



Supporting
our people

EDI: looking back, planning forwards

September 2023



‘The HRA is at its best when our people feel they belong and are valued for who they are, and this is borne out in their daily employee experience.’

The ED&I function develops organisational and individual capability to make this happen.

Looking back: ED&I strategy 2020-23

What?

Aiming to develop a diverse workforce and inclusive culture, we set out to:

Increase diversity



Increase disclosure



Improve staff
experience



How?



Changing **habits**



open **conversations**



Creating the right
conditions

Equality Impact Assessments

Training for managers (recruitment and management)

Reviewing reasonable adjustments process

Structured support for SIG leads

Monitoring and reporting – bringing together data insights

**New
habits**

Diversity Calendar

Board training on inclusion

NHS rainbow badges

Health and Accessibility Passport

Let's talk sessions

External ED&I communications

Neurodiversity and Meno Café Teams Channels

ED&I Sharepoint

**New
conversations**

Part of the People strategy

Reasonable Adjustments process, budget and case studies

Disability Confident Leader

Disability Leave policy updated

Stepping Into Leadership programme

Trans Equality Policy and Guidance

Respect: principles, policy, guidance and video

Community Ways of Working

Recruitment Policy and Guidance

Menopause champions

Diverse pool of MHFAs

**The right
conditions**

So far, we can see

Improved representation,
but not in all areas....



Improved disclosure in all
areas....



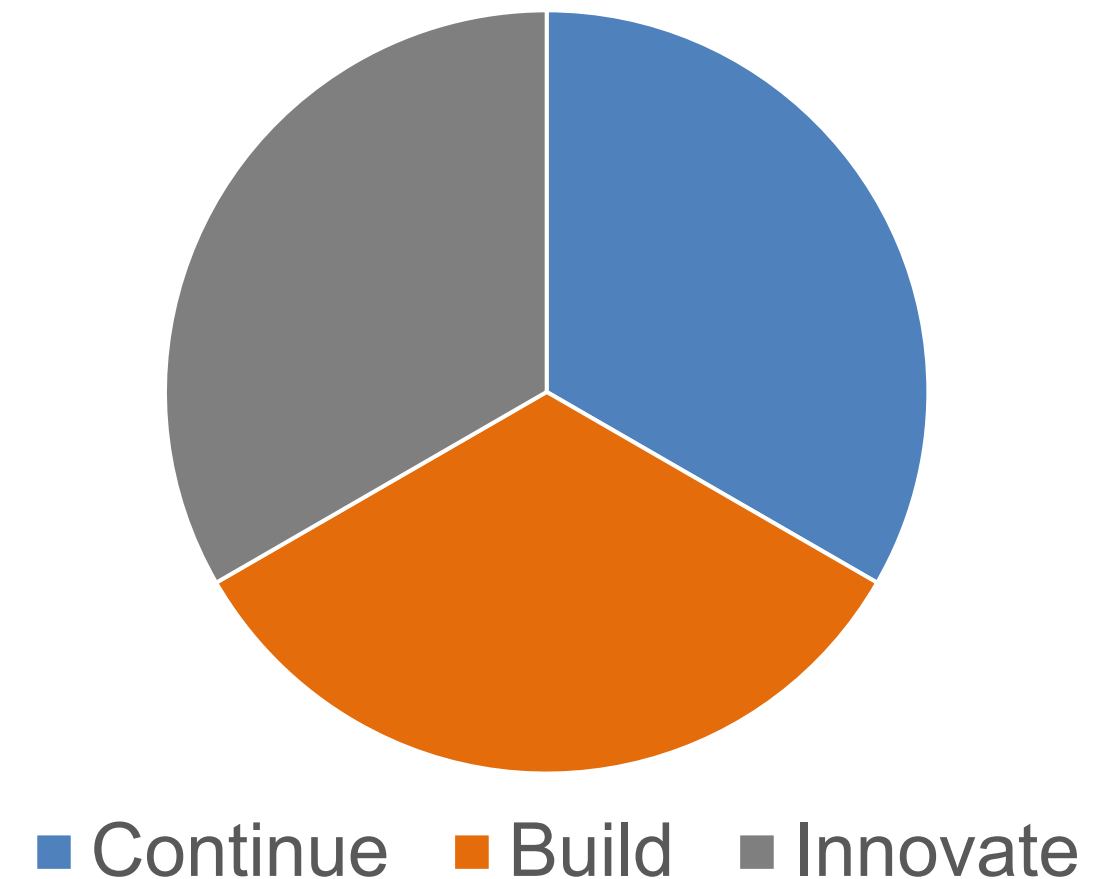
Improved staff experience
for some, but not all...



Planning forwards: ED&I workforce priorities 2023-25

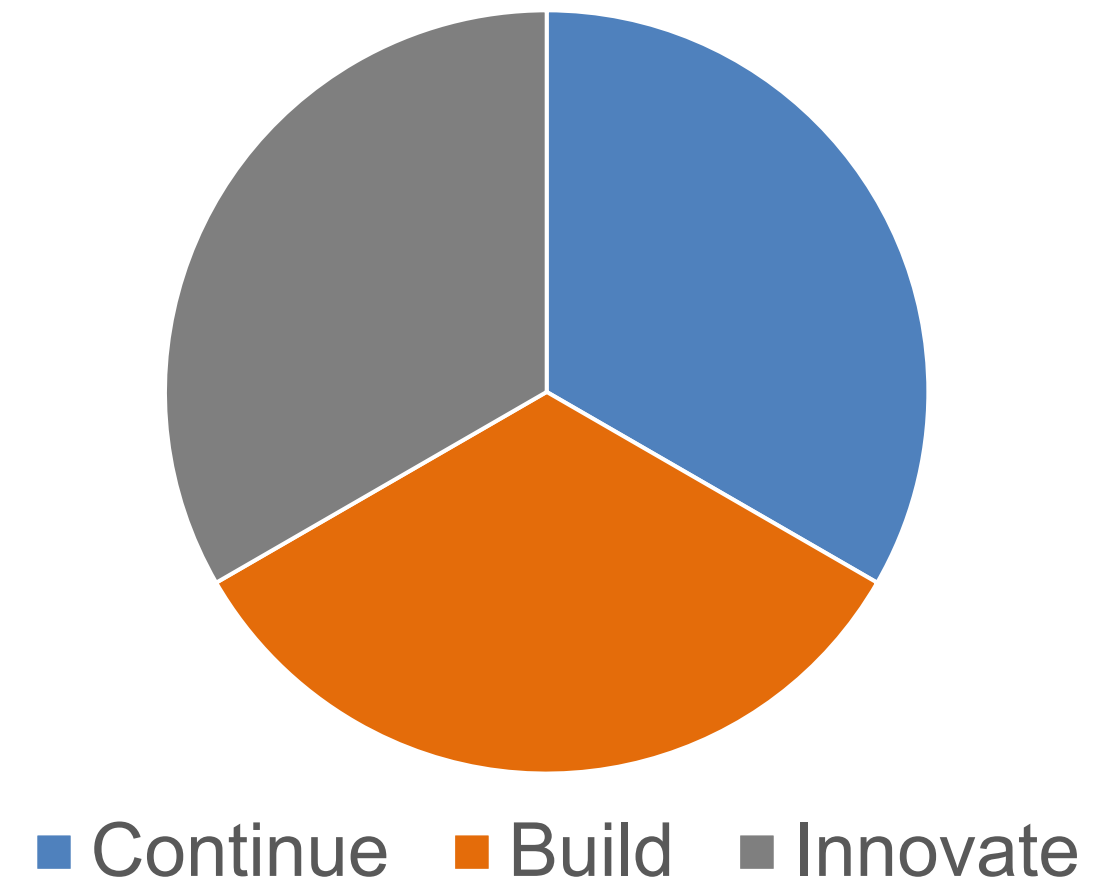
We will continue

- Rigorously identifying and addressing inequalities in our policies and projects
- Monitoring data to identify priorities and measure progress
- Marking dates on the diversity calendar, amplifying voices of lived experience alongside corporate communications
- Delivering advice and guidance to colleagues across the organisation



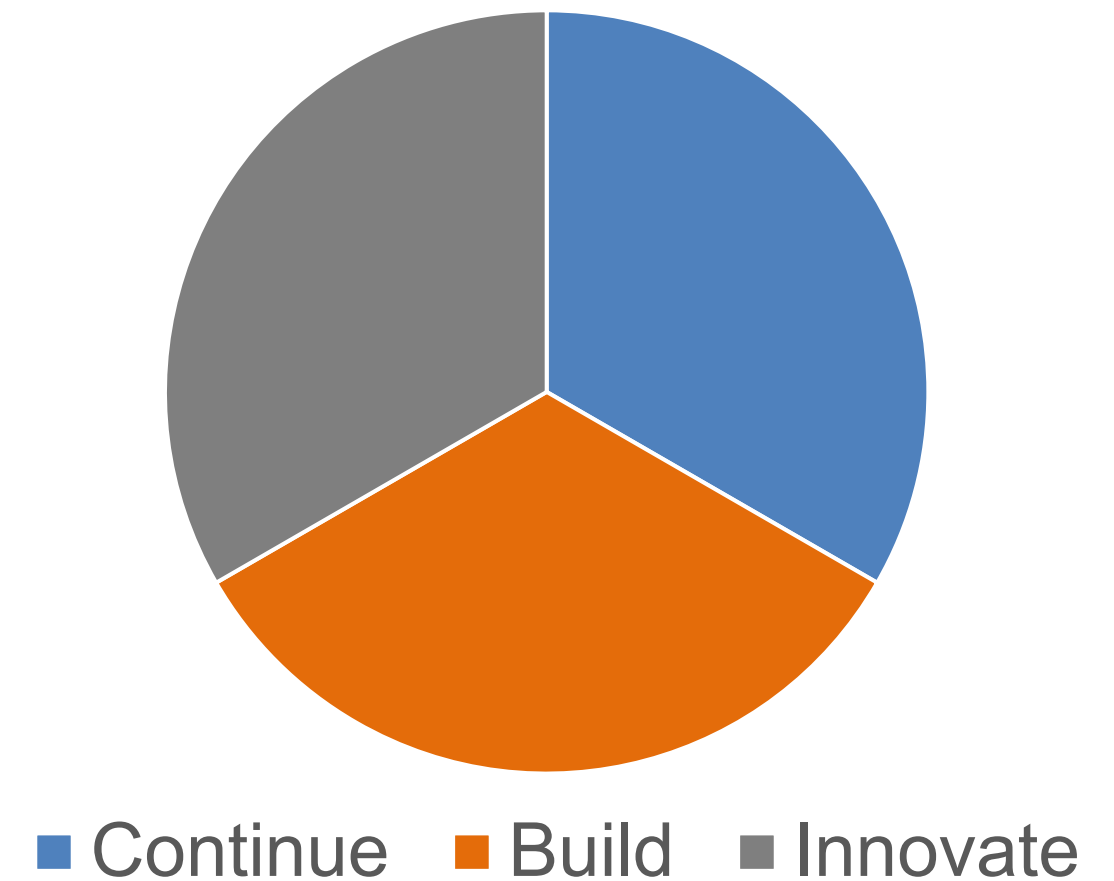
We will build on

- Fairness and inclusion in HRA recruitment
- Respect commitments
- Disability Confident Leadership
- 'Let's Talk' programme
- Success of the Stepping Up programme
- Embedding LGBTQ+ inclusivity
- ED&I Sharepoint as a learning resource



We will innovate

- Boost Group (ethnicity)
- Supporting secondments
- Support for all 'ages and stages'
- The value of faith, religion and belief at work
- EDI web presence which inspires and welcomes
- Leading the way on Equality Act Specific Duties



From words to action: our equality objectives

Guided by the voices of our EDI staff-led interest groups and a range of data sources, we have drawn our 2020-2023 EDI strategy to a close and developed a new set of EDI workforce priorities for 2023-2025. On our [looking back, planning forward webpage](#), you can read more about our progress over the last few years and what's in store next. This work is carefully developed to make sure that our aspirations for change translate into action; that they are transparent, accountable and with a lasting impact. Our equality objectives for 2023 onwards are:

1. We want to increase the relative likelihood of ethnic minority job applicants being appointed after interview. Our baseline is that white interviewees are, in 2023, 1.8x more likely to be appointed than ethnic minority interviewees. We aim to get rid of the gap between ethnic minority and white applicants by 2028
2. We want the percentage of ethnic minority staff in Bands 8 and above to reflect the proportion of ethnic minority staff within the wider organisation, by 2025. In 2023, we have 14% ethnic minority staff in Bands 8 and above, compared with 17% across the whole organisation
3. We want to increase the proportion of men in Band 6 roles from a baseline of 18% in 2023 to 25% by 2027

How does the ED&I strategy fit the five frameworks?

Framework	Actions						
Regulatory	Equality data publication	Equality Impact Analysis of all policies	Disability Confident Leadership implementation	Mindful Employer	Leading the way on Specific Duties		
Cultural	Marking diversity dates	Let's Talk programme development	Respect resources and events	Disability Confident Leadership	Support for all 'ages and stages'	The value of faith at work	
Strategic	Equality data analysis and action	Inclusive recruitment action plan	Inclusive CPD opportunities, incl. secondments	Staff Survey analysis and action plan	Disability Confident Leadership implementation	Public Involvement	Boost Group
Operations	Equality Impact Analysis of all policies	Recruitment policy, guidance and coaching	Line Manager CPD	ED&I Sharepoint	Dignity and Respect Policy engagement	Support for all 'ages and stages'	
Service	ED&I advice and guidance to colleagues	ED&I Sharepoint	Community Group advisory role	Community projects advisory role	Listening space for staff with concerns		

Questions?

