



IMPROVEMENT ACTION PLAN

Including action on WRES/WDES

2023-2026

Our objectives include actions with KPIs / measurable that will be reviewed (and updated where necessary) annually by the Inclusion group. The actions included relate to all levels and roles across ELHT, as everyone has a responsibility to support this agenda, and there are specific elements aimed at system ICB/ICS and national level.

EQUALITY DIVERSITY AND INCLUSION IMPROVEMENT ACTION PLAN 2023-2026

◆ ELHT Priorities



◆ ICS/ICB System priorities

◆ National Priorities





Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
1. ACCOUNTABILITY FOR EQUALITY, DIVERSITY AND INCLUSION (EDI)	◆	Develop a Diversity, Inclusion and Belonging Strategy through engagement and co-design with key groups.	People and Culture Strategic Plan	No strategy in place, we have separate frameworks e.g. WRES, WDES, EDS, GPG, etc.	Bring together the strands of workforce inclusion, health equity and equality of experience.	May 2024	Emma Dawkins Nazir Makda	People & Culture Committee Trust Board
	◆ ◆	Trust and Directorate EDI Improvement objectives embedded into the Trust accountability frameworks, the BAF and annual appraisal.	CQC Inspection NHS EDI Improvement Plan WRES/WDES indicators 9&10	Exec Sponsors for staff networks	Boards should be able to demonstrate their understanding of and progress towards race equality and Inclusion, an essential criterion in job descriptions for board members and all very senior manager (VSM) grades.	Annually	Emma Dawkins Kate Quinn	People & Culture Committee Trust Board
	◆	Every board and executive team member must have EDI objectives that are specific,	EDI Improvement Plan	Leaders set the tone and culture of ELHT Exec Sponsors for staff networks	Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).	March 2024, then annually.	Shazad Sarwar Kate Quinn	People & Culture Committee Trust Board

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		measurable, achievable, relevant, and time bound (SMART) and be assessed against these as part of their annual appraisal process						
	♦	Board members should demonstrate how organisational data and lived experience have been used to improve culture	EDI Improvement Plan	SAFE Space conversations with Execs Reverse Mentoring WRES/WDES and EDI Reports to Board Execs attend Staff network group meetings	Executive Sponsors Identified for all Staff Network groups	March 2025	Kate Quinn	People & Culture Committee Trust Board
	♦	Trust 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.	EDI Improvement Plan	WRES/WDES Reports GPG Report Rainbow badge accreditation Staff Survey results Staff Networks	Develop EDI dashboard	March 2024	Kate Quinn	People & Culture Committee Trust Board

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	◆	Development of a cultural dashboard.	WRES Indicators 1,2, WDES Metrics Equality Pay Gaps	HR & OD metrics are on various systems and spreadsheets	Measure diversity, inclusion and belonging progress at Trust and divisional levels to aid accountability and commitment	Dec 2023	Matt Ireland Emma Dawkins Lorraine Atherton	People & Culture Committee
	◆	Develop intelligence on inclusion hotspots such as bank staff, Internationally educated nurses and specific professional groups	WRES WDES	Bank WRES data BAME staff network International and overseas staff network group Staff survey	Identification of barriers and biases, and targeted action to overcome specific inequalities, discrimination and marginalisation experienced by certain groups and individuals.	Annually	Deanne Staveley Lorraine Atherton Mudassir Gire	People & Culture Committee
	◆◆	Development of lived experience sharing mechanisms via the new People & Culture Committee	WRES WDES	Staff Networks Festival of Inclusion Safe Spaces with Execs Reverse mentoring	At least 2 stories per meeting	Sep 2023	Staff Network Chairs/ Co-Chairs	People & Culture Committee
	◆	Analyse data to understand pay	EDI Improvement	Gender Pay gap reporting, women earn 93p for	Year-on-year reductions in the gender, race and	Sex and race by 2024	Mudassir Gire	Tracked and monitored

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		gaps by protected characteristic and put in place an improvement plan.	Plan	every £1 men earn when comparing median hourly pay. Women's mean hourly pay is 23% lower than men's.	disability pay gaps	Disability by 2025 and other protected characteristics by 2026		by Trust board.
2. CREATING AN INCLUSIVE AND BELONGING CULTURE								
		Support the ongoing expansion and development of our diverse staff networks, providing protected time and development to co-chairs, so that they can drive improvements and actions plan to deliver on national frameworks	WRES/WDES NHS EDI Imp. Plan	9 Staff Networks established Protected time approved for Chairs/co-chairs and also for members	Develop new networks as required	Ongoing	Nazir Makda	People and Culture Delivery and Governance Group People & Culture Committee
		Develop and deliver actions from Bronze Rainbow badge	Rainbow badge Scheme	Bronze accreditation	Achieve Silver accreditation	Nov 2024	Martyn Pugh Lorraine Atherton	People & Culture Committee

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		scheme.						
	◆	Align the Festival of Inclusion activity to the EDI Improvement Plan to spotlight our activities and raise awareness of specific issues concerning protected groups	WRES WDES Rainbow badge EDI Improvement Plan	This year we will celebrate the 5 th Festival of Inclusion with a bumper programme	Inclusive and compassionate leadership Anti-racism and Allyship	Oct 2023 then annually	Nazir Makda	People and Culture Delivery and Governance Group Senior Leadership group People & Culture Committee
	◆◆	Create a calendar of Inclusion and belonging events, training and engagement activities	WRES WDES Rainbow badge EDI Improvement Plan	The ICB have produced a calendar of events which ELHT has adopted and adapted	To raise awareness and increase EDI competence and cultural awareness amongst staff at all levels	As per event schedule	Staff Network Chairs	People & Culture Committee
	◆	Development of leadership and management training includes EDI, allyship, behaviour framework, reasonable	WRES WDES Rainbow badge EDI Improvement Plan	Leadership Framework launched	EDI-specific content embedded within leadership and management programmes	July 2023	Ruth Fort	People and Culture Delivery and Governance Group

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		adjustments						
	 	Develop a portfolio of EDI training for staff at all levels	WRES WDES Rainbow badge EDI Improvement Plan	Mandatory e-learning available	Encourage behavioural and mind-set change	From Dec 2023	Nazir Makda	People and Culture Delivery and Governance Group
	 	Continue to raise the profile and visibility of disabled staff in many of our publications, channels, events and web resources Identify and work with Disabled staff in senior positions to develop and share personal stories about their lived experience in blogs/podcast Celebrating	WDES Indicator 9	Engagement score is 6.5	Reduce gap in staff engagement scores from 6.5% to national best 7.4%.	Annually	Tanya Furk-Stephens Shelly Wright Jane Wilkinson	Inclusion group

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		Disability History Month						
	◆	Implement an effective flexible working and agile policy	EDI Improvement Plan	Flex & Agile policy Advertising and promoting flexible working options on our recruitment campaigns and internally via all communication channels.	Higher uptake of flexible working options by staff	Mar 2024	Lorraine Atherton	People and Culture Delivery and Governance Group
3. ACTIONS AND IMPACT: DELIVERY OF OUR EDI IMPROVEMENT PLAN TO REDUCE DISPARITIES AND IMPROVE THE EXPERIENCE OF OUR STAFF		3.1 ANTI-RACISM AND ALLYSHIP FRAMEWORK						
	◆ ◆ ◆	Develop and launch an 'allyship, belonging and compassion' framework with staff networks and wider workforce	WRES WDES GPG	Project Team in place Triumvirate leads	To develop an outstanding culture of belonging and allyship, through collective action in becoming an anti-racist organisation	Ongoing	Emma Dawkins	People & Culture Committee
	◆ ◆ ◆	Adopt the BAME Assembly Anti-Racism Framework	WRES	WRES Report	Achieve Bronze accreditation	Dec 2024	Alison Brown	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
Strategic Aim		<p>Design a suite of anti-racism resources and campaign including support for colleagues raising concerns and review of process to review /investigate concerns</p>						
		3.2 INCLUSIVE RECRUITMENT						
	<p>◆ ◆</p>	<p>Inclusive recruitment sub group to be established</p>	<p>WRES WDES</p>	<p>Recruitment and Retention Steering Group has been established.</p>	<p>Feeding into the Recruitment & Retention Steering group</p>	<p>Oct 2023</p>	<p>Heather Coleman</p>	<p>People & Culture Committee</p>
◆	<p>Process mapping of recruitment and selection processes from an EDI perspective to ensure enhanced experience,</p>	<p>WRES WDES</p>	<p>Recruitment Steering Group Recruitment monitoring reports</p>	<p>Year-on-year improvement in race and disability representation leading to parity over the life of the plan</p>	<p>May 2024</p>	<p>Matt Ireland Deanne Staveley</p>	<p>People & Culture Committee</p>	

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		awareness of barriers to move away from the perception of this being an administrative process, analysis of applicants to review where we might have bias, barriers in the system based on protected characteristics						
	◆	Model Employer goals to improvements in recruitment of additional ethnic minority people in senior leadership positions over the next 4 years to reach equity for bands 5 and above.	WRES Indicators 2, 10.	Under-representation in bands 6 and above.	Year-on- year improvement in representation of senior leadership (Band 6 and above) over the life of the plan Model Employer target for ELHT is 19% for bands 6 and above roles Refer to appendix 1 for detailed breakdown.	Mar 2024 and then Annual Review	Emma Dawkins	Finance and performance Committee People & Culture Committee
	◆	Development and rollout of Inclusive Recruitment	WRES Indicator 2 WDES Metric 2	Gaps in awareness amongst managers	Practical guidance for managers to create an inclusive environment, avoid bias and ensure an	Nov 2023	Matt Ireland	People & Culture Committee

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		Guidance to recruiting managers			inclusive recruitment process			
	◆	Undertake quarterly review of recruitment activity for all protected characteristics to analyse any disparities or discrimination taking place Introduce random recruitment monitoring audits to be reintroduced	WRES Indicator 2 WDES Metric 2	WRES ratio is 2.26 WDES ratio is 0.83	Ratio below 1.00 to Reduce the inequality in recruitment appointment from shortlisting	Quarterly	Nazir Makda Gill MacDonald	Finance & performance Committee People & Culture Committee
	◆	Introduce a clear strategy around Recruitment and integration of internationally recruited colleagues	WRES 1, 2, 5, 6, 7 EDI Improvement Plan	The Trust welcomes 20 international nurses each month. The welcome sessions, facilitated by Pastoral Care Nurses Danni and Giuseppe Ferrari, include comprehensive induction, on boarding, visits from Ward Managers, Practice Development	Sense of belonging for internationally recruited staff Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed	Mar 2024	Lorraine Atherton	People & Culture Committee





Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
				Nurses and representatives from the Well Team to introduce themselves and offer guidance and reassurance to their new colleagues. They also include sessions from a HSBC representative who advises them on financial issues	psychological safety			
	◆	Development of plans to scale and spread use of Fair Recruitment Champions (FRC) linked to our Policy to include shortlisting and interviews.	WRES WDES	15 Fair Recruitment Champions have been trained. Fair Recruitment Champions currently sit on Senior manager interviews only.	Recruit another 30 FRC so that a system of 'comply or explain' to ensure fairness during interviews. This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process, if it was deemed unfair	June 2024	Nazir Makda Emma Dawkins	People & Culture Committee
	◆	To ensure all temporary and acting up vacancies are visible, fair, transparent and accessible for all	WRES WDES EDI Improvement Plan	New protocol in place to ensure all temporary and acting up vacancies are advertised for a minimum of 10 days and advertised globally	Wider talent pool to choose from	May 2023	Deanne Staveley Gill Macdonald	People & Culture Committee





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	◆	Roll out Fair Recruitment & Selection Training	WRES 1, 2 WDES 1, 2	Training paused due to capacity issues	Eliminate inequalities and bias from the recruitment process	Feb 2024	Gill Macdonald	People & Culture Committee
	◆	Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan.	EDI Improvement Plan	Apprenticeships Step into the NHS Cadets	Creation of career pathways into the ELHT such as apprenticeship programmes and graduate management training schemes Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint.	October 2024	Julia Owen Andy Wells	People & Culture Committee
		3.3 ACCESS TO CAREER PROGRESSION, TRAINING AND DEVELOPMENT OPPORTUNITIES						
	◆	Development of ELHTs approach to inclusive talent management and succession planning taking feedback from	EDI Improvement Plan	Promotion of HEE and Leadership academy programmes. Internal Leadership & Management development	Implement a talent management plan to improve the diversity of executive and senior leadership teams	June 2024 and evidence progress of implementation by June 2025	Bethany Waller	People & Culture Committee





Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		Staff Networks and leaders about their experiences to develop into case studies.		programmes				
	♦	<p>Reduce inequality and bring parity in career progression for WRES/WDES via these actions;</p> <ul style="list-style-type: none"> ○ Implement requirement for an Equality Champion to sit on recruitment and selection panels. ○ Monitor selection processes for acting up and secondment positions to identify any potential adverse impact on 	<p>WDES Indicator 5</p> <p>WRES Indicator 7</p>	<p>WDES 57.4%</p> <p>WRES 50.3%</p>	<p>Achieve national best for WDES 68.2%</p> <p>Achieve national best for WRES 64.2%</p>	Annually	<p>Emma Dawkins</p> <p>Matt Ireland</p> <p>Heather Coleman</p>	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		Disabled staff. ○ Develop talent management programme that will support BAME/Disabled colleagues to progress up seniority						
	♦	Career conversation and appraisal training to include cultural competence, awareness of WDES, WRES data	WDES WRES EDI Imp Plan	Career development workshops Supervision, coaching and mentoring and routine 121s	To understand the barriers to progression and the social model of disability, systemic issues, bias, micro aggressions etc.	Ongoing	Carl Dearden Nazir Makda Bethany Waller	People & Culture Committee
	♦	Development of system to track internal acting up and promotions so we can track the impact of programmes.	WDES WRES EDI Imp Plan	ESR does not report on acting up and promotions	Identification of barriers and biases, and to overcome specific inequalities, discrimination within acting up and promotions e.g., tap on shoulder, nepotism, etc	Starting from Mar 2024 and then Quarterly	Deanne Staveley Mudassir Gire	People & Culture Committee





Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		<p>Career development coaching to be targeted to particular staff groups</p> <p>Targeted survey of colleagues with protected characteristics to understand aspirations and next steps and ask 'what are your gaps'; linked to talent conversations</p>	WRES WDES	Review of current coaches and mentors re demographics and recruitment of wider pool to enable colleagues to request a match based on protected characteristics	Coaching conversation offer for any one not successful on wider offers for self-development and exposure.	Ongoing	Rachael Rogers Beth Waller	People & Culture Committee
	◆	Development of a Leadership Forum	WRES WDES	Leadership Framework	Open access forum to promote career advancement, members join and register with their strengths, aspirations, and development needs.	Oct 2023	Emma Dawkins Ruth Fort Beth Waller	People & Culture Delivery & Governance Committee



Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
	 	Succession planning for board members to be developed and piloted with executive team with a focus on increasing Executive Board representation for BAME and Disabled staff	WRES indicator 9 WDES Indicator 10	Staff with disabilities under-represented at Board BAME Board representation is reflective of local community ICB Non-Exec Director Development Programme	Increase Board member disclosure rates to 100%	Annually	Kate Quinn Emma Dawkins	People & Culture Committee Trust Board
	 	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	EDI Improvement Plan	International & Overseas staff network group Mary Seacole Programme	Give international recruits access to the same development opportunities as the wider workforce.	Mar 2024	Lorraine Atherton	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		3.4 CREATE AN ENVIRONMENT THAT ELIMINATES THE CONDITIONS IN WHICH BULLYING, DISCRIMINATION, HARASSMENT AND PHYSICAL VIOLENCE AT WORK OCCUR						
	 	Establish a Bullying & Harassment Task and Finish Group	Staff Survey WRES WDES	Resolution Policy	Reduction in bullying and harassment for all protected groups	July 2024	Jane Wilkinson Lee Barnes Catherine Evans	People & Culture Committee
	 	Initiate a review of our behavioural framework offer against the national 'civility saves lives' and civility and respect national programme and toolkit Pull a package	Staff Survey WRES WDES	Behaviour Framework has been rolled out and is part of the appraisal discussion	Staff are treated with civility, respect and can speak up safely. Eliminate microaggressions.	Ongoing	Lorraine Atherton Lindsay Emmett	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
Strategic Aim		together of training in respect of civility, respect, behaviours						
	 	<p>Create an environment where staff feel able to speak up and raise concerns.</p> <p>Board to review this by protected characteristic and take steps to ensure parity for all staff</p>	<p>WRES</p> <p>WDES</p> <p>EDI Improvement Plan</p>	<p>FTSU Guardian</p> <p>Speaking Up Month</p>	Steady year-on-year improvements.	March 2024		People & Culture Committee
	 	<p>Review disciplinary and employee relations processes, obtaining insights on themes and trends from trust solicitors.</p> <p>Add disciplinary investigations by</p>	<p>WRES</p> <p>WDES</p>	<p>Employee Relations Review Group monitor cases and provide assurances that where the data shows inconsistency in approach, immediate steps are taken to improve this.</p>	All staff who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics.	March 2024	Jane Wilkinson	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		protected groups to the EDI dashboard						
	<p>◆</p> <p>◆</p>	<p>Review cases of Disabled colleagues entering the formal capability process</p> <p>Hold engagement sessions with Disabled staff and trade union partners to explore how any bias in the performance management system can be removed.</p>	WDES Indicator 3	No cases reported	Ratio to be below 1	Annually	<p>Nazir Makda</p> <p>Tanya Furk-Stephens</p> <p>Shelly Wright</p> <p>Jane Wilkinson</p>	People & Culture Committee
	◆	Reduce the incidence of Disabled and BAME colleagues experiencing harassment, bullying and abuse from staff, managers,	WDES Indicator 3	<p>WRES</p> <ul style="list-style-type: none"> ○ Patients/public is 24% ○ Manager is 14% ○ Staff is 24 <p>WDES</p> <ul style="list-style-type: none"> ○ Patients/public is 29.7% ○ Manager is 12.3% 	<p>Improvement in staff survey results on B+H to National Best</p> <p>WRES</p> <ul style="list-style-type: none"> ○ Patients/public is 8.8% ○ Manager is 3.7% ○ Staff is 14.8% 	Annually	<p>Jane Butcher</p> <p>Jane Wilkinson</p> <p>Lorraine Atherton</p>	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		patients and the public via the following actions <ul style="list-style-type: none"> ○ Promote speaking up ○ Develop case studies for use in management training to help reduce incidents. ○ Embed Behavioural Standards Framework 		<ul style="list-style-type: none"> ○ Staff is 22.7% 	WDES <ul style="list-style-type: none"> ○ Patients/public is 10.6% ○ Manager is 9.1% ○ Staff is 13.8 			
	 	Encourage disabled colleagues to report incidence of harassment, bullying discrimination and abuse via the FTSU Staff Guardian Team	WDES Indicator 4b	47% reported experiencing BH or abuse	Increase % to National best 66.7%	Annually	Tanya Furk-Stephens Shelly Wright Jane Wilkinson	People & Culture Committee
	 	Provide comprehensive psychological support for all	WRES WDES	Well Services First assist	Mechanisms in place to ensure staff who raise concerns are protected by the trust.	March 2024	Lee Barnes	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
3.5 DEVELOP AND IMPLEMENT AN IMPROVEMENT PLAN TO ADDRESS REASONABLE ADJUSTMENTS WELLBEING AND HEALTH INEQUALITIES WITHIN THE		individuals who report that they have been a victim of bullying, harassment, discrimination or violence		Mental wellbeing support Counselling Occupational health support	Improvement in staff survey results on discrimination from line managers/teams			
	 	Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence	WRES WDES	Domestic Violence Policy Behavioural Standards	Support should be available for those who need it, and staff should know how to access it	June 2024	Jane Wilkinson	People & Culture Committee
		3.5 DEVELOP AND IMPLEMENT AN IMPROVEMENT PLAN TO ADDRESS REASONABLE ADJUSTMENTS WELLBEING AND HEALTH INEQUALITIES WITHIN THE						

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		WORKFORCE						
	♦	<p>Launch the Wellbeing & Adjustment passport which allows individuals to easily record information about their condition, any reasonable adjustments they may have in place and any difficulties they face.</p> <p>Advise managers on the provision of reasonable adjustments through embedding the wellbeing passport</p> <p>Review and develop a more supportive and effective</p>	<p>WDES indicator 8</p>	<p>74% of staff with a long lasting health condition or illness saying ELHT has made reasonable adjustment(s) to enable them to carry out their work</p> <p>Wellness Action plan</p>	<p>Improvement to national best 89%</p>	<p>Oct 2024 & then annually</p>	<p>Lee Barnes Emma Dawkins Jane Wilkinson</p>	<p>People & Culture Committee</p>

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		approach to the management of requests for reasonable adjustments.						
	◆	Listening activities with Disability Staff Networks to improve intelligence about staff experiences	WDES	'This is Me' stories from Mental Health Network - used as a pilot to promote lived experience and people sharing their experiences to be rolled out across other networks. Big conversations events Executive Director led "safe spaces" for courageous conversations held with both DAWN and mental health networks	Development of more safe spaces that are regularly promoted for disabled colleagues to drop in to	Ongoing	Tanya Furk-Stephens Shelly Wright Jane Wilkinson	People & Culture Committee
	◆	Development and rollout of detailed guidance around the provision of reasonable adjustments for managers (in partnership with Disability Staff Networks)	WDES	Review how Access to Work process is signposted and reviewed so we pick up system issues	OH to explore as part of the training for managers how reasonable adjustments are followed through - including the pilot of a 'comply or explain' monitoring approach.	Mar 2024	Simon Brewer	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
	◆	Finalise the Neurodiversity toolkit and support roll out with training		Neurodiversity task and finish group			Nazir Makda	People & Culture Committee
	◆	Discussion with finance to scope a disability budget	WDES	No central budget to support reasonable adjustments	Funding for reasonable adjustments	Aug 2023	Emma Dawkins	People & Culture Committee
	◆	Increase the number of staff declaring their disability. Work with the DAWN, Mental Health and neurodiversity staff network to develop a communications campaign highlighting the benefits of declaring.	WDES Indicator 1	4% of staff have disclosed a disability in ESR compared to 15% in staff survey	Demonstrate year-on-year improvement in disability declaration rates from 4% to 15%, so that ESR data is accurate about people with a disability, as measured by the WDES Increase declaration	Review Annually Aug 2026	Tanya Furk-Stephens Jane Wilkinson Shelley Wright	Inclusion Group
	◆	Explore presenteeism at the Attendance Management Task & Finish	WDES Indicator 6	32% of disabled staff have felt pressure from their manager to come to work, despite not feeling well enough to perform	Reduce level of presenteeism experienced by Disabled staff from 32% to National best 15%.	Annually	Matt Ireland Jane Wilkinson Lorraine	People & Culture Committee

Strategic Aim		Specific Action	Metrics	Current Position Performance	KPI's Outcomes Success measure	Due date	Leads/Delivery	Governance
		<p>review group</p> <p>Review agile/home working and allowing more flexible working times/styles to ensure that it is fully supportive of colleagues with a disability.</p> <p>Embed wellbeing and adjustment passport in Appraisal/PDR.</p>		their duties.			<p>Atherton</p> <p>Carl Dearden</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.</p>	<p>EDI Improvement Plan</p> <p>WDES</p>	Appraisal/PDR	Line managers complete the Wellbeing & adjustment passport for their staff	October 2023	Lee Barnes	People & Culture Committee

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4. Addressing Health Inequalities - to close the health inequity gap for our patients and communities across East Lancashire. Our ambition is to “ensure equitable access to our services and improve health outcomes for all our patients”								
	◆	Work in partnership with community organisations, facilitated by ICBs 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	EDI Improvement Plan WRES 1, 2 WDES 1, 2	Partnership working	Improve employment opportunities across healthcare	April 2025	Arif Patel	SLG
	◆	Implement Goals 1&2 of the NHS Delivery System (EDS)	Equality Delivery System	Project group in place	Attain achieving for Goals 1&2	Nov 2025	Arif Patel Tony McDonald	SLG

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	♦	Cultural & Religious Competencies	WRES Core 20 Plus	Basic mandatory EDI e-learning does not cover culture/religion	At least 2 F2F sessions per month	From Feb 2024	Nazir Makda	Inclusion group

APPENDIX 1 - MODEL EMPLOYER TARGET FOR WRES INDICATOR 1

AFC Bands/Other Pay Grades	Current numbers of BAME staff in position	Current BAME %	Additional numbers of BAME staff required to reach 19%
6	282	17%	33.21
7	108	12.53%	55.78
8a	32	9.82%	29.94
8b	6	6.67%	11.1
8c	4	8.16%	5.31
8d	4	20%	NA
9	1	6.25%	2.04
VSM	4	18.18%	0.18