



# A Place I Belong

**Diversity and Inclusion Plan  
2021/22**

Community  
Integrated  
Care



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# Foreword

## Like all of our people, I'm extremely proud of the work we do at Community Integrated Care.

A great day at work means using our collective passions, skills and experiences to support people to lead the best lives possible. Key to this is a diverse and inclusive workforce, where our colleagues can bring to work all the things that make them special.

Our charity's founding ethos is one of inclusion. We value people from a wide range of backgrounds – something we've been proud of for over three decades. Not only does this make us a more rich, vibrant and diverse community internally, but it means we better reflect the people we support, make better decisions and bring fresh ideas and perspectives.

Over the last year, the topic of diversity and inclusion has been brought into much clearer focus after millions of people around the world felt moved to take a stand against racism and prejudice. It's shown the need for all of us to challenge ourselves, and each other, to create a society that is fair and equal to all.

That's why last year, our CEO Mark Adams, made a promise to you all. On behalf of our Executive Team and Board of Trustees, he committed to a significant and serious programme of listening at every level of our charity, to find out how and where we could improve.

Committing to that was only the start – we knew it needed to be more than just words. So, over the past 12 months we've been on a journey to reflect upon whether we are truly doing everything we can as an organisation. We've taken lots of time to ask our people what they think – through discussions with our GameChangers, Diversity & Inclusion surveys and events like our Big Walk & Talk Week.

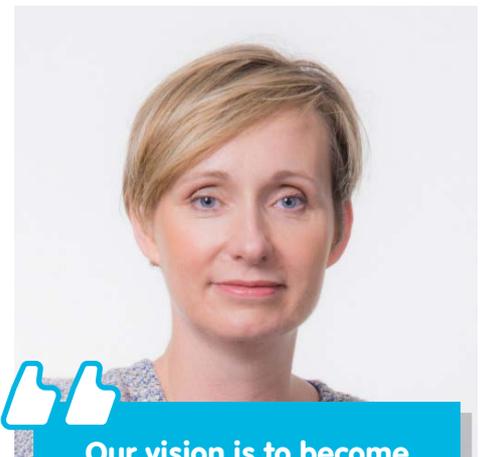
We've also brought in independent specialists, the Employers Network for Equality & Inclusion (ENEI), to take a deep look at our charity and advise us on where we can do more. I'm pleased to say that this review told us we're already on the right track. At the same time, we know that our work is far from done and with anything as important as this, it'll take time to get it right.

Our vision is to become an organisation that is sector renowned for an unrivalled commitment to creating an inclusive and diverse community – this ambition is reflected in our Best Lives Possible strategy, with Diversity & Inclusion a key priority.

This publication brings to life exactly what we have learnt and achieved so far, and more importantly, what we will be doing in the future to respond to everything we have heard. I hope you enjoy it and feel excited and inspired about what's to come in the future.

Finally, for anyone who has ever felt that they couldn't be themselves at work, I hope this plan provides you with the assurance that at Community Integrated Care, you've found a place you belong.

**Teresa Exelby,**  
Chief People Officer



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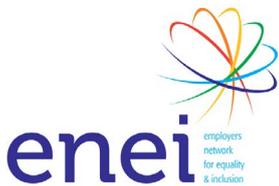
# Our Journey So Far

Our vision is to become an organisation that's truly diverse and inclusive, fair and equal to all, setting the highest standards across our sector.

Creating that environment is a challenge we must all continuously strive to achieve and there are still important steps to take on our journey.

Over the past 12 months, we have committed to getting started – beginning with the most important thing we could do: talking to our colleagues.

Both our D&I pulse survey and our 2020 Engagement & Diversity survey gave our people the opportunity to share their views – with thousands of colleagues taking part. We continued this conversation with the Big Walk & Talk event, creating valuable opportunities to explore our strengths, learn from other organisations, and make commitments for the future.



This listening culminated with an independent review by the Employers Network for Equality and Inclusion (ENEI) which gave us its professional insight into the ways our organisation can evolve.

## May 2020

Global events shone the spotlight on the issue of D&I in society



## June 2020

We make a public promise to review our approach to D&I

Our employee representatives, GameChangers, are engaged to get their views

A D&I pulse survey is sent to all colleagues

## August 2020

The Big Walk & Talk Week takes place



## October 2020

The Employers Network for Equality & Inclusion (ENEI) is appointed to carry out a strategic D&I review

## November 2020

Our Engagement and Diversity survey is launched using our new digital platform, Hive



## March 2021

The results of the strategic review land, including the recommendations for improvement

D&I is included as one of the key workstreams under our Best Lives Possible strategy

## May 2021

We share the results of the review with our Senior Leadership Team and Trustees

We agree which recommendations to take forward

## June 2021

Launch of 'A Place I Belong' – our charity's very first Diversity & Inclusion Plan



# The Review

## To be the best, we must learn from the best.

In October 2020, we partnered with the Employers Network for Equality and Inclusion (ENEI) – the UK’s leading employer network for all aspects of equality and inclusion. As a specialist external partner, we knew that ENEI could guide us to create a clear action plan, to improve our approach to diversity and inclusion. We’ve since agreed to become one of its proud members.

The first step to helping us on our journey was the ENEI’s diversity audit, which put us to the test on our current credentials.

This organisation-wide audit reviewed all aspects of our business including our people, data, documents and processes. This was massively important to give us a thorough, objective and independent understanding of how we are doing and advise us on the next steps to reach our goals. Taking this professional approach shows we are making a serious commitment to our D&I work.

### The principal aims of the review were to:

1. Assess us against a recognised D&I standard
2. Produce a set of high-level recommendations and measures for our success

### Using the ENEI’s TIDE assessment tool our organisational performance was assessed across eight key pillars:-



Workforce Diversity



Recruitment & Attraction



Strategy and Plan



Training & Development



Leadership Accountability



Inclusive Workplaces



Communication & Engagement



Procurement & Supplier Diversity

### Stages of research



#### Stage 1

Document and data review (strategy documents, policies, programmes, workforce data, previous surveys)



#### Stage 2

Stakeholder interviews (HR, Quality, GameChangers, Communications & Engagement, Board of Trustees and Executive Team)



#### Stage 3

11 x focus groups with 70 colleagues



#### Stage 4

1-2-1 interviews



#### Stage 5

Diversity & Engagement Survey  
2,729 colleagues took part with 825 free text comments

**In total nearly 50% of our workforce took part in some way.**

# The Results

## Powering real change with the help of our people.

Community Integrated Care is driven by the goal to enrich the lives of the people we support and this can only be achieved by the amazing work and personal contributions of our people.

It's important to us that everyone within our organisation has a voice and that's why speaking to as many people as possible was a huge part of our ENEI audit.

The tremendous feedback colleagues have given us on how we are performing when it comes to D&I has helped us to shape our roadmap and will continue to do so in the coming years.

The Employee Engagement & Diversity survey showed that overall, people were positive about diversity and inclusion in Community Integrated Care – with ratings for the D&I questions at the upper end of the scale.

## Our survey told us...



Our charity hires people from diverse backgrounds



People of all cultures, backgrounds and identities are respected and valued here



I believe our charity is an inclusive employer where everyone is welcome



I believe that Diversity is a priority for our senior leaders



I can identify people similar to myself in leadership positions



I am able to balance my home and work life well



I believe promotion decisions are made fairly



\* Results on a scale of 1 - 10

## What else we heard...

However, it was through our focus groups and 1-2-1 discussions where a really rich picture about what our colleagues would like to see going forward, began to emerge.

This was the insight we needed to help shape our future plans and create our set of recommendations from ENEI.

"This is our opportunity to influence good practice across the sector, and in wider society."

We must set out our stall with a plan that's understood by all and has the same status as other programmes

"We want to be a stand-out exemplar organisation in this field."

I'm keen to get a deeper understanding of different cultures and backgrounds to know what it means for colleagues and the people we support

We need a greater understanding of what Diversity & Inclusion is and a common language to talk about it

We need a joined up and integrated action plan - don't add another layer!

*"Diversity and Inclusion has to be everybody's responsibility."*

# Our Key Strengths

At our core, we've always been a proudly inclusive employer.

When you're as passionate about D&I as we are, it's always pleasing to hear you are on the right track.

We can be proud that at the heart of it, we are the diverse and inclusive organisation we thought we were – even though we will never rest on our laurels.

While we have a robust D&I policy to steer us in the right direction, ENEI's audit also gave us greater insight into lots of positive things that are happening across the organisation to ensure we practice what we preach.

Our leadership teams are committed to delivering on our objectives, our people have clear goals to help to progress their careers and there are a range of forums for people to use their voice and embrace our inclusive culture.

These are things we should wholeheartedly celebrate as a team.

## Key strengths include...

✓ Ethos and values which underpin an all-round inclusive culture

✓ Strong leadership commitment to the D&I agenda

✓ Defined Employee Value Proposition incorporating D&I

✓ Strong desire from colleagues to act and improve

✓ A communications approach that encourages two-way dialogue at all levels

✓ A People Strategy designed to value difference, harness the talents of all, and drive fairness and consistency

✓ Clear People-related KPIs to help focus effort and attention

✓ Annual colleague engagement survey, including D&I questions

✓ Established GameChangers Forum with passionate reps

✓ Gender balance in senior roles



# Our 2021/22 Commitments

Based on the review, we've made many commitments to becoming a more inclusive, diverse and equal organisation.

While we are pleased that Community Integrated Care is already doing a lot that makes a difference for our people, we still have plenty to do to become the sector's leading example of a fully diverse and inclusive organisation. The ENEI's review has helped us to identify a clear path to improve, by recognising seven areas where action is required. This gives us focus for the year ahead.

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## 1. Our Workforce Diversity Data and Monitoring

Continuous improvement can only truly be achieved if we monitor where we are and track our improvements. Data will help us to do this. Currently we don't have access to as much data as we'd like in order to properly prioritise our efforts. However, we're now committed to improving how we gather this data to ensure we get the quality information we need.

### Our Commitments

- Implement a workforce diversity data capture campaign
- Set a goal for the percentage of our workforce happy to share their diversity information with us



## 2. Strategy and Plan

Another important factor in helping us to succeed is accountability. We must define clear goals, publish them and regularly review them. By having targets, measuring ourselves against them and revisiting the views of our teams, there will never be any hiding place or room for complacency. It will keep us focused.

### Our Commitments

- Develop, publish and launch a Year 1 D&I Action Plan for 21/22
- Create a communications plan focused on our D&I work, sharing stories, best practice and progress
- Ensure that Inclusive Leadership behaviours and principles are embedded through our new Behavioural Framework, Capability Framework and LEAD (Leadership Development) programme
- Evaluate these programmes through our annual Colleague Engagement survey
- Hold a series of focus groups, by diversity characteristic, to provide qualitative information about the impact of the leadership programmes

## 3. Governance, Leadership & Accountability

We all have an important role to play in helping to become a more diverse and inclusive organisation, but strong leadership will also play a big part in our success. A number of new measures will be put in place to keep diversity and inclusion at the top of our agenda.

### Our Commitments

- Establish D&I as a standing agenda item at our quarterly Workforce Committee
- Provide bi-annual updates to the Board of Trustees on our progress
- Appoint a Diversity and Inclusion Lead
- Elect specific GameChanger representatives to support this work
- All Senior Leaders to have D&I objectives
- Board of Trustees and Executive Team to demonstrate an active role in our D&I communications plan
- Ensure that our Capability Framework includes behaviours relating to D&I

## 4. Recruitment & Attraction

Adopting a fair and transparent approach to recruitment can also help us to meet our objectives. We will be taking positive steps to ensure that there's equal opportunity for all new talent joining the organisation.



### Our Commitments

- Introduce a diversity monitoring questionnaire as a mandatory requirement on application
- Analyse trends for the year, using an Equality Impact Assessment template
- Take specific action based on data and trends, including positive action measures and specific training for recruiters

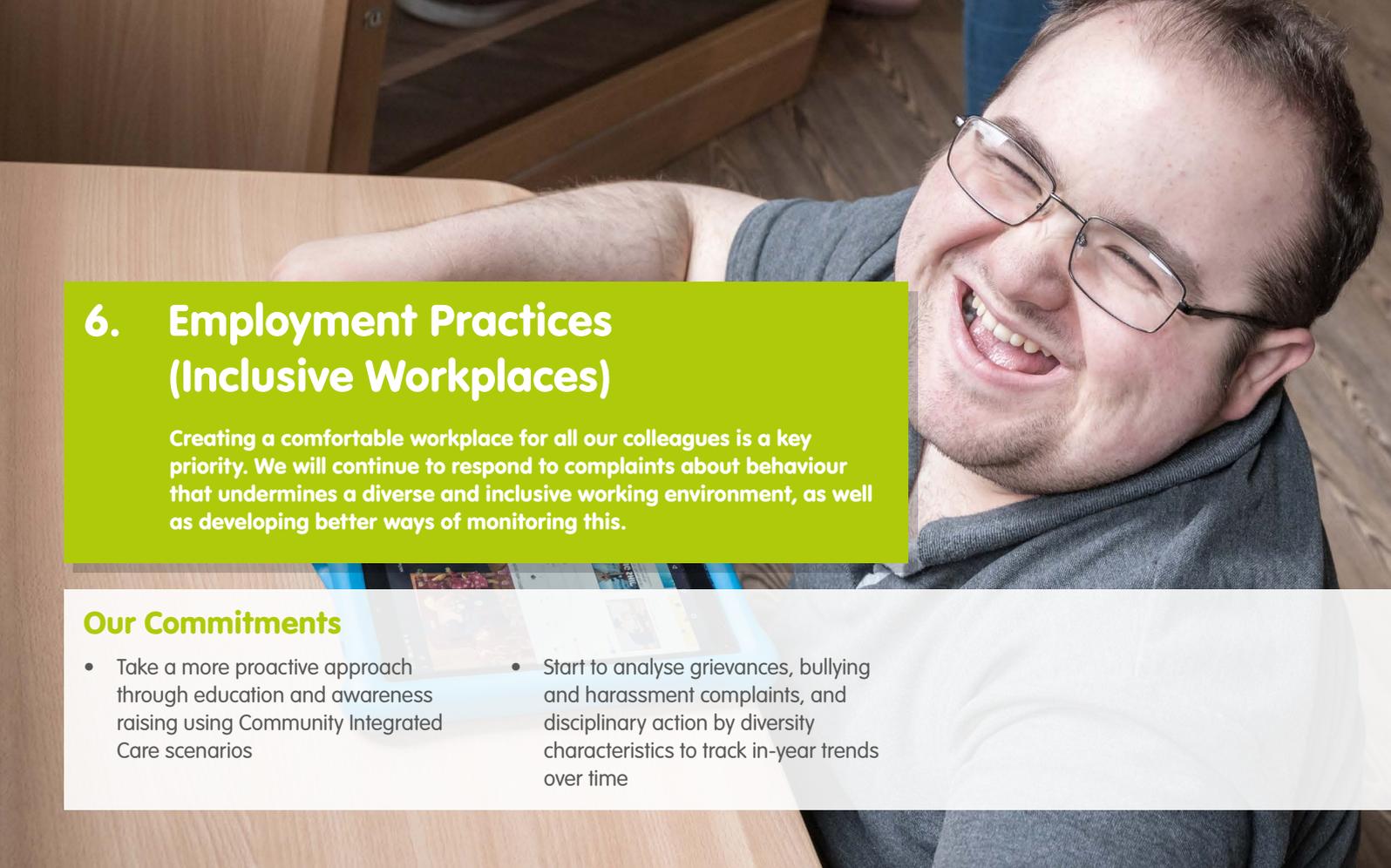
## 5. Training & Development

Education is critical to improving awareness of D&I issues across the organisation. Improvements can be made to help our people understand the importance of this and the role they can play in helping us on our journey.



### Our Commitments

- Develop and implement a comprehensive learning and development programme that raises levels of awareness and understanding across all diversity dimensions
- Run tailored e-learning and workshops, using case studies or stories that will resonate – drawn from the experiences of colleagues to aid education and learning
- Take a coaching and discussion-based approach
- Create tools to encourage self-reflection in a safe setting

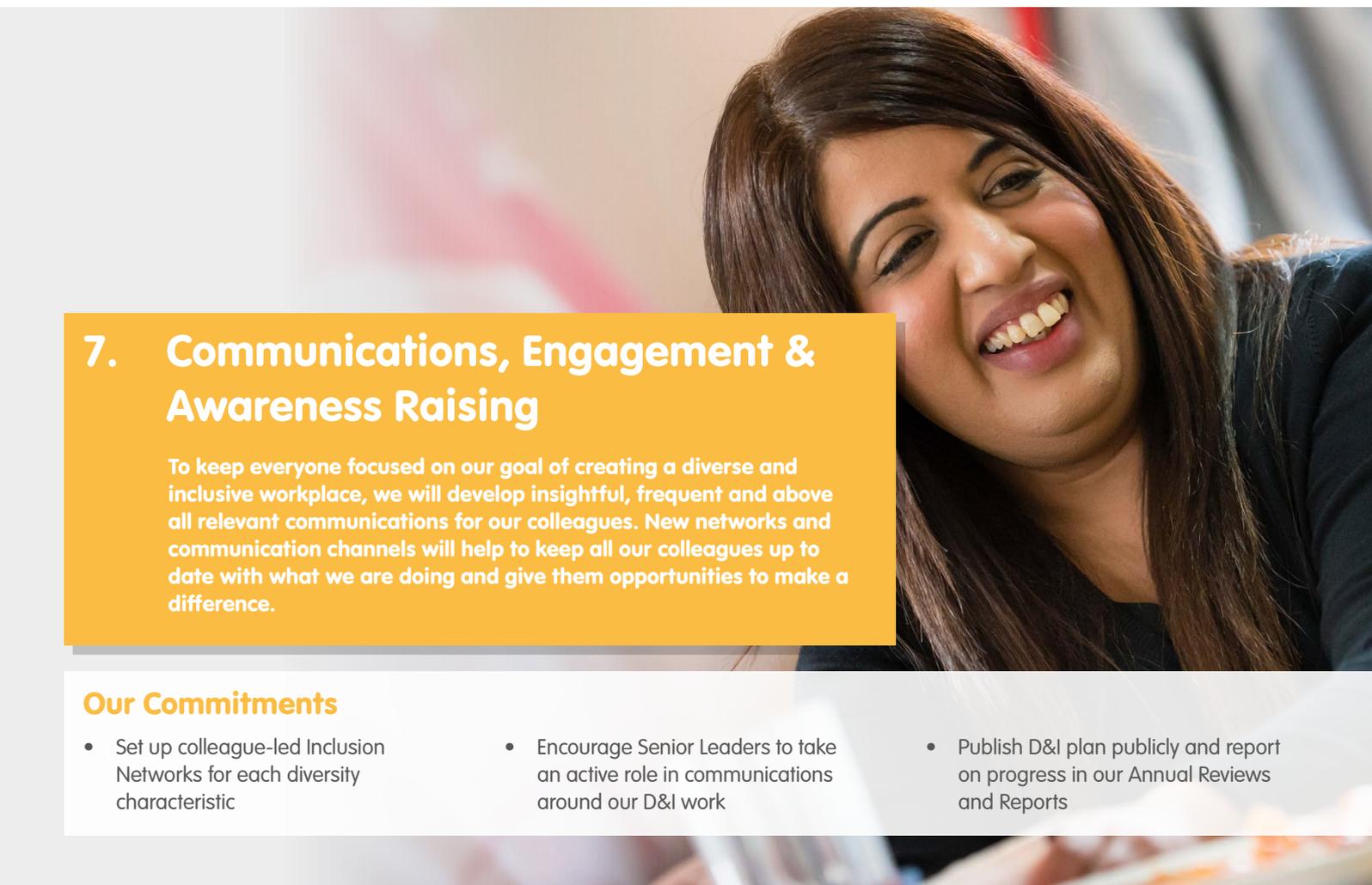


## 6. Employment Practices (Inclusive Workplaces)

Creating a comfortable workplace for all our colleagues is a key priority. We will continue to respond to complaints about behaviour that undermines a diverse and inclusive working environment, as well as developing better ways of monitoring this.

### Our Commitments

- Take a more proactive approach through education and awareness raising using Community Integrated Care scenarios
- Start to analyse grievances, bullying and harassment complaints, and disciplinary action by diversity characteristics to track in-year trends over time



## 7. Communications, Engagement & Awareness Raising

To keep everyone focused on our goal of creating a diverse and inclusive workplace, we will develop insightful, frequent and above all relevant communications for our colleagues. New networks and communication channels will help to keep all our colleagues up to date with what we are doing and give them opportunities to make a difference.

### Our Commitments

- Set up colleague-led Inclusion Networks for each diversity characteristic
- Encourage Senior Leaders to take an active role in communications around our D&I work
- Publish D&I plan publicly and report on progress in our Annual Reviews and Reports



## Keeping Our Focus

Community Integrated Care is focused on achieving an outstanding level of Diversity & Inclusion, but this will only be realised by staying true to our commitments.

To help, we're taking a number of steps around implementation and measurement:

### Implementation

- Appoint an internal D&I Lead
- Harness the internal know-how, expertise and desire to support from both HR colleagues and GameChangers
- Continue to work with the ENEI for expert guidance and advice

### Measurement

- Retain all seven D&I questions and free-text question in Colleague Engagement survey for 2021
- Run in-year D&I pulse surveys as a temperature check
- Analyse Colleague Engagement survey results by diversity data when we have it and use to inform action plan for Year 2
- Develop a set of tailored key performance indicators (KPIs), including both stand-alone targets and additions to current KPI suite
- Commit to carrying out a second audit by the ENEI one year on

# Looking To The Future

## Diversity & Inclusion has always been part of who we are at Community Integrated Care.

More than that, it underpins our new Best Lives Possible strategy – setting out our aim to enrich the lives of the people we support.

Our journey over this last year shows we are doing well and can be proud of our achievements so far. But with that pride must go the commitment to be better. Based on conversations so far, it's clear that our leaders and colleagues have an appetite for the task ahead, and a passion to set a standard for our industry.

**We look forward to working together with everyone who makes up part of the Community Integrated Care family - our colleagues, customers and communities - to make this plan a reality and be sure that we really are a place where people feel they belong.**



This is a place where you can be yourself and you'll be welcomed no matter who you are.

We value individual diversity - the unique characteristics that make you, you – and the personal contribution you make. We pride ourselves on being an inclusive and diverse workplace, where you will feel accepted and welcomed.

