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2021-25

Our Equality, Diversity and Inclusion (EDI) Strategy

Creating high quality,
compassionate care and
wellbeing for all

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Foreword

Cathy Ellis, Trust Board Chair and Health and Wellbeing Guardian for LPT

I would like to endorse the Equality, Diversity and Inclusion strategy that is set out here. Our Trust Board is absolutely committed to Equality, Diversity and Inclusion and each of us has pledged our personal support for LPT to be an anti-racist organisation. We want to have a truly inclusive culture in LPT that recognises and celebrates difference for all protected characteristics.

I want everyone to feel welcome in our Trust. It is important that this strategy is brought to life through our own actions and those of our colleagues. Feeling included and part of our team is essential for the health and wellbeing of everyone. We are stronger when we stand together.



Angela Hillery, Chief Executive

As Chief Executive of our organisation I have chosen to prioritise and strengthen our collective focus upon Equality, Diversity and Inclusion.

I am very proud of how we are embracing this and of our achievements so far; however there is more for us all to do. I want us to remain ambitious by striving together to do this and I believe this strategy enables us to drive forward together. The recent pandemic has highlighted even more reasons why this work is so very important to all of us. Everyone is a leader here at Leicestershire NHS Partnership Trust and we can all make a difference and influence what we achieve. Our culture and what we create influences the care we provide and how all our staff experience working here. I want us to become the Anti-racist organisation we aspire to be and to be recognised as a place that embraces diversity and has a fully inclusive environment for all staff to work in.



Purpose, vision, values and leadership behaviours

The purpose of this strategy is to set out how we will create a highly inclusive culture that meets the needs of all our colleagues, patients, service users and communities and takes in to full account the following strategies, plans and partnerships:

- The People Plan
- The Step Up to Great strategy
- Together Against Racism strategy
- LPT's equal opportunities policies and related policies and procedures
- LPT's legal and statutory obligations
- LPT's partnership working with national, regional and system wide stakeholders
- Staff networks

Our vision is 'Creating high quality, compassionate care and wellbeing for all.'



STEP up to GREAT

Our leadership behaviours

Equality and Culture Change is one of our key “bricks” within our Step Up to Great strategy. Our Culture Change Programme “Our Future Our Way” worked with Change Champions from across the Trust to develop the following Leadership Values which are embedded in all of our leadership work including staff appraisals and recruitment activities:



- **Valuing one another** - We communicate with kindness and respect, valuing everyone's contribution



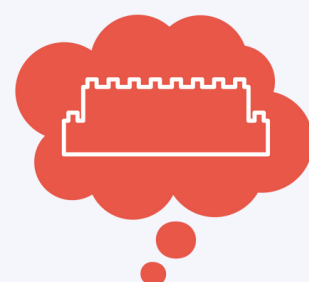
- **Recognising and valuing people's differences** - We respect everyone equally by helping to create a community that demonstrates unconditional positive attitudes, where people feel they belong, are valued, empowered and proud to work at LPT



- **Working together** - We are supportive, appreciative and encouraging of each other, enabling a positive team spirit which gives the best outcomes for colleagues and patients



- **Taking personal responsibility** - We give our best at work to deliver the highest standard



- **Always learning and improving** - We embrace change and actively seek opportunities to keep improving

Setting the scene

At Leicestershire Partnership Trust we are proud of our great achievements in providing high quality care and leadership, particularly over the difficult 18 months after the first lockdown of March 2020.

The pandemic reinforced the need for the Trust to develop a much bolder strategy on equality, diversity and inclusion. We want to create and sustain an environment where our staff find their voice and feel heard, our patients' care continues to be tailored to their needs and our role as a leading NHS organisation in the local economy brings tangible benefits to all people.

Many challenging equality, diversity and inclusion issues emerged from Covid-19. The disproportionate negative effect of the virus on people from Black, Asian and Minority Ethnic and disabled backgrounds has been a particular concern. We have also learned more about the challenges for people with disabilities of working remotely. We have had to display great flexibility in our workforce in transforming our services to meet the recovery needs of those hospitalised as a result of Covid-19 and to provide a safe environment for those receiving care in all services.

The death of George Floyd in the United States of America in May 2020 led to direct action from the Black Lives Matter movement and public bodies across the world are being challenged to remove racist practices. As a significant employer of Black, Asian and Minority Ethnic staff – both British and from overseas LPT have made a commitment to remedy previous injustices and create an environment that is fair and equal for all.

Our chief executive and Trust Board have made a firm stand against racism and have pledged to create an organisation which is “anti-racist.”



We are Together Against Racism pledges from our Trust Board:



Cathy Ellis, chair:

I believe that equality matters, really matters, and I want LPT to be a place where everyone feels welcome. I show my commitment by listening to the experiences of our staff and influencing for equality at every opportunity.



Angela Hillery, chief executive:

People matter and I know we need to take steps to create a culture of inclusion and belonging for all. I show my commitment by leading, setting expectations and using my voice to challenge every day.



Mark Powell, deputy chief executive:

I want to be part of an organisation that actively embraces equality, diversity and inclusion, where my thinking can be challenged by positively drawing upon peoples' diverse experiences which enables a better place to work and provide care. I show my commitment by not tolerating any form of racism at LPT.



Faisal Hussain, non-executive director and deputy chair:

I believe in social justice and a society which is rooted in fairness and equity irrespective of the colour of a person's skin. I show my commitment by ensuring that I help create an environment which recognises and values diversity and enables an inclusive culture where we have a workforce that reflects the communities we belong to and serve.



Moira Ingham, non-executive director:

While colleagues and service users experience any form of discrimination, we need to ensure that equality, diversity and inclusion are actions not just words. I show my commitment by actively listening to those who have experienced discrimination, then challenging myself to speak out and have brave conversations with others, in order to play my part in changing that experience.



Professor Kevin Paterson, non-executive director:

I strongly believe that an active commitment to equality, diversity and inclusion is essential to modern healthcare and to meet the needs of patients. My pledge is to promote equality and inclusion and acknowledge and value diversity in all of the activities I undertake.



Ruth Marchington, non-executive director:

I'm committed to be together against racism because I want all staff and patients to feel safe and confident to be themselves and the Trust to be a place where difference is valued and celebrated. I show my commitment to be together against racism by striving to be a more effective white ally, supportively challenging assumptions and learning from those with lived experiences.



Darren Hickman, non-executive director:

I believe it is important that everybody feels engaged and respected. Their contributions are encouraged, listened to, and taken into account to deliver an enhanced outcome for the organization and society. I show my commitment by being respectful and courtesy, treating everybody as an individual and recognizing there is always more to learn and understand. Questioning and improving where things are unfair and unjust.



Sharon Murphy, executive director of finance:

I want everyone to thrive and feel that they work in a culture that supports them every day 100%, whoever they are and whatever their background. I show my commitment by continuing to learn how to be anti-racist and ensuring that my behaviours always align with those values.



Sam Leak, director of community health services:

It is important to take positive action to prevent racial discrimination of any kind. I shall educate myself and others in race and racism and stand up against racism; calling it out whenever and wherever I see it. I will at all times respect individuals; as individuals and ensure that everyone has a voice and is listened to.



Fiona Myers, interim director of adult mental health:

We can only move forward if we work together to progress racial justice. I show my commitment by adopting the practice of self-reflection and asking ourselves to what extent are our behaviours aligned with our values, speaking up and recognising the impact of unconscious bias.



Sarah Willis, director of human resources and organisational development:

We need to eliminate injustice, particularly racial, for our staff and the communities we serve. I show my commitment by listening and challenging behaviours I see with compassion and empathy, ensuring I look within to understand my experiences and potential privileges.



Chris Oakes, director of corporate governance and risk:

I want to help to create an organisation and society that enables everyone to be included for who they are and embraces diversity and all the rich creativity and depth of experience this brings. I show my commitment by listening to people's experience and seeking to understand on the deepest level and to continue to challenge myself to use this to support change to create a more inclusive and diverse organisation.



Avinash Hiremath, medical director:

I want to work in an organisation where the diversity of background, experience and thought is nurtured, and thrives to grow an organisational culture of compassion, respect and inclusive development. I show my commitment by actively participating in ventures to foster inclusive growth, and by truly understanding and celebrating diversity.



David Williams, director of strategy and business development:

Racism is wrong, it harms all of us. I show my commitment by championing equality and speaking out against racism when I can.



Anne Scott, director of nursing, AHPs and quality:

I abhor racism of any kind "Our ability to reach unity in diversity will be the beauty and the test of our civilization" (Ghandi) and with every breath we take, we must commit to being that change, creating a better, more just world for everyone. I show my commitment by actively being an anti-racist and recognising privilege and the ways racism can be denied -through continuing learning and having the courage to live by my values and demonstrate these through my behaviors.



Helen Thompson, director of families, young people and children's services and learning disabilities services:

Every interaction, everyday shapes the culture of LPT and by working together against racism, we will build a culture of fairness and equity with our staff and the communities we serve. I show my commitment by making time to listen and understand, recognising my own privilege and ensuring that racism is identified, explored and challenged.



Paul Sheldon, chief finance officer*:

I believe in a fully inclusive and diverse world where people have equal opportunities.
I will continue to educate myself and listen to the voices of people who experience racism as well as challenge racism and discrimination.

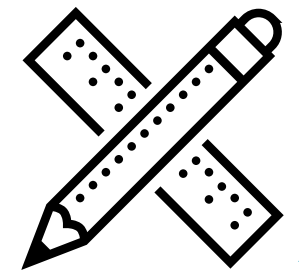
Strategic Principles

In order to ensure we deliver our equality, diversity and inclusion objectives we will adhere to the following principles:



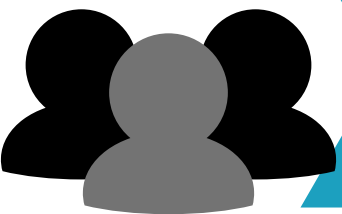
Valuing lived experience

All staff will be able to share their experiences and have them heard



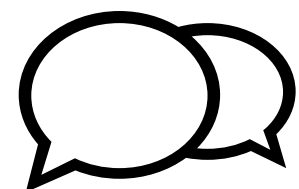
Well-led but co-designed

We will ensure all our leaders work to embed inclusive decision making in all they do and that organisational and service changes are co-designed to reflect the diversity of staff and patients



Shared responsibility

It is everyone's responsibility to eliminate inequality. All staff at LPT will be supported to create a culture that allows people to speak up when things are not right



Clear communications

Wherever possible we will use language that is clear and does not rely on stereotypes or outdated concepts. We will make sure materials are available in alternative formats and community languages

Our local population

LPT provides integrated mental health, learning disabilities and community health services to just over one million people across Leicester, Leicestershire and Rutland. According to the 2011 census 28% of the population are from Asian, Black and Minority communities (including communities from Eastern European countries) and this rises to 50% in the City of Leicester. Black, Asian and Minority Ethnic Communities have a younger age profile than White communities. Over two thirds of Leicester's school children are from minority ethnic background.

Approximately 17% of our population have disabilities and/or long term ill health. 1.4% of our population identify as Lesbian, Gay or Bisexual. It is hoped that the 2021 census data when available will provide us with far more information regarding our LGBTQ+ communities.

LPT does monitor and produce detailed population demographic analysis reports on people accessing its services. These can be found here: <https://www.leicspart.nhs.uk/about/equality-diversity-and-inclusion/publication-of-equality->



Our staff profile

LPT has...

 Over
5300
staff

BAME staff make
up 24.4% of the
workforce - 13.4%
are band 8a or
above

5.8% of our
workforce declare
that they have a
disability

3% of staff
identify as
LGBTQ+

The Trust produces detailed analysis of its staff profile. The full report can be found here:
<https://www.leicspart.nhs.uk/about/equality-diversity-and-inclusion/publication-of-equality-information/>

Some of our achievements so far...

In the last two years we have seen some key developments relating to our Equality, Diversity and Inclusion agenda. Some notable achievements over the past 12 months are:

We have seen a substantial growth in our existing six staff networks and developed a Women's Staff Network

We have established our People's Council, which has a diverse representation of membership from our communities and patient leaders

We are embarking on LPT's third reverse mentoring programme for Black, Asian and Ethnic Minority and Disabled staff

We have introduced a requirement to have ethnically diverse interview panels and reporting diverse panel data as part of Workforce dashboards

We have launched the Rainbow Badge initiative within the Trust in support of our LGBT+ patients and staff

We have implemented listening events to hear the experiences of our staff on Equality, Diversity and Inclusion

We have offered compassionate leadership training to managers

We were shortlisted for the 2020 HSJ Workforce Race Equality Category in recognition of the Trust's work on Race Equality

We have continued to identify and 'flag' people with an accessible information need

We have taken part in free deaf awareness training delivered to front line staff as part of a NHSEI funded pilot

Equality objectives 2021- 2025

The following equality objectives have been developed as part of ongoing engagement with staff, patients and service users. They will be included in other key strategy documents, objectives and work streams and will have action plans to ensure their outcomes are delivered. These objectives have been grouped under distinctive themes to clarify how the objectives relate to specific work streams:

➤ Disability Workforce Equality

Objective one

To guarantee dignity at work for all disabled staff (and those with long-term ill health) by creating a culture free from bullying, harassment and discrimination.

Objective two

Examine and prioritise issues facing disabled staff and have strategies in place to support individuals.

Objective three

All disabled staff have the confidence to declare their disability on Electronic Staff Record.

Objective four

Embed inclusive recruitment practice towards the employment and retention of candidates with disabilities to guarantee fairness throughout the process.

Objective five

Ensure career progression for staff with disabilities through the talent management and succession planning approach.

➤ **Workforce Race Equality**

Objective one

Ensure recruitment and selection processes are inclusive and free from bias where candidates from Black, Asian and Minority Ethnic backgrounds have an equitable outcome compared to their white colleagues from application to appointment across all employment roles with an aim of eliminating any race equality disparities by 2025.

Objective two

Ensure that BAME staff are benefiting from Talent Management, Succession Planning and Career Progression leading to achievement of LPT model employer target of 24% by 2025.

Objective three

Create a culturally inclusive organisation for Black, Asian and Minority Ethnic Colleagues in order that there are demonstrable improvements in WRES staff survey indicators 7 and 8.

➤ **Patient Experience and Involvement**

Objective one

Introduce Cultural Intelligence training co-produced with patient leaders for staff leading to increase in cultural competencies.

Objective two

To co-design and involve patients and service users in shaping services which meet their needs.

➤ Access to services

Objective one

To capture and analyse the protected characteristics of patients and service users in order to identify access gaps.

Objective two

Ensure that the system wide inclusive decision-making framework is used across all service areas and projects to ensure that health inequalities are addressed in the planning and delivery of services.

Objective three

Create one stop shop services wherever possible.

Objective four

Ensure the effective implementation of the Accessible Information Standard.

Objective five

Carry out a programme of access audits of estates and facilities.

How this strategy will be monitored

This strategy will be monitored through LPT's EDI governance. The Trust has a number of committees who are responsible for the delivery of EDI priorities. These include:

Trust Board

**Quality assurance
committee**

**The EDI Patient Experience and
Involvement group**

**Patient engagement and
consultation group**

The EDI workforce group

Strategic workforce group

The People's Council

Directorate level EDI groups