What this section will cover

- Strategic mandate

- Governance

- Path to implementation

- Workstreams (2 examples)
  - Data
  - EDI

The Strategic mandate

We are determined that through implementation of this strategy that every member, no matter where they work or who they are, will see themselves and their needs reflected within the RCN.

RCN Strategic vision - A new dawn for Nursing

Goal 2- The RCN has a thriving and diverse membership

RCN Member EDI Strategy

Five pillars:

Leaders take accountability for EDI
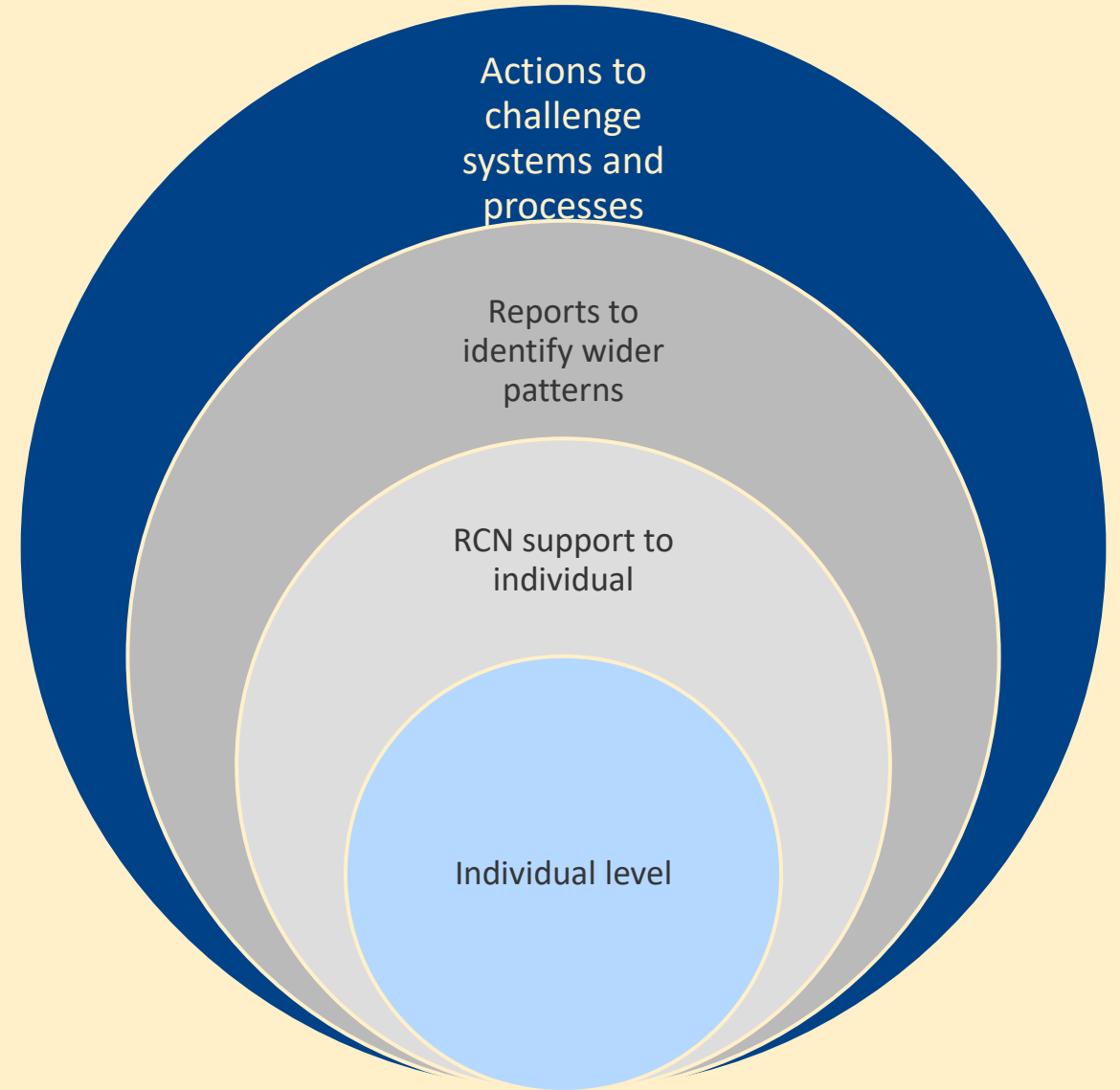
Ensuring advocacy for all member voices

Facilitating support and collaboration across all communities

Encouraging diversity of representation in governance

Creating an inclusive workplace for all members

Big Picture

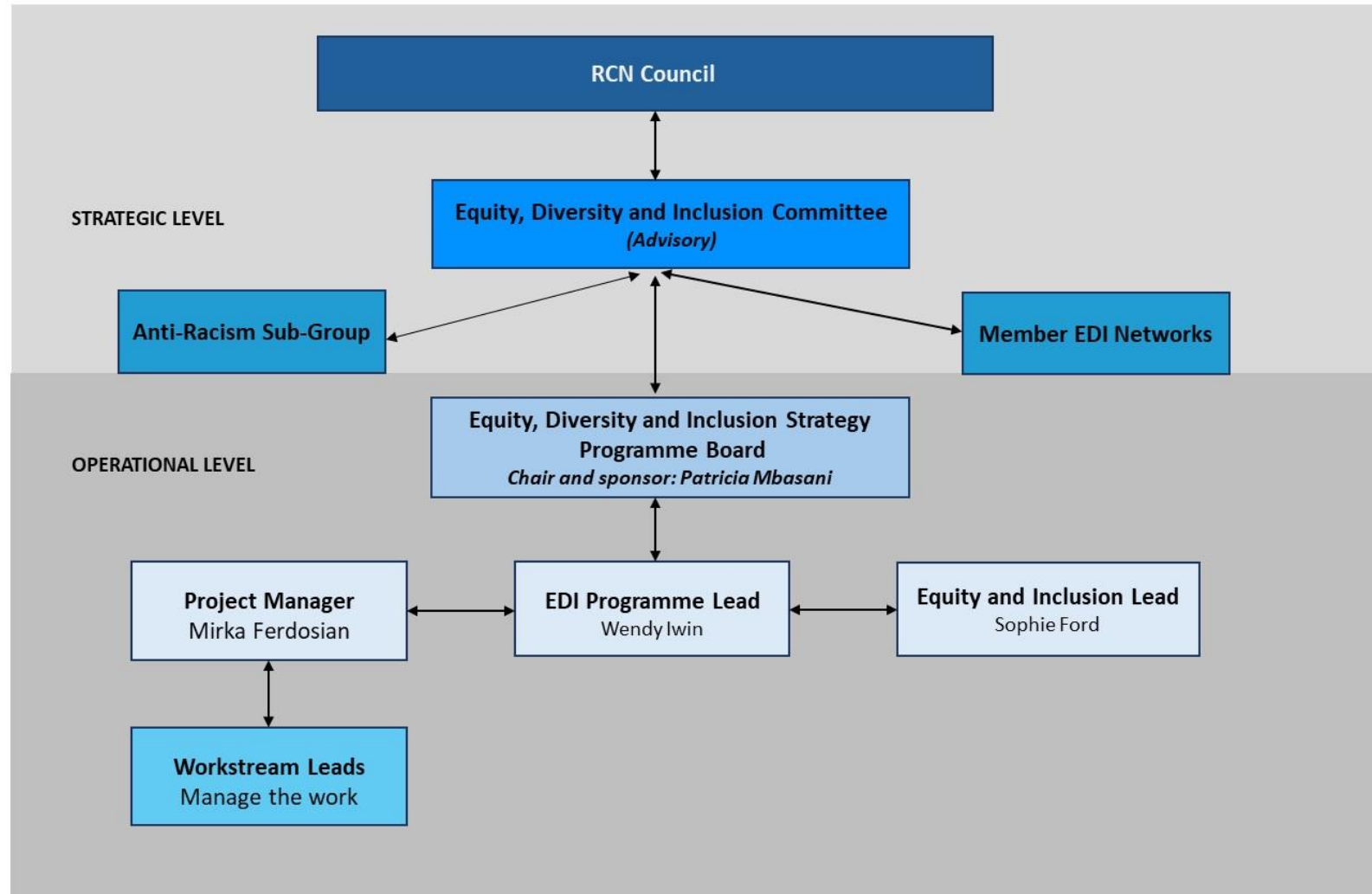All members receive the highest level of satisfaction and confidence in the work of RCN.

Actions to challenge systems and processes

Reports to identify wider patterns

RCN support to individual

Individual level

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A foundation for reform

- This strategy serves as a catalyst to help us work towards incrementally shifting the infrastructure, policies and practices to enhance our approach to equity, diversity and inclusion.

- Along the way, we will continue to learn and continue to improve as we endeavour to continually evolve and ensure our journey goes from non-discrimination to anti-discrimination across all characteristics.

Programme Governance

STRATEGIC LEVEL

RCN Council

Equity, Diversity and Inclusion Committee
(Advisory)

Anti-Racism Sub-Group

Member EDI Networks

OPERATIONAL LEVEL

Equity, Diversity and Inclusion Strategy
Programme Board
Chair and sponsor: Patricia Mbasani

Project Manager
Mirka Ferdosian

EDI Programme Lead
Wendy Iwin

Equity and Inclusion Lead
Sophie Ford

Workstream Leads
Manage the work

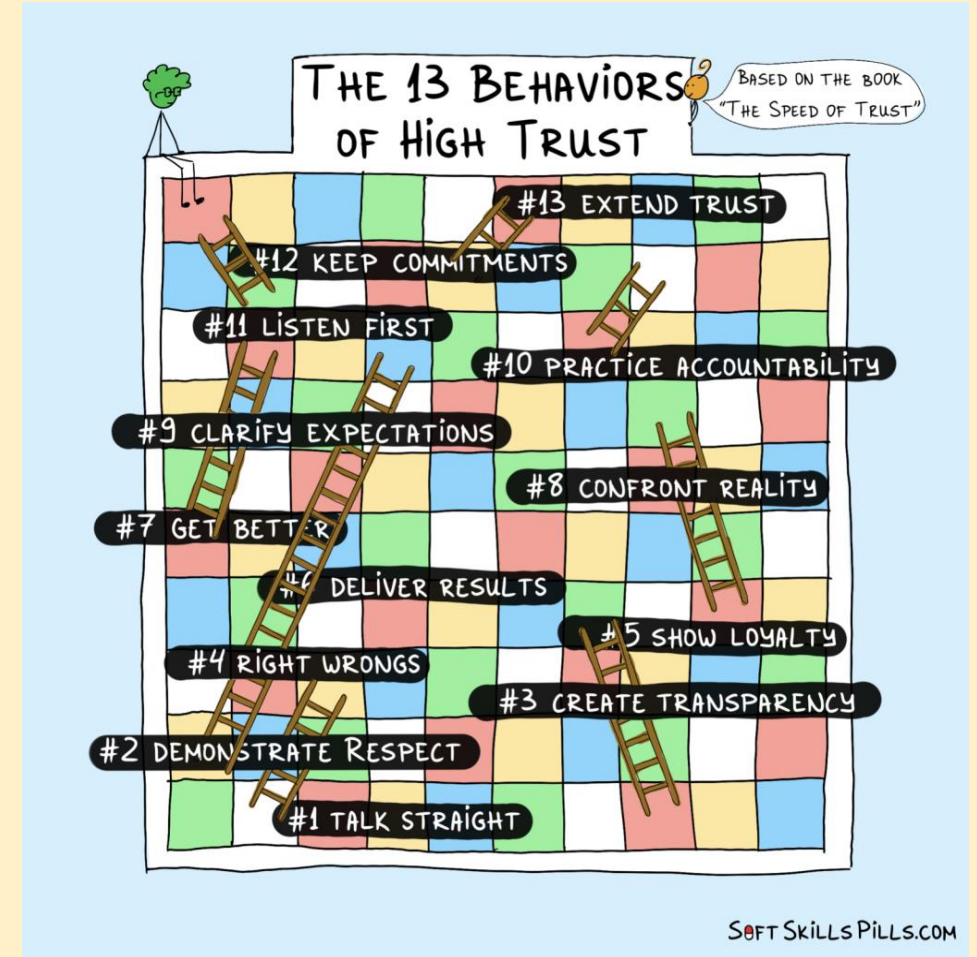RCNi · Royal College of Nursing · RCNFoundation

Accountability & Support structure

- EDI Strategy programme board activity is shared with GMB/NUJ and finds its primary audience with the EDI Committee.

- Each workstream was required to develop a distinctive workstream that focuses on delivery of the commitments over the life of the EDI strategy.

- The PMO team provide expertise and a clear structure for sharing and reporting progress and other updates.

- Support is available from the EDI in terms of expertise and support for the workstream in ensuring that planned activity has a strong evidence base to support delivery.
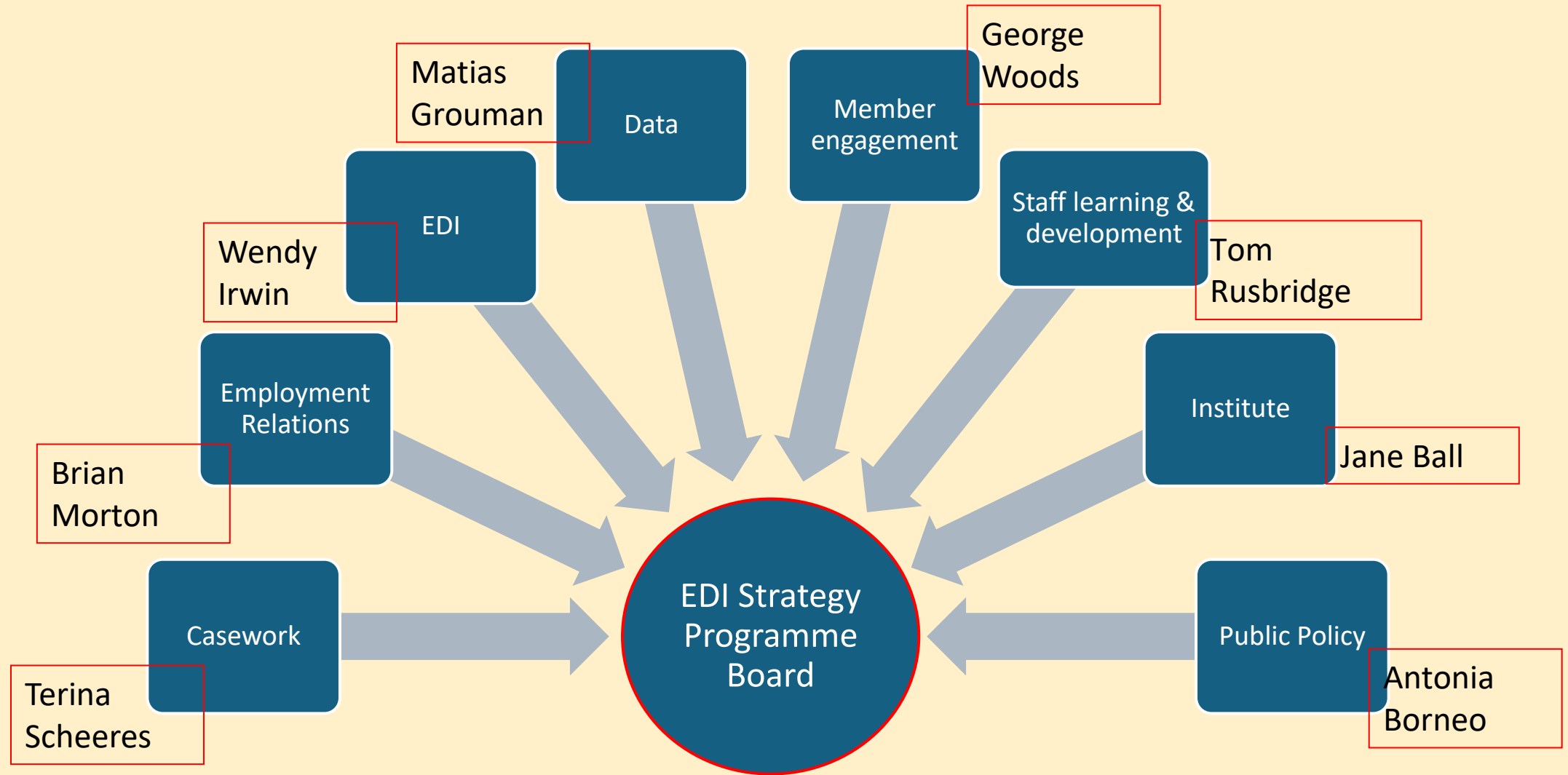
The culture we want to embed

We want to be intentional and systematic in creating the conditions where staff and members can feel confident about the delivery of powerful and systemic interventions. They feel that they can be trusted to take calculated risks and drive innovation. Staff and members experience a shared sense of co-production and cooperation. We learn from our mistakes without shame.

THE 13 BEHAVIORS OF HIGH TRUST
BASED ON THE BOOK "THE SPEED OF TRUST"
#13 EXTEND TRUST
#12 KEEP COMMITMENTS
#11 LISTEN FIRST
#10 PRACTICE ACCOUNTABILITY
#9 CLARIFY EXPECTATIONS
#8 CONFRONT REALITY
#7 GET BETTER
#6 DELIVER RESULTS
#5 SHOW LOYALTY
#4 RIGHT WRONGS
#3 CREATE TRANSPARENCY
#2 DEMONSTRATE RESPECT
#1 TALK STRAIGHT
SOFT SKILLS PILLS.COM

Rationale for our implementation choices

- Clear evidence of workability

- Provides clarity regarding assignment of accountability

- Proven good practice in delivering large-scale organisational change

Workstream structure

Matias Grouman — Data

George Woods — Member engagement

Wendy Irwin — EDI

Staff learning & development — Tom Rusbridge

Brian Morton — Employment Relations

Institute — Jane Ball

Terina Scheeres — Casework

EDI Strategy Programme Board

Public Policy — Antonia Borneo

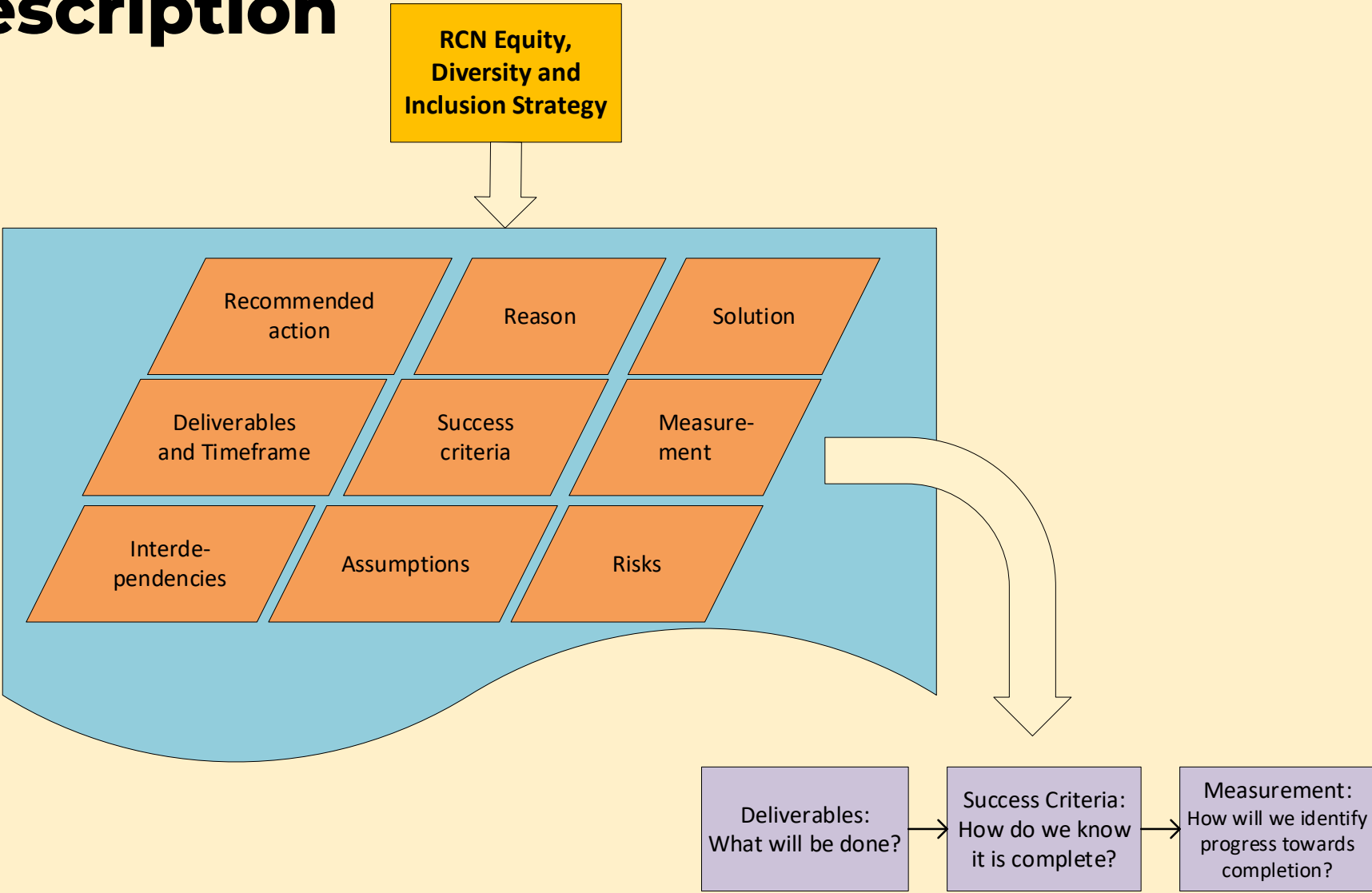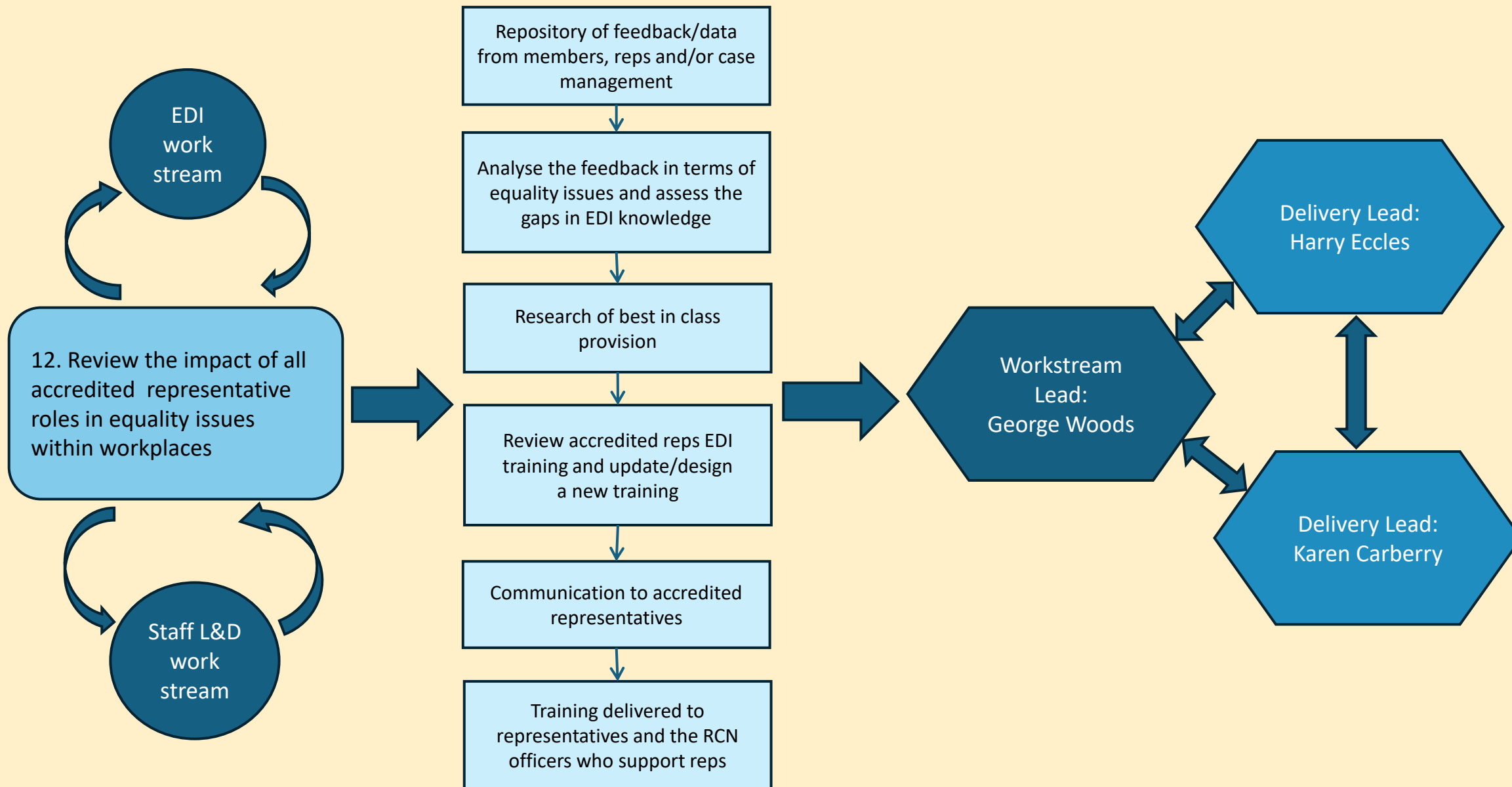RCNi — Royal College of Nursing — RCNFoundation

rcn.org.uk/EDI-strategy

Initiation phase

- Breakdown of EDI Strategy into 5 themes and 37 commitments which align with strategic plan pillars of accountability, leadership, metrics, narrative and voice.

- Product description

- Draft workplan

- Governance

Strategic themes: 2024-2027

| Leaders taking accountability for EDI | Ensuring advocacy for all member voices | Facilitating support & collaboration across all communities | Encouraging diverse representation in governance | Creating inclusive workplaces for all members |

37 specific commitments that link to the strategic plan pillars of accountability, leadership, metrics, narrative and voice.

Product Description

RCN Equity, Diversity and Inclusion Strategy

Recommended action	Reason	Solution
Deliverables and Timeframe	Success criteria	Measure-ment
Interde-pendencies	Assumptions	Risks

Deliverables: What will be done? → Success Criteria: How do we know it is complete? → Measurement: How will we identify progress towards completion?

The Workplan

	A	B	C	D	F	G	I	J	K	L	M	
1	Deliver able ID	Title	Activity ID	What will be delivered (activities)	Workstream ▼	Workstream Lead ▼	Accountable person (ET/SLT Lead)	Start Date	Finish Date	RAG Red = not started Amber = in flight / some issues Green = in flight / on track Blue = completed	Interdependency	
2	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Repository of members data capturing all protected characteristics in England, Scotland and Wales as well as specific features of Northern Ireland equality legislation which covers political opinion and status as a carer	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membership data system	Vacancy Analytic
3	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Collection data for England, Scotland and Wales	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membershp data system	
4	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Collection data for Northern Ireland equality legislation which covers political opinion and status as a carer.	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membershp data system	
5	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Develop data reporting	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membershp data system	
6	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Revise RCN process to collect data of all protected characteristics	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membershp data system	
	1	Review of equality monitoring and RCN data capture on all protected characteristics across the UK		Develop process monitoring to ensure that the data are quality and consistency assured	Data and analysis	Matias Grouman	Andy Cowan				1. Implementation of new RCN HR system to enable capture and analyse staff data who are members, 2. Data Strategy, 3.Updated membershp data system	

rcn.org.uk/EDI-strategy

Risk: Data

Current risks:

- Lack of data on the protected characteristics of our membership (we collect data on age, sex and race but not disability, sexual orientation, gender identity as examples).

- Impact: Creates difficulties with building evidence and evaluation. Poses significant issues around decision-making. Longer term, difficult to evaluate services and products properly.

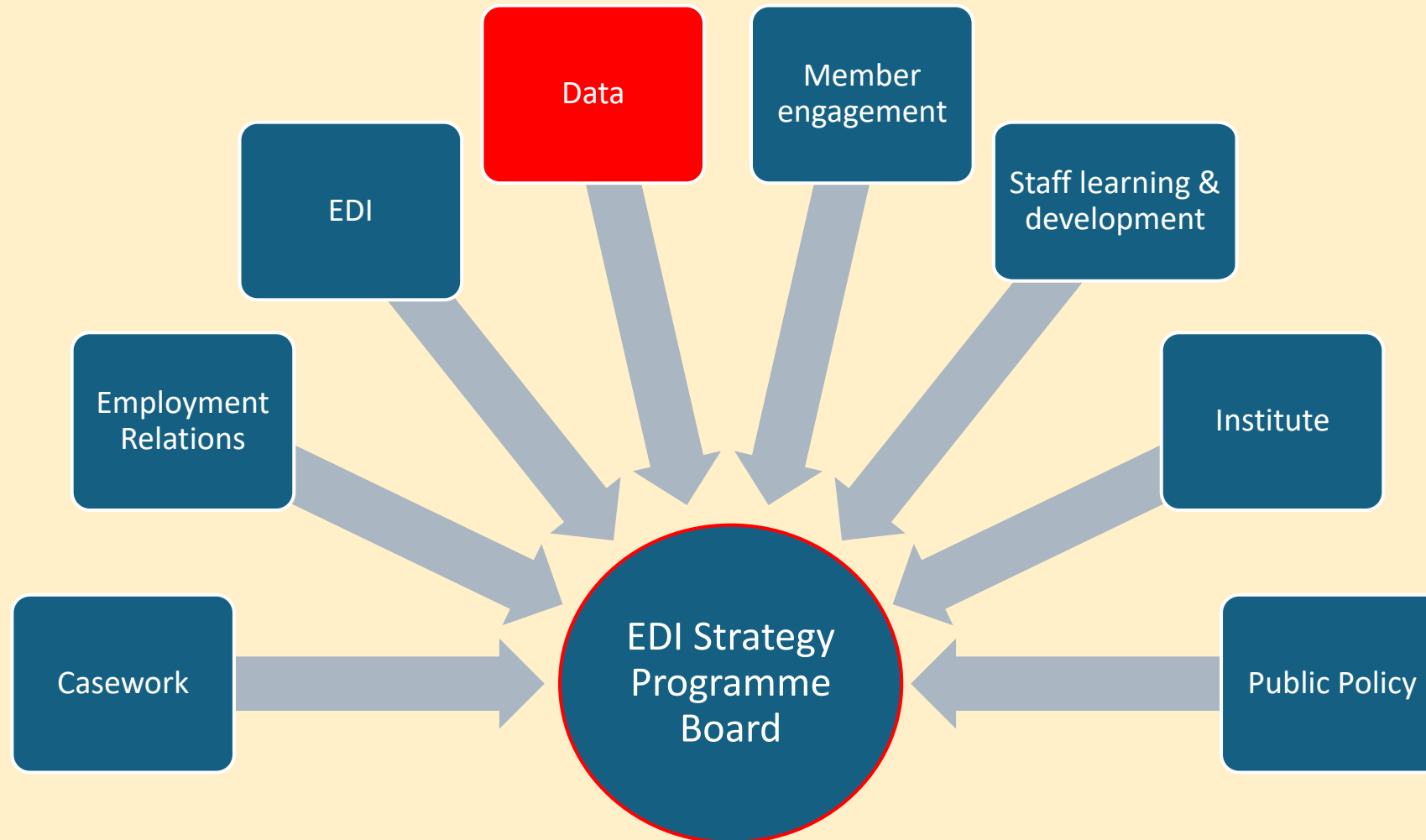- Actions: The EDI team have started the process that explores the viability of extending data collection.

Risk: Resourcing

- Meeting the 48 group strategy commitments will require a significant amount of resource both in terms of people, time and money.

- Impact: The EDI team currently has two members of staff which is insufficient to support the group-wide activity and deliver expansion that is felt by members.

- Action: A business case has been submitted for further resources

Risk: Interdependencies

- The sequencing of activities due to the many interdependencies within the overall project plan is a risk.

- Impact: If one area is not able to complete their action(s) in the agreed timeline, it may cause issues and delays for other areas of the programme with shared dependencies.

- Actions: The EDI team have developed a project plan which is being consolidated and refined. Interdependencies are clearly outlined in the project plan and agreed with workstream leads. The EDI strategy programme board will sign off the project plan and monitor it regularly. The project manager will work across the workstream leads to ensure timely delivery and regular reporting.

Workstream structure

EDI

Data

Member engagement

Staff learning & development

Employment Relations

Institute

Casework

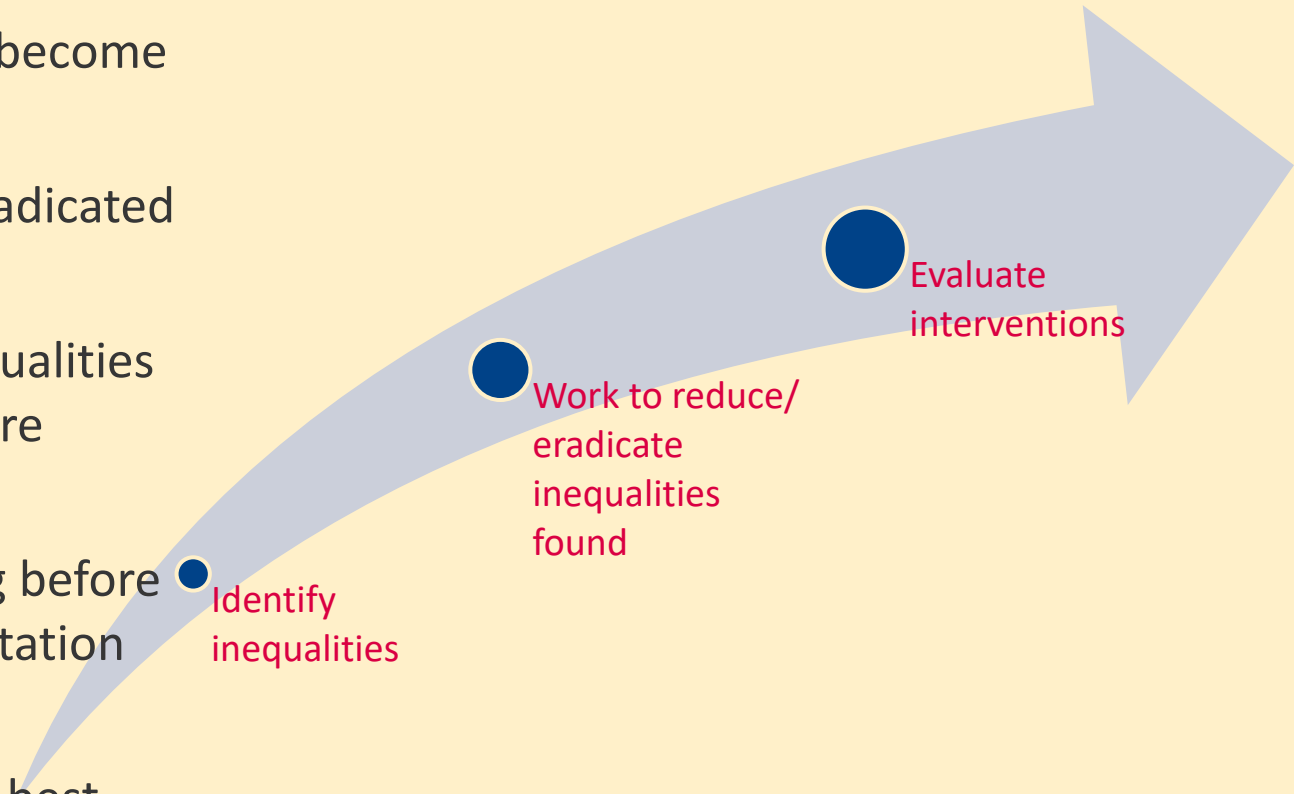Public Policy

EDI Strategy Programme Board

Why we needed a data workstream

- Capture, analyse and leverage data meaningfully has emerged as a significant risk for the RCN Group.

- Robust data is necessary to:

- Establish a clear baseline for improvement methodology

- Data is needed to embed quality equity impact assessments

- Support coherent intersectional analysis

- Compare and contrast levels of satisfaction with services for beneficiaries, members and other relevant stakeholders

- Controls around defining work packages that are supported by evidence that the action proposed represents a viable way forward is necessary for quality-assurance.

Bigger vision…

- Inclusive decision making at all levels (when we become representative and structures managed well)

- Systemic and structural inequalities reduced/ eradicated – which systems and structures

- By hearing, acknowledging and tackling the inequalities faced by certain groups and designing things more inclusively this supports eradicating inequalities

- Modelling of on its current trajectory – how long before we see gender/ ethnicity and disability representation (workforce/ Council etc?)

- Being a role model to others and a leader in this best practice of tackling inequalities.
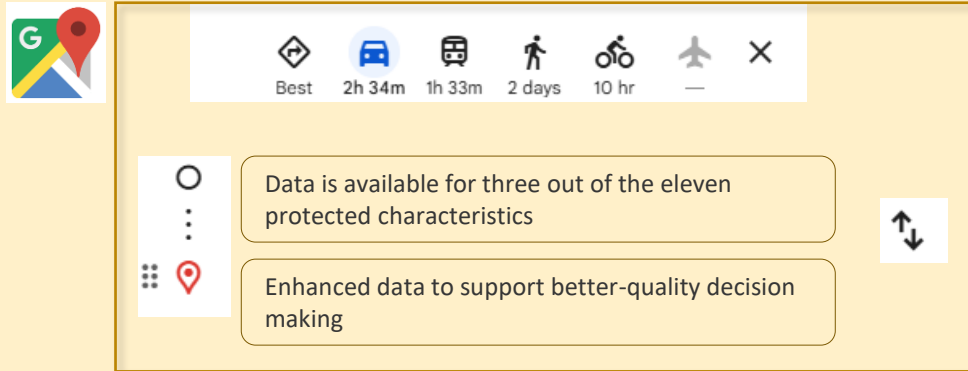
Identify inequalities

Work to reduce/ eradicate inequalities found

Evaluate interventions

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"It's about everyone, or its about no one, but without leaving anyone behind" Jennifer Izekor (Above Difference)

- But how do we know we are about everyone? Do we know if we are leaving anyone behind?

- How do we know we are meeting the needs of ALL our members?

Data & Analytics workstream

Our mission is to enhance data on protected characteristics to better support RCN's decision-making within the EDI strategy, enabling stakeholders to use this data to deliver EDI objectives.

Best | 2h 34m | 1h 33m | 2 days | 10 hr | —

Data is available for three out of the eleven protected characteristics

Enhanced data to support better-quality decision making

Current data is being reported through isolated dashboards without a unified vision.

This data is very sensitive.

Best route via collaboration:

Assess the current situation and collaborate with IT, Member Admin, Policy and Case Management to identify the technical needs.

In-depth review of the data needs for the workstreams.

Definition of the back-end processes and project scope of the project.

Launching the data collection in MyRCN.

Assess data quality and consistency across report.

**Enhanced data to support better quality decision making.**

Data & Analytics roadmap – EDI Strategy

2024
Launch of EDI Strategy and implementation of the D&A workstream.

2025
Assessment of the current situation, in-depth review of the business needs and system updates (CRM and MyRCN).

2026
Implementation of the data collections and reporting development.

2027
EDI Strategy is fully supported by membership data to better quality decision-making.

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Specific Qs we want from the data

From a member perspective we want to be able to look at the cycle they will be in touch with us to identify if there are any inequalities for any groups within their membership;

- Access – is our membership reflective of ALL the nursing workforce/ population. Are there groups who don't join the RCN? What are their reasons? How can we become more inclusive so we are their union/ professional body of choice?

- Experience- do ALL members have a positive experience of the RCN? Are we representing and tackling the issues they want and need us to be? Do we know and tackle employers who are discriminating in their processes?

- Outcomes- are we taking action on and representing the views and issues of ALL of our members to achieve positive outcomes for the whole nursing workforce. Are we not retaining members from certain groups more than others? What are the reasons for this? How do we ensure we are tackling the issues?

Access

Experience

Outcomes
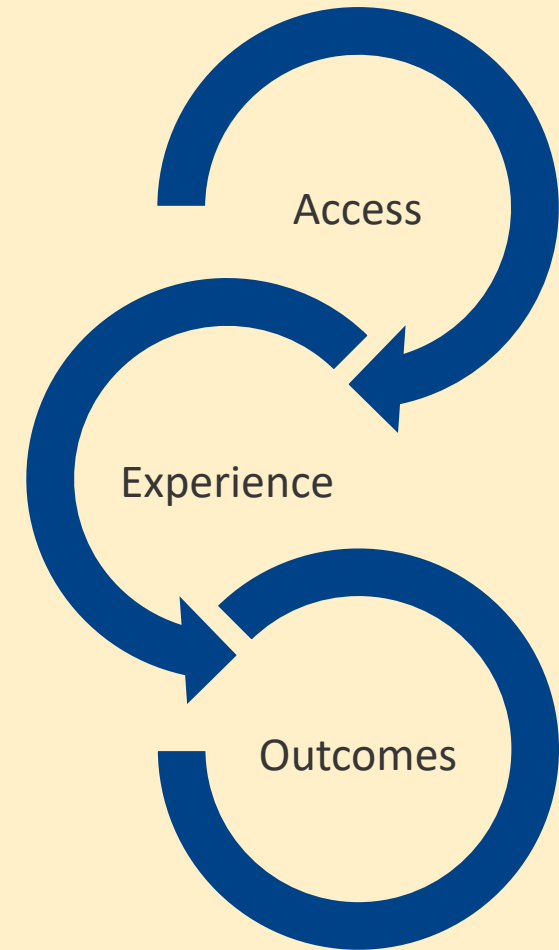
Top 10 case categories by ethnicity Sept 23- Sept 24
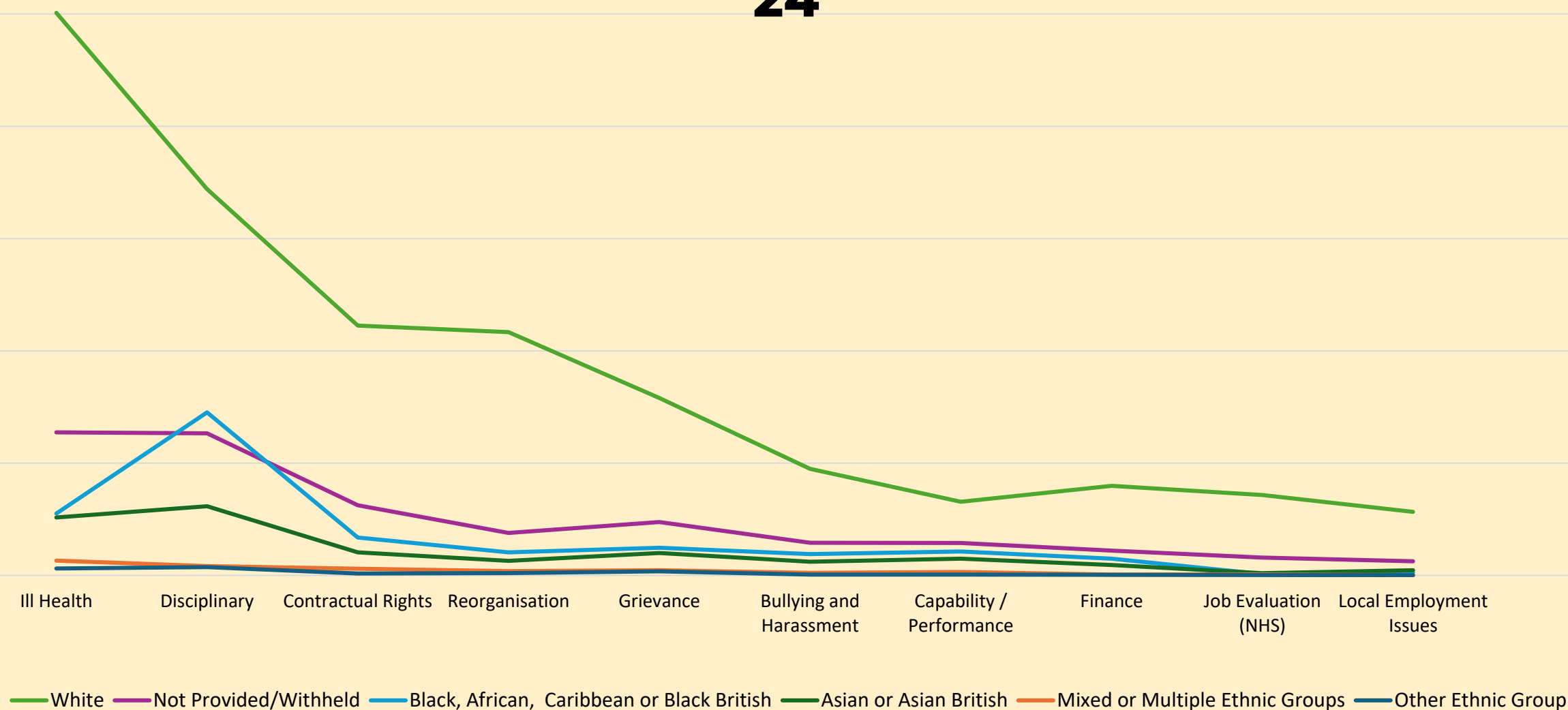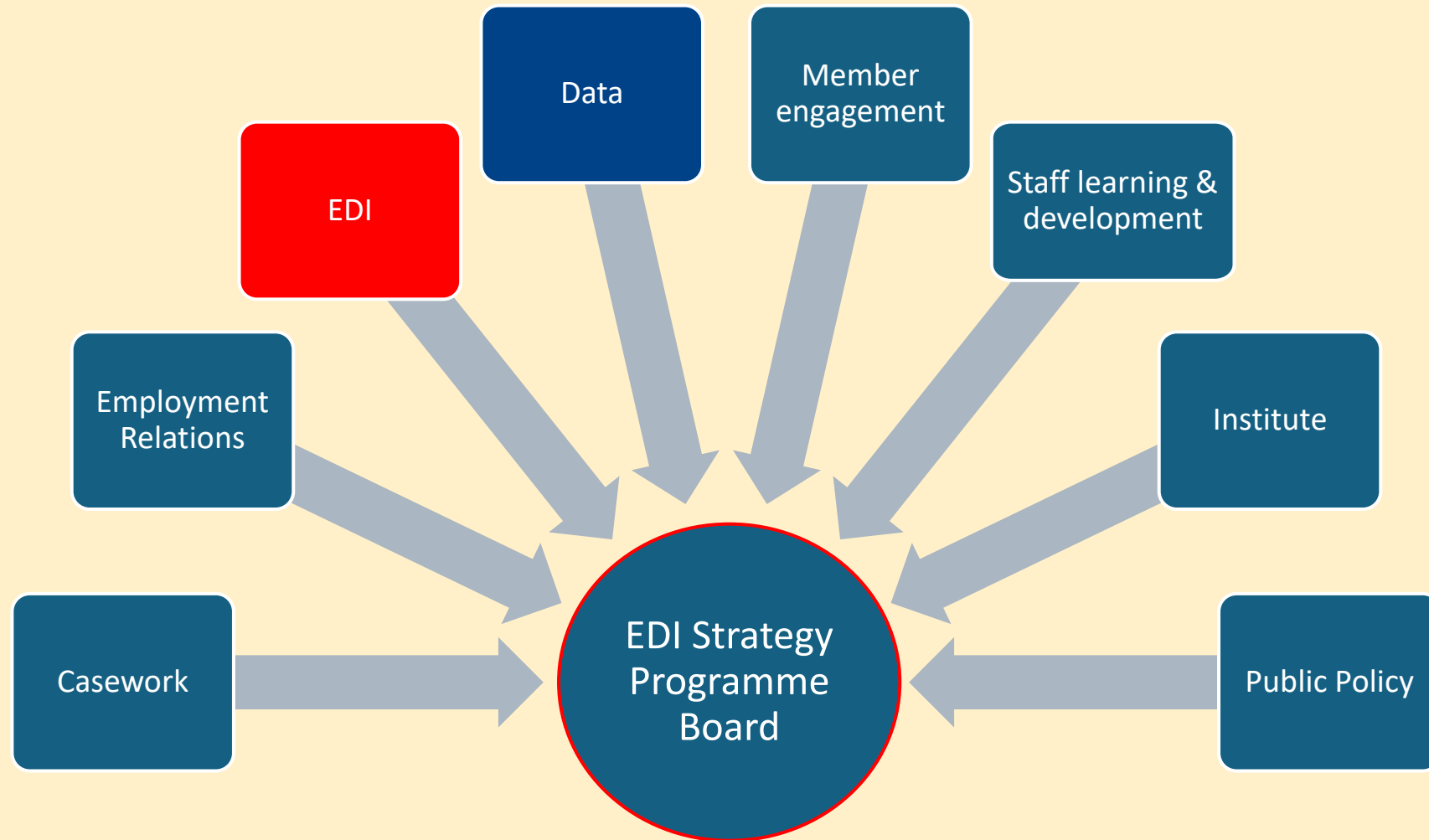
EDI workstream

EDI strategy: first year highlights and impact
Our first annual EDI Strategy report lays out the progress we've made so far, including the establishment of our EDI Programme Board, the re-establishment of our EDI Committee and our first annual EDI Conference.

EDI Member networks

- 4 UK-wide formal member networks to be established with dedicated staff support

All Member EDI support

- Comprehensive EDI learning and development
- Events and seminar programme

Governance

- Introduction of an inclusive governance standard
- Comprehensive support to staff on producing high-quality impact assessments

Anti- Racism sub- group

Anti-racism subgroup of the EDI committee formed following open competitive recruitment.

Goal: Develop and oversee the implementation of an anti-racism action plan

Let's talk... inclusion
Our 'Let's Talk... Inclusion' toolkit helps you to build, source and share tools and techniques to develop your own leadership and accountability in creating inclusive workplace cultures.

Taking time to talk: Advancing race equity in nursing and midwifery
This resource, co-designed by NHS England, offers information, inspiration and guidance to help you personally advance race equity for yourself, your colleagues and the health care system as a whole.

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Member voice: Member EDI networks

- Funding released for a dedicated role to support the development of member EDI networks.

- Initial approach will focus on developing disabled, women, LGBTIQA+ and race networks.

- Networks will provide the EDI Committee with insights about member lived experience and the kinds of activities that the RCN may need to undertake in response.

- Core outputs include an annual report for each network alongside a conference/seminar series..

- The network lead will identify intersectional and other issues and ensure consistency of support for each network.

Anti-racism work

- Anti-racism work represents transformational and deep-rooted change in structure, process, narrative and leadership across organisations and the group have recognised that this work is long-term in nature and not achievable in the timeline of a single congress-to-congress cycle.

- The working group have focused on establishing clarity about defining anti-racism within the RCN Group context.

- Final appointments being made as part of selection process to the group.

May 2024
Launch of EDI Strategy

· The first RCN Group-wide EDI Strategy is published. It sets out 5 strategic priorities.
· The first RCN Group-wide EDI Strategy is published. It sets out 5 strategic priorities and 37 long-term commitments.

July 2024
EDI Committee re-established

· Reintegration into RCN governance structures.
· Diverse representation from members and external advisers.

Summer 2024
Project management approach adopted

· Structures developed: 8 workstreams and a Programme Board.
· Delivery responsibilities distributed across the organisation.

September 2024
Mehvish Shaffi-Ajibola appointed as EDI Committee vice chair.

October 2024
Data and analytics workstream begins

· Work begins on EDI data collection across the 4 nations.
· Data fields identified and CRM integration planning starts.

November 2024
EDI Programme Board meets for the first time

· Board formally takes operational responsibility for strategy delivery.
· Workstream leads assigned and governance links established.

December 2024
First Annual EDI Conference

· Theme: Being the Change.
· 72 delegates attend, high satisfaction rates and practical outcomes.
· Let's Talk...inclusion resource launched and webpages updated.

January 2025
RCN Institute of Excellence formally launched

· Aligns education, research, and engagement to support strategy.
· Five academies established to evidence and embed EDI impact.

March 2025
New Chair appointed to EDI Committee

· Dr Arun Verma becomes Chair.
· Workstream leads scheduled to appear before Committee.

March 2025
UK Joint Reps Conference – EDI briefings delivered

· Integration of EDI training across activist types begins.

Spring 2025
Public policy research completed

· Survey and interviews with internationally educated nursing staff.
· Policy recommendations prepared for government engagement.

Summer 2025
Inclusive leadership programme piloted

· New incivility masterclass to be launched.
· Training refresh to embed EDI into casework, supervision, and accountability will commence.
· Implementation of supervision updates and new KPIs.
· New workplace EDI toolkit to be launched.

Top Tips

- The right expertise and input is key

- Consulting with the stakeholders to agree and define actions

- Being clear on timelines

- Being clear on reporting responsibilities

- Using the governance structure to create accountability

Useful Links

- RCN EDI Strategy [Our equity, diversity and inclusion strategy | Publications | Royal College of Nursing](#)

- RCN first year highlights and impact report to members [EDI report | Publications | Royal College of Nursing](#)

- Getting the conversation started [Equity, diversity and inclusion: getting the conversation started | Royal College of Nursing](#)

- Lets talk….Inclusion being the change [Let's talk… inclusion: Being the change | Royal College of Nursing](#)

- Taking time to talk race equity toolkit [Taking time to talk | Royal College of Nursing](#)