# Equality, Diversity and Inclusion (EDI) Strategy 2022 - 2026

# Foreword

The Equality, Diversity and Inclusion Strategy 2022 – 2026 for Maidstone and Tunbridge Wells NHS Trust (MTW) sets out our commitment, over the next four years, to create a culture where staff can bring their authentic selves to work, be valued for their contribution and thrive in an environment free from discrimination or harassment.

This strategy was developed using evidence from key equality reports, staff survey results and insights from our stakeholders, namely staff network representatives, Freedom to Speak Up Guardian team, Staff Side and HR colleagues, Organisational Development colleagues and our Chief People Officer.

The focus of this strategy will be to pilot initiatives, add value to existing work underway, and share, learn and collaborate with colleagues across the Kent and Medway Integrated Care System. This is a sub-strategy of our people and culture strategy and feeds into the equity, diversity and personalisation strategic priority.



Best wishes,

**Jo Taylor**
Head of Staff Engagement and Equality

# Executive summary

## We aim to create an inclusive, compassionate and high performing culture where our people can thrive and be their best selves at work.

The strategy sets out a vision and plan to ensure that equality, diversity and inclusion is at the core of everything we do at MTW.

It reflects and responds to legal, national, regional and local healthcare policies.

These include: Equality Act 2010, NHS Long Term Plan, NHS People Plan and Promise, Model Employer Strategy for Race Equality and the national focus on health and wellbeing following the COVID-19 pandemic.

### To fulfil our legal duties

**Equality Act 2010**
Offers legal protection from discrimination in the workplace and access to services

**Human Rights Act 1998**
Protects human rights in clinical and organisational practice – fairness, respect, equality, dignity, autonomy

**Health and Social Care Act**
Reduces inequalities in access and outcomes of care

### To fulfil regional and local healthcare policy

**NHS long-term plan**
Focuses on joined up health and care to meet local needs

**NHS People Plan and Promise**
Emphasises compassionate, inclusive and flexible work cultures

**Model Employer Strategy for Race Equality**
Reduces race inequality and renewed attention on health and workplace inequalities due to the COVID-19 pandemic

### To fulfil NHS standard contract

**Workforce Race Equality Standard (WRES)**
Providing BAME staff with equal access to career opportunities and ensures that they receive fair treatment in the workplace

**Workforce Disability Equality Standard (WDES)**
Supports positive change and creates a more inclusive environment for people with disabilities

**Gender pay gap**
Equity of pay across genders

Language in the EDI world updates frequently. Whilst the term equality has always meant that everyone has the same opportunities and receives the same treatment and support, it is now widely recognised that we need to support individuals. Therefore, the term equity represents giving individuals what they need in order to make things fair. Within this document we aim to use the term equity unless standards dictate otherwise.

# Our six priorities

This strategy has been developed and informed through engaging with and listening to our key stakeholders to understand what is important to them, and ensures that we are focussing on the things that people want us to improve.

| Inclusive recruitment | Talent management and succession planning | Civility, kindness and respect | Voice and engagement | Leadership | Values and behaviours |
|---|---|---|---|---|---|
| Transparency | Spotting and developing talent | Respectful resolution | Being heard | Understanding the data | Improving knowledge and awareness |
| Values-based recruitment | Inclusive development opportunities | Mediation | Support from within/external | Accountability | Supportive challenge |
| Timely, effective feedback | Managing succession | | Taking action | Role modelling inclusive behaviours | |

# Strategic aims for inclusion

**1**

Proactively seek opportunities to exceed our legal obligations to eliminate discrimination, harassment and victimisation and ensure equity of opportunity for our staff and patients

**2**

Have strong leadership evidenced by a well-led environment in which our staff are valued for their diversity and the contributions they bring from their own experiences

**3**

Develop and embed an inclusive culture, that encourages and values diversity, uniqueness and experiences of our staff, enabling them to be themselves and bring their whole self to work

**4**

Ensure our staff feel equipped and confident to, and do, speak out when they see bias or discrimination, to ask questions and challenge in a way that encourages constructive conversations and supports positive change

## The outcomes we expect to see over the next four years include:

- A workforce that is diverse in terms of ethnicity, disability, sexual orientation, gender and age

- Talent management creating career progression opportunities which positively reflect in our retention and recruitment

- A kinder workforce where staff have better experiences, have positive working relationships and have a voice that is heard and acted upon

- The leadership at the most senior levels of the organisation who are role-modelling inclusive behaviours and taking accountability for supporting challenge and change.

# Promise and commitment

## The NHS People Promise

We are compassionate and inclusive | We are kind and respectful | We all feel the pressure at times, but we care for each other, as we care for our patients | We don't tolerate any form of discrimination, bullying or violence, and call out inappropriate behaviour | We are open and inclusive | We understand, encourage and celebrate diversity, making the NHS a place where we all feel we belong.

**Our commitment to equity, diversity and inclusion**

- ⊘ We aim to have a workforce that reflects the diverse community we serve

- ⊘ We will promote the diversity of talent within MTW so that staff fulfil their potential and have access to opportunities

- ⊘ We will engage with and respond to the interests of our stakeholders and their needs

- ⊘ We will involve those who use our services in the design and delivery of their care

- ⊘ We will take every opportunity to advance equity, diversity and inclusion in the design, delivery and review of all our functions, policies and practices

- ⊘ We will challenge behaviour at all levels which goes against this commitment and support our workforce to do the same

# Our challenges

## Throughout the NHS there is evidence that staff from under-represented groups have worse experiences at work.

The COVID-19 pandemic has exacerbated this and for some it has highlighted further the inequalities they face. This is one of many ongoing challenges, from pay and award gaps, recruitment and promotion gaps, under-representation at senior levels in the workforce, lack of inclusion and being discriminated against. We hear the lived experiences of our staff from minority groups and see the data from our staff surveys, gender pay gap, workforce race and workforce disability reports.

### Inclusive recruitment

- There is a lack of transparency around internal job opportunities and secondments
- Staff from minority groups report consistently not being shortlisted for roles they feel they have the skills and experience for
- Interview feedback either isn't forthcoming or doesn't support staff in their development

### Talent management and succession planning

- Assumptions are often made that staff from certain cultures are not willing to progress
- The process for accessing CPD isn't fair and equitable
- Talent conversations don't always take place and staff aren't provided with opportunities to grow and develop

### Civility, kindness and respect

- Staff from minority groups report discriminatory behaviour and language from patients, staff and managers
- Bullying behaviour is left unchecked
- Reports of discrimination, bullying and harassment aren't taken seriously and investigated appropriately

### Voice and engagement

- Staff are worried about the implications of speaking out about staff and managers
- There is a lack of understanding of how our staff networks can best support staff during challenging times
- The lived experiences of our staff aren't fully understood or treated with genuine concern

### Leadership

- Our leaders are not always open to learning about diversity and inclusion
- Staff don't see leaders consistently challenging poor behaviour and language
- Senior leaders aren't consistent role models for equity, diversity and inclusion

### Values and behaviour

- Staff have a lack of understanding of the experiences and challenges of staff and patients with protected characteristics
- Our values aren't consistently demonstrated throughout the organisation
- We don't encourage and support our staff to call out inappropriate language and behaviour from patients, staff and relatives

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**43.8%** of staff don't believe MTW acts fairly regarding career progression/promotion – NHS Staff survey 2021

**322** staff experienced discrimination at work from a manager/team leader or colleague – NHS Staff survey 2021

**37.8%** of staff did not feel safe to speak up about things that concerned them at MTW – NHS Staff survey 2021

**20.7%** of staff experienced harassment, bullying or abuse at work from colleagues – NHS Staff survey 2021

White staff are 1.37 times more likely to be appointed from shortlisting compared to BME staff – WRES 2022

There are zero BAME non clinical staff in bands 8d and 9 compared to 12 and 13 white staff – WRES 2022

There are no disabled clinical staff in bands 8c and above – WDES 2022

# MTW are proud to offer:

## Staff networks

- Disability
- Menopause
- Cultural and Ethnic Minorities Network (CEMN)
- LGBT+
- Senior Women Leaders
- Autism
- Carers
- Chronic Pain
- Inter-Faith Parents

## Disability confidence

- Confident leader status
- Staff Health Passport
- Disability leave
- Disability and autism awareness training

## LGBT+ inclusion

- Trans awareness training
- Stonewall Workplace Equality Index (WEI)
- MTW Pride
- NHS Rainbow Badge
- LGBT+ conferences

## Race equity

- Reverse mentoring
- BAME mentoring
- White Ally training
- Anti racist training
- See ME First initiative
  – demonstrating inclusion for our ethnic minority staff
- The Power of Me!
  – career development event for ethnic minority staff

## Speaking out

- Safe Space Champions
- Mediation service
- Mental Health First Aid
- Please add Freedom to Speak Up Guardians

LGBT+ Network

Disability Network

Cultural and Ethnic Minorities Network

MTW | I am a Safe Space Champion

# Current programme of work

## EDI work throughout 2022 has focused on a number of areas that are reflected in the strategy, these include:

### Values-based recruitment

We have supported the ICS in the commissioning and development of De-Biasing Recruitment training – the ICB have committed to all recruiting managers taking part in this training over the coming 1–2 years. The pilot took place in October and has started to roll out from November/December 2022. Recruiting managers in high turnover areas and those who have large areas of responsibility for recruitment have been prioritised.

### Civility and respect

The first three cohorts of mediators have been trained and successfully completed their assessments. Working with the HR advisers, usage of the mediation service is growing and is expected to rise with the implementation of Respectful Resolution (RR). RR is a stepped process to empower staff to have conversations enabling issues around bullying and harassment and other relationship issues at work to be resolved early. This might also include facilitated conversations and mediation. This has allowed us to set up a process where there are a number of informal options available to resolve issues before they enter a formal grievance. Training so that we can deliver this content is scheduled for February 2023.

### Voice and engagement

We continue to support our staff networks and in 2022 we launched a parent support group, interfaith network and menopause network, providing more staff with an opportunity to connect. We continue to train Safe Space Champions to provide listening ears and support to staff.

### Leadership

We have delivered EDI sessions on all Exceptional Leadership programmes to date and have set a plan to continue to support the programme going forwards. We have received our action plan from the NHS Rainbow Badge assessment and are setting out our plans to promote involvement for all leaders. We will develop an internal reverse mentoring programme which brings together staff from all minority groups and a variety of our leaders.

### Values and behaviour

We continue to deliver EDI overview training, white ally training and host trans awareness training, which also covers issues that might relate to our patients, e.g. inclusive language and forms. We provide career development support and contribute to the values-based induction for our staff where we talk specifically about issues relating to EDI. We also work in a bespoke way with teams to address issues arising from cultural clash.

> We provide career development support and contribute to the values-based induction for our staff where we talk specifically about issues relating to EDI.

# Staff networks and support

## Our staff networks have gone from strength to strength and have seen additional peer support groups develop over the last year such as;

the Autism Support Group, Carers Network, Chronic Pain Support Group, Parents Group, Inter-Faith Network, Senior Women Leaders Network and Menopause Support Group, which all provide opportunities for staff to share their unique lived experiences and provide support to one another.

### Cultural and Ethnic Minorities Network (CEMN)

This network has driven and supported many initiatives during the last two years including:

- Our first reverse mentoring programme which saw the whole Trust Board being mentored by BAME staff from a wide range of roles

- A first-of-its-kind KMICS BAME mentoring programme which matches mentors with BAME mentees across the system focussing on career development

- Piloted an innovative de-biased recruitment process and supported the training of 40+ EDI recruitment representatives to support recruiting panels to understand how to run de-biased shortlisting and interviews

- Supported the development and delivery of our White Ally Programme along with the 'See ME First' badge scheme

- Provided support in developing an EDI module, drawing on Trust data and the lived experiences of our ethnic minority staff, for our ongoing Exceptional Leaders Programme

- Acted as advocates to staff experiencing discrimination from ethnic minority backgrounds.

### LGBT+ Network

The network has driven and supported many initiatives during the last two years including:

- Launching the very first MTW Pride event, visiting all the main MTW sites with stands and goodie bags at each and a further 100 staff signed up to the NHS Rainbow Badge pledge

- Continuing to work with teams to develop inclusive environments for our staff and patients, ensuring that appropriate language is used in documentation and inclusive representation in our imagery

- Supporting midwifery services in implementing the Brighton NHS Trust's Gender Inclusive Toolkit which supports trans and non-binary birthing people

- Being assessed for the NHS Rainbow Badge Phase 2 Assessment Scheme and developing an action plan to improve inclusion in our HR policies, training and staff confidence in supporting LGBT+ patients and staff, and our service delivery.

### Disability Network

The DisAbility network has continued to grow in size and has held monthly meetings hosting activities related to disabilities for the whole Trust including:

- The support provided by Occupational Health with reasonable adjustments

- Introduction of the Staff Health Passport

- Supporting staff with autism in the workplace.

The network plays active roles as subject matter experts to the Trust in developing services, our senior leadership training programmes and supporting campaigns such as 'Different Not Less', which focuses on our patients and colleagues with autism.

Pippa Meakins, Chair of the network, has shared her plans to:

- Promote the networks

- Hold acceptance and awareness events

- Improve training about disabilities

- Positively influence the recruitment process for people with disabilities

- Introduce a mentoring system for both staff and managers to provide positive experiences of disabilities for all.

# Inclusive recruitment

## The commitments we make:

**We will break down the barriers that staff with protected characteristics face in the recruitment process** ✓

**We will increase the diversity of our workforce and measure this through our WRES, WDES and gender pay gap data** ✓

**We will work with all areas of the business to provide diversity data and insights, and promote inclusive recruitment practices** ✓

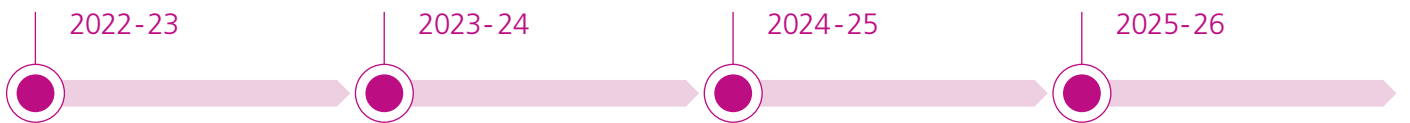**We will apply values-based recruitment principles to ensure inclusive shortlisting and interview processes** ✓

## Our four year plan

**Aim 1** Bias recognised and challenged in recruitment

**Aim 2** Improved diversity across the workforce

### 2022-23

- Ensure secondment opportunities and internal-only roles are advertised appropriately throughout the Trust via a vacancy hub on the intranet
- Undertake WRES workshops with all divisions and discuss race disparity
- Create second cohort of EDI recruitment reps and formalise process for accessing them to be used within shortlisting and recruitment panels
- Encourage diverse recruitment panels and use of EDI recruitment reps
- Assist in developing inclusive job descriptions, job adverts and interview questions
- Provide support to recruiting managers to have useful feedback conversations with unsuccessful candidates

### 2023-24

- Undertake WDES workshops with all divisions and discuss disability disparity
- Undertake gender pay gap workshops with all divisions and discuss gender disparity
- Work with external agencies to support people with disabilities in applying for roles within the organisation – utilising working interviews where required
- Roll out values-based recruitment to all recruiting managers
- Review progress of WRES workshops with divisions using race disparity data

### 2024-25

- Undertake sexual orientation workshops with all divisions and discuss disparity
- Review progress of WDES workshops with divisions using disability disparity data
- Review progress of gender pay gap workshops with divisions using gender pay gap data

### 2025-26

- Continued review of diversity of ethnicity, gender, disability and sexual orientation with divisions
- Review role of EDI recruitment reps
- Review impact of values-based recruitment

# Talent management

## The commitments we make:

| | | | | |
|---|---|---|---|---|
| ✓ We will support managers to have meaningful talent development conversations with their staff | ✓ We will ensure that development needs are identified through the appraisal process | ✓ We will make access to CPD funding equitable for all | ✓ We will create talent pools to support the career pathways of our staff and aid retention | ✓ We will create a culture to support succession planning and develop corporate skills |

### Our four year plan

**Aim 1** Strong career pathways and equitable access to promotion and development

**Aim 2** Improvement in retention levels

**2022-23**

- Update the appraisal system to provide opportunities for regular development conversations
- Create a database for successors in collaboration with HR business partners and departmental leads
- Centralise the CPD process and create more transparency
- Create talent pools for internal staff and those identified at recruitment stages
- Pilot succession programme for executives / divisional leads and key roles
- Further utilisation of levy funding to support development

**2023-24**

- Review pilot and roll out to all areas
- Review successor database and update every six months
- Review talent pools
- Review centralised CPD panel process

**2024-25**

- Continued promotion of apprenticeships and NHS Leadership Academy opportunities to meet development and succession planning needs

**2025-26**

- Conduct comprehensive review of talent and succession planning

# Kindness, civility and respect
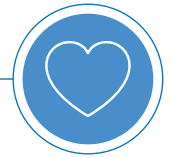
## The commitments we make:

We will promote a kind workforce culture where staff are supported to have positive experiences

We will provide access to tools to help staff have meaningful interactions with each other

We will develop our capability to support positive staff relationships

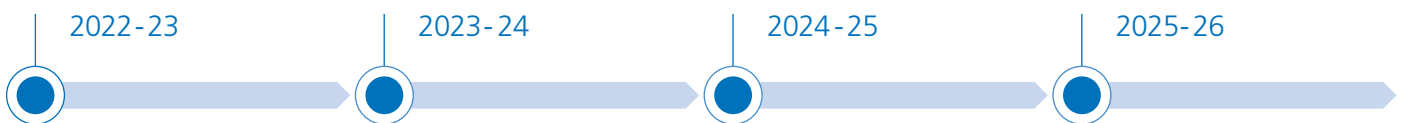We will work to eradicate bulllying and harassment in the workplace

## Our four year plan

**Aim 1** — Eradicate bullying and harassment experienced by staff

**Aim 2** — Early and informal conflict resolution

**2022-23**
- Provide 'Kindness into Action' e-learning for all
- Deliver workshops for staff on Respectful Resolution
- Align the Civility, Dignity and Respect policy to the Respectful Resolution pathway
- Train 25 staff as internal mediators and communicate the service to the Trust

**2023-24**
- Review impact of Kindness into Action, Respectful Resolution and mediation service on WRES and WDES data and against employee relation cases
- Consider training second cohort of mediators
- Continue to deliver Kindness into Action and Respectful Resolution master classes

**2024-25**
- Continued promotion of tools to support kinder workforce

**2025-26**
- Undertake comprehensive review of kindness interventions
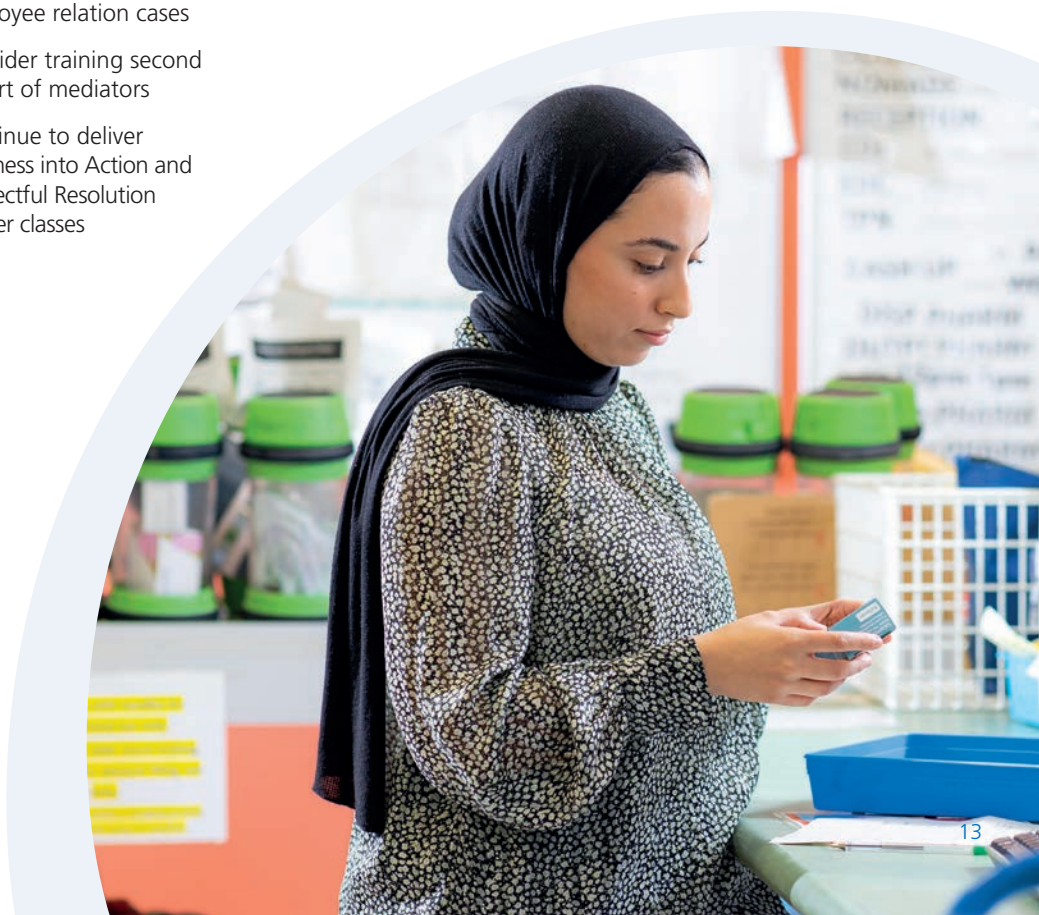
# Voice and engagement

## The commitments we make:

| | | | |
|---|---|---|---|
| We will create a culture that values the views, thoughts and opinions of all | We will provide opportunities for staff to raise worries and concerns, and support them to find the best resolution | We will promote and champion the role that our staff networks have to play in supporting our employees | We will use opportunities to learn from lived experiences |

### Our four year plan

**Aim 1** — Staff can speak up without fear of reprisal

**Aim 2** — Support is provided at an appropriate time

**2022-23**
- Promote speaking out to all through Safe Space Champions, Freedom to Speak Out Guardians and staff networks
- Widen the network of Safe Space Champions
- Support the development of additional staff networks and peer support groups

**2023-24**
- Review impact of speaking out routes against National NHS Staff Survey
- Create learning opportunities for staff to better support each other
- Widen the network of Safe Space Champions

**2024-25**
- Review outcomes and impact of speaking out

**2025-26**
- Continued review of impact of speaking out against WRES, WDES and National Staff Survey

# Leadership

## The commitments we make:

We will provide opportunities for learning about equity, diversity and inclusion at all levels of leadership across MTW

We will share good practice and case studies

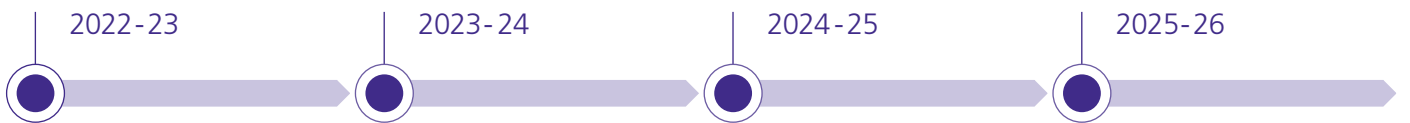We will challenge our leaders to role model our leadership behaviours and be active upstanders for justice

## Our four year plan

**Aim 1** — Leaders role model appropriate behaviours

**Aim 2** — Leaders provide critical and supportive challenge where needed

**2022-23**

- Design and deliver EDI element within Exceptional Leaders programme
- Promote attendance at White Ally training for senior leaders
- Design and deliver internal reverse mentoring programme with a focus on mentors with long-term health conditions and/or from ethnic minority backgrounds for senior leaders
- Publish action plan from the NHS Rainbow Badge assessment and promote involvement for all leaders

**2023-24**

- Review and deliver EDI element within Exceptional Leaders programme
- Deliver internal reverse mentoring programme using a wider range of minority staff as mentors

**2024-25**

- Review and deliver EDI element within Exceptional Leaders programme
- Deliver internal reverse mentoring programme using a wider range of minority staff as mentors

**2025-26**

- Conduct comprehensive review of reverse mentoring programme using insights and data from National NHS Staff Survey

# Values and behaviours

## The commitments we make:

We will provide opportunities for learning about equity, diversity and inclusion for all staff

We will develop a culture where supportive challenge is the norm and discrimination is eradicated

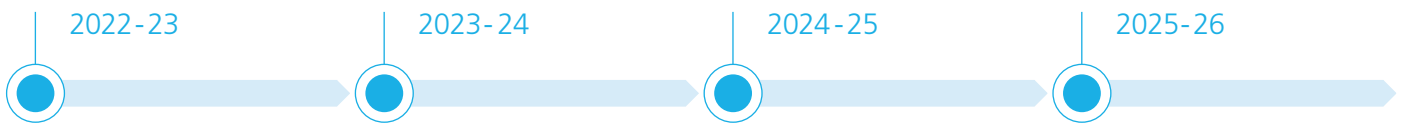We will challenge all staff to be active upstanders for justice

### Our four year plan

**Aim 1** Everyone has a better understanding of the challenges faced by staff and patients with protected characteristics

**Aim 2** Staff and patients promote MTW as an inclusive organisation

| 2022-23 | 2023-24 | 2024-25 | 2025-26 |
|---|---|---|---|

**2022-23**
- Provide Trans Inclusion training
- Deliver White Ally training
- Provide Disability Awareness training
- Deliver EDI overview training
- Provide career development support for staff with protected characteristics

**2023-24**
- Provide Cultural Awareness training
- Deliver Ally training
- Provide Disability Awareness training
- Deliver EDI overview training
- Provide support to staff to be active upstanders through support networks
- Provide job carving and working interview awareness for recruiting managers

**2024-25**
- Continue to assess and provide training in EDI

**2025-26**
- Conduct comprehensive review of impact of learning interventions using insights, National Staff Survey data and information from Datix

# Service delivery

This strategy sits within the EDI team which oversees the implementation. The success of the delivery relies upon many other stakeholders within MTW.

**Stakeholders**

**Recruitment Team:** inclusive recruitment

**Leaders:** improving diversity and reducing bullying and harassment within teams

**Learning and Development Team:** talent and succession planning

**HR Business partners and Employee Relations teams:** staff support

**Freedom to Speak Up Guardians:** speaking out

# Measures

## The measures of success and progress on delivery will be reported through the People and OD Committee.

| **Inclusive recruitment** | **Talent management and succession planning** | **Civility, kindness and respect** | **Voice and engagement** | **Leadership** | **Values and behaviours** |
|---|---|---|---|---|---|
| Transparency | Spotting and developing talent | Respectful resolution | Being heard | Understanding the data | Improving knowledge and awareness |
| Values-based recruitment | Inclusive development opportunities | Mediation | Support from within/external | Accountability | Supportive challenge |
| Timely, effective feedback | Managing succession | National NHS Staff Survey results | Taking action | Role modelling inclusive behaviours | National NHS Staff Survey results |
| WDES, WRES and gender pay pap | Disparity ratio | Qualitative data from formal mediation outcomes | Anecdotal data from Freedom to Speak Up Guardians and Safe Space Champions | Exceptional Leaders data | |

## What EDI means to me

"MTW encouraging equality, diversity and inclusion supports employees being treated fairly and equally and supports good morale in the workplace"

**Elizabeth Parker**
Head of Resourcing

"EDI means having frameworks, processes and policies that encourage and ensure everyone has access to opportunity, promotes equity, fairness and transparency. This way EDI is embedded in everything we do and not any one leader"

**Valentina Ideh**
Senior Business and Delivery Manager (Medical Directorate)
Co-Chair of the Cultural and Ethnic Minority Network

"EDI is about bringing people together, understanding each other's perspectives and ideas as well as their backgrounds and experience. EDI is not just feeling equal but being equal in the workplace"

**Jessanay Turner-Moss**
Senior HR Advisor

"Strength lies in differences, not in similarities"
Stephen R Covey

**Ruby Dey**
Programme Manager, Transformation Team
Co-Chair of the Cultural and Ethnic Minorities Network

"As chair of the LGBT+ network, EDI means to me the ability of everyone to be themselves at work and to bring their whole self to work whilst feeling safe, and for all to be equal regardless of whether or not they have a protected characteristic"

**Sharon Melville**
Clinical Nurse Lead, Care Coordination Centre
Co-Chair of the LGBT+ Network

"For me, EDI is about given equal opportunity to everyone and transparency in everything we do in the workplace"

**Abraham Adegoke**
General Manager for Facilities Management

# National targets

|  | 2022/23 | 2023/24 | 2024/25 |
|---|---|---|---|
| Women at Band 8c and above | 62% | 64% | 66% |
| Staff with disabilities at Band 8c and above | 3.2% | 3.6% | 4% |
| Staff from ethnic minority backgrounds at Band 8c and above | 12% | 16% | 20% |
| Ethnic minority staff at all levels of the organisation | | | 19% |