

Equity, Diversity and Inclusion 'SHINE' Strategy

September 2024- 2027

together



possible



Tudor Fenwick
Equity, Diversity and Inclusion Manager

Foreword



I am so proud to bring to you our second Shine strategy to cover September 2024- 2027.

One change you may have noticed is the switch of the word Equality to Equity.

- Equity – Treating people differently to ensure equal access to opportunities
- Diversity – Representation of different groups of people
- Inclusion – How well different people with different lived experiences are valued, celebrated and integrated

We made significant progress throughout our previous strategy, including making unconscious bias training mandatory for all staff, introducing a Shine session in induction and Managers essentials, establishing 7 staff networks, becoming disability confident leaders, menopause friendly committed, mindful employers, and signing the race at work charter. We have increased engagement in our Shine Working Group, attended external EDI events and celebrated many events internally. However, now is not the time to become complacent, we need to use what we have learnt to enhance our commitment to EDI as we know we still have so much more to do. Set out below you will see our key focus areas for the next three years, the main theme being working together throughout the whole organisation, not just HR, to embed EDI in to our culture. working together we can do much, much more.



The Prince's Responsible Business Network

Race at Work Charter signatory



Introduction



Mark Devlin
CEO

“At Young Epilepsy we believe in creating a society where children and young people with epilepsy are enabled to thrive and fulfil their potential. That applies to everyone but will mean different things to different young people because we are all unique. It also applies to our colleagues, all of whom work so tirelessly to make a difference for young people, who are at the centre of everything we do. Approaching everything that we do with mutual respect for each other’s individuality and lived experience is at the core of our positive culture of collaboration - working together to make a greater difference. I know that our diversity makes us stronger as a team and the Shine strategy is deliberately ambitious and courageous for change – for everyone!”

“At young Epilepsy and St Piers we believe that diversity and inclusion are fundamental to our success. Our Shine Strategy is designed to develop and nurture an environment where everyone feels valued, respected and empowered to contribute their unique ways of thinking. By embracing diversity in all its forms, we aim to create a workplace that reflects the rich variety of our global community and where everyone feels valued respected and included. This strategy outlines our commitment to creating a diverse and inclusive environment through promoting equality, eliminating discrimination and ensuring that all employees have the opportunities to thrive.”



Sarah Stookes
Director of Health,
HR and Deputy CEO

Legal and Moral Responsibilities

The Equality Act 2010 is a piece of legislation that protects people with certain characteristics from discrimination in the workplace. It is unlawful to treat people with a protected characteristic unfairly. The nine protected characteristics are-

- age • disability • gender reassignment • marriage and civil partnership • pregnancy and maternity • race • religion or belief • sex • Sexual Orientation

However, there is a whole host of personal characteristics that may lead to someone being treated unfairly. At Young Epilepsy we aim to look beyond just our legal responsibilities, we strive not to leave anyone behind regardless of family situation, caring responsibilities, socio economic status, neurodiversity, mental health, spoken language, menopause, job role, education level and more.

A culture in which everyone is treated equitably, where diversity is valued, and we embed inclusion as a principle in all of our activities and relationships. Staff feel that they belong, and are psychologically safe, enabling them to bring their true selves to work.

Our aim is to not leave anyone behind and to enable all employees to SHINE at work.

We invest in our workforce, to positively change the lives of children and young people with epilepsy.



Data and Insights

Collecting EDI data on our workforce will enable us to better understand our people, diversity, and the lived experiences of staff. It will help identify issues, gaps and biases that may be present and influence our actions throughout the entire employee lifecycle.



Ways of Working

Our ways of working includes ensuring all policy, procedure and recruitment underpin our EDI agenda. Implementing Equality Impact Assessments will help us ensure there is no organisational bias and will create the basis for a sustainable inclusive culture.



Communication

Internal communication is the gateway for engagement with EDI initiatives. Supporting to give each individual and diverse group a voice, enabling education, and supporting all employees to adopt inclusive attitudes in every aspect of their working lives.



Training and Staff Development

Comprehensive EDI training will ensure that all employees have a mutual understanding of the importance of EDI, and how it applies to their work. Enabling more staff to participate in development opportunities will increase engagement and support with closing pay gaps.



Our Work With Children and Young People

Taking the step to link Young Epilepsy's SHINE EDI strategy with our wider outward facing youth development strategy, alongside St Piers school and college curriculum, will streamline our work and improve consistency.



Data and Insights

Pre Employment

We will look at diversity data from applicants Vs interviews offered and those appointed.

The data we currently collect at application stage is not being utilised, it includes sex, age, nationality, ethnicity, religion, disability, sexual orientation and caring responsibility. Using this data will help to uncover any unconscious bias within recruitment, and then allow us to make change to resolve this.

Deeper Dive

We will launch an anonymous EDI survey in 2025 to collect data beyond protected characteristics, including parental responsibility, menopause, mental health, neurodiversity and more. We will use this data and compare it against further lens questions as a measure of culture. We will get an in depth picture of our diversity, inclusion, equity, bias and belonging through multiple lenses, and create action plans that make meaningful and measurable improvements.

We will link with existing engagement surveys and NPS score to ensure each can be measured with an EDI focus.

Employment Statistics

We collect diversity data on our HR systems and use it for gender pay gap reporting. We currently hold data from 93% of staff regarding their ethnicity and commit to use this data for voluntary ethnicity pay gap reporting by the end of 2024.

We only hold diversity data for other characteristics for averagely 50% of staff and includes, sexual orientation, gender reassignment, religion and disability, we aim to increase this data, including for executives and trust board members, and use it to report on the entire employee lifecycle to uncover any bias. We will do this by launching a 'Count me in' campaign in 2024, explaining clearly why we collect this data and how it can improve EDI within the organisation.

Post Employment

We will begin to look at exit interview data, and review the exit interview questionnaire, to ensure there is an EDI focus.

We will also begin to look at leavers by diversity data, to unpick certain trends in leavers from minority groups. This will complete the employee lifecycle



Ways of Working

Recruitment and Onboarding

We will review our recruitment processes to ensure they are equitable and accessible for all. We realise that recruitment is the only way to increase the diversity of our workforce, and we will work to ensure we are attracting talent from under-represented groups. We will continue to work on accreditations to showcase our inclusion efforts externally. We will look at our induction process to ensure it is equitable and that staff have an inclusive experience from the very beginning of their Young Epilepsy journey, this will include looking in to reverse mentoring and buddy schemes. We will also review our process of supporting our international recruits both before they begin in employment and once they are here.

Accessibility

We will review the accessibility of Young Epilepsy, including the physical working environments for campus/ non-campus based staff, shift patterns, religious considerations, mental health and neurodiversity. We will also ensure our digital materials are accessible for all, including our website, intranet, policies, training and materials.

Wellbeing

We will support to create a wellbeing strategy, to ensure the wellbeing provision for staff is effective and inclusive. Initiatives that support diversity, inclusion, and belonging also support wellbeing, and wellbeing is indicative to psychological safety and the ability to bring your true self to work, the two are intertwined.

Embedding in Culture- Policy

We will review all HR policies to ensure they lend themselves to our EDI agenda, and will consult with staff to fill policy gaps.

Shine will become members of the Young Epilepsy policy review panel, to ensure all policies from every area of the organisation fully underpin our EDI agenda, embedding EDI into our culture. We will implement a managers EDI guide, with simple guidance for managers on how to implement EDI policy, for example if a staff member wishes to change their pronouns.

Equality Impact Assessment (EIA)

EIA's will be implemented and carried out whenever any major decisions are made, new or retrospectively, that affect people. e.g., a new strategy, new or change to policy, campaign, staffing structure change, removal of service, is made or changed. The EIA is to ensure that any adverse impact for any equality group is identified and resolved. The Shine team will act in an advisory capacity, with onus on the individual or team implementing the change. Shine will give training to managers on how to complete EIA's effectively. Completed EIA will be sent to Shine and regularly audited.



Communication

Shine Internal Communication

We will review our strategy of engaging with staff to ensure we are reaching our entire workforce in a hard to reach sector. The Shine newsletter will reduce in frequency to 3 times a year, and will be focused on staff stories and lived experiences, following feedback we have already received.

We will launch a Shine Podcast with educational material/discussion. Viva Engage will continue to be utilised, as engagement has been steadily increasing over the course of 2024. Policies will not make people inclusive automatically, the only way to make someone become inclusive is having truly open and honest conversations, shared stories and lived experiences, highlighting intersectionality, to allow people to relate.

Celebration and Awareness Events

We will continue to run regular celebration and awareness events for staff. We will create a calendar of events at the beginning of each academic year that are underpinned by our demographic data. We will track the engagement of our events, to ensure we are able to reflect on our communications, timings and nature of events, to make change and increase engagement.

Working in Partnership with Marketing

We will begin to work in partnership with our Marketing and Communications team, for both internal and external comms, including the Young Epilepsy social media and website. This will emphasise our EDI efforts outwardly, encouraging prospective applicants from diverse and underrepresented groups, as well as supporting with fundraising efforts, and prospective students and delegates. If people see our efforts in creating an inclusive culture for our staff, they will see the benefits of this culture for their children.

Shine Resources

We will continue to utilise the Share Point Shine Hub, creating an up to date informational and educational resource for staff on EDI topics, where to go for further information and support. We will record training sessions and host online for staff to view as and when they can. We will work on the Wellbeing Hub to standardise it inline with the Shine Hub and bring it under the EDI umbrella. We will create a Campus Library within the contemplation space, with physical EDI educational resources. We will launch a Shine Podcast with informational discussion within the Shine team and staff with lived experience.



Training and Staff Development

Ongoing Training

Induction- We will continue to run a Shine Induction session, we will extend this to one hour, share our strategy, and leave a sign up sheet for staff networks and the Shine working group.

Managers essentials- We will continue to run the EDI Managers essentials session, and will provide the EDI managers guidance alongside the training.

Unconscious Bias- Our unconscious bias session will remain mandatory with an aim of having 70% of staff, including exec and trust board trained.

Shine Resources

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EDI training calendar

We will develop an EDI training calendar termly, working with Learning and Development to include knowledge workshops, round tables, lunch and learns, webinars, outsourced sessions, for both remote and on site staff.

We will consider timings of training and Staff Networks in relation to shift patterns, and create buy in from heads of service to release staff for these personal development sessions, improving accessibility.

Training will be created by need, underpinned by data and staff request, we will create a system for staff to request their specific training needs. E.g. deaf awareness training as requested by a deaf staff member.

Staff Networks and Shine Working Group

We will continue with our efforts to increase engagement with our 7 Staff Networks (Race Equality, LGBTQIA+, Menopause, Disability, Interfaith, Unpaid Carers, Parents Carers and Families) Once we achieve higher engagement we will appoint a chair for each network who will then report to the Shine Working Group.

We will continue to expand our online network to enable discussion to continue between networks.

We will utilise inset days for staff to come along to network round table discussions. The Shine working group will support to develop a constitution for our networks.



Our Work With Children and Young People

Voice and Support- National Activity

We will Link with the Inclusion Manager and Youth Participation lead to streamline approaches between internal and external EDI work. This will enable EDI to become a wider part of our national activity, and ensure it stays part of the conversation.

The team have specific targets in relation to meeting more young people from marginalised communities in 2024-2025, and will be creating a strategy to achieve this,

Shine will work with the team to support in it's development.

If staff have education and awareness of EDI issues, they will be better placed to supporting marginalised young people, we will also aim to give EDI training to the 150 young people in the Youth Voice Network.

St Piers

We will work with St Piers in a similar way as youth development, and understand we will need to look at school, college and residential separately.

We will link with the wellbeing strategy to ensure there is support in place for staff in instances of discrimination from students towards staff, and ensure that this never becomes an accepted part of our employees working lives.

We will support St Piers in reviewing their curriculum on EDI issues, and processes in managing young people with discriminatory behaviour. We will encourage classrooms and houses to have materials with representation of diverse and under represented communities, and support to get staff members view on EDI issues with students. Not only will this support in the development of young people, but it will allow staff from diverse and underrepresented communities to feel supported and safe at work.

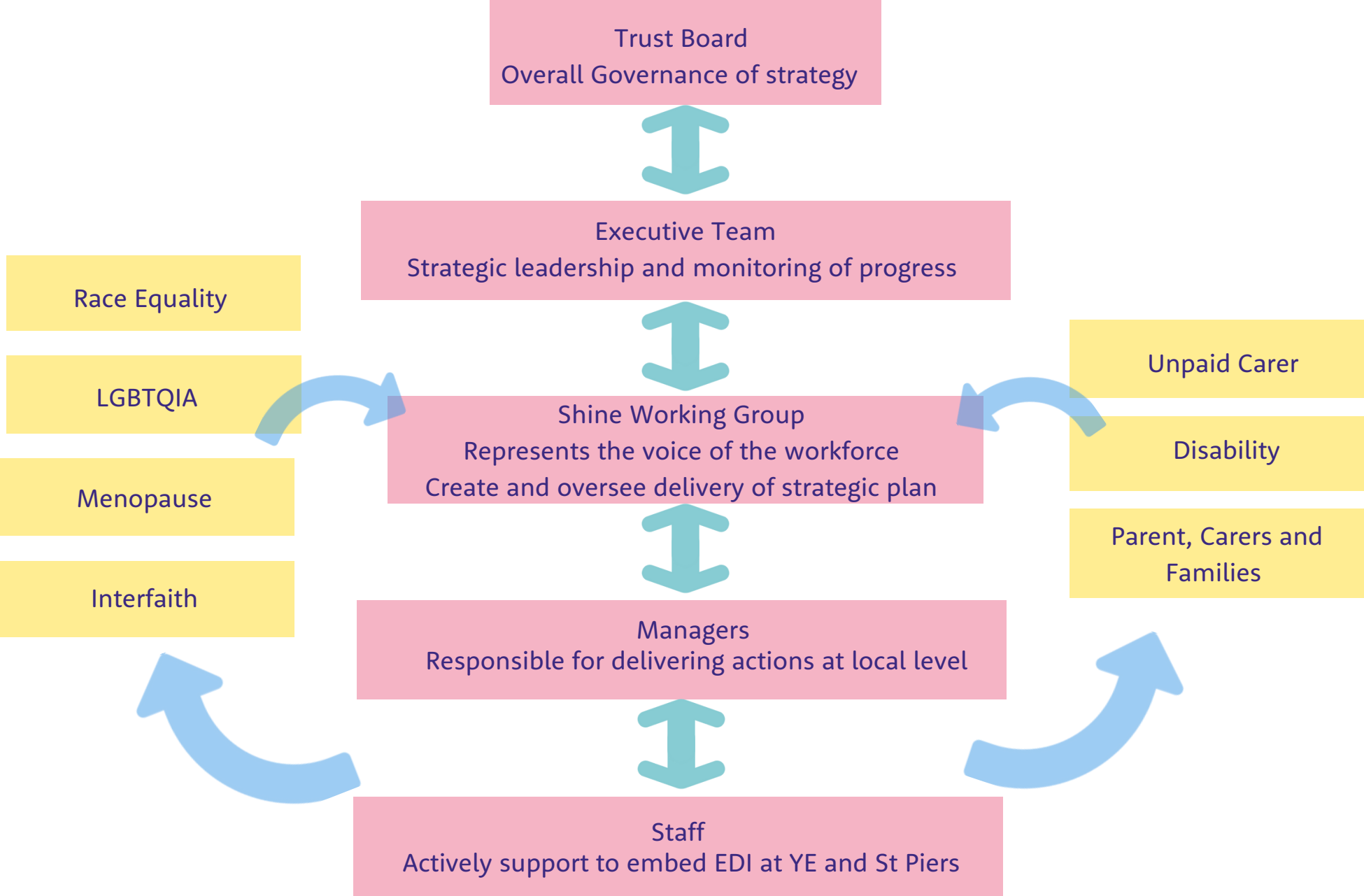
Behaviour that challenges from students towards staff

Due to the nature of our organisation is an unfortunate inevitability that students may display behaviour that challenges towards staff. Although we can not change the young people we work for, injury should never be accepted as just a part of the job. Throughout our previous strategy, feedback in multiple forums showed staff feel a lack of support when these incidents occur, impacting significantly on their physical and mental wellbeing and feeling of safety. We will work with the wider HR team and H&S, to develop a wellbeing strategy and policy in relation to include behaviour that challenges, to ensure we are supporting our staff and protecting their mental health in student facing roles.

Key Aims

- EDI surveys with 55% completion rates
- Trent diversity data held for 70% of staff and trust board diversity data obtained
- Data analysis plan created
- Unconscious Bias training complete for 70% of staff and trust board
- All staff networks have at least 5 members
- A commitment to honour any staff request for ad hoc training that will strengthen their EDI education
- Attendance at 4 external events to celebrate various equality groups
- Engagement rates tracked in EDI activities and online resources
- Two recruitment campaigns run a year, focusing on under represented groups
- Job advert template reviewed to ensure it lends itself to strategy
- All HR policy reviewed
- Shine a part of Young Epilepsy policy review panel
- EIA are completed as standard practice- staff training in completing EIA available
- EDI managers pack complete to be handed out at EDI managers essentials
- 3 newsletters and podcasts per year released containing staff lived experience stories
- Menopause Friendly employer achieved- kite mark to be used in recruitment activities
- 2 awards applied for a year
- Support in the development and implementation of wellbeing strategy
- partnership working with Marketing and Comms, Youth development and St Piers increased

Governance and Responsibilities



Governance and Responsibilities



Data and Insights



Ways of Working



Communication



Training and Staff Development



Our Work With Children and Young People

| | Data and Insights | Ways of Working | Communication | Training and Staff Development | Our Work With Children and Young People |
|--------------------------------------|--|---|---|---|--|
| Trust Board | Overall sign off on reporting and action plans. Governance of HR systems used to collect data and budgets. | Overall policy and strategy sign off and responsibility | Visibility in EDI initiatives | Completion of EDI training | Corporate values and Strategy |
| Exec & OLT | Ensuring representation of all diversity groups in networks and Shine working groups. | Influencing policy and implementation of EIA. | Direct communications, attendance at events | Ownership of enabling staff to be released from shift for personal development | Exec to have responsibility to ensure all areas of the business are working together |
| Shine working group & staff networks | Leading on data analysis plan, create action plans following data analysis | Providing feedback on policy and bringing gaps or need for policy change to attention | Create feedback loops to teams | Feedback on training needs | Young rep included in Shine working group, and representation of all areas of the business |
| EDI Manger | HR, recruitment, H&S Support tracking and analysing data. | Audit EIA & providing training & guidance, attending policy review panel, creating policy | Marketing and comms working in partnership with Shine and lead on external comms | Creating training opportunities and providing staff a way to request training | Streamlining of internal and external EDI work |
| Other teams | Providing data including absence reporting. Creating psychologically safe work environments | HR creating policy, HR and H&S responsibility for wellbeing strategy | Pass on & highlight communications, raise in team meetings and 1:1 encourage engagement | Training team to support delivery of EDI training, ensuring all training is accessible | Shine, St Piers, Voice and Support to work in partnership |
| Managers | Taking time to provide data for those that feel they are able, engaging in EDI initiatives | Completion of EIA , implementing policy | Engage through various platforms | Encouraging staff to attend training and personal development, including access to hubs | Managers to implement strategy agreed on by all business areas |
| Staff | | Following policy, whistleblowing, discrimination reporting | | Attend training | Read and implement guidance |

Acknowledgements

We would like to thank members of the Shine Working group, our staff networks, and all staff, students and Young People who have contributed to the development of our Shine strategy, mission and vision.

Accessibility

If you require information about our Shine Strategy in alternative formats (for example, audio, large print, Microsoft Word version) please contact shine@youngepilepsy.org.uk