

EDIB OPERATIONAL ACTION PLAN 2022-2023 (YEAR 1)				
PLEDGE 1 - Celebrate and support diversity, inclusion and belonging of our people build an inclusive culture through out staff inclusion network				
Objective 1	Actions	Owner	Progress Update	RAG
Enhance the visibility of all EDIB activity across the organisation and build and grow our LHCH Inclusion Network	Refresh the Trusts EDIB Strategy and implement across the organisation	Rachael McDonald	Action complete - EDIB Strategy in place which support wider People Strategy	
	Review the membership and terms of reference of the EDIB Steering Group to increase diversity	Rachael McDonald	ToR and membership reviewed on a regular basis to ensure diversity within the group	
	Build bespoke EDIB training in Board development sessions	Karen Nightingall	Drama based training delivered to the Board	
	Create a calendar of events and national campaigns to support planning and promotion across the organisation	Matt Back	LHCH Calendar of national campaigns and religious event in place	
	Support and promote specific staff networks that are established nationally and regionally	Rachael McDonald	National staff networks promoted across the organisation and on the HR Front Door	
	Create a new inclusive staff network group and launch across the Trust - invite guest speakers to raise the profile	Rachael McDonald	LHCH Belong Network established with a number of engagements	
	Refresh the intranet page to support accessibility of information and improved signposting	Rachael McDonald	EDIB created on the HR front door - improvement to be made in Year 2	
	Advance equality for LGBTQ+ by implementation of the Rainbow Badge Scheme 2 (awaiting info regarding launch)	R McDonald / J Shaw	The national launch is yet to be arranged, scoping is complete - awaiting the national comms.	
	Refresh of the Carers Network to provide support group for colleagues who are unpaid carers outside work	Joanne Shaw	Carers Network to be refreshed / relaunched- agenda at EDIB SG 25.05.23	
	Introduce Schwartz Rounds to provide a safe space where all staff can come together regularly to discuss social and emotional aspects of working in healthcare	Justine Brislen	Monthly Schwartz rounds running since March 2022, various topics including the emotional impact of working in a new country.	
	Provide support to our Carers and Veterans through the Veterans Aware and Employee Recognition Scheme Accreditation (ERS)	Mike Filek	Successful Veterans Aware accreditation and Employee Recognition Scheme (Silver). Further actions will be developed for Year 2	
	Celebrate diversity through staff stories and lived experiences	Rachael McDonald/Matt Back	A range of initiatives are in place to promote and support diversity. Staff stories presented at BoD. Actions rolled over into Year 2 to improved this further	
Objective 2	Actions	Owner	Progress Update	RAG
Create a compassionate and inclusive culture through a review and refresh of our leadership training and development programme and EDIB training offer	Continue to embed the Be Civil Be Kind campaign to support positive culture change and transformation	Beth Williams-Lally	This is a continuous project, next phase in the new year will be supporting HRBP's with challenging areas and running targeted culture campaigns launching the BCBK learning modules, complete with facilitated Q&A sessions/listening rooms. Bespoke BCBK initiatives developed to support Theatre improvement work being delivered as part of clinical leaders session in May 2023	
	Create a campaign which supports zero tolerance from patient and families to safeguard and support staff	Beth Williams-Lally	This has now been changed from amber to green as launched 'it's not ok' staff safety campaign, published posters and the escalation pyramid has now been signed off by Deputy Director of Nursing, culture club and HWB group. In addition, security team launched their 'safe people, feeling safe' campaign that further supports this.	
	Roll out drama based training to help challenge perceptions, improve understanding of EDIB issues in a safe learning environment	Rachael McDonald	Schedule of training rolled out with bespoke script designed to support - evaluation of training has been excellent. Further training to be considered in Year 2	
	Ensure civility and compassionate leadership is embedded within all our programmes	Christina Chackalova	Civility and compassionate leadership is embedded in all management and leadership programmes. Further work will be undertaken in June with the Psychology team to understand where and how they can support this.	
	Create an accessible Skills Booster package (video based courses and training)	Richard Sharp	Platform is ready to go live. Reviewing catalogue content to export into ESR in readiness to communicate and launch (expected to be ready by end May)	
	Set up an Education panel to help support accessible and inclusive learning	Christina Chackalova	Regular panels are running since Sep 2022. All Panel dates are confirmed until April 2024.	
	Improve access to training through the development of a training and learning catalogue	Christina Chackalova	The training Catalogue was created and launched in August 2023. This is due for review in June 2023	
	Develop and deliver unconscious bias training	Christina Chackalova	Training offered as part of the learning offer - incorporated into the leadership programme and recruitment and selection training	
	Expand the pool of trained mediators to support early dispute resolution	Christina Chackalova	ER manager has completed ACAS mediation training to provide internal support. External mediation is considered a preferred option to support better outcomes	
	Tap into external resources and promote and target programmes	Christina Chackalova	External and wider NHS resources, programmes and development opportunities are shared weekly through Weekly Bulletin or directly to colleagues who might benefit from the learning.	
PLEDGE 2 - Encourage People from diverse backgrounds to access and develop their NHS career and ensure the workforce is representative of the communities we serve				
Objective 3	Actions	Owner	Progress Update	RAG
	Refresh the Recruitment and Retention Strategy	Sarah Smith	Action Complete - Strategy in place	
	Develop a Retention Action Plan	Rachael McDonald	Action Complete - plans is regularly reviewed and refreshed.	
	Review and refresh the induction process - seek feedback from disabled colleagues to help improve the onboarding experiences	Richard Sharp	Corporate Induction day refreshed and improved - local induction still under review	
	Continue to develop opportunities for local unemployed disabled people to gain work within the organisation	Sally Turner	Working with local partners, we regularly attend careers events in the community. These events are mostly targeted at unemployed individuals. All people, including those with disabilities, are openly welcomed. Informal interviews are offered to all who wish to apply for the traineeship programme, regardless of their abilities. Widening participation programmes are further advertised through the LCR Be More website and everyone is encouraged to apply.	
	Develop a plan for moving from Disability Confident Committed (Level1) to Employer (Level 2)	Rachael McDonald	Self assessment to be undertaken in Year 2 to move to level 2	
	Develop recruitment and selection training and ensure inclusive best practice is considered	Peter Cook	Training developed and delivered as part of foundation of leadership programme and as a bespoke session.	
	Plan targeted action around diverse recruitment for Estates and Capital Management, including increasing apprenticeships from diverse backgrounds	Christina Chackalova	In progress. A plan will be in plan by June 2023	

R	Not started
A	In progress
G	Complete

EDIB OPERATIONAL ACTION PLAN 2022-2023 (YEAR 1)				
Overhaul our recruitment, promotion and flexible working practices, increase leadership diversity and widen employment opportunities to support our community	Improve student engagement at secondary level through promotion at local events / career fairs to support widening participation	Sally Turner	<i>Inspire and inform young people about roles, apprenticeships, traineeships and other widening participation programmes available to them, through regular attendance at school and college careers fairs and other employment events within the local community. Leaflets and other informational/promotional material are available at all events to encourage further interest. Contacts are taken from students with an interest in apprenticeships and traineeships, and communication is made with them following the event to keep up engagement. Mock interviews are held at local schools and colleges to give students the opportunity to practice their interview skills. Spotlight events are attended where staff can discuss their own career path, and the type of qualities and skills a person would need to have to work in the NHS in their role. Practical advice is given to students on how they can set themselves apart when looking for</i>	
	Ensure vacancies are advertised throughout the local community to increase applications from a wide range of the local population	Peter Cook	<i>Vacancies are advertised via the LCR employment team. Apprenticeship roles are pushed out to colleagues and education sector. Further actions to be developed for Year 2</i>	
	Have diverse recruitment panel and ensure that recruiting managers have the necessary training	Peter Cook	<i>diversity on panel encouraged including gender mixed panels encouraged and/or ethnic representation (if applicable). Resourcing Team support internal panels to ensure impartiality. Forms part of R&S training offer</i>	
	Continue to work with Project Search to create career opportunities for young adults with learning disabilities or autism spectrum conditions	Sally Turner	<i>Working in collaboration with the Project Search job coaches and the supported interns themselves, we have secured different placements for the interns around the Trust. Supporting the job coaches and the interns with careers events including the Reverse Careers Fairs, and also offering advice and feedback to the interns following the events. Further support for career progression is offered through mock interviews and help with job applications. Where requests for reasonable adjustments for interviews are made, the widening participation co-ordinator works with the job coaches and the team managers to put a plan into action</i>	
	Join the NHS Core Offer Pledge Network to help support young people to capitalise on job opportunities	Rachael McDonald	<i>As an anchor institution, we are working with local partners to provide career pathways to young people that will improve their life opportunities. Employing local young people enhances our reputation as an employer with strong community links and could help improve staff retention and loyalty. This is work with the Princes trust, we are linking this to the work we are undertaking with volunteers veterans support working with cadets.</i>	
	Provide a Women in Leadership Programme to support personal development and to create a professional support network	Christina Chakalova	<i>A contact with the training provider is established with the provider. The programme will be promoted as part of our offer of development opportunities, supporting the appraisal process.</i>	
	Review how reasonable adjustments are managed within the recruitment and interview process and identify improvements	Peter Cook	<i>Currently we have a guaranteed interview for disabled people who meet the essential criteria. As part of the recruitment strategy this will be consistently reviewed and improved if required. Working closely with managers to understand their approach. We have sent over interview questions before the interview to people who have requested due to disability needs. reasonable adjustment passport in place. Further actions to be developed in year 2</i>	
PLEDGE 3 - Develop and improve our equality performance and increase diversity within our Board and senior leadership teams				
Objective 4	Actions	Owner	Progress Update	RAG
Improve experiences for our ethnic minority and disabled workforce as outlined in the workforce race / disability equality standard (WRES/WDES and Anti Racist Framework	Submit and published our WRES and WDES data in line with national requirements	Rachael McDonald	<i>WRES and WDES submitted in line with deadline of 31st August 2022 - results presented to Board in September 22</i>	
	Create a pipeline programme to support staff from diverse backgrounds to develop their careers	Christina Chakalova / Anna York	<i>As part of the Accelerate programme this year the OD team designed and delivered sessions on Application and CV writing, Interviewing and presentation skills. Currently the interventions from the last year are under evaluation. In next few months (June-July 2023) a decision will be taken on how to proceed with this forward.</i>	
	Offer a career conversation via the scope for growth project to all ethnic minority colleagues	Christina Chackalova	<i>Available to all colleagues. A session for colleagues from diverse background will be scheduled in June 2023.</i>	
	Micro-aggressions awareness training designed to identify subtle forms of discrimination	Rachael McDonald	<i>Scoped a provider and shared skills boosters with EDIB steering group last week who have approved engagement. To be launched in June 23</i>	
	Support eligible colleagues to apply for the Stepping Up and Ready Now Programmes delivered by the Leadership Academy	Christina Chakalova	<i>Programmes under review and not available. Leadership Academy programme form part of the OD offer / learning catalogue.</i>	
	Develop and submit a bid for the 2023 WDES Innovation fund, for additional funding for projects supporting Disabled staff.	Rachael McDonald	<i>The programme is advertised as part of the learning catalogue, however there are no current dates for the programme. LA confirmed these programmes are under review.</i>	
	Develop and publish Anti Racist Commitment Statement and actions framework	Rachael McDonald	<i>Anti Racism Commitment Statement approved by the Board and published on our internet / intranet site. Further actions to be developed in Year 2 to support delivery of the framework</i>	
	Draft an anti-racism policy which clearly communicates the trusts pro-active stance	Rachael McDonald	<i>To be scoped and developed in Year 2</i>	
	Schedule listening events and focus groups to present the WRES/WDES results and to understand their experiences, ensuring there is a safe space for these discussions	Rachael McDonald / Richard Sharp	<i>Engagement event held with employees from minority ethnic colleagues with option for a confidential listening room. Feedback will inform year 2 action plan alongside WRES results</i>	
	Analyse data around apprenticeship uptake from disabled and minority ethnic applicants/colleagues, and review apprenticeships offer to encourage applications accordingly	Christina Chakalova	<i>Monthly reporting apprenticeship uptake and profile of apprentices agreed with National Apprenticeship services. Reporting commenced in January 23 Engagement event held across National Apprenticeship week even (6th-12 Feb 2023), where training providers can showcase their recent offer. The Disabled Apprentice Network (DAN) and invited them to participate in our event. L3 and L5 Women in leadership apprenticeship were presented to EDIB steering group. This will be promoted as a learning opportunity across the trust and linked to some current development opportunities.</i>	
	Explore running reverse / reciprocal mentoring programme	Richard Sharp	<i>Mentoring Platform to be launch in June which will the option for reciprocal / reverse mentoring</i>	
	Develop and implement Reasonable adjustments policy and passport to better support staff with disabilities and/or long term conditions	Rachael McDonald	<i>Reasonable adjustment passport in place - policy to be developed in Year 2 aligned to the review of managing attendance policy</i>	
	Develop bespoke career development opportunities for disabled staff to help advance their careers	Christina Chakalova	<i>As a first step we need to understand our disability infographic and establish base line on how to address those in line with WDES. Learn more about the WDES and train all staff providing learning and development trainings on how to accommodate those. Current learning content is scrutinised and will be adapted to accommodate disabilities. All E2E trainings we are currently delivering are accessible for disable staff with impaired mobility.</i>	
	Review the Bullying and Harassment Policy to ensure the BCBK principles are aligned and the process for dealing with incivility is made clear	Beth Williams Lally	<i>This can now be done, it was always our intention to complete 2 campaigns (the way staff treat each other and how we can support staff from patients/carers/family members). Now that we have rolled out both campaigns (BCBK launch and 'it's not ok') I will now make the necessary updates to the policy.</i>	
	Follow-up on the learning offer in relation to any red WRES indicators	Rachael McDonald	<i>Action complete</i>	
	Improve support around neuro diversity and provide associated awareness training	Justine Brislen	<i>LHCH selected as first phase rollout for Oliver McGowan Mandatory Training. L&D Neurodiversity champion identified to drive forward awareness. Further action will be developed for Year 2</i>	

EDIB OPERATIONAL ACTION PLAN 2022-2023 (YEAR 1)				
	Review the good practice published by NHS Employers and identify and implement interventions	Rachael McDonald	Complete - national guidance this will inform actions for year 2 action plan	
Objective 5	Actions	Owner	Progress Update	RAG
Improve the quality of our equality information to facilitate better decision making and ensure compliance with the Public Sector Equality Duty (PSED) and other national requirements	Deliver and improve on our EDS2/3 grading assessment (see specifics in objective 6/7)	Jo Shaw	completed - board approved feb 2023	
	Review and publish a workforce monitoring report as per PSED requirements	Rachael McDonald	Equality Monitoring Report in draft - to be reviewed by EDIB SG in May before publication	
	Improve our EDI workforce composition through a data cleanse exercise and report progress to the EDIB Steering Group	Rachael McDonald	Regular data cleanse exercise undertaken with improved functionality in ESR. Review of equality monitoring report to establish further actions in Year 2	
	Develop locally defined goals to increase BAME representation at Band 8a and above in line with model employer standards	Rachael McDonald	To be defined following publication of the equality monitoring report - action for Year 2	
	Use the staff survey results to understand employee voice and to identify improvements / actions	Rachael McDonald	Action plan under development.	
	Publish our Gender Gap Report and develop a narrative and action plan to help tackle any identified gap	Rachael McDonald	Report published in March 2023 in line with statutory deadline and reported to Board. Report was taken through EDIB SG to inform action planning for year 2	
	Work and collaborate with the C&M workforce equality forum	Rachael McDonald / Jo Shaw	Regular attendance at this meeting by a member of the team	
PLEDGE 4 - Commit to a more concerted systematic approach to reducing health inequalities and addressing unwarranted variation in care, particularly within underrepresented groups				
Objective 6	Actions	Owner	Progress Update	RAG
Reduce Barriers experienced by patients, individuals and specific groups who engage with LHCH and identify how to address issues in relation to health inequalities to support better outcomes for all	Complete the new Equality Delivery System 2022 and take through the EDIB Steering Group	Joanne Shaw	action complete - approved by Board in Feb 2023	
	Hypertension case study to support EDS2	Joanne Shaw / Elaine Gossage	action complete - approved by Board in Feb 2023	
	work with Place to determine new KPIS	Laura Allwood	A full place assessment was undertaken in September 2022 and an action plan has been sent to all the wards and departments. Additional work to support the needs for dementia will be actioned in June	
	Hold Patient Engagement Events	Laura Allwood / Tina Kenny	Patient engagement event held in February 23 around the quality priorities- from this the priorities will be set for next year into an action plan. Tina Kenny leads on this	
	Take services into the community and into hard to reach areas e.g. yellow bus	Katie Fitzsimmons	LHCH Healthy Families Heart Project – Project has been rolled out to cover C&M. Targeted approach to delivery is being carried out for 23/24 (Phase 1 & Phase 2 schools) located in the most deprived areas of C&M. There are 8 schools signed up in the new financial year (3 in phase 1 – most deprived areas, 5 in phase 2). New partners signed up to support delivery include Everton in the Community and Alder Hey Children's Hospital who will carry out height and weight checks for children attending the school. Next school event is on 17th May 23. Opportunistic testing in the community – this is an ongoing prevention activity with the team carrying out BP, Cholesterol, manual pulse checks and offering Lifestyle advice using a MECC approach. Targeting Asylum Seekers, food banks, prisons.	
Objective 7	Actions	Owner		RAG
Improve patient access and experience to reduce the inequality gap, ensuring patients with learning difficulties and/or language needs are able to access our services	Appoint a Lead Learning Disability Matron	Claire Harvey	Complete - divisional matron for Medicine appointed into role	
	Deliver Makaton training to staff to support people with learning and communication difficulties to communicate	Claire Harvey	36 staff to date have been training in level 1 Makaton. Further dates are scheduled for level 1 training - actions to be rolled across in Year 2	
	Implement DA languages as per C&M ICB roll out project	Laura Allwood	3 year contract in place - issues with the service have been identified and raised with the ICB. Signalise a British Sign Language company started in April 2023 who offer face to face support and video interpretation for patients	
	Roll out the new FFt in multiple languages	KL	Awaiting new FFT system to be in place - to be rolled into Year 2	
	Have learner disability champions all areas	Claire Harvey	Nominated LD champions and meeting are held on a monthly basis. Service user with a LD will attend the meeting in May 2023. To be rolled out to all areas in Year 2	