

Our journey to equality, diversity and inclusion

Integrated EDI plan

Supporting our People and Culture Strategy
2024 - 2027



Welcome

I am delighted to present our Integrated Equality, Diversity and Inclusion (EDI) Plan, which outlines our approach to directing and guiding the Trust's EDI work over the next three years. The plan underpins our **People and Culture Strategy**, by enabling us to better 'retain and recruit', 'develop and lead inclusively' and create 'engagement and improvement'. It focuses on our people and every single one of us has a part to play.

This plan reflects how we create the organisational culture and behaviours that enable everyone to be welcome, supported and safe in our hospital and across our community teams. Inside, you will find commitments to **anti-racism**, support to our **LGBTQ+ communities**, initiatives to help **disabled colleagues** and many more commitments to **improve the experience of our people**.

This plan covers our approaches to addressing barriers faced by people with different protected characteristics as set out under the Equality Act (2010). We will also provide support on specific issues that are around safety and inclusion, such as **sexual safety**, **menopause** and will also focus on **neurodiversity** to help everyone to do their best work.

The **NHS Staff survey**, **published EDI data** and **Freedom to Speak Up arrangements** will ensure we understand our progress and receive feedback and address concerns. Key to delivering this plan will be supporting our staff networks to thrive, visible commitment from our Executive and Non-Executive Directors and by recruiting inclusively.

We will learn from best practice nationally and work with partners both locally and across the South Yorkshire Integrated Care System where doing so benefits our people. The plan is set out with year by year actions and in delivering the plan we will develop a culture where everyone can fulfil their potential. I look forward to working with everyone across the organisation to implement the actions in this plan.



Dr Richard Jenkins
Chief Executive

What is EDI?

Equality, Diversity and Inclusion are the ways in which we ensure that everyone - staff, patients, partners, the community or visitors to TRFT - is welcomed, treated fairly and differences are respected.

Equality

This involves treating people equally so that everyone has the same rights and opportunities. It is being treated fairly so that everyone is supported and able to reach their potential. Sometimes people assume that this means that everyone is treated exactly the same, however this is not the case as individuals who have additional needs may end up disadvantaged by not getting the additional help they need to access the same opportunities as someone else.

Example: At TRFT, we support colleagues to access additional training via the apprenticeship levy. However, someone with a learning difficulty like dyslexia may make it harder for a member of staff to engage, therefore they are likely to be given additional support. This means treating that member of staff differently to someone else, however this is appropriate and proportionate to ensure that someone with dyslexia can do an apprenticeship, the same as someone without dyslexia.

Diversity

Diversity describes the differences between human beings and the things which make us all unique. In the Equality Act (2010), some differences are defined as protected characteristics because they are underrepresented or likely to suffer inequality, discrimination or harm unless we make a conscious effort to ensure that they are welcomed, included and barriers are minimised.

The nine protected characteristics are:

- ✓ Age
- ✓ Disability
- ✓ Gender reassignment
- ✓ Marriage and civil partnership
- ✓ Pregnancy and maternity
- ✓ Race
- ✓ Religion or belief
- ✓ Sex
- ✓ Sexual orientation

Inclusion

Inclusion means actively ensuring that everyone can take part, particularly minimising barriers for those who have a protected characteristic or may have been previously excluded from being able to fully unleash their potential at work. This could include building awareness of different cultures and identities, designing services inclusively from the start, and ensuring that we are constantly considering how people interact with the Trust

By embracing Equality, Diversity and Inclusion we will:

- ✓ **Retain and recruit** – through improving people experience and making progress measured by reporting requirements including the Equality Standards (WRES, WDES, MRES), Equality Delivery System, High Impact Actions and Pay Gap reporting;
- ✓ **Develop and lead inclusively** – ensuring that TRFT is a welcoming and safe place to work. Focussing on supporting and challenging everyone to role model inclusive values based behaviours every day – Ambitious, Caring and Together;
- ✓ **Create engagement and improvement** – listening to our people, supporting staff networks and Freedom to Speak up arrangement to improve how we work and how we deliver for patients



Our EDI model

This plan also underpins our role as an **anchor institution for Rotherham** contributing to the success of the town and will be delivered in partnership with others where that helps us to maximise impact.

Our Trust's priorities

2024/2025: Building our capacity and capability

Our key priorities for 2024/2025 include:

- Putting in place action plans to address the **NHS England High Impact EDI Actions**. These actions cover the intersectional impacts of discrimination and bias across the following areas: objectives, inclusive recruitment, pay gaps, health inequalities, support for internationally educated staff and work to reduce bullying and harassment.
- Designing and launching a new **reasonable adjustments process** that highlights how and why we should implement reasonable adjustments, centralising procurement of specialist equipment and providing more visibility and transparency for line manager responsibilities.
- **Adopting the North West BAME Assembly Anti-Racism Framework**, by appointing an executive sponsor and developing an action plan. This includes:
 - Prioritising Anti-Racism as an organisational priority
 - Enhancing our understanding of lived experiences
 - Growing our leadership so that everyone behaves inclusively
 - Act to tackle health inequalities, including health inequalities
 - Commit to regularly reviewing progress.

The plan will assess where we are currently at on the framework, and outline the actions needed to take us through framework.

- Launching a **new approach to tackling sexual harassment at TRFT**, addressing the government's new sexual harassment



A picture from our 2024 Cultural Celebration Day, inviting all colleagues to learn about different cultures and experience the richness of what they bring to TRFT.

legislation (2024) and our commitments to the NHS Sexual Safety Charter. An allegations policy will support this process, alongside information sharing between the People Team, Safeguarding Teams and external partners. This will help us to deliver our 'We Said, We Did' commitments made based on NHS staff survey feedback.

- **Relaunching our LGBTQ+ awareness training**, as previously offered under the Rainbow Accreditation Scheme, to ensure that our staff are aware of the experiences of LGBTQ+ communities.
- Embedding EDI into Executive and Non-Executive Director objectives; **each director will have an EDI objective** measured in their appraisal.



A picture of our colleagues delivering person-centred care, taking into account everyone's personal circumstances and needs. Colleagues from all different backgrounds work together to ensure the best outcome for patients.

2025-2026: Maturing our approach

Our key priorities for 2025-2026 include:

- Reviewing approaches to leadership and management development across the Trust. This has particular importance for **ensuring that our BAME colleagues and colleagues with a disability progress** and will see a more intentional approach developed.
- In conjunction with staff networks, develop a clear TRFT approach to **allyship and active bystander** behaviours drawing on best practice and in doing so promote inclusion and actions to deliver equality
- Launch a **programme of work that supports women at TRFT**, understanding their needs and how best to support them including developing leadership, supporting career progression and developing a women's network.
- Benchmark the medical and dental workforce to begin the process of **creating a Medical Workforce Race Equality Standard (MWRES) action and development plan.**
- A review and **refresh of our Behavioural Framework** to ensure that it is still fit for purpose and takes into account the diverse needs of our people today and in the future to underpin EDI.
- **A more sophisticated data suite/dashboard for EDI information**, we will develop a model for measuring our impact and evidencing our work, including a more integrated and embedded approach to the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and other related metrics.
- Support the review and **implementation of inclusive recruitment processes** - attraction, recruitment and selection.



In 2024, TRFT welcomed NHS England's new Chief Nurse to meet nursing colleagues and find out how we support staff every day.

- **Launch specific campaigns that support neurodiversity** such as ‘dyslexia at work’, using technology to ensure staff can do their best work for improved patient care.
- **Review our progress against the NW Anti-Racism Framework**, ensuring our diverse workforce and professions are engaged and part of on-going commitment and discussions.
- **Create an inclusive environment for LGBTQ+ people to work at TRFT**, through supporting community events and initiatives like Rotherham Pride and Rainbow Laces.
- Work collaboratively across teams to **implement accessibility improvements, including web accessibility**, in line with Public Sector Accessibility Regulations.
- Embed EDI into the Care Group Leadership and Senior Leader appraisals; **each senior leader will have an EDI objective** measured in their appraisal.



Ahead of the launch of this plan, the Trust was proud to appoint Maysoon Shafiq as the Lead Chaplain. This marks the first time a female Muslim has held this position within the Trust.

Commenting on the role, Maysoon said:

“I have always advocated for women’s rights, and this position will inspire other female Muslims who may feel hesitant or shy about applying for similar roles. I hope to be a role model and pave the way for them.”

2026-2027: Embedding inclusion

Our key priorities for 2026 to 2027 include:

- **A review of current progress on this plan**, and any additional actions required as the law and national guidance develops.
- **Reduce our Medical and Dental workforce gender pay gap** through introducing more flexible working and ensuring efforts are made to diversify the workforce through outreach. This will link to the MRES metrics and report.
- **Launch a second disability and/or neurodiversity campaign** based on staff needs and our data.
- **Achieve a Silver Award against NW BAME Anti-Racism Assembly Framework**, to demonstrate TRFT's commitment to anti-racism and embedding this into our practice.
- Support the organisation to **create mentoring opportunities for underrepresented groups** including reverse mentoring.
- **Ensure that everyone has EDI embedded into their appraisal** and be able to explain how their work contributes to the delivery of the Integrated EDI Plan.
- Managers will have specific EDI objectives as part of their appraisal; **managers will have a SMART EDI objective** to be measured in their appraisal.



A picture from 2024's Proud Awards, celebrating the achievements of our colleagues.

Enablers

To achieve the outcomes and progress outlined in this plan, we recognise that there are two key components: **everyone taking responsibility for being inclusive every day**, and **providing the resources and infrastructure to enable changes to how we do things**. This includes the following enablers:

Staff networks

Thriving staff networks are key to ensuring that our staff voices can be heard and we are responding to feedback.

Leadership commitment

- All Directors have all have an SMART EDI objective and Executive Directors sponsor the staff networks
- EDI objectives will be rolled out across the Trust.

Inclusive recruitment

- A recruitment process that is accessible and inclusive to everyone who applies.
- Developing our anchor institution status, ensuring there are opportunities for local people.

Performance and governance

We will report on our progress in the following ways:

- Workforce Race Equality Standard (WRES) and Medical Workforce Race Equality Standard (MWRES)
- Workforce Disability Equality Standard (WDES)
- EDI High Impact Actions (HIAs)
- Gender Pay Gap (GPG) and Ethnicity Pay Gap (EPG) reporting
- EDS2 (Equality Delivery System 2)
- Staff survey metrics relating to inclusion and diversity.

Performance will be monitored, reported and led through the Care Groups and Corporate Leadership, the Executive Team, People and Culture Committee, and the Board. This plan will also help to shape director appraisal objectives.

Building a supportive and open culture

We recognise that we have made progress as a Trust and there is also a lot of work ahead to deliver this plan. It is important to recognise that support is available to colleagues to ensure we care creating a supportive and open environment, where concerns can be raised, listened to and acted on. Colleagues are invited to discuss any issue with their line manager but may also choose to access support from the following teams.

Equality, Diversity and Inclusion team - The Trust's EDI team is available to support managers and colleagues. You can contact us by emailing: rg-h-tr.edi@nhs.net

Freedom to Speak Up - Freedom to Speak Up is another route to share concerns, particularly if you feel you have nowhere else to go. Concerns might include; anything which gets in the way of patient care or impacts your working life; something which doesn't feel right e.g. a process which isn't being followed or behaviours of others which is impacting your wellbeing, or that of other colleagues or patients. Visit the [Hub](#) to find out who your local champion is or speak directly to the Trust's FTSU Guardian.

Thank You

A big thank you to everyone who has contributed to developing this plan. Equality, diversity and inclusion are not new to TRFT and lots of excellent work has taken place over the past few years. The new Integrated EDI Plan for 2024 to 2027 strengthens our position and commitments.

It builds on the pride and passion that we all have for our Trust by providing a framework for how we can embrace difference, provide more opportunities and continue to ensure that TRFT is a safe, fair, equal and welcoming place to work. As the Trust's Head of Organisational Development and Inclusion, I am looking forward to working with everyone to deliver this exciting plan and see the impact that we can all make together.

I would like to end with my favourite quote from the excellent author Vernā Myers, which describes in one sentence what we are trying to achieve here at TRFT:

“Diversity is being invited to the party. Inclusion is being asked to dance.”



Hashim Din
(he/him)

Head of OD and
Inclusion