



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 |

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| | | 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 |

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| | | 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 |

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| | ◆ | Design a suite of anti-racism resources and campaign including support for colleagues raising concerns and review of process to review /investigate concerns | | | | | | |
| | | 3.2 INCLUSIVE RECRUITMENT | | | | | | |
| | ◆ ◆ | Inclusive recruitment sub group to be established | WRES WDES | Recruitment and Retention Steering Group has been established. | Feeding into the Recruitment & Retention Steering group | Oct 2023 | Heather Coleman | People & Culture Committee |
| | ◆ | Process mapping of recruitment and selection processes from an EDI perspective to ensure enhanced experience, | WRES WDES | Recruitment Steering Group Recruitment monitoring reports | Year-on-year improvement in race and disability representation leading to parity over the life of the plan | May 2024 | Matt Ireland Deanne Staveley | People & Culture Committee |

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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. | <p>Year-on- year improvement in representation of senior leadership (Band 6 and above) over the life of the plan</p> <p>Model Employer target for ELHT is 19% for bands 6 and above roles</p> <p>Refer to appendix 1 for detailed breakdown.</p> | Mar 2024 and then Annual Review | Emma Dawkins | <p>Finance and performance Committee</p> <p>People & Culture Committee</p> |
| | ◆ | 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 Dunni 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 |





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| | | | | 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 |





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| | | 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 |




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| | | 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 |





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| | | <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 |



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| |   | 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 |

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| | | 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 |

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| | | 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> | Employee Relations Review Group monitor cases and provide assurances that where the data shows inconsistency in approach, immediate steps are taken to improve this. | 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 |

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| | | protected groups to the EDI dashboard | | | | | | |
| |   | <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 |

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| | | 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 |

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| | | 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 | | | | | | |


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| | | 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> | WDES indicator 8 | <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> | Improvement to national best 89% | Oct 2024 & then annually | <p>Lee Barnes</p> <p>Emma Dawkins</p> <p>Jane Wilkinson</p> | People & Culture Committee |

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| | | approach to the management of requests for reasonable adjustments. | | | | | | |
| | ◆ | Listening activities with Disability Staff Networks to improve intelligence about staff experiences | WDES | <p>'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.</p> <p>Big conversations events</p> <p>Executive Director led "safe spaces" for courageous conversations held with both DAWN and mental health networks</p> | Development of more safe spaces that are regularly promoted for disabled colleagues to drop in to | Ongoing | <p>Tanya Furk-Stephens</p> <p>Shelly Wright</p> <p>Jane Wilkinson</p> | 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 |

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| | ◆ | 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 |
| | ◆ | <p>Increase the number of staff declaring their disability.</p> <p>Work with the DAWN, Mental Health and neurodiversity staff network to develop a communications campaign highlighting the benefits of declaring.</p> | WDES Indicator 1 | 4% of staff have disclosed a disability in ESR compared to 15% in staff survey | <p>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</p> <p>Increase declaration</p> | Review Annually Aug 2026 | <p>Tanya Furk-Stephens</p> <p>Jane Wilkinson</p> <p>Shelley Wright</p> | 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 | <p>Matt Ireland</p> <p>Jane Wilkinson</p> <p>Lorraine</p> | People & Culture Committee |

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| | | <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> | |
| | ◆ | 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>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 |