

Mapped Improvement Actions

Agenda Item 10.2 (ii) Appendix 6 Inclusion and Belonging Development Action Plan

Source Key	
Report Recommendations	CQC Inspection, ENEI Review, MSSP
EDI Improvement Plan	Published LTHT EDI Improvement Plan
HIA	Remaining mandated national EDI High Impact Actions

3 Strand Approach	Source	THEME & ACTION	Executive Lead	Operational Lead	Timeframe	Update
		Leadership & Ambition				
Conscious Inclusion	Report Recommendation	Through the engagement with colleagues and patients, test the ambitions within the Trust EDI Strategy and develop accordingly.				
All	Report Recommendation	Complete a maturity matrix on the current EDI activities across the Trust against the EDI strategy and our current ambition				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Enhance leadership & management support for EDI through education, clear accountability and communications.				
Conscious Inclusion	Report Recommendation	Embed inclusive leadership competencies into senior roles.				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Review and ensure EDI objectives for the Board and senior leaders are stretching.				
De-Bias our Processes	Report Recommendation	Review the diversity of senior leaders and the Board and benchmark against similar size NHS Trusts.				
		Organisational Learning and Development				
De-Bias our Processes	Report Recommendation / EDI Improvement Plan	Improve EQIA training and embed a more effective EQIA process into policy development, practices and decision-making.				
Conscious Inclusion	EDI Improvement Plan	Review and re-define the role of Staff Networks and their Chairs				
Conscious Inclusion	Report Recommendation	Provide consistent support and training for staff networks to help support the EDI ambitions Mandatory Cultural Competence / Cultural Safety and Anti-racism training.				
Conscious Inclusion	EDI Improvement Plan	Raise the profile of EDI Champions and allies across the Trust.				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Define and train inclusive leadership behaviours to create psychological safety in teams.				
		Practices and Policies				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Review the resources required to deliver both the FTSU Guardian requirements and the Trust's EDI ambition, by analysing workload, bench-marking comparable data and consulting key stakeholders.				
Conscious Inclusion	Report Recommendation	Ensure EDI policies reflect an inclusive and supportive approach, with a clear understanding of what inclusion means to LTHT.				
De-Bias our Processes	EDI Improvement Plan	Enable consistent and impactful use of reasonable adjustments				
		Oversight and Data				
All	Report Recommendation / EDI Improvement Plan	Report assurance of the progress of the EDI actions to the EDI Strategic Group, reporting clear assurance (or escalation of issues) to the Workforce and Quality Committees.				
Positive Action	Report Recommendation / EDI Improvement Plan	Improve workforce diversity data through tailored communication and leadership endorsement.				
Positive Action	Report Recommendation / EDI Improvement Plan	Publish and make available, meaningful and accessible EDI data with clear commentary, dashboards, insights and links to future actions.				
All	Report Recommendation / EDI Improvement Plan	Present a baseline report on health inequalities within our workforce, and initiate progression against a comprehensive approach to responding to the findings.				
		Communication				
Conscious Inclusion	EDI Improvement Plan	Review and utilise simple belonging language, that feels accessible to all				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Develop an overarching 'ward to board' EDI communication plan with regular updates on the strategy, action plans, and impact stories, supporting EDI to be understood and accessible to all.				
Conscious Inclusion	Report Recommendation	Seek input from different staff groups to maximise the positive impact of communication.				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Ensure inclusive sponsorship of staff networks and promote staff network Executive sponsors through communications.				
		HIA: Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.				

De-Bias our Processes	Report Recommendation / HIA	Create and implement a talent management plan to improve the diversity of executive and senior leadership teams, and evidence progress of implementation.				
De-Bias our Processes	Report Recommendation / HIA	Continue to review and develop inclusive recruitment activities, and widen inclusive recruitment opportunities with local communities. Trust Board to have sight of monitoring metrics to identify the impact of the introduction of the new Inclusive Recruitment Policy.				
De-Bias our Processes	Report Recommendation	Develop equitable and inclusive career pathways across staff groups.				
		HIA: Develop and implement an improvement plan to eliminate pay gaps.				
De-Bias our Processes	HIA	Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce.				
		HIA: Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff.				
Conscious Inclusion	HIA	Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety.				
Conscious Inclusion	HIA	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.				
		HIA: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.				
Conscious Inclusion	HIA	Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set and plans implemented to improve staff experience year-on-year.				
De-Bias our Processes	Report Recommendation / HIA	Review disciplinary and employee relations processes and outcomes, and those raising allegations linked to EDI. Evaluate by protected characteristic. There should be assurances that all staff who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics. This may involve obtaining insights on themes and trends from trust solicitors.				
Conscious Inclusion	Report Recommendation / EDI Improvement Plan	Promote multiple, accessible routes to report incidents of bullying / harassment and to speak up.				
Conscious Inclusion	HIA	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.				
Conscious Inclusion	HIA	Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence.				
De-Bias our Processes	HIA	Have mechanisms to ensure staff who raise concerns are protected by their organisation.				
Conscious Inclusion	Report Recommendation	Monitor access to wellbeing and harassment support, evaluating utilisation and impact.				
Conscious Inclusion	EDI Improvement Plan	Continue to progress Anti-Discrimination Working Group				