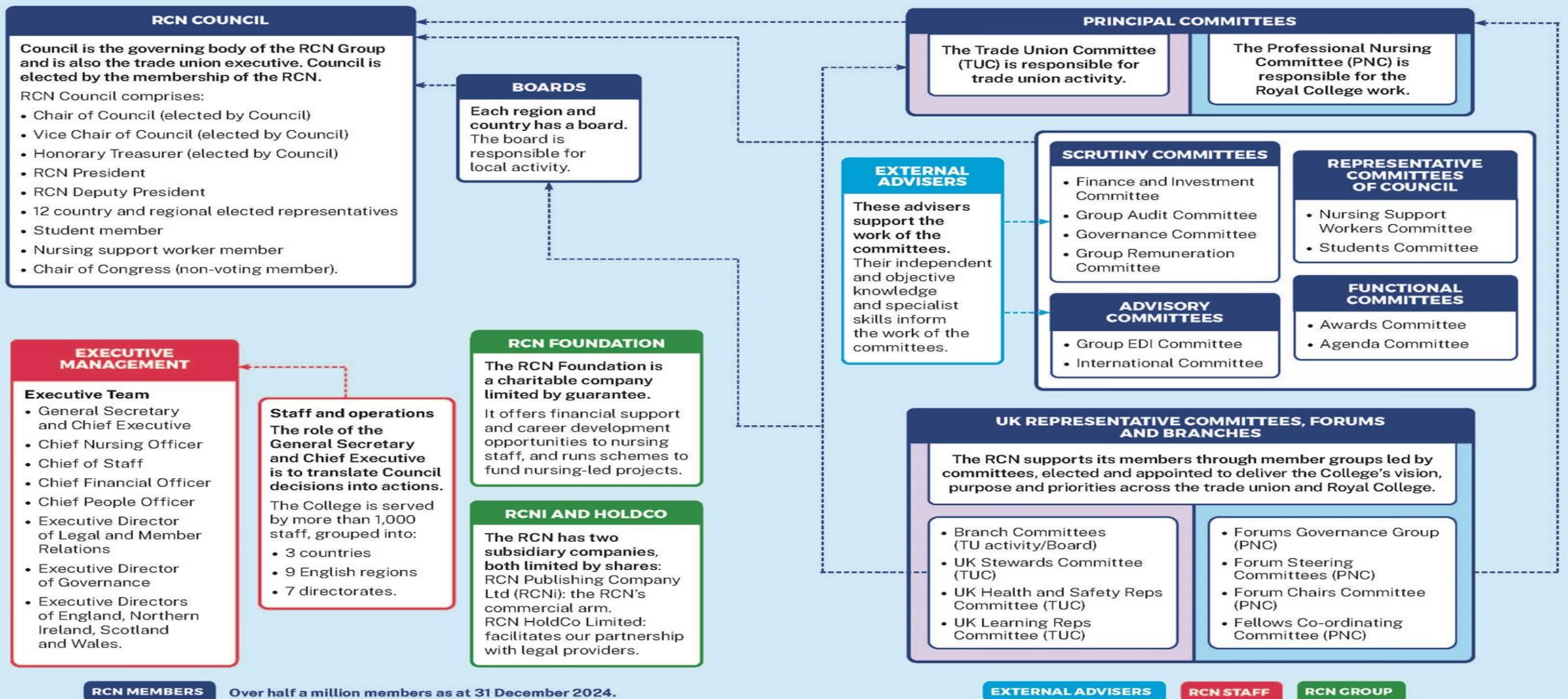**EQUITY** is our clear ambition.
DIVERSITY is our underused asset.
INCLUSION is our future.

rcn.org.uk/EDI-strategy

Aims for this session

- Explore the drivers for change

- Share an overview of the RCN Group EDI Strategy

- Outline the governance and accountability structures in operation to support this work

- Identify operational areas of accountability

- Putting strategy into operational activity

RCN COUNCIL

Council is the governing body of the RCN Group and is also the trade union executive. Council is elected by the membership of the RCN.

RCN Council comprises:

- Chair of Council (elected by Council)
- Vice Chair of Council (elected by Council)
- Honorary Treasurer (elected by Council)
- RCN President
- RCN Deputy President
- 12 country and regional elected representatives
- Student member
- Nursing support worker member
- Chair of Congress (non-voting member).

BOARDS

Each region and country has a board. The board is responsible for local activity.

PRINCIPAL COMMITTEES

The Trade Union Committee (TUC) is responsible for trade union activity.

The Professional Nursing Committee (PNC) is responsible for the Royal College work.

EXTERNAL ADVISERS

These advisers support the work of the committees. Their independent and objective knowledge and specialist skills inform the work of the committees.

SCRUTINY COMMITTEES

- Finance and Investment Committee
- Group Audit Committee
- Governance Committee
- Group Remuneration Committee

REPRESENTATIVE COMMITTEES OF COUNCIL

- Nursing Support Workers Committee
- Students Committee

ADVISORY COMMITTEES

- Group EDI Committee
- International Committee

FUNCTIONAL COMMITTEES

- Awards Committee
- Agenda Committee

EXECUTIVE MANAGEMENT

Executive Team

- General Secretary and Chief Executive
- Chief Nursing Officer
- Chief of Staff
- Chief Financial Officer
- Chief People Officer
- Executive Director of Legal and Member Relations
- Executive Director of Governance
- Executive Directors of England, Northern Ireland, Scotland and Wales.

Staff and operations

The role of the General Secretary and Chief Executive is to translate Council decisions into actions.

The College is served by more than 1,000 staff, grouped into:

- 3 countries
- 9 English regions
- 7 directorates.

RCN FOUNDATION

The RCN Foundation is a charitable company limited by guarantee.

It offers financial support and career development opportunities to nursing staff, and runs schemes to fund nursing-led projects.

RCNI AND HOLDCO

The RCN has two subsidiary companies, both limited by shares:
RCN Publishing Company Ltd (RCNi): the RCN's commercial arm.
RCN HoldCo Limited: facilitates our partnership with legal providers.

UK REPRESENTATIVE COMMITTEES, FORUMS AND BRANCHES

The RCN supports its members through member groups led by committees, elected and appointed to deliver the College's vision, purpose and priorities across the trade union and Royal College.

- Branch Committees (TU activity/Board)
- UK Stewards Committee (TUC)
- UK Health and Safety Reps Committee (TUC)
- UK Learning Reps Committee (TUC)

- Forums Governance Group (PNC)
- Forum Steering Committees (PNC)
- Forum Chairs Committee (PNC)
- Fellows Co-ordinating Committee (PNC)

RCN MEMBERS Over half a million members as at 31 December 2024.

EXTERNAL ADVISERS | RCN STAFF | RCN GROUP

RCNi | Royal College of Nursing | RCNFoundation

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Understanding the context and drivers for change

- KPMG review and recommendations
- Carr Review
- Congress Resolutions
- Up to date Equality, Diversity and Inclusion data
- Chief Nursing Officer Black Minority Ethnic Strategic Advisory Group
- Internal EDI Audit Report 2021
- 2022 Research by Design (RbD) on RCN Strategy 14k responses
- RbD EDI review of all RCN research from 2019 to 2022
- Real or perceived barriers to deliver EDI activities

Establishing key strategic principles

There were several principles established that would be critical for the engagement, development and implementation of the strategy:

- **The first principle** focuses on intersectionality. This principle requires that actions that are agreed by individual directorates and countries and across the RCN Group are clear that there must be detailed considerations of the multiple dimensions of exclusion that individuals and groups face.

- **The second principle** requires that the strategy and the associated action plan is informed by a clear evidence base that secures likelihood of success for each area of activity.

- **The third principle** focuses appropriate facilitation and that extends personal and professional agency or autonomy.

- **The final principle** promotes a clear approach to social justice through access, participation and framing within human rights:
  - **Access**: This requires that the strategy and action plans focus on ways to enhance access to RCN services through membership.
  - **Participation**: This requires the strategy and action plans to explicitly address maximising participation in specific RCN Group activities in the design and delivery of the strategy and associated action plans.
  - **Human rights**. This principle is an important one and seeks to ensure that the strategy and action plans are framed within a rights-based approach.

- **"Begin With the End in Mind"** is a principle from Stephen R. Covey's "The 7 Habits of Highly Effective People."

Establishing the scope of your strategy

The Equality Act 2010 protects nine characteristics and our strategy will reflect all of these and where they intersect:

- Age

- Disability

- Gender reassignment

- Marriage and civil partnership

- Pregnancy and maternity

- Race, ethnicity and nationality

- Religion or belief

- Sex

- Sexual orientation

Areas for consideration:

- **Intersectionality**

- **Menopause**

Engagement for Strategy

A collaborative process

This strategy has been developed building on previous member engagement and through a collaborative and iterative process. This is to ensure that the opinions, perspectives, and voices of as many members as possible could contribute towards shaping a future-focused strategy.

This work commenced in December 2023, and invited contribution via these fora and mechanisms:

- Member networks and communities:
  » BME Group
  » Student Committee
  » Nursing Support Workers Committee
  » Neurodiversity Network
  » Wider Disability Network
- RCN Council and Executive leadership
- RCN Regional Directors and Associate Directors
- RCN Fellows
- Professional Nursing Committee and Trade Union Committee
- Over 100 RCN members in representative roles from every part of the UK and all care settings
- Forum chairs
- Over 1,000 direct inputs from individual members
- Member participation in 12 all-member webinars across England, Northern Ireland, Scotland and Wales.

Aligning and living our values

Challenge and change

Connect and communicate

Equip and inform

Identity and intersectionality

Inspire and activate

Courageous about Equality and Bold about Inclusion
Equality and Inclusion Strategy: 2017-2020

CORPORATE

Accountability

Leadership

Metrics

Narrative

Voice

Core Behavioural Values

Appreciative Inquiry Model

Appreciative Inquiry - The Management Centre
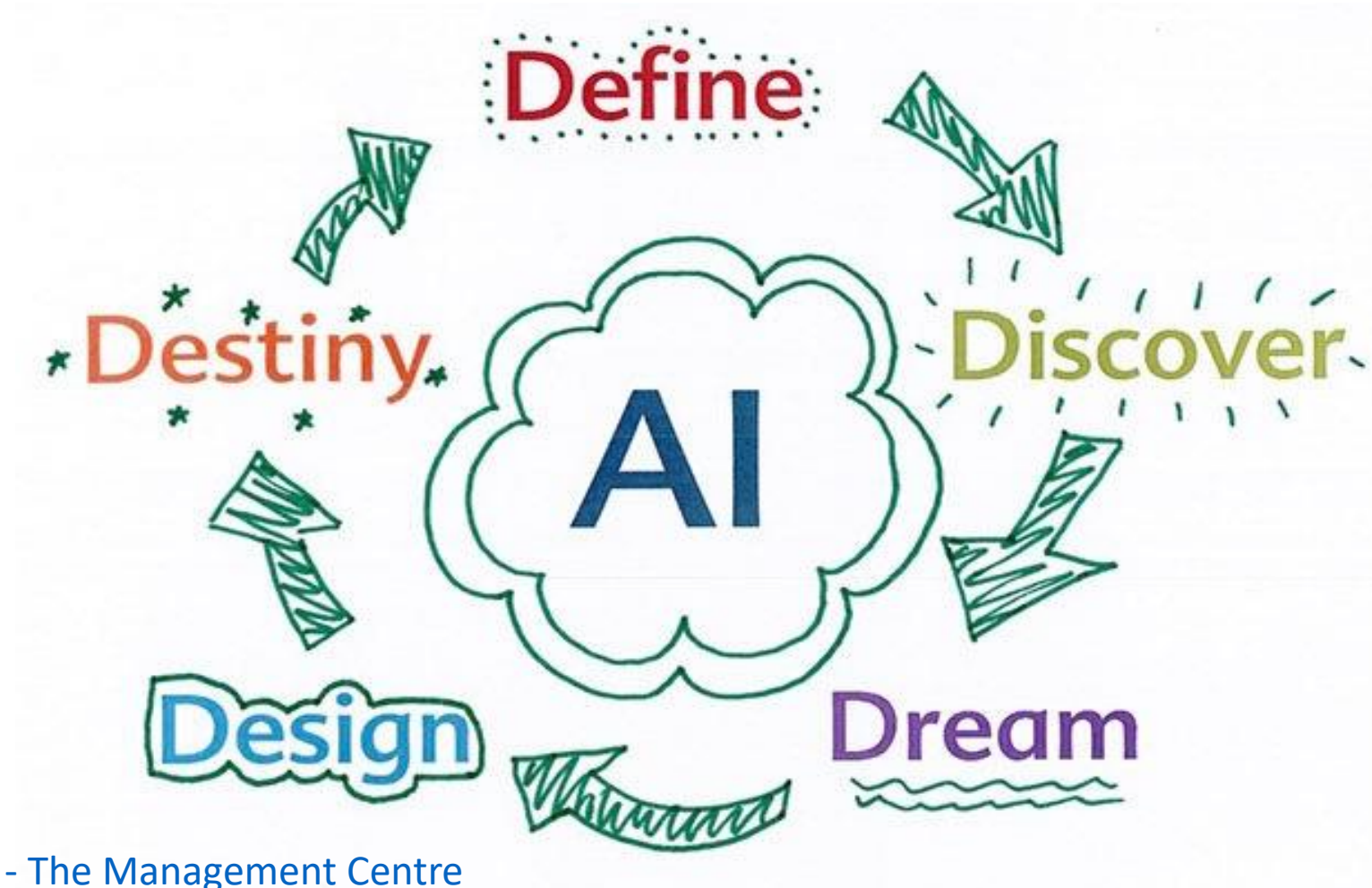
Current context – Where are we now?

Let's explore the current context for Norwegian Nurses Organisation

- Consider the ask from your resolution
- How effective is your legislation
- What is the political context?
- What is analysis your data, qualitative or quantitative revealing?
- What are the barriers to the deliver of EDI activities?
- What makes you/members feel excluded?
- What are the frustrations?

Current EDI context - Frustrations

Developing a vision

Five years from now, you are being held up as a beacon of "Best Practice"

Consider your LEGACY!

- What do you see?

- What do you hear?

- What do you feel and what does it look like to be the best?

- What has happened to make the NGO/organisation to be the best there has ever been?

- No boundaries to your vision......

Developing a vision

A plan for Action

Being very specific, what are three priorities for working together to get there?

- Who will lead the way and be accountable?
- Who has joint responsibility to deliver on the activities?
- How will we know when we get there?

A plan for Action