proposed Trust Equality Objectives for 2024-25. Performance and proposed objectives for next year have been discussed and were supported by the People Participation and Equalities Committee.

## 2.0 Recommendation

2.1 The members are asked to:

- receive the Equality Delivery System Report Domain outcomes for 2023-24 and their ratings for **noting** [Appendix A].
- **approve** the proposed Objectives for 2024-25 [8.3, 8.4 and 8.5] recommended by the People Participation and Equalities Committee.
- **note** the draft Equality Delivery System Report was published on the Trust's website in accordance with the regulatory timeframe 29 February 2024.
- **note** the progress update towards the NHS England Equality, Diversity, and Inclusion Improvement Plan - 6 High Impact Actions [8.8].
- **note** the progress update towards the Workforce Disability Equality Standards, Workforce Race Equality Standards and Gender Pay Gap [8.9, 8.10 and 8.11 and Appendix B].
- **note** the progress on delivery of our year 1, 2023 – 24 anti-racism plans [8.12 and Appendix C].

## 3.0 How the report supports achievement of the Strategic Objectives:

Provide outstanding care:	The Trust continues to promote equality and diversity across our diverse communities and in the workplace, to eliminate discrimination and 'foster good relations' in accordance with the Public Sector Equality Duty (The Equality Act 2010).
Be collaborative:	The Trust continues to work collaboratively with our staff, partners, patients, and service users across the systems in which we work.
Be an excellent employer:	The creation of an inclusive culture where staff have a strong sense of belonging and of being valued as a unique individual in line with the People Strategy.
Be sustainable:	Not specifically covered in this report.

## 4.0 How the report supports tackling Health Inequalities

4.1 Implementation of the Equality Delivery System will help the Trust to meet the requirements of the Public Sector Equality Duty (section 149) set out within the Equality Act 2010.

## 5.0 Links to Board Assurance Framework / Trust Risk Register

5.1 Risk 3533 – morale and workforce challenges.

5.2 Risk 3530 – Care Quality Commission fundamentals of care.

## 6.0 Legal and Regulatory requirements

6.1 The following legal and regulatory frameworks are applicable:

- Equality Act 2010
- NHS Equality Delivery System 2022
- NHS Long Term Workforce Plan 2023
- NHS People Plan

## 7.0 Previous report

7.1 22 March 2023, Diversity and Inclusion Annual Report and Equality Delivery System Objectives 2023-24.

## 8.0 Introduction

8.1 The **Equality Delivery System** is an improvement tool for patients, staff, and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement, and insight.

8.2 The **Equality Delivery System Report** is a template which is designed to give an overview of the organisation's most recent implementation and grade. Once completed, the report should be submitted to the Trust Board and published on the organisation's website.

8.3 **Domain 1:** Commissioned or provided services. The detailed grading for 2023-2024 is attached in Appendix A and the proposed objectives for 2024-25 are listed below:

1. Reduce Did Not Attends 'DNAs' by enhancing accessibility of communication methods with reminders and ability to respond via text.
2. Continuation and monitoring of the demographic data capture work from 2023-24. Running reports and utilising resulting data to inform service improvement.
3. Identify ways of adopting an Asset-Based Community Development approach to identify ways of improving access to our services for transient communities.
4. Scope addition to our main interpretation and translation service, have access to an 'on-demand' app as a convenient alternative to aid understanding.
5. Staff have access to enhanced cultural awareness and are aware of how important they are individually to the patient's experience.

8.4 **Domain 2:** Workforce health and well-being. The detailed grading for 2023 -24 is attached in Appendix A and the objectives for 2024-25 listed below:

1. To continue to support staff affected by the main health inequality conditions. We will do this by continuing to promote existing support and by fully utilising our Occupational Health services and offering additional health promotion and ill health prevention support.

8.5 **Domain 3:** Inclusive Leadership. The detailed grading for 2023 – 24 is attached in Appendix A and the objectives for 2024-25 listed below:

1. To roll out the inclusive leadership programme across the Trust over the next 18 – 24 months (Above Difference).
2. Year 2 Service Plans to identify contribution towards addressing Health Inequalities.
3. Trust Board and senior leaders to take a leading role in the delivery of the Trust’s Anti-Racism and Inclusion Plans alongside the Staff Network Advocates.

8.6 Each Outcome is scored based on the gathered evidence, then all the Outcome scores are added together to form Domain ratings. Ratings in accordance with the score are:

<b>Undeveloped activity</b> – organisations score out of 0 for each outcome	Those who score <b>under 8</b> , adding all outcome scores in all domains, are rated <b>Undeveloped</b>
<b>Developing activity</b> – organisations score out of 1 for each outcome	Those who score <b>between 8 and 21</b> , adding all outcome scores in all domains, are rated <b>Developing</b>
<b>Achieving activity</b> – organisations score out of 2 for each outcome	Those who score <b>between 22 and 32</b> , adding all outcome scores in all domains, are rated <b>Achieving</b>
<b>Excelling activity</b> – organisations score out of 3 for each outcome	Those who score <b>33</b> , adding all outcome scores in all domains, are rated <b>Excelling</b>

8.7 **Overall Score**

8.7.1 The table below sets out the Domain scores for 2023-24 and the comparison to last year 2022-23. Please note in Domain 1 where we have different services, we have selected the majority score.

Domain	Un-developed 0	Developing 1	Achieving 2	Excelling 3	2022-23	2023-24	Total Possible
1	-	0	4	6	7	10↑	12
2	-	0	2	9	10	11↑	12
3	-	0	4	3	6	7↑	9
-	-	-	-	-	23 Achieving	28 Achieving	33

8.8 **NHS England – 6 High Impact Activities – Equality Diversity and Inclusion Improvement Plan**

8.8.1 The NHS England **Equality Diversity and Inclusion Improvement Plan** aims to improve equality, diversity, and inclusion and to enhance the sense of belonging for NHS staff. It was published in June 2023, and sets out six targeted actions to address direct and indirect prejudice and discrimination, that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

8.8.2 The following table provides assurance to the Trust Board on progress against these **6 High Impact Actions**.

High Impact Action	Actions	Comment / Progress
<p><b>Action 1</b></p> <p><b>Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable</b></p>	<p>Every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process. (by March 2024)</p>	<p>All Board members have made an anti-racism pledge and have an EDI objective agreed as part of our annual objectives cascade process.</p> <p><b>In place</b></p>
	<p>Board members should demonstrate how organisational data and lived experience have been used to improve culture. (by March 2025)</p>	<p><b>Not Due Yet</b></p>
	<p>NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework. (by March 2024)</p>	<p>Data in relation to EDI presented and discussed at People Participation and Equalities Committee and bi-annually as part of People Strategy Update direct to the Board. Embedded into the Board Assurance Framework controls and assurance mechanisms.</p> <p><b>In place</b></p>

High Impact Action	Actions	Comment / Progress
<p><b>Action 2</b></p> <p><b>Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity</b></p>	<p>Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation. (by June 2025)</p>	<p>When executive and senior leadership roles are advertised a focus on improving diversity is explicit in all literature. Cultural diversity, gender diversity and leaders with a disability have increased with recent appointments. Stretch targets agreed in relation to increasing the cultural diversity of bands 6, 7 and 8a in place.</p> <p><b>Work in Progress</b></p>
	<p>Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes. (by October 2024) Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint.</p>	<p>All services discussing and agreeing their 1–3-year workforce plan which includes widening recruitment opportunities and creating different career pathways.</p> <p>Numbers of clinical and non-clinical apprenticeships increasing year on year.</p> <p><b>Work in Progress</b></p>
<p><b>Action 3</b></p> <p><b>Develop and implement an improvement plan to eliminate pay gaps</b></p>	<p>Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce. (by March 2024)</p>	<p>Last 3 years all consultants have received the same Clinical Excellence Award payment regardless of the number of hours that they work. All senior roles are advertised with flexible working option, and we will provide</p>

High Impact Action	Actions	Comment / Progress
		<p>support to female medics in applying for Clinical Excellence Awards should we return to a competitive process.</p> <p><b>In place</b></p>
	<p>Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, disability by 2025 and other protected characteristics by 2026.</p>	<p>Gender Equality reporting is in place and is reported to the Trust Board via our People Participation and Equalities Committee. Also included in our bi-annual update to the Trust Board on delivery of our People Strategy. We will run an ethnicity pay gap report by end March 2024 and will discuss this at the next People Participation and Equalities Committee.</p> <p><b>Work in Progress</b></p>
	<p>Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns. (by March 2024)</p>	<p>In place. In addition, the Trust continues to be rated top by its workforce in the annual staff survey for 'we work flexibly'.</p> <p><b>In place</b></p>
<p><b>Action 4</b></p> <p><b>Develop and implement an improvement plan to address health inequalities within the workforce</b></p>	<p>Line managers and supervisors should have regular effective wellbeing conversations with their teams, utilising resources such as the national NHS health and wellbeing framework. (by October 2023)</p>	<p>Embedded into appraisal and supervision systems and processes. Suite of resources available on the Intranet and we have completed and use the NHS Health and Wellbeing Framework to identify gaps. Our staff rate us highly in relation to the 'we are safe and healthy' domain in the annual staff</p>

High Impact Action	Actions	Comment / Progress
		<p>survey. Live Life Well group in place and bi-annual newsletters published which highlight a suite of resources.</p> <p><b>In place</b></p>
	<p>Work in partnership with community organisations, facilitated by Integrated Care Boards working with NHS organisations and arm's length bodies, such as the NHS Race and Health Observatory. For example, local educational and voluntary sector partners can support social mobility and improve employment opportunities across healthcare. (by April 2025)</p>	<p>People team representatives are part of system conversations in relation to promoting the NHS as a place to work.</p> <p><b>Not Due Yet</b></p>
<p><b>Action 5</b></p> <p><b>Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff</b></p>	<p>Before they join, ensure international recruits receive clear communication, guidance, and support around their conditions of employment, including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment, and future career options. (by March 2024)</p>	<p>All international recruits take part in our preceptorship programme as appropriate. They will all have an annual appraisal and personal development plan in place which gives them the same access to development opportunities as the wider workforce. Their developmental needs will be covered by our annual training needs analysis process.</p> <p><b>In place</b></p>

High Impact Action	Actions	Comment / Progress
	<p>Create comprehensive onboarding programmes for international recruits, drawing on best practice. The effectiveness of the welcome, pastoral support and induction can be measured from, for example, turnover, staff survey results and cohort feedback. (by March 2024)</p>	<p>Four-week induction programme in addition to any professional registration requirements. Full pastoral support package in place, either locally or centrally. Peer support group in place to connect our international recruits. Attained the NHS Pastoral Support Quality Award in June 2023.</p> <p><b>In place</b></p>
	<p>Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety. (by March 2024)</p>	<p>Three individuals have completed the full cultural awareness training package, and this knowledge is shared with local line managers.</p> <p><b>Work in Progress</b></p>
	<p>Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression. (by March 2024)</p>	<p>All international recruits take part in our preceptorship programme as appropriate. They will all have an annual appraisal and personal development plan in place which gives them the same access to development opportunities as the wider workforce. Their developmental needs will be covered by our annual training needs analysis process.</p> <p><b>In place</b></p>

High Impact Action	Actions	Comment / Progress
<p><b>Action 6</b></p> <p><b>Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur</b></p>	<p>Review data by protected characteristic on bullying, harassment, discrimination, and violence. Reduction targets must be set. (by March 2024) and plans implemented to improve staff experience year-on-year.</p>	<p>Annual staff survey results analysed fully in these areas and improvement actions agreed. Looking for a year-on-year improvement in relation to staff experience.</p> <p><b>In place</b></p>
	<p>Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff who enter formal processes are treated with compassion, equity, and fairness, irrespective of any protected characteristics. Where the data shows inconsistency in approach, immediate steps must be taken to improve this. (by March 2024)</p>	<p>Processes kept under review and improvements made in line with learning. The Trust has several Cultural Ambassadors in place who take part in all formal employee relation processes, where appropriate. Data is reviewed bi-annual by the Trust Board and any themes identified and addressed. The HR team are currently looking at introducing a pre-investigation checklist.</p> <p><b>In place</b></p>
	<p>Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it. (by June 2024)</p>	<p>Policies and processes are in place in relation to this and expert advice and guidance is sought from safeguarding experts when needed.</p> <p><b>In place</b></p>

High Impact Action	Actions	Comment / Progress
	<p>Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff. (by March 2024)</p>	<p>2023 staff survey just published. Trust continues to be rated top by its people in relation to the domain – ‘we each have a voice that counts’. Data will now be analysed by protected characteristics and this will be shared and discussed at the next People Participation and Equalities Committee.</p> <p><b>In place for last year’s results and work in progress for 2023 results.</b></p>
	<p>Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination, or violence. (by March 2024)</p>	<p>Employee Assistance Programme and confidential counselling services available for all staff. In addition, bespoke support will be put in place if required.</p> <p><b>In place</b></p>
	<p>Have mechanisms to ensure staff who raise concerns are protected by their organisation. (by March 2024)</p>	<p>We have not had any members of staff report that they have suffered detriment because of raising concerns. We have systems and processes in place to monitor this.</p> <p><b>In place</b></p>

## 8.9 Workforce Diversity Reports and Objectives

- 8.9.1 We continue to make progress against the objectives in our current Workforce Disability Equality Standards (WDES) action plan including:

### **Objective 1**

We will roll out two-line manager's programmes (one for new and one for existing managers) with a focus on managing people well, including supporting those with health conditions.

#### **New Managers Induction**

We have reviewed the content of our new manager's induction, and this is now running.

Following induction, new managers will access relevant skills development training within 6 -12 months and be supported to have a coach and or mentor, including a diversity mentor. This programme is currently being finalised.

#### **Existing Managers and Leaders Workshop**

All existing managers and leaders will take part in a half day workshop focused on managing people with compassion and inclusivity and recognising that managing people well can often be the hardest part of a manager's role. Content of the programme is being finalised with the aim to start delivery from April 2024.

### **Objective 2**

We will continue to work towards our Diversity Stretch Targets.

We remind staff regularly that they can update their disability status directly in their electronic staff record and we explain why this is important.

We also continue to promote the My CCS (adjustments) passport. We have updated our Disability Leave Guidance, which is now part of our updated disabled staff policy and have revised our people management bite size training for managers. We also promote access to ACAS specialist training for managers on supporting staff with mental health conditions.

### **Objective 3**

We will learn from the additional career conversations we are holding during 2023/24 with our culturally diverse colleagues and implement this learning to support career development opportunities for our disabled workforce.

These have been offered to all culturally diverse staff and themes will inform any actions required. We will consider if any barriers faced by culturally diverse staff may also impact on other groups of staff and consider if any actions arising can be implemented to support disabled staff too.

We continue to offer development opportunities in a variety of way to aide accessibility. We have introduced at recruitment, the opportunity for any specific kit to be recognised and ordered, to minimise any delay in accessing this.

#### **Objective 4**

We will strengthen our response to any act of violence or aggression/ bullying and harassment from service users against our staff. To focus on:

- Reducing incidents that occur.
- Encouraging colleagues to report incidents if they do occur.
- Build on support available to staff if this does occur.

Overseen by the Health, Safety and Security function, a programme of work is in place to fully implement the actions identified in our review of the Violence and Aggression NHS standards in relation to incidents involving patients and the public.

We have a robust people management process to encourage and support staff experiencing inappropriate behaviour from colleagues, alongside a range of staff champions who support staff who may not feel able to access the formal process without support.

#### **Objective 5**

We will act to reduce acts of discrimination by service users and colleagues, with a focus on disabled (and LGBTQIA+) and staff in actively challenging prejudice, being a true ally and in taking steps to ensure our workforce do not face discrimination.

See objective 4 above for actions in relation to violence and aggression from the public. For staff we are actively promoting allyship to increase understanding. We continue to support our very active PRIDE network and act on their feedback.

### **8.10 Workforce Race Equality Standards (WRES)**

8.10.1 We also continue to make progress on actions in our Workforce Race Equality Standards action plan:

#### **Objective 1**

We will begin the rollout of the Cultural Intelligence Training programme in conjunction with our Cambridgeshire and Peterborough ICS partners. The roll out has begun and we have staff on all 3 cohorts:

##### **Cohort A:**

Mary Elford – Chair

Matthew Winn – CEO

Anita Pisani – Deputy CEO / Workforce Director

Richard Iles – NED

##### **Cohort B:**

Pete Reeve – Service Director

John Peberdy – Service Director

Angela Hartley – Deputy Director of Workforce/ Chair of Diversity and Inclusion  
Steering Group

Tracey Cooper – Service Director

**Cohort C:**

Ashley Sumbhoolaul – Cultural Diversity Network Chair  
Fungai Chakanyuka – Cultural Ambassador  
Tejal Dadwal – Cultural Diversity Network member  
Eva King – Senior Dental Officer

We will agree wider role out in conjunction with our ICS partners.

**Objective 2**

We will change how we refer to staff from culturally diverse backgrounds and use the term culturally diverse and no longer use the term BAME (as requested by our cultural diversity network). Unfortunately, BAME continues to be used nationally within the WRES reports.

New terminology is now used in all internal reports and communications and reference to BAME will only be used if reflecting a national ask which uses the terminology, and it cannot be avoided e.g.in Staff Opinion survey and WRES reporting template.

**Objective 3**

We will align our internal actions to the 6 high impact Diversity and Inclusion actions published nationally. Please see section 4 of this report.

**Objective 4**

We will implement the workforce actions of our 2023/24 Anti-Racism Plan:

- Implement the 'No More Tick Boxes' action plan to remove any discrimination from recruitment processes including embedding culturally diverse representation on all interview panels.
- Deliver our actions detailed in our stretch diversity action plan.
- Actively support our current staff networks to thrive; particularly our cultural diversity network, and to develop new staff networks as required.

**Objective 5**

Deliver our actions detailed in our stretch diversity action plan.

We continue to review the impact of our actions on the areas highlighted in the stretch targets, with the aim to reduce the under-representation of culturally diverse staff in pay bands 6, 7 and 8a, as a percentage of overall staff in those pay bands, to reflect the proportion who are in the current workforce. This is a target of 13.2% of staff in these bands to be from culturally diverse background by March 2025.

**Position as of January 2024.**

Band 6 –12%

Band 7 – 11.3%

Band 8a – 6.3%

**Objective 6**

Actively support our current Staff networks to thrive and we continue to support staff networks and allyship and encourage managers to support staff to be able to attend.

### Objective 7

We will take positive action to ensure that all staff believe they have an equal opportunity for career progression or promotion, including continuing to embed a fair, non-biased recruitment, including promotion, and culture.

We have offered career conversation to all culturally diverse staff and are gathering themes from the feedback on their lived experiences so that action can be taken to address any areas of concern.

### Objective 8

We will complete the implementation of our actions to eliminate bias in our recruitment and onboarding processes.

This action is ongoing, diverse panels are in place and reviews of job descriptions are gradually taking place to remove any potentially discriminatory language or excessive essential criteria.

### Objective 9

We will implement the workforce actions detailed in our 2023/24 Anti-Racism Plan.

## 8.11 Gender Pay Gap Report

8.11.1 Our 2023 Gender Pay Gap data was submitted on time for the period 1 April 2022 - 31 March 2024. A report has been written and is attached as Appendix B. This will be published on our internet.

## 8.12 Delivery of our year 1 Anti-racism plan

8.12.1 Following the Trust Boards anti-racism pledge in May 2022, we agreed our year 1, 2023-24 anti-racism plan. This included improvement actions for our patient experience, our workforce and for inclusive leadership. Attached as Appendix C.

8.12.2 Progress update on where we are with delivery of the different areas:

Patient Experience	
Ease of access to interpreters, through enhanced communication with staff and liaison with provider at contract level.	The monthly fulfilment rate for bookings with our interpretation and translation provider has maintained at 94% - 96% since August 2023 (6 months), due to regular quality and performance monitoring meetings with them, and communication with Trust staff.  Incidents being reported to Datix have also reduced over the last 6 months, averaging 7 incidents per month, when in previous months the number was in double figures.
Targeted recruitment of involvement partners from black and ethnic minority communities, to help shape services that meet their needs.	Our Co-Production team collect demographics data from all our involvement partners, including those that participate in interview panels via our working together

	<p>forms that involvement partners are asked to complete.</p> <p>The data is reviewed and included in the quarterly Trust Wide Working Together reports for ongoing monitoring and this allows us to target any areas we are lacking specifically.</p>
<p>The 'think whole family' approach will be embedded so that the care we provide aligns with the family's cultural practices.</p>	<p>Work has started on developing cultural awareness training for staff which will be co-produced, supported by our co-production leads. The current Trust's Cultural Awareness handbook is under review.</p>
<p><b>Workforce</b></p>	
<p>Implement the 'No More Tick Boxes' action plan to remove any discrimination from recruitment processes including embedding Black or Asian representation on all interview panels.</p>	<p>We have reviewed and amended diversity on panels, based on feedback and are widening this to all panel having a non-white British panel member. The no more tick boxes action plan is ongoing.</p>
<p>Deliver our actions detailed in our stretch diversity action plan for 23/24.</p>	<p>We continue to take all action outlined.</p>
<p>Actively support our current Staff networks to thrive; particularly our Cultural Diversity Network, which is pertinent to this plan, and to develop new staff networks as required.</p>	<p>We now have 6 staff support networks, all with administrative support and network Chairs have regular support from senior management. The network Chairs presented their lived experience of chairing the networks as a Trust Board story at the September Trust Board meeting.</p>
<p><b>Inclusive Leadership</b></p>	
<p>Implement the Above Difference Programme to develop Equality, Diversity and Inclusion leadership and culture.</p>	<p>Inclusive Leadership Programme (Above difference) launched in January 2024 and there are 12 individuals taking part in the first 3 cohorts. This includes 4 Trust Board members, and the Programme will take 12-18 months to roll out across the Trust.</p>
<p>Implement Board anti-racism.</p>	<p>Trust Board members have made an anti-racism pledge, and 80% of Trust Board members are now linked with a Diversity mentor.</p>
<p>Development session with the Trust's Leadership Forum to promote a culture of Equality Diversity &amp; Inclusion and their role as leaders in driving this culture.</p>	<p>Promoting the Trust as a diverse and inclusive employer continues in various forums and Trust Ambitions agreed in relation to these as part of the Trusts refreshed 3-year strategy (2023-2026).</p>

Continue to deliver the UNISON anti-racism pledge.	We have continued to deliver the UNISON anti-racism pledge.
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8.12.3 We have started co-producing our year 2 anti-racism plan with an extensive discussion at the last People Participation and Equalities Committee (PP&EC). We are also in discussion with our staff network advocates and diversity and inclusion steering group. We are aiming to take the proposed plan to the next PP&EC Meeting in May 2024.

8.12.4 We also agreed at the PP&EC to develop an inclusion plan, which is one of our proposed objectives within the equality delivery system for 2024-25 being presented at today's meeting.