

BSW ICB Equality Diversity and Inclusion Action Plan for 2024/2025

S Green

Chief People Officer



Introduction

We want BSW ICB to lead the way in :

- Developing and building a diverse workforce reflective of our communities and society
- Being known as a fair and inclusive employer of choice
- Listening , understanding and acting on our colleagues lived experiences
- Influencing and leading inclusive behaviours in our places of work



Background and Context

The BSW ICB produces an annual report that brings together all workforce, equality, diversity and Inclusion data and information. The information is then developed into one improvement plan as shown in this report.

The plan makes clear our responsibilities in relation to the Public Sector Equality Duty for our workforce and how we will deliver against the NHSE EDI Improvement plan of which there are six high impact actions. Furthermore, the plan incorporates the South West Leading for Inclusion Strategy.

The NHSE Improvement Plan :

The NHSE EDI Improvement plan was launched in June 2023 and identifies six key actions with the overall aim to improved equality, diversity and inclusion and enhance a sense of belonging

The six key actions are:

- Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable
- Embed Fair and Inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity
- Develop and implement an improvement plan to eliminate Pay Gaps
- Develop and implement an improvement plan to address health inequalities within the workforce
- Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff
- Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur



South West Leading for Inclusion Strategy

Purpose :

To create a culture where people feel valued and heard, helping them to be their best selves at work. We aim to do this through developing our leaders to be compassionate and inclusive. All while recruiting, training, and retaining a more diverse workforce that has fair representation, focusing on disabilities, Race, Ethnicity, and LGBTQ+). This will go hand in hand with how we go about improving staff experience across all protected characteristics

Vision:

- We will improve the future for generations, so that feel they belong in the South West health and care system
- it is a great place to work, delivering
- outstanding care, outcomes, and experience for all and supporting the work to reduce health inequalities

How we aim to achieve our 3 strategic aims

Leadership
<ul style="list-style-type: none">• Ensuring there is accountability for creating positive and inclusive cultures with Chief Executives• Funding further development of senior leadership to be more compassionate and inclusive• Create and/or fund leadership programmes for middle management and below with a focus on inclusivity.

Culture and Policy
<ul style="list-style-type: none">• Develop and adopt a cultural barometer• Champion innovation in work for inclusivity• Work with our People Teams to align HR policies with inclusion• Use engagement to determine common values around Equality, Diversity and Inclusion.• Commission courses that progress our journey to an inclusive and compassionate culture

Accountability
<ul style="list-style-type: none">• All organisations will sign up to the Workforce Equality and Inclusion Vision and Strategy• Provide constructive challenges and feedback to each other, as a way of working to support compassion and inclusivity.• Hold each other accountable via clear expectations and boundaries for our leaders and our colleagues. Developing a framework of accountability for senior leadership• Use a data driven approach to build our staff experience.• Create transparent workforce inclusion reporting, with actions and lessons learnt.



BSW ICB High Impact Action Plan



Action	Progress during 2023/2024	Plan for 2024/2025
<p>High Impact Action 1: Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable –</p>		
<p>All board members must have SMART (specific, measurable, achievable, relevant and timebound (March 2024). Equality Diversity and Inclusion (EDI) objectives and be assessed against these as part of their annual appraisal. (March 2024)</p>	<ul style="list-style-type: none"> • SMART objective discussed for all board members • Review as part of annual appraisal • Board development session completed in February 2024 	<ul style="list-style-type: none"> • Commit for board members to have an EDI objective as part of the appraisal process • Further EDI board development and objective to be agreed in 24/25 Q4 • Longer-term opportunities to diversify the board scope Associate NED programme. Q2- Q4 • Implement Leadership Competency Framework and Mindful Board recommendations Q3-4
<p>Board members should demonstrate how data and lived experience have been utilised to improve organisational culture. (by March 2025)</p>	<ul style="list-style-type: none"> • Colleague events have focused on lived experiences of patients/service users and colleagues. • EDI part of People Committee agenda • Lived experiences informed programmes of work such as Mental Health strategy, LDNA , Quality and Outcomes and reported into Board 	<ul style="list-style-type: none"> • Review further opportunities for lived experiences embedded as part of delivery groups Q2-4 • Enhanced utilisation of health inequality and population/workforce data to inform executive/board decisions. Q3-4 • Links made with organisational values and ICB CEO leading regional workstream with staff network chairs.
<p>NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. (March 2025). Progress will be tracked and monitored via the Board Assurance Framework (by March 2024).</p>	<ul style="list-style-type: none"> • EDI Annual Plan of ICB workforce data reviews through People Committee and Board • Board approved Equality Delivery System report and action plan 	<ul style="list-style-type: none"> • Further BAF review Q3-4. • People and Remuneration Committee review and integration and oversight of EDS/Public Sector Equality Duty as part of ICB assurance process Q3-4
<p>HIA 1 Success Metric: Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF)</p>		

Action	Progress during 2023/2024	Plan for 2024/2025
High Impact Action 2: Embed Fair and Inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity		
<p>Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation (June 2026)</p>	<ul style="list-style-type: none"> The organisation has limited representation within senior leadership and executive across the ICB and early work commenced ; however, this was paused due to organisational change programme . A diversity programme with system partners completed with ICB representation aimed at talent management and creating the workplace conditions for progression. 	<ul style="list-style-type: none"> To develop a talent management programme Q1-Q4 Conduct an audit of recruitment practices to understand opportunities for improvement leading to better progression and perception of fairness for all. Q4 Identify and agree a related KPI for evidence of action and implementation
<p>Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes (by October 2024).</p> <p>Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint.</p>	<ul style="list-style-type: none"> Senior interview panels have had diverse interview panels and utilized a value-based framework with a strong focus on inclusion. A graduate management student was secured to commence at the ICB on 2nd September ; the offer was eventually declined . New website information and apprenticeship policy made available in 2023/24 that has seen an increase in numbers of people on apprenticeships 	<ul style="list-style-type: none"> Continue to explore opportunities to increase apprenticeships and as part of widening participation agenda Q2-4 Offer work experience programme for the ICB in partnership with systems partners with a focus on vulnerable populations such as looked after children Q4 Increase diversity and number of applicants on the Regional/National Aspiring Talent programme. Q3-4 Complete inclusive interviews and selection recommendation from audit. Q3-Q4
HIA 2 Success Metrics: 2a. Relative likelihood of staff being appointed from shortlisting across all posts, 2b. NSS Q on access to career progression and training and development opportunities, 2c. Improvement in race and disability representation leading to parity, 2d. Improvement in representation senior leadership (Band 8C upwards) leading to parity, 2e. Diversity in shortlisted candidates, 2f. National Education & Training Survey, (NETS) Combined Indicator Score metric on quality of training		

Action	Progress during 2023/2024	Plan for 2024/2025
<p>High Impact Action 3: Develop and implement an improvement plan to eliminate Pay Gaps</p>		
<p>Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce (by March 2024).</p> <p>Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, disability by 2025 and other protected characteristics by 2026</p>	<ul style="list-style-type: none"> • Data published for sex, race and disability by BSW ICB for 23/24. • Limited roles available within the ICB between bands 3 and 4 and vacancies in these roles have been limited due to the organisational redesign. • There continues to be regular communication to encourage colleagues to update and complete their EDI records. • Benchmarking completed for clinical advisors with equity of pay across leads taken forward through Remuneration Committee • Benchmarking of pay completed for executive directors that reduced pay gaps 	<ul style="list-style-type: none"> • Expanded data sets already published according to sex, race, and disability by 2025. • A focus on recruitment activity and roles in bands 1- 4 to make sure we are attracting diverse staff and retaining them.Q2-4 • Targeted work to encourage all colleagues to complete recorded personal EDI data without fear of stigma.Q1-4 • People and Remuneration Committee to monitor pay gaps for sex, race and disability and associated actions • Focus on disability and reasonable adjustments
<p>Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns. (by March 2024)</p>	<ul style="list-style-type: none"> • A flexible working policy is in place and actively promoted. • Flexible working is also highlighted as a benefit of working for the ICB on all adverts. 	<ul style="list-style-type: none"> • Review of Flexible Working Policy in October /November 2024. • Assessment to understand take up and success of flexible working in general and by protected characteristics. Q4
<p>HIA 3 Success Metrics: 3a. Improvement in gender, race and disability pay gap</p>		

Action	Progress during 2023/2024	Plan for 2024/2025
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High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce

<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. (by October 2023).</p>	<ul style="list-style-type: none"> Wellbeing conversations part of appraisal process and team development sessions Mapped against wellbeing framework 	<ul style="list-style-type: none"> Review EAP, offer and uptake of wellbeing offers Q3-4 Continue to ensure wellbeing conversations part of appraisal conversation and one to ones and communication of wellbeing offers Review /audit wellbeing offers and uptake for colleagues with protected characteristics Incorporate how to manage effective wellbeing conversations as part of overall line manager training packages Q3-4 Introduction of identified executive leads undertaking national wellbeing support programme and wellbeing train the trainer development for leads from within the organisation.
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<p>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.</p> <p>For example, local educational and voluntary sector partners can support social mobility and improve employment opportunities across healthcare (by April 2025).</p>	<ul style="list-style-type: none"> Community mapping work completed in 23/24 Successful project award with DWP for integration of health and care strategy Partnership working with colleges , VSCE and Skills for Care with a virtual work experience. Careers ambassadors implemented Oliver McGowan training programme successfully employing trainers with lived experience. 	<ul style="list-style-type: none"> Embed work experience /mentoring opportunities with schools , with a focus on areas facing inequities As part of anchor organisation work with system partners to identify career pathways and employment opportunities inclusive of internship programmes such as Project Search.
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HIA 4 Success Metrics: NSS Q on wellbeing concerns, 4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training, 4c. To be developed in Year 2

Action	Progress during 2023/2024	Plan for 2024/2025
High Impact Action 5: Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff		
<p>Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety (by March 2024).</p>	<ul style="list-style-type: none"> • No international recruits in the ICB 	<ul style="list-style-type: none"> • No plans for international recruits in the ICB
<p>Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities.</p> <p>They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression (by March 2024).</p>	<ul style="list-style-type: none"> • ICB working in partnership with providers for IR for medics and doctors • CV writing and careers advice training provided through ICB for IR nurses • Retention toolkit for IR 	<ul style="list-style-type: none"> • Continue to work with system partners to develop good practice on IR
HIA 3 Success Metrics: 5:5a NSS Q on belonging for IR staff ,5b. NSS Q on bullying, harassment from team/line manager for IR staff, 5c. NETS Combined Indicator Score metric on quality of training IR staff		

Action	Progress during 2023/2024	Plan for 2024/2025
<p>High Impact Action 6: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur</p>		
<p>Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff who enter formal processes are treated with compassion, equity, and fairness, irrespective of any protected characteristics.</p> <p>Where the data shows inconsistency in approach, immediate steps must be taken to improve this (by March 2024).</p> <p>Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it. (by June 2024)</p> <p>Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff (March 2024).</p>	<ul style="list-style-type: none"> • The FTSU policy launched and revised to align with national guidance. • Raising concerns policy review completed • Information on the colleague intranet site updated and enhanced. • FTSU Guardians have joined the Colleague Engagement Group. • Colleague Engagement Group members are FTSU Champions. • Focus has been on compliance for all colleagues completing speak up training, currently at 90%. • No disparity noted on review of employee relation cases • EQIAs part of all ICB change processes 	<p style="text-align: right;">Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board</p> <ul style="list-style-type: none"> • October 2024 focus on Listen Up and compliance for all managers completing FtSU training. • Regular promotion of FTSU planned through the year.Q2-4 • The FTSU Guardians part of ICB of the new colleague induction. Q3 onwards • Audit and reporting will be established via Guardians and the CPO; capturing the protected characteristics – to triangulate with our WRES and WDES for more specific action in response to the data. Quarterly • Sexual Safety Policy to be approved with communication and training as part of implementation plans (Q4) • Employee engagement plan to focus on inclusive working environments Q4 – explore becoming an Anti-Racist organisation
<p>Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination, or violence (March 2024).</p> <p>Have mechanisms to ensure staff who raise concerns are protected by their organisation.</p>	<ul style="list-style-type: none"> • EAP and OH continue to be promoted to any colleagues going through any HR processes (including bullying, harassment, discrimination and/or violence). • Domestic Abuse Policy in place • Guidance and policy in place 	<ul style="list-style-type: none"> • EAP and Occupation Health provision to be reviewed Q4 • Implementation of sexual safety Q4 • Staff training on harassment Q4 • As above ref WRES and WDES • Colleague Engagement Group mobilised to support consultation and colleague engagement • Align South West Inclusion Strategy

HIA 6 Success Metric: 6a. Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff), 6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff), 6c. NETS Bullying & Harassment score metric (NHS professional groups)

How we will monitor and share our progress



Reporting into Executive Management and ELT , and into the ICB People and Remuneration Committee



Cascade and sharing through Directorates and colleague engagement events – becomes everyone's business and part of living our organisation values



Updates and discussion through colleague engagement meetings



Inclusion integral to suite a people interventions and feedback loops for employee engagement



Caring



Innovative



Inclusive



Accountable



Collaborative

