Frimley Health
NHS Foundation Trust

FHFT Equality, Diversity and Inclusion Plan 2025-30

Introduction

Frimley Health NHS Foundation Trust is commitment to equality, diversity and inclusivity (EDI) which is embedded in our Trust Strategy, People Strategy and Trust Values. We are proud of the diversity and richness our colleagues bring to our Trust and the diverse communities we serve mirrored in the workforce we employ.

We believe everyone deserves happiness and fulfilment at work and the importance of creating an environment where every individual across our workforce feels a genuine sense of belonging, where we celebrate diversity, champion equity, and strive to ensure that everyone has the opportunity to thrive. Our culture is rooted in respect, inclusion, and continuous improvement, and we are determined to drive positive change at every level of our organisation.

This EDI plan draws heavily on our broader organisational vision—interwoven with the FHFT Trust Strategy, our Trust Values and People Strategy, and should be read in conjunction with these. Together, they guide our pursuit of a more inclusive, equitable, and compassionate organisation and making Frimley 'the best place to work in the NHS, empowering our staff every day.'

Our achievements

We're proud that 51.6% of our workforce are of Black, Asian and Minority Ethnic heritage (BME), significantly surpassing the national NHS average of 28% (WRES 25). This positions the Trust as a leader in workforce diversity and provides a strong foundation for further equity-focused initiatives.

We celebrate that every 2024 staff survey question on BME colleagues experience showed progress. The gap in perceived career progression between BME and white colleagues continues to narrow, demonstrating our commitment to equity and inclusion in action.

We celebrate that we have strong BME representation across senior roles
The Trust exceeds national averages (WRES, March 25) for BME representation across Bands 8a–8c and Band 9, reflecting progress in diversifying senior leadership pipelines.

We celebrate the increasing confidence of staff to disclose disability
We have seen an increase of 5.6% in declared disability, with non-disclosure decreasing by 6.4%, reflecting improved confidence in disclosure. This matters to us as we seek to increase support to staff with disabilities and ensure we are enabling reasonable adjustments.

COMMERCIAL IN CONFIDENCE

We are proud of the progress we are making in internal progression

66% of band 8a hires were internal, with strong BME representation among those promoted. This reflects our commitment to developing and embedding effective development pathways at this level, and with particular support through our Leader-in-Me programme for BME heritage colleagues

The challenges that this plan must address

Underrepresentation at senior levels (Bands 8a to Very Senior Manager inc. Board)

Tackling disparities in leadership representation across ethnicity, disability, and other protected characteristics whilst ensuring we always have the best people for the work.

Discrimination, bullying, and harassment

Reducing incidents involving colleagues, managers, patients, and members of the public by fostering a culture of respect, and accountability. This includes recognising the growing impact of societal tensions and patient frustration—particularly where staff are targeted due to systemic pressures, - through proactive support and training

Inconsistent access to reasonable adjustments

Ensuring timely and effective support for staff with disabilities and those with long-term conditions.

Perceived inequality in development and career progression

Addressing barriers to advancement and ensuring fair access to opportunities for all staff, especially recognising the disparity for staff with disability and BME

Persistent pay gaps

Closing gender, ethnicity, and disability pay gaps through targeted analysis and action.

Embedding inclusion into everyday practice

Making equity and inclusion a core part of leadership, decision-making, and service delivery.

Data gaps and low disclosure rates

Building trust to improve workforce data quality and ensure that inclusion efforts are evidence-based and representative

Our Five Key EDI Ambitions

1. Our leaders will set the tone and culture for an equitable, diverse and inclusive FHFT (EDI High Impact Action)
2. Our people will represent and reflect our local population (FHFT Trust Strategy)
3. We will work towards eliminating discrimination, bullying, and harassment (EDI High Impact Action Plan, PSED)
4. We will listen to our people (FHFT Trust Strategy) and amplify diverse voices

COMMERCIAL IN CONFIDENCE

5. We will work on closing pay gaps (gender, ethnicity and disability) (High Impact Action Plan)

1. Our leaders will set the tone and culture for an equitable, diverse and inclusive FHFT

Leaders Setting the Tone and Culture of our Organisation

What do we want to achieve

Our leaders will set the tone for equality and respect, creating environments where every individual feels valued, heard, and supported. We will hold ourselves accountable at every level—from Board to bedside—embedding measurable EDI objectives into leadership performance and governance. We will deepen our cultural intelligence, dismantle barriers, and ensure that EDI is a defining feature of how we lead, work, and care.

How we will achieve our ambition

- Our Chief Executive, Chair, and Board members will each have measurable EDI objectives integrated into their annual performance appraisals. *(EDI High Impact Action 1)*
- Our Board Assurance Framework will monitor, measure, and record our compliance and progress, ensuring accountability and continuous improvement
- We are committed to deepening cultural intelligence and embedding EDI awareness across all levels of leadership**.** A key part of this commitment is the development of a sustainable, reciprocal mentoring scheme that fosters mutual learning and growth

How we will measure achievement

- All our board members will have a SMART EDI objective supporting the delivery of this strategy reviewed year on year as part of the Executive appraisal process commencing Q2 2025/6
- All executive directors, divisional leads and non-executive directors will actively participate in reciprocal mentoring activity by Q3 2026/7.
- Reviewing our EDS2 (domain 3) assessment of senior leaders understanding and commitment to equality and health inequalities. Our Board/Committee papers will include evidence of identifying and addressing equality impacts and risks.
- The monthly Integrated Performance Report will illustrate key EDI metrics

Leaders and Managers *C*apable and Accountable in Delivering Against the EDI Ambitions of the Trust and People Strategy

What do we want to achieve

We will equip leaders to confidently lead, make inclusive decisions, and be fully accountable for delivering our Trust's EDI ambitions.

How we will achieve our ambition

- We will build on our existing efforts to equip leaders and managers with the knowledge, skills, and behaviours needed to fulfil their Equality, Diversity, and Inclusion responsibilities. This development will be guided by the NHS 'Expectations of Line Managers in Respect of People' and 'Core Leadership and Management Competency Framework'.

How we will measure achievement

- An EDI module of the Management Essentials Programme (MEP) being delivered from Q3 2025/6
- All newly appointed people managers to complete the EDI module within six months of appointment with the provision of training capacity for 400 managers per annum including those currently in post from Q1 2027/8
- Every selection panel to be chaired by a manager who has completed EDI for recruiting and selection training from Q2 2026/7
- All staff identified on succession plans to will complete the EDI MEP module from Q2 2026/7

Strengthening the Way in Which Leadership Identify and Address Discriminatory Impact

What do we want to achieve

We will overhaul the use of Equality Impact Assessments (EIAs) as a core part of our decision-making and improvement processes and ensure these are published in line with regulation.

These assessments will enable us to systematically evaluate the impact of both existing and proposed services, policies, procedures, and functions—not only in relation to ethnicity, disability, age, and sex, but also considering religion or belief, sexual orientation, and human rights. By embedding EIAs more effectively, we aim to ensure that equity, fairness, and inclusion are consistently prioritised in everything we do.

How we will achieve our ambition

- We will conduct a comprehensive review of the current Equality Impact Assessment (EIA) process to ensure it aligns with the latest legislation and reflects best practice across the sector. Q2 2025/6
- The revised EIA approach will be embedded within our Organisational Change Policy and Policy for the Management and Development of Policies overseen by the Equality, Diversity & Inclusion (EDI) Committee to ensure robust governance. Q3 2025/6
- Completed EIAs will be published on our public website in accordance with legal requirements, promoting transparency and accountability
- Targeted training will be provided to all staff involved in leading change, policy development, or service redesign—including integration into Frimley Excellence training—to ensure consistent and effective application of the EIA process.

- Equality Impact Assessments (EIAs) will underpin the design of our workforce and patient services as part of the New Hospital Programme Q3 2025/6 onwards

How we will measure achievement

- The revised Equality Impact Assessment (EIA) process will be co-designed in collaboration with key stakeholders including People Networks and formally launched in Q3 of 2025/26.
- The EDI Committee will monitor both the volume and nature of EIAs reviewed, providing bi-annual reports to the People Assurance Committee from Q1 2026/7 Any assessments identifying potential negative impacts will be escalated for further review and action.
- All completed EIAs will be published on the Trust's public website within four weeks of receiving assurance from the EDI Committee, in full compliance with legislative requirements from Q1 2026/7

Harness EDI Data as a Driver for Evidence-Based Decision Making

What do we want to achieve

We will have aligned EDI data sources (e.g. WRES, WDES, Staff Survey, ESR) into a unified report to provide a holistic view of inclusion metrics to inform leadership decision making at corporate and local level. We will use this data to identify trends, gaps, and areas of concern—such as underrepresentation, differential access to development, or disproportionate experiences of bullying or discrimination.

We will equip directorates and divisions with appropriate data to develop tailored action plans and monitor progress at a local level.

How we will achieve our ambition

- We will map data sources to understand formats, update cycles, and ownership of each dataset and develop a data model that allows for consistent comparison across sources (e.g. demographic categories, time periods).
- We will provide divisional and directorate level leadership with datasets and support them with interpretation to be able to inform local workforce and succession planning in collaboration with their divisional People Business Partner

How we will measure our achievement

- All divisional and directorate leads will receive monthly EDI dashboards, enabling them to incorporate inclusion metrics into workforce planning and decision-making from Q4 2025/6
- A bi-annual report will be submitted to the People Assurance Committee, and Public Board using consistent data sets to highlight emerging trends, disparities, and progress against inclusion goals from Q3 2025/6
- Insights from these reports will inform strategic actions and support targeted interventions where needed and this will be reflected in our EDI Plan

Strengthening our Impact and Accelerating Progress on EDI by Actively Engaging with National EDI Campaigns, Regulatory Bodies, and Sector-Wide Initiatives

What do we want to achieve

We will work on building partnerships with national bodies such as DHSC/NHS England's EDI Directorate, NHS Race and Health Observatory, the NHS Confederation's Health and Care Women Leaders Network and Inclusive Employers. This will include participating in national EDI forums, conferences, and learning collaboratives to share good practice and bring innovation back into the organisation. We will work with system partners on achieving relevant accreditation to demonstrate our Trust commitment to EDI

Our People Networks will be supported to connect with national counterparts and co-design joint initiatives

How we will achieve our ambition

- We will build strategic partnerships through key contacts within each national body (e.g. DHSC, NHS England EDI Directorate, NHS Race and Health Observatory)
- We will participate in national EDI Forums and Learning Events nominating relevant staff to attend and represent the Trust.

2. Our People will Represent and Reflect our Local Population

Representation Across our Workforce

We are proud that our workforce is representative of the communities we serve, with more than 100 nationalities represented.

Representation goes beyond ethnicity, and we recognise that current levels of workforce disclosure around disability and sexual orientation (as recorded in ESR) are lower than national benchmarks and what our NSS data suggests they could be

Inclusive Recruitment

What do we want to achieve

Our ambition for recruitment outcomes is to reflect either our workforce percentages or the communities we serve, at all levels of the organisation. We expect to see year-on-year improvement in diversity representation at senior leadership levels, particularly focusing on AfC band 8a to Board, leading to parity. Whilst this sets the agenda for a long-term goal given Trust turnover rate, we will develop and embed countermeasure initiatives to ensure we amplify the voice of our diverse workforce.

How we will achieve our ambition

- Expanding inclusive recruitment activity, supported by continuous monitoring using WRES and WDES data

- Actively monitoring the diversity of candidates shortlisted for roles and continue to regularly measure and report on the relative likelihood of internal applicants, particularly BME and staff with disabilities, achieving progression.
- Research and embed good practice in respect of accountability for appointments at bands 8c-VSM
- Develop a pool of trained EDI Ambassadors. These individuals will be equipped with the skills, knowledge, and influence needed to ensure that our selection processes are consistently fair, inclusive, and equitable, alongside ensuring our managers are equipped to lead fair and equitable selection processes

How we will measure our achievements

- We expect to see year-on-year improvement in diversity representation at senior leadership across bands 8a – VSM inc Board, reported through WRES/WDES. In 2025/6 the Trust Strategy set a target of 5% - based on current turnover trends this will be challenging to achieve.
- All band 8a-VSM selection panels to have an EDI Ambassador represented by Q2 2026/7

Fair and Inclusive Environment where all Staff have Equitable Access to Development and Career Progression

What do we want to achieve

We understand the importance of developing and communicating clear, accessible career frameworks that outline progression routes across all roles and levels. This needs to be supported by monitoring access to development opportunities that supports progression and includes secondments, acting-up roles, and stretch assignments to ensure equitable distribution

How we will achieve our ambition

- An open and transparent focus on inclusive talent and succession identification and development aligned to the Trust's strategic outcomes and ambition.
- Our appraisal process will be further developed to ensure there is an opportunity for all staff to take advantage of Scope for Growth conversations and reflecting emerging national models
- Creating a robust and centralised record of investment in education, training and development that allows EDI reporting and clarity in terms of investment of funding and take-up by under-represented groups.
- Expanding opportunities for progression by building leadership capability and boosting confidence in career advancement, particularly among under-represented group. This will include the Leader-in-Me programme, mentoring, sponsorship, and allyship initiatives aimed at establishing structured support networks that promote career development, increase visibility, and provide advocacy for diverse talent

How we will measure our achievements

- All Divisions will have live succession plans against which they can track representation by Q4 2026/7
- Increasing the % of staff from BME backgrounds and staff with disabilities reporting that they have had an appraisal in the last 12 months via NSS and ESR (need the figures)
- Reporting on funding allocation by protected characteristics will be improved towards a goal of reporting all investment in education, training and development by protected characteristic by Q1 2027/8

3. We will work towards eliminating Discrimination, Bullying and Harassment

Anti Racist Organisation

What do we want to achieve

As proud members of the Frimley Anti-Racism Alliance, we are fully committed to the system Anti-Racist Framework and to taking bold, intentional action to identify, challenge, and dismantle racism in all its forms through a zero-tolerance approach

We are dedicated to becoming an organisation that does not tolerate discriminatory behaviour. To achieve this, we will establish a system that empowers staff to speak up, raise concerns, and report discrimination

How we will achieve our ambition

- We will conduct a comprehensive review of our Trust current position using the 'Beyond Boundaries' Anti-Racism Framework (Frimley ICS) and define short and long terms objectives for each of the pillars of the framework.

How we will measure our achievement

- Bi-annual reporting of progress to allow true assessment and measurable improvement of anti-racism efforts to People Assurance Committee from Q3 2026/7
-

Supporting Staff with Disabilities

What do we want to achieve

We will create an inclusive and supportive work environment for staff with disabilities

How we will achieve our ambition

- We will work with our Disability and Carers Network to understand the issues and address concerns regarding disclosure
- Our Personal Support Plan will be embedded across the Trust to better support staff living with a disability, long-term health condition, mental health issue, or learning disability/difficulty.

- We will issue updated guidance on reasonable adjustments and working to ensure that appropriate arrangements are implemented promptly for individuals who require them
- We will maintain parity regarding the likelihood of BME and staff with disabilities entering disciplinary processes compared to their white or non-disabled counterparts (WRES/WDES).

How we will we measure our achievements

- We will achieve levels of disability disclosure that achieve parity with national WDES levels by Q2 2027/8
- We will seek staff feedback (especially from those with disabilities or long-term conditions) on the usefulness and accessibility of the PSP through our Disability and Carers Network Q3 2026/7
- We will report the relative likelihood of staff with disabilities [as well as BME] entering disciplinary processes compared to white or non-disabled staff (tracked via WRES/WDES) from Q1 2026/7
- We will monitor and report the diversity of disciplinary panels (tracked by ethnicity, gender, disability) from Q2 2026/7

4. We will Amplify Diverse Voices

Our People Networks

What do we want to achieve

We will continue to develop our People Networks, recognising the value that diverse voices bring to our organisational culture. We will increase support to these networks to achieve goals that support our Trust, People, and Clinical Strategies, while also advancing our Equality, Diversity, and Inclusion ambitions.

How we will achieve our ambition

- We will partner each Network with an executive sponsor to provide strategic alignment
    - Race, Equality and Diversity (RED) Network – Chief Executive
    - Disability and Carers Network – Chief Operating Officer
    - LGBTQIA+ (Rainbow) Network – Chief Strategy Officer
    - Women in Leadership Network – Deputy Chief Executive
- We will work with each Network to ensure there is clarity of purpose, terms of reference and objectives linked to Trust strategy
- We will provide protected time for Networks to deliver projects that align with Trust strategy

How we will measure our achievements

- We will track the number of Networks with active executive sponsors monitoring the frequency and quality of engagement between sponsors and Networks (e.g. attendance at meetings, strategic input).

- We will confirm that each Network is constituted in line with national guidance
- We will publish an annual review of Network objectives and alignment with Trust priorities.
- We will evaluate project outcomes against strategic goals (e.g. inclusion, staff engagement, retention).
- We will analyse improvements in inclusion-related NSS scores (e.g. staff voice, feeling valued, respect for diversity).

Mirror Board

What do we want to achieve

We will seek to establish a Mirror Board to enrich diversity of thought at the senior leadership level, ensuring it better reflects the diversity of both our workforce and the communities we serve. This initiative is a proactive step toward greater representation and inclusion, while also supporting succession planning and the development of diverse talent into future senior leadership roles.

How we will achieve our ambition

- Establish a representative Mirror Board that reflects the diversity of our workforce and communities based on the principles of inclusion, transparency, lived experience, and strategic influence.
- We will invite applications from across the Trust, with clear criteria focused on lived experience, leadership potential, and commitment to EDI.
- We will schedule joint sessions with the Trust Board or Executive Team. To support Mirror Board members contributing to strategic discussions, policy reviews, and service design.
- We will establish a feedback loop to ensure insights are acknowledged, acted upon, and communicated back.
- We will provide access to mentoring, shadowing, and leadership programmes
- We will use the Mirror Board as a platform to identify and support future senior leaders from diverse backgrounds

How we will measure our achievements

- We will report the demographic composition of Mirror Board members (e.g. ethnicity, gender, disability, lived experience) to ensure it reflects the diversity of the workforce and local communities.
- We will monitor applications and selection outcomes to assess inclusivity and reach across staff groups.
- We will record attendance and active participation in joint sessions with the Trust Board or Executive Team.
- We will evaluate the number and quality of contributions to strategic discussions, policy reviews, and service design.
- We will monitor the number of Mirror Board recommendations adopted or acted upon by the Trust Board.
- We will establish a feedback loop to track how insights are acknowledged, responded to, and communicated back to Mirror Board members.

- Utilise staff surveys (e.g. NSS) and focus groups to assess awareness, perceived value, and impact of the Mirror Board on inclusion and representation.
- Provide regular updates to the People Assurance Committee and Trust Board on Mirror Board activities, outcomes, and impact.

Celebrating Diversity and Inclusion

What do we want to achieve

We will visibly demonstrate our commitment to inclusion, respect, and the celebration of different cultures, communities, and faiths. Our aim is to break down barriers, deepen understanding, and foster a truly inclusive environment for all.

How we will achieve our ambition

- We will actively support and promote national awareness campaigns (e.g. Black History Month, Disability History Month, LGBT+ History Month, International Women's Day) through co-branded events, staff engagement, and community outreach, and we will encourage our local teams to recognise and celebrate these.
- We will encourage local services to host year-round events that reflect and celebrate the rich diversity of their workforce and local communities
- We will support our People Networks play a central role in planning and promoting these events, increasingly collaborating with system partners and community groups to ensure broad engagement and meaningful impact.

5. Closing Pay Gaps (gender, disability and ethnicity)

Closing Pay Gaps to Promote Equity and Fairness

What do we want to achieve

We will conduct annual monitoring and implement targeted interventions to close pay gaps across gender, disability, and ethnicity, in collaboration with our People Networks—Women in Leadership, Disability and Carers Network, and the Race, Equality and Diversity (RED) Network.

How we will achieve our ambition

- Review recruitment and promotion data to better understand the proportion by gender, disability and ethnicity moving into upper quartile roles.
- Analyse pay rates and starting salaries to ensure fairness and transparency
- Ensure succession planning arrangements in place for all divisions/directorates, including the identification of successors for critical roles and regular monitoring of the diversity within those pipelines

How we will measure our achievements

- We will provide Annual Pay Gap Review reports to People Assurance Committee and Board
- Monitor the proportion of staff by protected characteristic moving into upper quartile roles and report to People Assurance Committee bi-annually
- We will track the diversity of individuals identified in succession plans for higher-paid roles.

Roles and Responsibilities

The Board has overall responsibility for EDI, with the Chief People Officer overseeing the work program. Day-to-day operations are undertaken by the Equality, Diversity and Inclusion Team. While senior leadership plays a crucial role in delivering our EDI strategic plan, it is important to recognise that every member of our workforce is a leader, capable of influencing change. With the right knowledge and tools, all can positively contribute towards achieving this work.

Our EDI plan is designed to prioritise diversity, equity, and inclusion until it becomes 'business as usual' across all aspects of our Trust. By engaging our leadership, monitoring progress, and creating an inclusive environment at FHFT, we aim to build a workplace and healthcare provider where everyone can work, grow, thrive, and care together, contributing to our collective success.

Our EDI Governance

Public Board

People Assurance Committee (PAC)

People Strategy Oversight Group (PSOG)

Equality, Diversity and Inclusion (EDI) Committee

Appendix

Legal requirements, legislation and standards

Equality, diversity and inclusion (EDI)

Equality means fair treatment for all. We believe that our employment practices and services should be accessible to everyone. Each individual has unique needs and the right to have those needs respected, in line with social norms and acceptable behaviour.

Diversity involves respecting differences and including individuals and groups with varied backgrounds, experiences, perceptions, values, and beliefs. It is crucial that we understand, value, and respect these differences.

Inclusion is about recognising and valuing the unique contributions each person brings, creating an environment where everyone can be their true selves and show respect for others. Inclusion ensures that access to services, opportunities, and resources supports everyone in thriving to their fullest potential.

This plan is a crucial component of our compliance with national and system standards that ensure fairness and inclusivity. As a public service provider, the NHS has several contractual and legal obligations related to Equality, Diversity, and Inclusion (EDI), including:

Equality Act 2010

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society in relation to nine protected characteristics.

Public Sector Equality Duty (PSED)

Public bodies must consider how their work affects people with protected characteristics (like age, race, disability, etc.). They must:

• Eliminate discrimination • Promote equal opportunities • Encourage good relations between different groups

Equality Delivery System 2022 (EDS2)

Helps NHS organisations improve workforce equality by focusing on:

• Staff health and wellbeing • Inclusive leadership and decision-making

Gender Pay Gap

Shows the difference in average pay between men and women. NHS organisations must report this every March. It's about overall pay gaps, not unequal pay for the same job (which is illegal).

NHS Standard Contract – Section 13

Requires NHS services to ensure fair access, promote equality, and reduce health inequalities.

Human Rights Act 1998

Ensures everyone is treated with dignity, fairness, and respect. Public bodies must protect these rights in all their actions.

Accessible Information Standard

Requires NHS organisations to meet the communication needs of people with disabilities or sensory impairments (e.g. providing information in large print or easy read).

Workforce Race Equality Standard (WRES)

NHS organisations must track and improve how staff from black, Asian and minority ethnic (BME) backgrounds are treated and supported in their careers.

Workforce Disability Equality Standard (WDES)

Focuses on improving the experiences and opportunities for disabled NHS staff.

Medical Workforce Race Equality Standard (MWRES)

Aims to increase ethnic diversity among doctors and dentists by 2028, using 11 indicators to track progress.

Health and Social Care Act 2012

Encourages NHS organisations to work together to improve care, reduce inequalities, and ensure quality and safety.

NHS EDI Improvement Plans & High Impact Actions

Sets out practical steps to tackle discrimination, hold leaders accountable, and create fairer opportunities for all NHS staff.

equitable.

COMMERCIAL IN
CONFIDENCE

EDI Plan Key Performance Targets

Theme	Objective	2026/7	2027/8	2028/9
Our leaders will set the tone and culture for an equitable, diverse and inclusive FHFT	All executive and non-executive directors and divisional leadership teams will actively participate in reciprocal mentoring activity	Divisional Leadership teams Executive and Non-Executive (Plus ASLP)	Direct Reports to Divisional Leadership Teams (Directorate Leadership) (Plus ASLP)	All remaining bands 8c and above (Plus ASLP)
Our leaders will set the tone and culture for an equitable, diverse and inclusive FHFT	The Board and Divisional Development Leadership programme will be launched	Board and Divisional Leadership Development programme will include an EDI module Senior Leadership Team programme will be launched including EDI underpinning all modules	Senior Leadership Team programme continues including EDI underpinning all modules	Deliver specific content to reflect emerging WRES/WDES/NSS themes in respect of EDI
Leaders and Managers *C*apable and Accountable in Delivering Against the EDI Ambitions of the	All people managers will have completed Expectations of Line Managers EDI training (circa 1000 split over 3 years)	All newly appointed people managers completing training as part of People Manager Passport within 1 year	All newly appointed people managers completing training as part of People Manager Passport within 1 year	All newly appointed people managers completing training as part of People Manager Passport within 1 year

COMMERCIAL IN CONFIDENCE

Trust and People Strategy				
Our People will Represent and Reflect our Local Population	We expect to see a 2% in year improvement in diversity representation at senior leadership across bands 8a – VSM inc. Board, reported through WRES/WDES.	We expect to see a 2% in year improvement in diversity representation at senior leadership across bands 8a – VSM	We expect to see a 2% in year improvement in diversity representation at senior leadership across bands 8a – VSM	We expect to see a 2% in year improvement in diversity representation at senior leadership across bands 8a – VSM
Our People will Represent and Reflect our Local Population	Increase the % of staff from BME backgrounds and staff with disabilities reporting that they have had an appraisal in the last 12 months via NSS and ESR	All staff across all protected characteristics are recorded as at least 85% compliant with appraisal	All staff across all protected characteristics are recorded as at least 85% compliant with appraisal	All staff across all protected characteristics are recorded as at least 85% compliant with appraisal
Fair and Inclusive Environment where all Staff have Equitable Access to Development and Career Progression	All Divisions will have live succession plans, managed by their People Business Partner, against which they can track representation	Divisional and directorate critical posts are reflected in a succession pipeline with protected characteristics being reported	All staff in succession pipelines have a Scope for Growth plan inc. development	Staff progression as a result of development activity is monitored and reported to People Committee and RemCom

COMMERCIAL IN CONFIDENCE

Fair and Inclusive Environment where all Staff have Equitable Access to Development and Career Progression		Annual review of all delegates completing Leader-In-Me, Aspiring/Clinical Leadership Programme and ASLP to track and report succession	Annual review of all delegates completing leadership development programmes including those funded through CPD to track succession	Annual review of all delegates completing leadership development programmes including those funded through CPD to track succession
We will work towards eliminating Discrimination, Bullying and Harassment	Reduce non-disclosure of disability status on ESR from baseline 13.6% non-disclosure (not stated)	Reduce non-disclosure of disability status on ESR to 12.0%	Reduce non-disclosure of disability status on ESR to 10%	Reduce non-disclosure of disability status on ESR to 8%
We will work towards eliminating Discrimination, Bullying and Harassment	Increase the % of staff reporting that reasonable adjustments enable them to carry out their work	75%	80%	85%
People Networks	Re-establish People Networks in line with NHSE Guidance ensuring 'steering groups' are grown to establishments of 8 members	Agree Protected Time for steering group members, published Annual Objectives in line with Trust/People Strategy and published action plans and trackers	Published Annual Achievements, Annual Objectives in line with Trust/People Strategy and published action plans and trackers	Published Annual Achievements, Annual Objectives in line with Trust/People Strategy and published action plans and trackers

COMMERCIAL IN
CONFIDENCE