



Belonging and Inclusion Strategy

2023 - 2028





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Foreword

An organisation is only as great as its people, and it is true that in HPFT we have some of the most talented, caring, and skilled people in the NHS. We have a strong sense of who we are as an organisation and what we stand for. Our *'Great Together'* Strategy, launched in 2023 and coproduced with those that use our services, local communities, our partners and staff, places services users and carers at the heart of all that we do. Our Values 'Welcoming, Kind, Positive, Respectful, Professional' are the glue that hold us together and form the basis on which we recruit, develop and support individuals and teams.

In 'Great Together' we describe our determination to address inequalities and achieve equity for the people and communities we serve, and this also extends to our workforce. We know that for people to thrive at work, they need to feel safe, feel they belong and feel included. We must therefore understand, encourage and celebrate diversity in all its forms across our organisation. More than this, we must also actively seek out and eradicate discriminative practices and behaviours – and this means unashamedly setting our bar high – there is no room for discrimination in HPFT.

Positively, we believe diversity brings possibility and opportunity. A diverse workforce means a greater breadth of thinking, greater understanding, greater and expanded approaches, greater innovation, and new ways of working. Diversity brings better connection with and understanding of the communities and people we serve, which leads to better care and outcomes. A culture where people feel they are safe, that they are treated with respect and dignity also means we can continue to successfully attract and retain an increasingly vibrant and diverse workforce.

We are hugely proud of HPFT and every member of it, we want everyone to feel and have a positive experience of working in our organisation, to feel part of our exciting future as we deliver 'Great Together'. Although we have made progress, there remains more to do to ensure everyone feels they belong and are included and we are delighted to be able to present our 'Belonging and Inclusion' Strategy which we believe provides a clear commitment and 'plan' for the future against which we can measure our success. We hope you will feel as excited as we are about bringing this strategy to life, so that every person, every day has a positive experience of working in HPFT, one where they feel they belong and can be themselves, safe in the knowledge they will be treated fairly and supported to thrive.



Karen Taylor
Chief Executive



Sarah Betteley
Chair

Introduction

Since joining the Trust in April 2023, I have been impressed with the progress HPFT has already made to develop our compassionate and inclusive culture, creating a great foundation on which to build. I have seen a real commitment to living our values with teams being welcoming, kind, positive, respectful and professional and I believe this creates the opportunity for every member of HPFT to feel they belong and can bring their whole selves to work. I have also been impressed by our wide range of staff networks which provide safe and supportive spaces in which the daily lived experience of our teams can be shared and whose vibrant calendar of events and awareness days celebrate, educate, inform and support everyone’s understanding of the power of our diversity.

I have also seen how our Inclusion Ambassadors are passionate about eliminating discrimination and actively participate in de-biasing our recruitment and other key people policies and processes. They are an established part of how we work now and the network continues to grow, influencing and championing equity for all across HPFT.

Yet, there is still more to do if we are to ensure every member of our team has the same positive, rewarding experience of working for HPFT. This strategy therefore has **three main priorities:**

- to celebrate and develop our inclusive culture
- to grow our diverse workforce
- and to eliminate discrimination in all its forms.

It is a bold strategy and one which will require us all to learn to think differently about what inclusion and belonging really means and how everything each of us says and does will contribute to our being Great Together.

Everyone working in HPFT has the right to feel safe, to be supported, to be included and to feel that they truly belong here. I look forward to working with you all and to ensure we remain one of the best places to work.



Jo Humphries
Chief People Officer

Our Trust Strategy, Vision, Mission and Values

Our Great Together Strategy, Vision and Mission collectively set out an exciting journey for HPFT for the next 5 years and, together with our Values, we are confident HPFT will continue to be a great place to work and in which our people are able to thrive, develop and be treated with compassion and care.

Our strategy – Great Together



Our Vision – what we aim to achieve

“Delivering Great Care, Achieving Great Outcomes – Together”

Our Mission – why we do what we do

“We support people to live their lives to their full potential by enabling them to keep mentally and physically well”

Our Values

- We are **welcoming** so you feel *valued as an individual*
- We are **kind** so you feel *cared for*
- We are **positive** so you feel *supported and included*
- We are **respectful** so you feel *listened to and heard*
- We are **professional** so you feel *safe and confident*

Our Trust People Priorities

Having happy, healthy, diverse and thriving teams is important as it means we can be confident of achieving our vision of Delivering Great Care, Achieving Great Outcomes – Together. Our people are one of our Key Priority areas within our Great Together Strategy with the following commitments being made to every individual and team working for HPFT.



Our People

We will attract, develop and retain a skilled, compassionate workforce by creating inclusive and thriving workplaces

We will do this by...

- **Embedding our inclusive culture, with compassionate and caring teams** where everyone feels valued and respected, fostering a sense of community and support for our workforce
- **Building a diverse workforce** representative of our service users and local communities, encouraging, and recruiting candidates with different backgrounds, including lived experience of mental ill health, cultural heritage, skills, and abilities to join our organisation
- **Eliminating any form of discrimination**, bullying, or harassment, ensuring our recruitment, retention, and promotion processes are fair and unbiased
- **Providing exceptional training, development and learning opportunities** across the organisation and in partnership with the University of Hertfordshire and other Higher Education providers supporting individual and team growth to enhance our ability to provide high quality care
- **Creating exciting new roles and clear career pathways**, encouraging people to join our organisation and the wider mental health and learning disability community, supporting individual career progression and the development of new skills and expertise
- **Prioritising staff wellbeing** by creating a positive and supportive work environment including training, reflective practice, peer support and flexible working opportunities built around teams

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Welcoming • Kind • Positive • Respectful • Professional

Our workforce

We are hugely proud of our diverse workforce and the work our teams do in providing mental health, learning disability and autism services across Hertfordshire, Essex, Norfolk and Buckinghamshire.

35% 

of our staff are **Black, Asian and Minority Ethnic**

We have **9%** **disabled staff**

We have **4,121**  **people** working across HPFT

Outstanding 

We are rated **'outstanding'** by the CQC

We are ranked **8th** across all NHS Trusts for the positive experience reported by 9% of our staff with disabilities



We are in the **top 3** **Mental Health Trusts** to work for in the country in 2022



76+ **Nationalities**

4%  of staff told us they are **LGBTQ+**

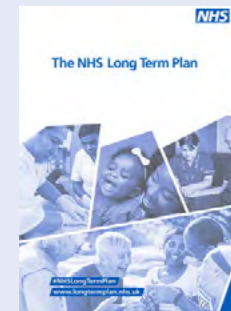
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Developing our Belonging and Inclusion strategy – What is happening around us

NHS Long Term Plan

Sets out the priorities and goals for NHS England through to 2029.



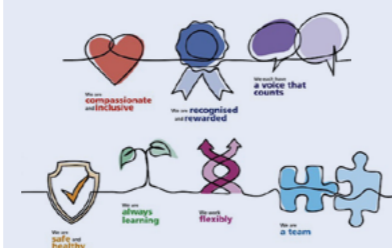
NHS Workforce Plan

Sets out how to address existing and future workforce challenges.



People Plan

Sets out how we will achieve a positive, compassionate and inclusive culture.



A number of NHS improvement plans have been published both Nationally and in the East of England Region in response to the ongoing workforce challenges of recruitment and retention. They specifically acknowledge the inequity of day to day experiences across NHS staff groups. These have been used to inform our Belonging and Inclusion Strategy alongside feedback from our NHS annual staff survey, the National Workforce Race and Disability Equality Standards and Gender Pay Gap reporting.



NHS Equality, Diversity and Inclusion Improvement Plan

Sets out 6 high impact areas of action to improve equality, diversity and inclusion.



NHS Workforce Race and Disability Standards

Sets out the standards and measurements for an improvement in equality, diversity and inclusion.



East of England Anti Racism Strategy

Sets out the Regional plan to achieve a culture of civility, respect and safety.



Developing Our Belonging and Inclusion Strategy – Our approach

Over the past few months, we have carefully considered the wider NHS context and engaged with, actively involved, and co-produced this workforce strategy with service users, carers, local communities, staff, and partner organisations. This strategy works in harmony with our strategic commitment to eliminate inequalities and improve healthcare outcomes for our service users and communities.

Through our Big Conversations and Local Conversations staff engagement events across the Trust, our annual and quarterly pulse surveys and service user and carer focus groups, we have been able to capture what it is our people want to see us improve. During the development of our Trust's Great Together strategy, we have been able to understand what our culturally and ethnically diverse communities want both for, and from, our staff to help improve their sense of belonging and inclusion.

We heard...

Our service users, carers and communities say they...

want us to communicate in ways that are tailored to them, reflecting their needs and preferences

want to feel safe to be their whole selves when they approach us for support

want us to focus on addressing inequalities & improving access for all

Our partners say they want us to...

continue to work collaboratively with them

develop our workforce together

see more people with lived experience in our direct employment

Our staff and Experts by Experience say...

they want everyone to feel comfortable calling out discriminatory behaviours and see them be acted on

we want to feel a strong sense of belonging and inclusion and bring our whole selves to work



5 Service User and Carer Groups attended by over

50 people

they feel we need more career development options for all staff

we want every person to feel seen, heard and valued for the contribution they make

we need line managers who role model exemplary inclusive, compassionate leadership and demand this from their teams

they want to see a reduction in the instances of staff abuse from Service Users, Carers and members of the public

Over **3,000** comments received

200+ listening sessions attended by over **1,000** staff

1,834 staff surveys received



Our Belonging and Inclusion Strategy

Our Belonging and Inclusion strategy has three key ambitions.

Inclusive Culture

We will embed our just and inclusive culture in compassionate and caring teams where everyone feels valued, respected and able to thrive

Diverse Workforce

We will build a diverse workforce representative of our service users and local communities, encouraging and recruiting candidates with different backgrounds

Eliminate Discrimination

We will eliminate discrimination, bullying and harassment at work through education, training, and targeted actions



Inclusive culture

We will embed our just and inclusive culture in compassionate and caring teams where everyone feels valued, respected and able to thrive.

We will do this by:

- **Making equity everyone's business**, building it into everyday practices, training and governance
- **Developing values-based, compassionate leaders** at every level of the Trust by embedding the values and expected behaviours in all employee, and potential employee, interactions
- **Celebrating cultural differences** through providing opportunities for people to connect and to expand their knowledge and understanding of different cultures, communities, backgrounds and beliefs
- **Fostering a sense of community and support for our people** by strengthening our staff networks and links into local community groups
- **Ensuring people feel safe to learn about all our differences** to enhance understanding in a safe and supportive environment



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Diverse workforce

We will build a diverse workforce representative of our service users and local communities, encouraging and recruiting candidates with different backgrounds.

We will do this by:

- **Embedding fair and inclusive recruitment processes** that target under and over representation and lack of diversity
- **Developing clear talent management strategies** that enable our workforce to thrive and develop and support the development and career progression of under represented groups
- **Implementing a comprehensive, culturally insightful induction** to recognise and celebrate difference
- **Developing an onboarding, pastoral care and development programme for internationally recruited staff** to improve their sense of belonging and retention
- **Addressing health inequalities** within our workforce by ensuring our wellbeing programme addresses the diverse needs of all our staff
- **Ensuring reasonable adjustments are easily accessible** to enable our employees with disabilities to thrive at work



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Eliminate discrimination

We will eliminate discrimination, bullying and harassment at work through education, training and targeted actions to support our teams.

We will do this by:

- **Delivering the high impact actions** set out in the NHS Equality, Diversity and Inclusion Improvement Plan and East of England Anti-Racism strategy
- **Educating leaders to eradicate racism and micro-aggressions** in the workplace, including insensitive and inappropriate “banter” such that all staff feel safe and able to be themselves at work
- **Including belonging and inclusion objectives** into Board and senior manager annual performance reviews to which they will be held individually and collectively accountable
- **Targeting actions** to eliminate bullying, harassment, violence, aggression and racist behaviour towards our staff from service users, their carers or members of the public
- **Ensuring people feel safe to call out discrimination** whenever they see or hear it as part of our Freedom to Speak Up commitment



Implementing our strategy – what will be different

We want our service users and carers to be able to say

- I know my organisation takes action to address discrimination if it occurs
- I am confident that HPFT staff understand, value and respect me for who I am, and I can be my whole self in their care
- I feel fully included and supported in my care by the welcoming, kind, respectful, positive and professional staff
- I experience teams who are effective and compassionate and work together to deliver great care
- I understand the consequences of my behaviour if I bully, harass, or am violent or racist towards HPFT staff

We want our workforce to be able to say

- I have received excellent training and development, and I can see my future career at HPFT
- I am confident in the fairness and equity of our recruitment and development activity
- I am treated fairly, equitably, and I feel I belong here
- I can bring my whole self to work
- I feel safe and confident to speak up to raise concerns and challenge where behaviours do not meet our standards and values
- I feel valued and respected
- My leader is compassionate, values-based and supports my individual and our team development
- I feel physically and psychologically safe coming into work each day



We want our communities to be able to say

- HPFT is somewhere we would want to work and receive care – we have confidence and trust in them
- We can see ourselves represented in the workforce of HPFT, which makes us feel more able to access care and support

We want our partners to be able to say

- We see HPFT always advocating for anti-racism and the elimination of discrimination in all that they do
- We see the HPFT values in action in everything they do
- We want to work with HPFT as we know they are fair and inclusive in their business partnerships



Conclusion

This strategy outlines an exciting and ambitious plan for improvement which we are fully committed to delivering.



It is said that diversity is a fact, equity is a choice, inclusion is an action and belonging is an outcome. It is through the actions and words of every single employee of HPFT that will bring this belonging and inclusion strategy alive and deliver the outcomes that our staff, service users, carers and our partners want and deserve.

Our leaders will continue to role model inclusive behaviours and create workplaces within which the happiness, wellbeing and success of all our staff is inevitable. Together we can create a strong culture of belonging and inclusion in which we can all thrive.

The delivery of this strategy will be purposeful, rewarding and challenging at an individual, team and organisation level, but we believe it will ultimately result in HPFT being recognised by all staff as being a great place to work. A place where you belong. A place where we can be **Great Together**.



**Hertfordshire
Partnership University**
NHS Foundation Trust



Our  values

Welcoming Kind Positive Respectful Professional

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