SMART Equality Objective Plan, 2015 – 2018

**Better Health Outcomes**

<table>
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<tr>
<th>Aim 1: We will design services focused on improving health outcomes in communities it serves and will take targeted action to reduce health inequalities for the most vulnerable and disadvantaged individuals and groups.</th>
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<tr>
<td><strong>To achieve our aims, we will prioritise the following objectives</strong></td>
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<td>To work collaboratively with a broad stakeholder group to identify and address the factors that can lead to poorer outcomes for specific in local areas</td>
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| To improve approaches to the use of Equality Impact Assessment and Analysis (EIAA), as a knowledge management and risk assessment tool, to help deliver accessible and inclusive services and health promotion campaigns to diverse groups | • Develop and roll out an Equality Impact Assessment & Analysis (EIAA) toolkit, supported by a blended learning programme for staff and the board.  
• Establish a rolling programme of strategies, policies and services where EIAA’s can be undertaken and used to establish case study resources to support Trust wide learning around use of the EIAA toolkit  
• Undertake an equality impact assessment and analysis of the Quality Improvement Strategy and ensure relevant and supportive outcomes and measures are embedded for E&I within it | 2015-16 |
| To undertake Equality Impact Analysis and Assessment (EIAA) of all relevant policies, procedures and practices and ensure there is clear staff guidance to support effective and efficient inclusion management practice. | • Develop and roll out an Equality Analysis toolkit, supported by a blended learning programme for staff and the board.  
• Establish a rolling programme of strategies, policies and services where EIAA’s can be undertaken and used to establish case study resources to support Trust wide learning around use of the EIAA toolkit | 2015-16 |
Aim 2: We will maintain continuous clinical quality improvements around patient and family centred care and take pro-active steps to ensure services

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| To improve the collection of patient monitoring data, so that outcomes and experiences can be monitored, tracked and analysed and reported on across all protected characteristics | • Revise and update all patient and engagement monitoring procedures to ensure consistent capture and analysis of demographic data across all protected characteristics.  
• Update staff/patient guidance and information to help clarify and promote positive messages about our commitment to equality and inclusion and the role monitoring plays in delivering on this commitment.  
• Review the Friends and Family Test/Annual surveys and other feedback vehicles to ensure the lines of enquiry take greater account of equality, diversity and inclusion factors/measures and to ensure that people from diverse backgrounds are afforded an equal opportunity to provide feedback.  
• Explore ways to refresh approaches to stakeholder engagement and identify the practice any proportionate steps needed to ensure audiences and participants are diverse and representative of all communities.  
• Produce standardised E&I patient profiling reports that enable the Trust to evidence legal and regulatory compliance with the Public Sector Equality Duty, Equality Delivery System 2 (EDS2) and CQC framework.  
• We will ensure the Accessible Information Standard is used effectively to ensure we take into account of needs of people with disabilities. | 2017-18 |
| To review the Quality Improvement Strategy and embed relevant equality, inclusion and human rights based activities, measures and outcomes to supports its implementation | • Undertake equality impact assessment and analysis (EIAA) of the Quality Improvement Strategy and ensure relevant and supportive outcomes and measures are embedded with Equality and Inclusion within it.  
• To ensure there are clear action plans and benchmarks in place to help maintain high standards of accessibility to buildings throughout the trust and in outreach service settings across the Trust  
• We will ensure the Accessible Information Standard is used effectively to ensure we take into account of needs of people with disabilities. | 2016 |
### Empowered, Engaged and Well Supported Staff

**Aim 3:** We will ensure the Trust is well led and can evidence collective and inclusive leadership at all levels for the benefit of patients, families, staff, volunteers and wider community.

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| To develop and implement a new equality, inclusion and human rights policy to support and guide effective and efficient practice, behaviour and actions. | • Develop a blended learning approach to workforce training around equality, diversity and inclusion and embed and mainstream where possible learning objectives and outcomes into existing leadership, managerial and staff training programmes.  
• Establish and maintain policy and practice guidance resources to support continuous practice improvement and learning for staff around promoting equality and inclusion in their day to day work and planning. | 2016-17 |
| To embed and mainstream the NHS Workforce Race Equality Standard and improve reporting, action planning and delivery on the race equality agenda. | • Enhance data capture and standardised reporting and analysis around Human Resource Management (HRM) and Learning and Development (L&D) as it relates to race equality and the experiences and outcomes of staff from BME groups.  
• Develop race equality objectives and measures, in line with the WRES. | 2015 |
| To improve the collection and utilisation of workforce monitoring information so that outcomes and experiences for staff can be tracked, analysed and reported against more robustly. | • Enhance data capture and standardised reporting and analysis around HRM and L&D across all protected characteristics and disaggregate accordingly to track outcomes and experiences throughout employee lifecycles.  
• Develop specific measures to address identify inequality and discrimination within HRM and People and organisational development  
• Ensure effective and efficient utilisation of EIAA toolkit to develop ad improve policy and practice. | 2016-17 |
| To undertake an Equality Analysis of the People and Organisational Development Strategy and help to embed and mainstream relevant activities, measures and outcomes | • Agree positive action measures for recruitment, talent management and succession planning where under representation and a lack of diversity is identified  
• Ensure relevant topics and issues are embedded with the LiA programmes  
• Embed E&I learning objectives and outcomes across mainstream learning and development programmes | 2015 – 2018 |
# Inclusive Leadership at all levels

**Aim:** Create a culture where staff feel supported, involved and valued to give their best and where day to day behaviours are consistent with the Trust Values

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| Provide opportunities to improve diversity on the Board which is broadly representative of the population it serves. | • Ensure that any recruitment campaign for Board level roles, provide opportunity to attract and retain people from diverse backgrounds.  
   • Ensure we promote our leadership programmes within the Trust to help harness talent in all its diverse forms and provide succession into future senior and board level opportunities. | 2016-2017 |
| To deliver a refreshed learning and development programme focused on building competency and confidence in collective and inclusive leadership at all levels across the Trust | • Review our values and behaviours/ competency frameworks to ensure collective and inclusive leadership and practice is clearly defined, monitored, measured and evidenced across human resource management, people and organisational development work.  
   • Develop a blended learning approach to workforce training around equality, diversity and inclusion and embed and mainstream where possible learning objectives and outcomes into existing leadership, managerial and staff training programmes.  
   • Establish and maintain policy and practice guidance resources to support continuous practice improvement and learning for staff around promoting equality and inclusion in their day to day work and planning. | 2015-2016 |
| To review reporting and governance arrangements to ensure the equality, inclusion and human rights agenda, strategy and policy is well led throughout the Trust | • Establish the equality and inclusion steering group to help oversee the implementation strategy, policy and practice and report on progress outcomes and impact.  
   • Development of equality and diversity dashboard and a number of standardised workforce and patient profile templates to support vertical and horizontal reporting on performance and progress across all protected characteristics.  
   • Deliver a briefing to the board to support their understanding of their role in driving forward strong governance and leadership around equality and inclusion. | 2015-2016 |