



Staff Network EDI Strategy

September 2022 - September 2027



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Staff network launching Wednesday 22 June

Disability and Difference and Working Carers Network



NHS Trust
Royal Papworth Hospital
NHS Foundation Trust
Bronze Award

#NHSRainbowBadge




Launch of the Women's Network



Royal Papworth Hospital
NHS Foundation Trust

Tuesday 23 November, 12:30-14:30

The Women's Network is open to all who want to help ensure that the rights and voices of women are realised, respected and valued.



Patricia Hewitt - Chair, Norfolk & Waveney Health and Care Partnership, Secretary of State for Health 2005-2007
Harprit Hockley - Head of Equality and Inclusion, NHS England East of England
Sam Allen - Chief Executive, Sussex Partnership NHS FT
Eddie Morris - President of the Royal College of Obstetricians and Gynaecologists
Sophie Jackson - Chair of the Royal Papworth Women's Network
Oonagh Monkhouse - Director of Workforce and OD
Onika Patrick-Redhead - Head of Equality Diversity and Inclusion



A snapshot of the events and achievements the networks have had in 2022

Message from our Director of Workforce and Organisational development

Welcome to Royal Papworth Hospital's (RPH) Staff Network EDI Strategy for 2022- 2027.

As the Director of Workforce and Organisational Development, I'm honoured to write a few words on the importance of our Staff Networks and the five-year strategy they have produced.



Our strategy emerges from months of rigorous planning and insightful discussions, where the diverse viewpoints of our staff were woven together. This process has underscored our commitment to collaboration, inclusivity, and a common vision. The strategy has also looked at and aligned with the Trust objectives and the NHS People Plan.

It represents more than a roadmap—it symbolises our shared aspiration to improve communication, foster stronger relationships, and inspire each other. It will equip us with the tools and the mindset needed to navigate an increasingly complex and interconnected world, while redefining the boundaries of what we can achieve together at RPH.

The success of this network strategy relies upon each of us, individually and collectively. I encourage you to embrace this opportunity to enrich our networks, to learn from each other, and to contribute to a culture of collaboration, creativity, and continual growth. I am confident that this strategy will strengthen our networks, amplify our voices and potential, and set us on a path to even more achievements.

Purpose of strategy

The purpose of this Royal Papworth equality, diversity, and inclusion Network strategy, is that it sets out a 5-year action plan driven by the staff networks here at the Trust. The Strategy focuses on alignment, action, and shared goals among the networks, considering the individual urgencies that each network may have.

As a core value and belief, EDI is woven throughout everything we do as a Trust, and we want to continue building a culture of inclusivity that not only inspires but celebrates diversity. We believe that by in doing so, staff, volunteers, and patients will not only have better experiences overall, but feel as if they are in a safe space. Ultimately, we want everyone to feel as if they belong and to fulfil their full potential.

The four staff networks, BAME, Women's, LGBT+ and Disability & difference and working carers, since inception have been working hard to help the Trust achieve this and this document illustrates how as a team we will continue to improve and achieve this.



LGBT+ Network

LGBT+ Network Strategy

Summary statement

Currently, we are seeing an increase in employers who are realising that for an organisation to thrive and to succeed, they need their staff to feel confident and safe to be themselves at work. The LGBT+ Network at Papworth seeks to ensure that all of our LGBT+ staff and patients have their interests protected and promoted in line with the Trust's values of Compassion, Collaboration and Excellence.

Introduction to the LGBT+ network

The LGBT+ staff network was established at Royal Papworth Hospital in early 2020, and has several general purposes which are as follows:

- Promotes equality and diversity – enables staff to feel able to 'bring their whole selves to work' without fear of discrimination
- Builds reputation – Shows that the organisation values its LGBT+ employees and patients, and therefore makes the organisation more attractive both as a place to work and to receive treatment
- Sense of community and involvement – provides a safe space for employees to meet other members of the LGBT+ community, to talk and raise concerns, and to get involved with events and policy affecting the community
- Allows staff to develop skills – Provides role models of success within the organisation, networking opportunities and development of skills through career development programmes
- Enhances communication – Provides a point of contact between the LGBT+ community and the organisation so that they can work together effectively on policies and other issues
- Enables legal compliance – Networks ensure that Trust policies consider the perspective and needs of the LGBT+ community and that legal commitments to the community are upheld

Purpose of strategy

The purpose of this strategy is to lay out the Network aims and action plan for the next 5 years, showing how we will help develop as an organisation and improve the lives of both those working for the Trust and those under our care. It demonstrates a commitment from the Trust to build on the inclusivity already developed. The strategy links in with the Trust values of compassion, collaboration, and excellence. This strategy also links in with the Trust's 2020-25 Strategy, specifically our third strategy in how we offer a positive staff experience.

Compassion – the Trust is committed to treating all its staff and patients with compassion, respect, kindness, and fairness, regardless of gender or sexual orientation

Collaboration – the Trust recognises best results are achieved by listening to the full diversity of voices in the Trust including those from minority gender and sexual orientation backgrounds.

Excellence – the Trust strives to be a leading employer of LGBT+ staff and to constantly improve through engagement, collaboration, and vision.

What is LGBT+

Most people have heard of the term LGBT+, which developed during the 1980's to describe those who are lesbian, gay, bisexual or transgender. However, in the past 30 years the understanding of sexual identity and gender has changed significantly and the '+' in LGBT+ is used to include a myriad of other expressions including queer, questioning, asexual, intersex and allies. Some prefer LGBTQ, and others LGBTQ+. We have used LGBT+ as it is the simplest term, whilst remaining all encompassing.

Why we need a network

The NHS People Plan, published by NHS E and NHS Improvement in 2020 includes a specific commitment to 'look after our people'; to keep them healthy and well, both physically and psychologically. The 'Our NHS People Promise' includes a commitment to be open and inclusive and not to tolerate any form of discrimination, bullying or violence.

The surge in staff Networks seen in 2020/21 plays a crucial role in delivering these aims. The People Plan recognises that staff networks have deep expertise in matters of equality, diversity and inclusion, and that boards and executive teams need to make better use of them. By December 2021 all NHS organisations will have reviewed their governance arrangements to ensure that staff networks can inform decision-making processes in their Trusts.

National statistics also highlight the need for staff LGBT+ Networks. In 2018, Stonewall produced three documents as part of their 'LGBT in Britain' series. These looked at the workplace, trans specific issues and healthcare. A summary of their findings showed that:

- Almost one in four LGBT people (23%) have witnessed discriminatory or negative remarks against LGBT people by healthcare staff. In the last year alone, six per cent of LGBT people – including 20% of trans people – have witnessed these remarks
- One in eight LGBT people (13%) have experienced some form of unequal treatment from healthcare staff because they're LGBT
- Two in five trans people (41%) said that healthcare staff lacked understanding of specific trans health needs when accessing general healthcare services
- Many LGBT staff don't feel comfortable enough to disclose their identity at work, and often those who do are subject to discrimination and abuse, with incidents ranging from offensive language from customers to being outed at work without their consent.
- Almost two in five bi people (38%) aren't out to anyone at work about their sexual orientation
- More than a third of LGBT staff (35%) have hidden or disguised that they are LGBT at work in the last year because they were afraid of discrimination
- Almost a third of non-binary people (31%) and one in five trans people (18%) don't feel able to wear work attire representing their gender expression
- One in eight trans people (12%) have been physically attacked by customers or colleagues in the last year because of being trans

These statistics, along with discrimination in the media and on the streets, provide evidence of the need for a promotion in awareness and understanding of these protected characteristics

Network aims

- We will assess engagement, need and areas for improvement in LGBT+ provision for both staff and patients based on the SRB Assessment and the NHS staff survey results
- Having achieved Bronze in the Stonewall Rainbow Badge Assessment, we will seek to distil the learning and adopt the actions contained in the report, working towards reassessment, and achieving Silver within the next five years
 - Training/ education:
 - Ensure that patient-facing staff can access training on gender and sexual orientation for a healthcare setting
 - Ensure that all staff have access to LGBT+ inclusion training, including trans awareness training and information about LGBT+ health outcomes
 - Encourage understanding and use of pronouns, including on staff pin name badges, emails, and verbally
 - Communications/ signposting:
 - Work with Comms to proactively raise the profile and visibility of the LGBT+ Network and its aims
 - Improve signposting of LGBT+ support and resources
 - Have visible, active LGBT+ role models, champions, and allies in senior positions in the Trust
 - Develop and maintain calendar of significant LGBT+ dates in the NHS, locally and nationally, which we can commemorate and celebrate e.g. Pride in the NHS Week, NHS Inclusion week, Pride month and History Months
 - Networking/ collaboration
 - Provide a safe space and support for staff if they are bullied or discriminated against on the grounds of sexual orientation or gender identity, and options for escalation e.g. 'Freedom to speak up' guardians.
 - Form a network of Networks with the other staff networks at Royal Papworth (BAME, DaD and Carers and Women's), recognising the intersectionality between them.
 - Promote 'active allies' support across the Trust
 - Initiate and maintain proactive and positive relationships with other LGBT+ Networks in the region e.g. CUH, NSFT, CPFT, Encompass and Kite Trust
 - Organise events and activities for LGBT+ staff, linking in with events run by other local networks
 - Services/ facilities
 - Have clearly signed gender neutral toilets within the main hospital and Papworth offices in Huntingdon
 - Work with the digital team and workforce to explore options for preferred name and more pronoun and title options on systems such as Lorenzo and ESR

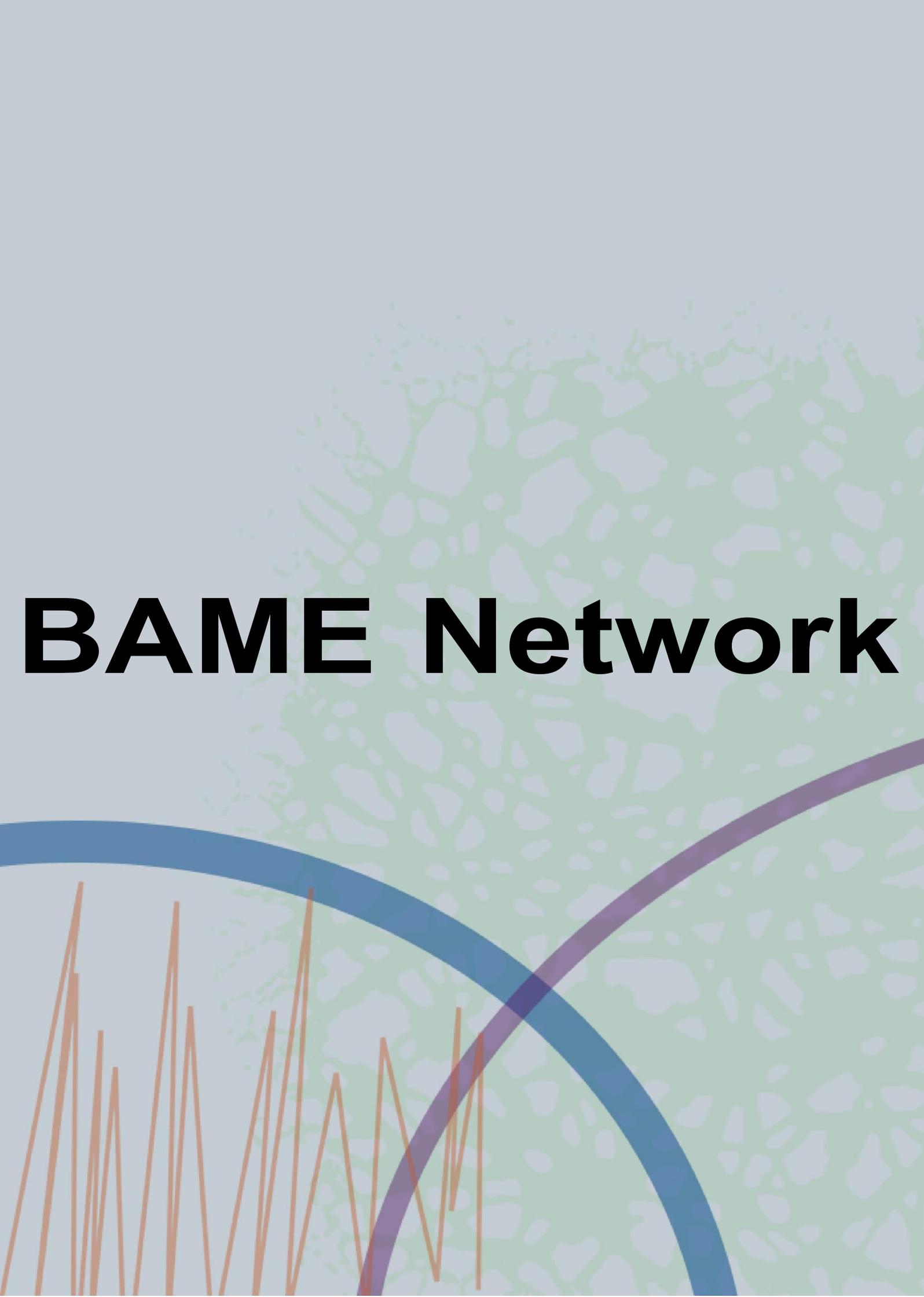
- Work with the services to improve LGBT+ patient experience and make sure there are no barriers to accessing services
- Policies
 - Regularly review policies and procedures to ensure gender neutral language and inclusivity is apparent throughout
 - Develop and maintain a Trans (and non-binary) inclusion policy within the Trust

Action Plan

Recommendation	Required Action	Owner
Evidence/ surveys	<ul style="list-style-type: none"> • Distil learning and actions from Rainbow Badge Assessment • Gauge needs from NHS Staff Survey 	Network Leads
Training/ education	<ul style="list-style-type: none"> • Arrange training for patient-facing staff on gender and sexual orientation • Arrange trans inclusion training sessions which all staff can access • Encourage uptake of pronouns on staff pin name badges and emails • Produce a leaflet introducing use of pronouns for patients 	Network Leads EDI compliance officer
Communications/ signposting	<ul style="list-style-type: none"> • Work with comms to ensure the LGBT+ network is visible in the Trust e.g., intranet presence, Newsbites, posters and boards in Atrium. • Promote significant dates in the LGBT+ calendar to raise awareness e.g., History Month and Pride Month • Use the LGBT+/ Health and Wellbeing intranet page to signpost to LGBT+ support and resources 	Network Leads Comms Health and Wellbeing
Networking/ collaboration	<ul style="list-style-type: none"> • Form a network of Networks with the other RPH staff networks e.g., Network Leads meetings and All-Networks picnic, including active allies. • Network with other local LGBT+ Networks to share information, resources, events and ideas. • Organise social events and safe space 'drop-ins' 	Network Leads
Services/ facilities	<ul style="list-style-type: none"> • Work with Estates and Facilities to ensure gender-neutral toilets in all RPH sites • Work with digital and workforce to explore preferred name, pronoun and title options on patient systems 	Network Leads Estates and facilities Digital

	<p>e.g., Lorenzo and employee systems e.g., ESR.</p> <ul style="list-style-type: none"> • Work with services to improve the LGBT+ patient journey and remove barriers 	<p>Workforce</p> <p>Service Leads</p>
Policies	<ul style="list-style-type: none"> • Review all policies and procedures to ensure gender neutral language and LGBT+ inclusivity throughout • Develop and maintain a trans inclusion policy 	<p>Network Leads</p> <p>HR</p>

BAME Network

The background features a light green, cellular or honeycomb-like pattern. A thick blue arc curves across the lower half, with a purple arc overlapping it from the right. In the bottom left corner, there are several thin, orange, vertical lines of varying heights, resembling a stylized bar chart or data visualization.

BAME Network Strategy

Summary statement

The Black, Asian and Ethnic Minority Network (BAME) at Royal Papworth Hospital NHS Foundation Trust want to ensure that the Trust become an outstanding organisation, embracing all staff from diverse background, and allowing them to grow and reach their maximum potential in a compassionate and inclusive environment, where the Trust Values of Compassion, Collaboration and Excellence is fully embedded.

Introduction to the BAME network

The network started at Royal Papworth Hospital in October 2018 as there wasn't anything in place in the organisation to further support BAME staff. What further supported the need for a BAME network in the Trust, were the results of the staff survey. Each year the staff survey indicates that staff from a BAME background are facing discrimination whilst at work. Since the conception of the network, members have not only helped the Trust's BAME staff feel supported, but it has also helped the culture shift within the Trust.

Why we need a network

The BAME Network was created to promote diversity at Royal Papworth Hospital and is a safe space for staff of a Black, Asian and Ethnic Minority background to come together and share their experiences without bias or judgement and raise issues which may affect them whilst at work.

As an organisation we are also keen to attract and retain a diverse group of colleagues, and staff networks help with this.

Network aims

The Network aim is to ensure that equality, diversity, and inclusivity is actively promoted from all the levels of the organisation to deliver the best possible outcome for all patients and staff.

The BAME Staff Network aims to:

- **Support** the Trust in meeting its commitment to equality, diversity and inclusivity through the development, revision and implementation of policies and procedures
- **Collaborate** with the Stakeholders in formulating strategies to address inequalities and identify accessible and appropriate mechanisms of accountability.
- **Provide a platform** for all BAME staff to feel empowered by developing their leadership skills through coaching, training, and mentoring and enable to achieve career progression.
- **To recognise** the talent, potential and significant contributions of the BAME Staff in order to help the Trust make fully informed decisions in advancing its strategic aims and objectives, as well as promoting positive staff experience.
- **To raise awareness and eliminate** bullying, harassment, microaggression and discrimination experienced by staff from BAME background in the organisation.

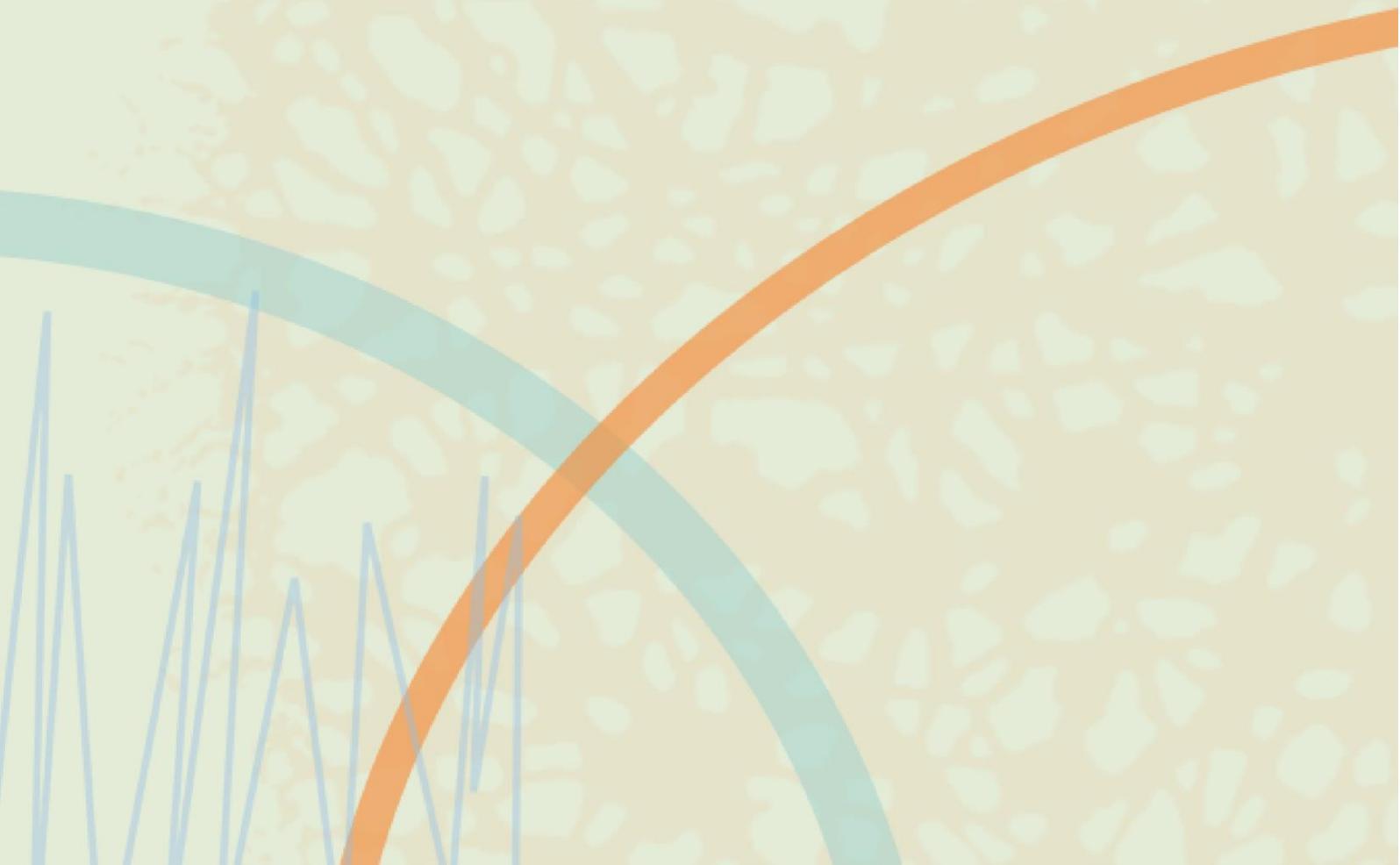
The Networks aims to achieve this through

- Reciprocal Mentoring Programme
- Participation and representation of BAME staff (EDI Lead, Network Chair/Deputy Chair) in Board/Committee meetings
- Increase representation of BAME staff in the Exec/Non-Exec Board and Senior management roles.

Action Plan

Recommendation	Required Action	Owner
Active engagement and representation	<ul style="list-style-type: none"> • Work with the Trust Staff Networks in the formulation, implementation, and evaluation of the Trust Network Strategies • Network activities and Bi-monthly Network meetings (Black History Month, Inclusion Week, Staff Network Picnic, etc.) • Ensure protected time is granted to the Network’s Chair/Deputy Chair to ensure objectives are met and implemented 	Network Leads
Promote positive leadership and culture transformation	<ul style="list-style-type: none"> • Cultural Ambassador/ Freedom To speak Up • Compassionate and Collaborative Leadership • Civility Workshops across the whole Trust • Values and Behaviour Training • Listening Sessions/ Unconscious bias training 	Network Leads
Recruitment, retention and career progression	<ul style="list-style-type: none"> • Mentoring and management training • Leadership programmes offered by the NHS Leadership Academy (Stepping Up, Ready Now) • Workforce EDI data regularly reviewed 	Network Leads
Catalyst for continuous quality improvement and change	<ul style="list-style-type: none"> • Regular revision of Trust policy and procedures • Service improvement projects directed in promoting equality, diversity and inclusivity to raise awareness and eliminate bullying, harassment and discrimination within the organisation. 	Network Leads

Disability and Difference and Working Carers Network



Disability & Difference and Working Carers Network Strategy

Introduction to the Disability & Difference and Working Carers Network

The Disability & Difference and Working Carers network was established in Winter 2020 and, although development was initially slow due to the Covid – 19 pandemic and subsequent Trust response to lockdowns, there has been some progress in the last two years. It is however now time to take that further and make a commitment to change, in form a unified Network strategy: -

The network has several general purposes which are as follows:

- Promotes equality and diversity – enables staff to feel able to ‘bring their whole selves to work’ without feeling of discrimination
- Building a reputation – Shows that the organisation values its disabled staff, those with long term health needs and Working Carers and patients, and therefore makes the organisation more attractive both as a place to work and to receive treatment
- Allows staff to develop skills – Provides role models of success within the organisation, networking opportunities and development of skills through career development programmes
- Improves communication – Provides a point of contact between staff and the organisation so that they can work together effectively on policies and other issues
- Enabling legal compliance – Networks ensure that Trust policies consider the perspective and needs of disabled staff, those with long term health conditions and Working carers and that legal commitments are upheld

Purpose of strategy

- The purpose of this strategy is to lay out the Network aims and action plan for the next 5 years, showing how we will help develop as an organisation and improve the lives of both those working for the Trust and those under our care. It demonstrates a commitment from the Trust to build on the inclusivity already developed. The strategy links in with the current Trust values of compassion, collaboration, and excellence. This strategy also links in with the Trust’s 2020-25 Strategy, specifically our third strategy in how we offer a positive staff experience.
- Compassion – the Trust is committed to treating all its staff and patients with compassion, respect/ kindness, and fairness
- Collaboration – the Trust recognises best results are achieved by listening to the full diversity of voices in the Trust
- Excellence – the Trust strives to be a leading employer and to constantly improve through engagement, collaboration, and vision.

Why we need a network

The NHS People Plan, published by NHS E and NHS Improvement in 2020 includes a specific commitment to 'look after our people'; to keep them healthy and well, both physically and psychologically. The 'Our NHS People Promise' includes a commitment to be open and inclusive and not to tolerate any form of discrimination, bullying or violence.

The surge in staff Networks plays a crucial role in delivering these aims. The People Plan recognises that staff networks have deep expertise in matters of equality, diversity and inclusion, and that boards and executive teams need to make better use of them. By December 2021 all NHS organisations will have reviewed their governance arrangements to ensure that staff networks can inform decision-making processes in their Trusts.

National statistics also highlight the need for staff Networks: -

- One 5 people in the UK workforce have a disability
- 80% of these disabilities are non-visible
- 1 in 11 of the UK workforce has a responsibility for caring for a dependant or a family member or loved one, as a Working Carer
- 53% of working women, and 47% of working men care for a dependant
- On average a Working Carer works 50 additional hours a week as a carer, in addition to their substantive role

These stats, provide evidence of the need for a promotion in awareness and understanding of these protected characteristics.

Network aims

- Develop and update Disabled Staff, Workplace Adjustments, Sickness Management and Working Carers Policies
- Focus on training and education
- Work with communications to raise awareness and visibility of the Network
- Have a calendar of significant dates in the NHS, locally and nationally, which we will mark and celebrate including NHS Inclusion week
- Form a network of Networks with the other staff networks at Papworth in recognition of the intersectionality that exists between them, and with other related Networks in the region
- Provide a safe space for staff and support were staff feel they are being bullied or harassed
- Work with the Active Allies and develop this further
- Increase reporting of staff on ESR
- Have role models and allies in visible and senior positions in the Trust

Training and development

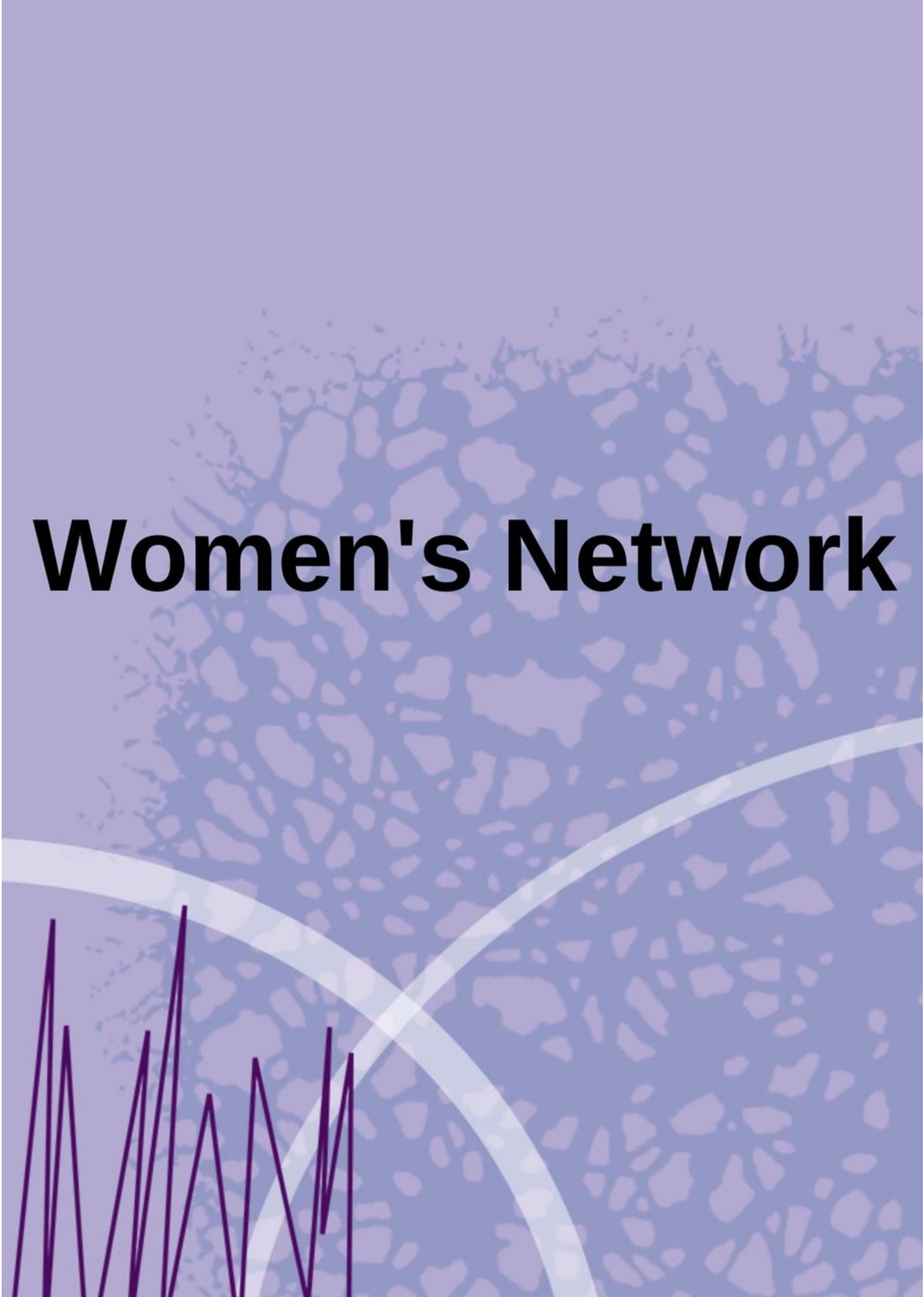
Commitment to providing training in the following ways:

- Involvement with the line managers training
- Providing an e-learning package for staff to complete
- Being part of mandatory training on all issues affecting equality, diversity, and inclusion
- Providing training specifically for Line Manager to support staff

We will also provide a port of call for staff to go to if they feel an area would benefit from specific training or development or a bespoke session.

Action Plan

Recommendation	Required Action	Owner
Networking	<ul style="list-style-type: none"> • Work with other networks • Organise events • Work with active allies • 	Network Leads
To increase understanding	<ul style="list-style-type: none"> • Training • Review existing policies and write new ones where needed • 	Network Leads
Promote visibility	<ul style="list-style-type: none"> • Work with comms to raise awareness of network • Develop calendar of events • Role models and allies 	Network Leads
Support	<ul style="list-style-type: none"> • Provide safe space • Regular meetings and social events 	Network Leads
Systems	<ul style="list-style-type: none"> • Increase reporting on ESR 	Network Leads



Women's Network

Women's Network Strategy

Introduction

The ambitions of the RPH Women's Network align with the trust's Five-Year Strategy (2020-2025) with reference to the strategic goal of 'offering positive staff experience'.

Background

In 2021, women represented 73% of the workforce at Royal Papworth Hospital.

The RPH Women's Network was established in August 2021, born out of a desire to bring staff together to boost the experience and confidence of women across the organisation.

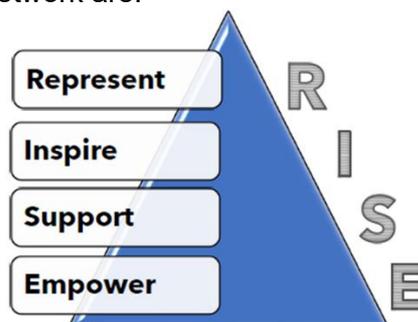
A small group of staff passionate about developing a Women's Network worked closely with the trust's Head of Equality, Diversity and Inclusion throughout 2021 to bring interested staff together, to start to talk collectively about issues important to women working at Royal Papworth Hospital.

The network is a lived experience network underpinned by a shared passion for raising the profile of women at RPH, female empowerment, and creating a supportive, aspirational and motivational space for female staff at all stages of their careers.

The network feeds into the wider diversity and inclusion community across the organisation, working closely with our other colleague networks including the Black and Minority Ethnic (BAME) network, the Disability and Difference Network and the LGBTQ+ Network.

Aims of RPH Women's Network

The aims of the Women's Network are:



- R REPRESENT:**
To provide a **platform for the voice and views of women** from RPH to be represented within the organisation.
- I INSPIRE:**
To provide a range of **opportunities** including talks, guest speakers, and **learning events to inspire women** and facilitate **personal and professional development** and fulfilment.
- S SUPPORT:**
To provide a **shared safe space** to talk about, share, listen and learn from the **lived experiences** and interests of women from RPH.

E EMPOWER:
 To **empower all staff** to be **active allies** of women, driving forward a **cultural** and **behavioural shift** across the organisation to enhance women’s experience of working at RPH.

Governance

The network has a Chair and Deputy Chair, both of which are voluntary positions within the trust. These roles are members of the trust’s Equality, Diversity and Inclusion Steering Group.

This representation ensures that the Women’s Network can support and drive forward issues important to the network as part of the trust’s wider Equality, Diversity and Inclusion agenda.

The Women’s Network meets formally every 2 months, as well as holding ad hoc events and promoting events held across the wider Cambridge Biomedical Campus.

Our approach

The Women’s Network values the support and lived experience of all women from all levels within the trust.

The network is also committed to leveraging the influence and experiences of senior level women leaders within the organisation, including Executive and Non- Executive Directors.

Furthermore, the network recognises it is vitally important to invite men from RPH to be active allies to the Women’s Network.

We have therefore invited men to both join the network and to support women in advocating on our behalf across the organisation.

By adopting this approach, we seek to drive forward by-in and collective ownership by men working at RPH, galvanising support on organisational issues that impact on women such as flexible working.

Our priorities in 2022 and 2023

The following areas have been collectively identified by members of the Women’s Network as priorities over the next two years. The network has committed to implementing specific actions for each of the priority areas as follows:

Priority One:	Women’s safety at work
This includes:	<ul style="list-style-type: none"> Improving women’s safety at work, both on the main hospital site, at the Huntington site (known as the House), and at the staff accommodation based in Waterbeach. Ensuring staff personal protective equipment (PPE) is available for staff of all body shapes and sizes.
Actions for delivery in 2022/23:	<ol style="list-style-type: none"> Update intranet page with details of the Susy Lamplugh Trust where there are many resources to support staff with feeling safe https://www.suzylamplugh.org/

	2. Ensuring there are sufficient provisions of personal protective equipment for women.
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Priority Two:	Women's health at work
Actions for delivery in 2022/23:	<ol style="list-style-type: none"> 1. Women's Network to work with the workforce team and Royal Papworth Hospital charity to ensure free sanitary products are available to staff who need them at the hospital. 2. To agree plan for where the sanitary products are kept and develop the communications plan to staff including signage in toilets. 3. To offer ongoing support to women on their menopause journey 4. To better understand how we currently record sickness for women's health issues e.g. menstrual support

Priority Three:	Tacking everyday misogyny
This includes:	<ul style="list-style-type: none"> • Supporting women who receive unwanted comments and behaviours by both staff and patients • Addressing unacceptable patient behaviour • Reinforcing a trust wide zero-tolerance position regarding sexism including misogyny
Actions for delivery in 2022/23:	<ol style="list-style-type: none"> 1. To provide training for staff on how to deal with misogynist comments and behaviours 2. To communicate to staff and patients that the trust has a zero-tolerance policy for abuse or unwanted behaviours against all staff including women 3. To review and update trust communications to patients on expectations regarding their behaviours towards staff, and what will happen as a result of poor behaviour. 4. To ensure all trust areas provide poster information for patients regarding the trust's zero tolerance position

Priority Four:	Supporting women's career development and progression
This includes:	<ul style="list-style-type: none"> • Women on return to work after a break in their career • Support for career progression for all women • Intersectionality with women from BAME backgrounds to be supported with training, support and development opportunities to progress. • How caring responsibilities impact on women during their careers
Actions for delivery in 2022/23:	<ol style="list-style-type: none"> 1. To work closely with the BAME network as active allies supporting career progression opportunities for all women. 2. To update the Women's Network intranet pages in order to promote all available resources.

	3. Explore method of collating data from workforce to see how many women with minority ethnic background have been unsuccessful in applying for promotional bands
Priority Five:	Reducing the gender pay gap
This includes:	<ul style="list-style-type: none"> • Medical staff and non-medical staff
Actions for delivery in 2022/23:	<ol style="list-style-type: none"> 1. To establish the current gender, pay gap position at RPH 2. To identify a female consultant to champion this area of the strategy, and to work with them to identify next steps 3. Communicate more effectively the rights of staff to request a review of pay in relation to gender

