EQUALITY AND INCLUSION LEADERSHIP DEVELOPMENT STRATEGY – OUR 5 YEAR AMBITION

“EVERYONE COUNTS”

“Inclusion is not a strategy to help people fit into the systems and structures which exist in our societies; it is about transforming those systems and structures to make it better for everyone. Inclusion is about creating a better world for everyone.”

Diane Richler, President, Inclusion International – http://inclusion-international.org/diane-richler
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<th>Date of amendment</th>
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<th>Responsible person</th>
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<tr>
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  - Feedback from consultation p13  
  - Core principles p8  
  - Strategic Plan p10  
  - Implementation Plan p16 | Merrill Bate & Fiona Rodden | V 1.5 |

**Author**  
Merrill Bate, Head of Leadership Development, Thames Valley and Wessex Leadership Academy (TVWLA)  
&  
Fiona Rodden, Consultant for Leadership and Organisational Development, TVWLA  
With thanks for the input and collaboration of many stakeholders from a range of organisations, backgrounds and professions across Thames Valley and Wessex.

**Sponsor**  
Caroline Chipperfield, Director TVWLA

**Actions Required**  
The TVWLA Board are asked to approve the document following update which builds on feedback from the Consultation Exercise undertaken from July to September 2015.

**Audience**  
This is an internal strategy document to be viewed and implemented by the TVWLA Board and team.  
A further version will be developed for wider circulation with our stakeholders that is concise and easy-read.
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STATEMENT OF INTENT

“I speak not for myself but for those without a voice...those who have fought for their rights...their right to live in peace, their right to be treated with dignity, their right to equality of opportunity”

Malala Yousafzai

The Thames Valley and Wessex Leadership Academy (TVWLA) provides high quality leadership and organisational development opportunities for the people delivering NHS care in Thames Valley and Wessex. Our primary task is to develop and sustain diverse system leaders across health and care, to improve people’s wellbeing.

We are committed to inclusive and equal opportunities as an employer and in our role developing leaders. We recognise and promote the benefits that a diverse workforce can bring and this strategy sets out how TVWLA will deliver these commitments.

In collaboration with our members and networks across the health system we have developed five core priorities. These priorities describe how we will actively contribute to building an equal and inclusive culture in Thames Valley and Wessex in our role as a regional leadership academy and Local Delivery Partner (LDP) of The NHS Leadership Academy (The Academy) in collaboration with our local, regional and national partners.

Our priorities in developing an inclusive culture are to:

1. Model the way
2. Engage people
3. Be ambitious for inclusion
4. Support the system to be inclusive
5. Be transparent in our approach to inclusion
6. Align inclusion to other agendas and priorities

These priorities will be explained further within this document and appendices. This strategy will describe why and how we will work in an inclusive way and what we will do to make a difference.

We will align our approach to ensure we meet all our requirements as an employer, regional academy and LDP and influence The Academy to include this agenda in our Service Level Agreement to reflect its importance.

Having a diverse workforce and providing equality of access to leadership development opportunities are the right things to do and will lead to better care. TVWLA’s strapline is “leadership for a purpose” and we know that through supporting NHS staff at all levels and in all staff groups to become better leaders they will in turn have a positive impact on the culture and climate that NHS staff work in. How leaders behave has a direct impact on the experiences of patients, service users and other NHS staff. Ensuring we champion and deliver inclusive opportunities for development will help to build a better culture.

“The TVWLA should be seen as an organisation which recognises and celebrates diversity and welcomes staff”.

Excerpt from feedback received from our consultation
“Let us make our future now and let us make our dreams tomorrow’s reality”

Malala Yousafzai

1. INTRODUCTION

1.1. The purpose of this strategy is to define the role of the TVWLA in promoting a more inclusive culture for staff from all NHS staff groups and protected characteristics.

1.2. We cannot achieve a culture change on our own. This strategy will outline how we intend to work with our national and local partners to affect real change through influencing, sharing and modelling best practice.

1.3. This strategy has been developed with contribution from stakeholders across our local system from a range of organisations and backgrounds.

The Thames Valley and Wessex Leadership Academy function

1.4. The TVWLA is a regional academy and LDP of the NHS Leadership Academy. We are responsible for developing leadership capacity and capability in health in our region.

1.5. Our primary task is to develop and sustain diverse system leaders across health and care, to improve people’s wellbeing.

1.6. We work directly with local systems and networks in a way that crosses boundaries and helps develop relationships to improve care. We promote access to the NHS Leadership Academy’s programmes.

Inclusion and diversity is important to the NHS

1.7. Inclusion is emphasised in NHS England’s Five Year Forward View\(^1\) which states “...ensuring the NHS is a better employer is so important: by... providing safe, inclusive and non-discriminatory opportunities” (p30) and that

“The NHS is committed to making substantial progress in ensuring that boards and leadership of NHS organisations better reflect the diversity of the communities they serve and that the NHS provides supportive and non-discriminatory ladders of opportunity for all its staff, including those from black and minority ethnic backgrounds. NHS employers will be expected to lead the way as progressive employers...challenge mental health stigma and discrimination...offering job opportunities to...people with learning disabilities…” (p14)

1.8. The NHS Constitution\(^2\) includes:

\(^2\) http://www.leadershipacademy.nhs.uk/resources/inclusion-equality-and-diversity/
• A pledge to provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
• The legal duty not to discriminate against patients or staff based on their protected characteristics and to adhere to equal opportunities and equality and human rights legislation.

“We maximise our resources for the benefit of the whole community, and to make sure nobody is excluded, discriminated against or left behind”.

NHS Constitution

1.9. There is a national commitment⁵ to ensure that investment in leadership development and career development opportunities for all NHS staff results in:
• A culture which supports and recognises the contribution of talented people from all backgrounds and all professional groups.
• The NHS being spoilt for choice in the range of candidates from all backgrounds and all professional groups when senior leadership appointments are made and the development of inclusive and diverse boards⁶.
• The improved performance and motivation of NHS staff from protected characteristic groups, the teams they lead and the services they deliver.

1.10. The Workforce Race Equality Standard⁵ from 01 April 2015 for the first time has required organisations employing almost all of the 1.4 million NHS workforce to demonstrate progress against a number of indicators of workforce equality, including a specific indicator to address the low levels of BME Board representation.

1.11. The Equality Delivery System⁶ is a toolkit, used across the NHS, which aims to help organisations improve the services they provide for their local communities and provide better working environments for all groups.

2. THE CURRENT SITUATION

“Prejudice is a burden that confuses the past, threatens the future, and renders the present inaccessible”

Maya Angelou

The National Picture

2.1. The 2014 NHS Staff Survey⁷ revealed that 8% of staff reported that they had experienced discrimination at work on the basis of their ethnic background, gender or age, religion, disability or sexual orientation.

⁴ http://www.leadershipacademy.nhs.uk/resources/healthy-nhs-board/
⁵ http://nhsemployers.org/your-workforce/plan/building-a-diverse-workforce/need-to-know/workforce-race-equality-standard
2.2. Harassment, bullying or abuse from staff is often experienced more by disabled staff and black staff than by non-disabled and white British staff. Such experiences tend to be more prevalent for gay male staff than for heterosexual staff (2012 NHS Staff Survey).

2.3. The survey shows a poorer reported experience for many staff, particularly BME colleagues. Reporting and addressing these issues will be a key requirement of the Workforce Race Equality Standard.

2.4. A study of leadership of NHS organisations\(^8\) in London to assess progress against the Race Equality Action Plan (DH 2004) revealed:

- A low proportion of Board executive and non-executive members from a BME background with a proportion having no BME representation at all.
- The likelihood of white staff in London being senior or very senior managers is three times higher than it is for black and minority ethnic staff. The proportion of BME senior managers had not increased since 2008.
- The proportion of women on Boards was 40% which is still well below that of the NHS workforce or the local population.
- Women were especially under-represented at chair and chief executive level.

2.5. An NHS England\(^9\) snapshot of CCG leadership reveals 12% BME staff and 37% women on governing bodies

2.6. Stonewall\(^10\) have found that gay staff in the NHS still face discrimination based on their sexuality

2.7. It is noted that there is no available comparative study on the proportion of NHS staff from the other protected staff groups working in senior leadership positions.

Local issues

2.8. The “Deep Dive” work of TVWLAs predecessor organisation in Thames Valley and Wessex reflected the national picture of low proportional representation of BME staff in senior leadership positions despite being highly represented in some professions (medical and dental) and in frontline to middle management positions.

2.9. No available data on local employers exists to identify issues of representation of other protected characteristic groups in leadership positions.

2.10. Despite promotion of leadership interventions and programmes using various networks through and across organisations, TVWLAs consultation process provided feedback that shows that communications often do not get through to those from minority groups.

2.11. Feedback from NHS organisations is that when these messages do get through, people are often reluctant to come forward. Yet we are not currently clear of the reasons why.


2.12. A recent survey of our faculty (associates within NHS organisations delivering our services) shows respondents are not diverse and are predominantly white, able-bodied, heterosexual women aged 35-55.

2.13. The TVWLA have not, at this time, assessed the protected characteristics of our own organisation and board. We have intentions to do within our corporate action plan, see Strategic Plan page 16.

3. VISION AND PRIORITIES

“It takes no compromise to give people their rights...it takes no money to respect the individual. It takes no political deal to give people freedom. It takes no survey to remove repression.”

Harvey Milk

3.1. Our vision for inclusion is that TVWLA is seen as an organisation which recognises and celebrates diversity and welcomes staff.

3.2. TVWLA’s strategic priorities for inclusion have been developed in collaboration with stakeholders across our system (see appendix B).

3.3. TVWLA will model the way:

- Engage
- Be ambitious for inclusion
- Support the system
- Be transparent
- Align to other priorities

This section will explore these priorities at a high level with the detailed actions to be implemented forming the Inclusion Action Plans which will be developed following approval of this strategy, a template for these plans can be found in Appendix D p17.

3.4. Our action plans will focus on each of our core activities and answer a key question:

- Regional Awards: How do we ensure we recognise exemplary leadership in an inclusive way?
- Faculty: How do we ensure our coaches, mentors, facilitators, trainers and other faculty have an inclusive approach?
- OD/System Leadership: How do we support the system in an inclusive way?
- Talent Management and Programmes: How do we ensure all our programmes are inclusive in recruitment, content and approach?
- Corporate/TVWLA internal team: How do we ensure TVWLA is an inclusive employer?

3.5. The following section outlines our commitments under each of our priority areas. We will:

3.5.1 Model the way
We commit to identifying and promoting best practice and implementing an inclusive approach within our own organisation. We commit to promoting inclusion and diversity in all our interventions as well as running specific development focused on this agenda. We will model an open approach to discussing this topic and involve stakeholders in developing our approach.

3.5.2 Engage

We commit to collaboratively address the issue of ensuring people from minority groups have equal access to opportunities offered by The Academy and TVWLA. We commit to proactively work with diverse system leaders, from different backgrounds, cultures, professions, protected groups and levels, to help improve care. We commit to collaborating with people from different groups to help develop our approach and offers.

3.5.3 Be ambitious for inclusion

We recognise the need to be ambitious to make a difference, while knowing that we have to start somewhere. We commit to ensuring inclusion and diversity will be core priorities in all our work. We commit to proactively promoting this agenda with our stakeholders – local, regional and national. We commit to ensuring our high ambitions are backed up with real actions which are achievable and reviewed regularly.

3.5.4 Support the system to be inclusive

We recognise the need to be clear about our role as an influencer for the system, without direct authority or agency in many cases. We commit to offering and promoting best practice while enabling organisations to implement these in ways that best suit their organisations and staff. We will support The Academy in its role to work with diverse individuals on programmes in our region.

3.5.5 Have a transparent approach to inclusion

TVWLA faces its own issues in ensuring we are fully inclusive and diverse. We commit to being open and transparent about these issues and how we will address them in collaboration with our partners. We commit to proactively seeking feedback from minority groups and monitoring demand and access to our activities to ensure we are aware and addressing the right issues.

3.5.6 Align to other priorities

Inclusion will be integral to our work across all areas of our activity. Inclusion and diversity is a key national priority and makes for better leadership. We commit to addressing issues of inclusion in all our work streams as identified in our Action Plans. We commit to being an inclusive employer in line with all legislation and to ensure all our employees are free from discrimination.

4. DELIVERY

“Faith is taking the first step, even when you don’t see the whole staircase”

Martin Luther King Jr.

4.1. This strategy articulates our vision and we make no apology for having a big vision. We know that as a team of people committed to supporting and enabling NHS staff to
achieve their potential that we have to demonstrate the leadership behaviours required of all leaders in the NHS and to role model best practice. We have to be humble as we mobilise and deliver this five year strategy. To seek to do less than to be aspirational in what we want to achieve is a limiting mind-set. TVWLA wants to inspire and make a difference; we believe that this strategy provides us with a great opportunity to deliver the changes we believe must be made.

4.2. Our resources are not limitless and competing demands will have an impact on our ability to deliver everything. But with passion, intent, a will to make our vision reality and working collaboratively with regional and national partners we will make progress.

4.3. The annual action plan and outcomes will be reviewed by the TVWLA Board annually. A summary will be provided in the TVWLA Annual Report. This plan will be updated once the individual Inclusion Action Plans have been developed for each of our activity areas.

5. STRATEGIC INCLUSION PLAN

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>TVWLA Strategic Objectives</th>
<th>Measures of success</th>
</tr>
</thead>
</table>
| Model the way      | Identify and promote best practice for inclusive leadership and organisational development  
                      Model being an inclusive and diverse employer  
                      Promote inclusion and diversity in all TVWLA interventions  
                      Deliver specific interventions focused on inclusion and diversity  
                      Involve, engage and inform stakeholders in developing and delivering our approach | Stakeholders have access to best practice around inclusion  
                      Stakeholder feedback is that TVWLA has an inclusive approach to leadership and organisational development |
| Engage             | Address issues with, not for our stakeholders. Help them to implement for themselves.  
                      Work with our partners and existing networks to increase awareness of leadership opportunities for people from minority groups.  
                      Proactively engage people from protected groups in all work streams to improve care  
                      Collaborate with people from protected groups to develop our approach in an ongoing way | TVWLA has engaged with people from diverse backgrounds in developing its approach and offer and can demonstrate how this input has informed our approach/offer.  
                      TVWLA have engaged with Equality & Diversity leads and Community of Practice for guidance, support and sharing learning |
| Be ambitious       | Ensure an action plan for inclusion exists for all our activities and that plans are | This strategic action plan is shared with our board |
ambitious.
Ensure all actions in plans are specific, measurable, achievable, realistic and timed.
Ensure plans are reviewed regularly and at least bi-annually.

<table>
<thead>
<tr>
<th>Support the system</th>
<th>Offer best practice for an inclusive approach to our members – through training, publications and promotion of the national agenda with the NHS Leadership Academy – specifically for Inclusion to be added to the Service Level Agreement for all LDPs. Consider inclusion and diversity issues when scoping all system and OD interventions and encourage our partners to do the same.</th>
<th>All interventions are reviewed and updated to include this agenda as appropriate based on specific plans. All new interventions consider inclusion issues as standard. TVWLA has promoted inclusion and diversity through a range of media to members and stakeholders.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be transparent</td>
<td>Continue to monitor protected characteristics of individuals accessing all development opportunities over 1-day in duration. Publish these statistics on TVWLA website, identifying any issues and plans to address them. Review data on protected characteristics for TVWLA staff and faculty and include any identified issues within the appropriate action plans.</td>
<td>TVWLA website includes data on access to development analysed by protected characteristics and any issues arising have plans and take action to address them. TVWLA has identified and started to address inclusion issues for its own staff and faculty.</td>
</tr>
<tr>
<td>Align to other priorities</td>
<td>Ensure action plans are developed, implemented and monitored for all activity areas. Ensure all plans align to national priorities and strategies for health and care. Ensure the TVWLA is a discrimination free employer and operates according to the Equality Act 2010.</td>
<td>Plans developed align to this strategy and other relevant documentation as appropriate. TVWLA is an equal employer and implements Values Based Employment.</td>
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5.1. More specific plans will be developed and included in appendices of this strategy in future iterations. These Inclusion Action plans will be developed using the template in APPENDIX D: TEMPLATE INCLUSION ACTION PLAN (p17).

“Change will not come if we wait for some other person or some other time….. We are the change that we seek”.
APPENDIX A: CONSULTATION QUESTIONS

The draft TVWLA Inclusion strategy was approved for consultation in August 2015 by the TVWLA Board. The consultation document and strategy were circulated through our networks with particular targeting for our Community of Practice (those working in NHS organisations in Leadership and Organisational Development roles) and local Equality and Diversity Networks.

The questions circulated are included here.

1. Do you think the areas covered in the TVWLA draft Equality & Inclusion Leadership Development Strategy are the ones the Academy should be focusing on for the next 5 years? If not, what needs to be added and why?

2. Is the strategy as a whole ambitious enough to meet and address the challenges? If not, what needs to be different and why?

3. Are the strategic priorities, contributing activities and measures of success the right ones? If not, what should they be?

4. Please outline any areas or actions you would like to see added to the Equality & Inclusion Leadership Development Strategy?

5. What else do you think TVWLA could do to promote equality of opportunity for the TVWLA team, its member organisations and NHS staff in Thames Valley and Wessex?

6. What else do you think TVWLA could do to improve access to its portfolio of leadership development services for its member organisations and NHS staff in Thames Valley and Wessex?

7. What else do you think TVWLA could do to engage and involve members of the TVWLA team, member organisations and users of or participants on its leadership and OD services in a more meaningful way?

8. What else do you think TVWLA could / should do?

9. Is there a question we haven’t asked? If so, please provide details.
APPENDIX B: CONSULTATION FEEDBACK

The TVWLA hold inclusion, equality and diversity with paramount importance in developing leadership and organisations. In line with this intention we developed a draft Inclusion Strategy which went out for consultation with our members from August to September 2015. Consultation has enabled us to develop a revised strategy that is reflective of what our members want and reflects issues they face.

Feedback was received from both individuals and on behalf of organisations. The majority of feedback was positive and supported the approach and principles held within the strategy. This document outlines the constructive comments we received to help shape the strategy. These suggestions are grouped under 5 key themes: engage, ambitions for inclusion, support the system to be inclusive, a transparent approach to inclusion and align inclusion to other priorities.

Comments within the themes are intentionally anonymised and placed in order of incidence across the responses.

Model the way
- The TVWLA is in a position to act as a role model and provide best practice to its member organisations. “The TVWLA should be seen as an organisation which recognises and celebrates diversity and welcomes staff.”
- The TVWLA should include in all training promotion of inclusion and diversity.
- The TVWLA should be seen as a diverse employer and be transparent in its approach to doing so
- The TVWLA should model an approach of having open conversations about issues surrounding this agenda.
- Inclusive logistics should be considered for all interventions including – hearing loops, large print, lifts, accessible buildings amongst other things.

Engage Issues:
- People from minority groups and those more frontline in the organisation often don’t hear about opportunities available to them from the NHS Leadership Academy and TVWLA.
- People from minority groups don’t often come forward or volunteer themselves for opportunities.
- While addressing issues facing the Black and Minority Ethnic groups is vitally important, we must consider how we proactively address diversity issues facing people from all backgrounds. We need to address all of the 9 protected characteristics but also ensuring other ‘non protected groups’ are considered – professions, socio-economic status and more.

Suggestions:
- TVWLA could engage more widely with staff across the system and organisations to help get the messages and opportunities out to a diverse community.
- TVWLA should include people in their interventions irrespective of their banding as many people from minority groups are below ‘senior leadership’.
- TVWLA needs to demonstrate that it actively promotes opportunities to those from minority groups.
• **Greater promotion** would enable better access from people from minority groups. Promotion of opportunities and other communications could be more regular, more long-term focused and include some success stories and share learning. These communications should also be available on other NHS organisations’ websites to enable easier access.

• **TVWLA should work with partners** (organisations that champion inclusion and networks). For example Equality & Inclusion, LGBT and BME networks, specific local groups. Go to these groups to promote activities and give talks.

Be ambitious for inclusion

• Many responses **agreed with the ambitions**, principles and higher level objectives within the strategy. Some considered them to be overly ambitious and others at the right level. Several suggested that **more needs to be done** to achieve these ambitions and this may mean **working in different ways**.

• Many responses noted that TVWLA should be clearer about what was within our sphere of **influence** rather than directly within our mandate. TVWLA should have a role to influence the system but not take responsibility for the actions of member organisations. TVWLA also has a role to influence the national inclusion agenda.

• The TVWLA should ensure that all actions, both high level and specific should be **measurable and achievable** and that those held within the Inclusion strategy should focus specifically on the inclusion agenda and avoid going outside its scope.

• The first draft contained an Inclusion plan for the TVWLA Leadership Recognition Awards and Summit. Feedback was received that while the Awards should be inclusive and have this plan, **other areas should be considered with equal emphasis**.

Support the system to be inclusive

• The TVWLA has a role to offer training on inclusion which may incorporate:
  - Developing senior leaders as inclusive employers.
  - Tailoring interventions to local need – particular inclusion issues and organisational challenges.
  - Ensuring all training provided involves promoting inclusion and diversity in leadership and is unbiased in nature.
  - Offering training on unconscious bias and cultural competence in particular.
  - Promoting the NHS Healthcare Leadership Model. (assuming this is because several dimensions emphasise valuing diversity)

• Influence the system but **enable organisations to implement** recommendations in their own way that is proportional, aligned, realistic and achievable.

• The TVWLA should also maintain its role to develop local systems rather than individuals

• Tangible requests for support mentioned by several people were around appraisal training and implementation support for Values Based Employment to enable positive conversations with all staff that will help identify development needs and help employers value diversity and inclusion.

Have a transparent approach to inclusion

• The TVWLA must be **transparent about the inclusion issues** facing both employment and development across the system and within its own activities.

• Many emphasised the need to **proactively monitor protected characteristics and publish** these statistics to enable trends to be identified that enable the evaluation of different interventions and approaches to increase access and awareness. These should be compared to benchmarks.
Feedback should be sought from minority groups across all TVWLA activities to ensure a diverse set of views are represented.
- TVWLA should annually review its approach to inclusion and evaluate activities undertaken.
- The TVWLA should be transparent about their approach to recruitment for programmes and publish anonymised data on both applications and those enrolling on programmes to identify any inclusion issues.
- It was noted that some protected characteristics are more difficult to monitor – due to small organisational/cohort sizes making anonymity an issue.

Align inclusion to other priorities
- Some emphasised the need to align the Inclusion strategy to key documents including the Equality & Diversity System (EDS2) and Workforce Race Equal Standards (WRES).
- Several identified the need to align to other approaches and priorities including – Talent Management, Chief Executive commitment, Organisational Development, Innovation and Improvement, Thought Diversity.
- Some noted the importance of aligning processes including the Leadership Recognition Awards with other regional awards and enabling sharing learning across the Community of Practice (network of Leadership and OD leads in Thames Valley and Wessex).
APPENDIX C: PLAN FOR IMPLEMENTATION OF TVWLA INCLUSION STRATEGY
2015-16
This appendix outlines in high level the activities planned to implement this strategy and progress to form more operational plans for each of our priority areas.

<table>
<thead>
<tr>
<th>Task</th>
<th>Deadline</th>
<th>Owner</th>
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<tbody>
<tr>
<td>Draft strategy approved by Board</td>
<td>10/07/15</td>
<td>CC &amp; MB</td>
</tr>
<tr>
<td>Strategy circulated for consultation and feedback received</td>
<td>30/09/15</td>
<td>MB</td>
</tr>
<tr>
<td>Feedback collated and strategy updated</td>
<td>07/01/16</td>
<td>MB &amp; FR</td>
</tr>
<tr>
<td>Strategy approved by Board</td>
<td>14/01/16</td>
<td>CC</td>
</tr>
<tr>
<td>Easy read version of strategy developed &amp; published on website.</td>
<td>30/01/16</td>
<td>FR</td>
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<tr>
<td>Inclusion Action Plans developed for all priority areas – Awards,</td>
<td>31/03/16</td>
<td>JP &amp; SF</td>
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<tr>
<td>Faculty, OD/System Leadership, Programmes, Corporate/TVWLA internal</td>
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<tr>
<td>team</td>
<td></td>
<td>CC</td>
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<tr>
<td>Inclusion Action Plans reviewed and updated</td>
<td>01/09/16</td>
<td>JP &amp; SF</td>
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<tr>
<td>Inclusion Strategic Plan and Strategy updated and reviewed by</td>
<td>01/03/17</td>
<td>CC</td>
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<td>TVWLA Board</td>
<td></td>
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</tbody>
</table>

CC: Caroline Chipperfield. Director TVWLA  
MB: Merrill Bate. Head of Leadership Development and Talent Management  
FR: Fiona Rodden: Leadership and Organisational Development Consultant  
JP: Julia Petherbridge. Leadership and Organisational Development Consultant  
SF: Samia Fazil: Project Support Officer
APPENDIX D: TEMPLATE INCLUSION ACTION PLAN

Inclusion Action Plans are intended to be live, concise documents specifying the SMART objectives to be undertaken in each activity area over the financial year. They will be updated bi-annually with progress made and any amendments as appropriate. Annually they will inform the Strategic Inclusion Plan for both progress made and plans for the coming year.

Individual Action Plans will be developed for each of the following areas:

- **Regional Leadership Recognition Awards**: How do we ensure we recognise exemplary leadership in an inclusive way?
- **Faculty**: How do we ensure our coaches, mentors, facilitators, trainers and other faculty have an inclusive approach?
- **OD/System Leadership**: How do we support the system in an inclusive way?
- **Talent Management and Programmes**: How do we ensure all our programmes are inclusive in recruitment, content and approach?
- **Corporate/TVWLA internal team**: How do we ensure TVWLA is an inclusive employer?

1. **Key question, Purpose and intentions**

   What is the key question for this Action Plan? (see above) Define the question and clarify briefly the purpose and intention for the plan.

2. **Strategic objectives with annual action plan**

   Using the table in DELIVERY (p9) identify specific actions related to this activity area that deliver the strategic priorities and objectives. Include resources required (people and cost) and ensure all actions are both ambitious and Specific, Measurable, Achievable, Realistic and Timed.

   For example – Faculty Plan

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Strategic Objective</th>
<th>Specific Actions</th>
<th>Owner and timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model the way</td>
<td>Identify and promote best practice for inclusive leadership and organisational development</td>
<td>Arrange CPD development for coaches and mentors on inclusive coaching/mentoring and unconscious bias and promoting diversity to be included in all training of new faculty members</td>
<td>Maggie Woods Review September 2016</td>
</tr>
</tbody>
</table>

3. **Communications plan**

   Outline how the TVWLA will collaborate with partners regarding this topic and plan. Who will be involved, engaged or informed? What outcomes are expected from this communication? When will it happen?

4. **Plan for monitoring**

   When and how will this be reviewed. To whom will issues be escalated should an issue be identified? How will the board be informed?
APPENDIX D: INCLUSION PLAN FOR TVWLA LEADERSHIP RECOGNITION AWARDS 2015

This plan was developed with the support of system leads for equality and diversity to ensure our regional Leadership Recognition Awards process was as inclusive as possible to enable us to recognise and promote exemplary leadership no matter the background or characteristics of the leader. This plan has led to the formation of our Inclusion Strategy as it applies to all our activity.

1. INTRODUCTION

1.1 The NHS Leadership Recognition Awards (The Awards) celebrate people at all levels and in all professions who have ultimately improved people’s health and the public’s experience of the NHS.

1.2 Thames Valley and Wessex Leadership Academy (TVWLA) as a Local Delivery Partner (LDP) of the NHS Leadership Academy (The Academy) host a regional leadership awards event; the regional winners are entered into the National Leadership Recognition Awards.

1.3 The Awards are an annual event.

1.4 The Academy determines the award categories, the nomination criteria and scoring process in collaboration with the ten LDPs who work within an agreed timeframe for the submission and judging of nominations. The Academy hosts the online nomination platform.

2. THE TVWLA APPROACH

2.1 TVWLA takes an inclusive approach to its management of the regional leadership recognition awards process which aims to make sure nobody is excluded, or discriminated against.

. This includes:

2.1.1 Marketing and communication of the awards and nomination processes;

2.1.2 The judging process and notification of outcomes;

2.1.3 Marketing of and arrangements for the celebration event;

2.1.4 Monitoring and publication of available equal opportunities data as follows:

- Data derived from the NHS Leadership Academy awards website for nominations for each of the 9 award categories.
- Data provided by individuals booking places at the Leadership Summit and Awards ceremony.
- Data provided by judges for the regional awards.
Equal opportunities monitoring data is, where provided by individuals, stored anonymously by The NHS Leadership Academy and TVWLA and cannot be attributed to individuals. Therefore TVWLA can provide generalised data but will not be able to provide equal opportunities data for the 3 shortlisted finalists for each of the 9 award categories.

2.2 Success or failure of the strategy is in part dependent on TVWLA, with the assistance of the NHS Leadership Academy, conducting monitoring and publishing the findings of our monitoring, this demonstrates openness, transparency and drives improvement.

2.3 Our strategy is to collect data across all the relevant protected characteristics and publish it, so that staff and NHS organisations in the Thames Valley and Wessex region can see what best practice looks like.

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>TVWLA ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing and communication of the awards and nomination</td>
<td>1. Communicate information:</td>
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<tr>
<td>process</td>
<td>• By email to CEOs, Accountable Officers, TVWLA Board, HR Directors, Health Education Thames Valley and Health Education Wessex, Communication Leads and TVWLA Leadership Community of Practice (LCoP) requesting cascade of information within organisations and networks.</td>
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<tr>
<td></td>
<td>• Equality and Diversity Network</td>
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<td></td>
<td>• TVWLA website and newsletter</td>
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<td></td>
<td>• Monthly LCoP WebEx meetings</td>
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<td></td>
<td>• Social media e.g. Twitter using #tvwawards15</td>
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<td></td>
<td>2. Provide flyers promoting the awards to organisations and to participants on TVWLA programmes.</td>
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<td></td>
<td>3. TVWLA team promote the awards through their interactions with individuals and teams.</td>
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<td></td>
<td>4. Provide advice to enquirers.</td>
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<td></td>
<td>5. Provide signposts to The Academy awards website.</td>
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<td></td>
<td>6. Work with The Academy to provide guidance on what a good nomination looks like.</td>
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</tbody>
</table>
7. Review nominations on The Academy’s CRM system to identify nature of nominations and take relevant action to promote the awards in areas demonstrating under-representation.

8. Through The Academy Awards Steering Group, feedback issues/problems to The Academy’s programme lead for the Awards.

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>TVWLA ACTIONS</th>
</tr>
</thead>
</table>
| The judging process and notification of outcomes – stage 1 | 1. Establish a judging panel for each award category comprising:  
- TVWLA leadership consultant  
- Organisational leadership lead  
- HR Director  
- Nurse Director  
- Nye Bevan programme alumni or participant  
- Equality and Diversity Lead  
And if possible:  
- Patient representative  
- Last year’s award category winner  
- The TVWLA 2023 Innovation Challenge winner  
2. Each panel will be responsible for reviewing and judging against the nationally agreed criteria for all nominations.  
3. Replace any judge nominated for, or who has self-nominated for, the award category they are judging.  
4. Provide judging guidelines and score sheets; admin support for judging panels; access to WebEx facilities.  
5. Provide adequate notice of time for the judging process. Maintain confidentiality of judging panel outcomes.  
6. Retrieve nominations from The Academy’s CRM system; send all nominations for each award category electronically via Drop Box to judges or, for patient representatives by post - special delivery.  
7. Provide guidance for judges on any declarations of interest |
STRATEGIC PRIORITY | TVWLA ACTIONS
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The judging process and notification of outcomes – stage 2. | 1. Establish a “Super Panel” of judges from the TVWLA Board, chaired by TVWLA Director, which will be responsible for:
   - Reviewing the decisions of each judging panel in order to moderate scores if there are joint winners or close scoring;
   - Confirming the 3 finalists for each award category
   - Confirming the winner of each award category.
2. Provide adequate notification and time for the Super Panel to undertake their responsibilities.
3. Provide admin support for the Super Panel including meeting or WebEx facilities and copies of nominations, collated scoring sheets and outcomes for each award category either electronically by Drop Box or by postal special delivery.
4. Maintain confidentiality of the outcomes of the Super Panel process.
5. On conclusion of the 2nd stage judging process, communicate with the shortlisted finalists and relevant organisational Leadership and Communication Leads to discuss the support that the 3 finalists for each award category will require in preparing high quality video clips and for the TVWLA Award ceremony.

identified during the review of nominations.

Save individual and collated score sheets on the TVWLA shared drive.
<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>TVWLA ACTIONS</th>
</tr>
</thead>
</table>
| Marketing and management of the celebration event and TVWLA leadership summit | 1. Establish a Steering Group:  
   - Head of Leadership TVWLA: Senior Responsible Officer  
   - TVWLA Business Manager: Project Manager and named contact for The Awards and Leadership Summit.  
   - TVWLA Administrator: Project Support  
   - Advisory roles:  
     o Equality and Diversity Lead  
     o Leadership Lead representing Thames Valley  
     o Leadership Lead representing Wessex  
  
2. Host WebEx meetings of the TVWLA Steering Group to co-design and deliver the celebration event and leadership summit.  

3. Work with the Steering Group and TVWLA Networks to ensure wide communication about the awards event and summit information.  

4. Work with TVWLA's provider event management team to ensure wide communication of the event, facilities for disabled access and provision for dietary preferences.  

5. Undertake a post-event review to identify best practice, areas for improvement and to take account of evaluation feedback.  

6. Ensure learning from the post-event review is taken into account when planning the 2016 event.  

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<tr>
<th>STRATEGIC PRIORITY</th>
<th>TVWLA ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection and publication of equal opportunities monitoring data</td>
<td>1. Monitor equal opportunities monitoring data derived from The Academy’s CRM system for nominations for each of the 9 award categories and take relevant action to promote the awards in areas demonstrating under-representation.</td>
</tr>
</tbody>
</table>
2. Monitor equal opportunities data provided by individuals booking places at the Leadership Summit and Awards ceremony and take relevant action to promote the event in areas demonstrating under representation.

3. Collect equal opportunities data from TVWLA judges for the 9 award categories and the judging super panel.

4. On completion of the Summit and Awards ceremony publish available data on the TVWLA website.

5. Analyse data to inform the approach to the marketing and communication plan for the 2016 Leadership Summit and contribute to The Academy’s plans for the 2016 Leadership Awards.

Note:
Equal opportunities monitoring data is, when provided by individuals, stored anonymously by The NHS Leadership Academy and TVWLA and cannot be attributed to individuals.