



Equity, Diversity and Inclusion at The Cellar Trust

A strategy for improvement
2024-2028

Introduction

Since the distressing global events of 2020, The Cellar Trust has taken a critical look at our own role in creating and/or failing to prevent injustice and discrimination. Like many others, we realised how much we have to learn and unlearn, how far we have to go and that our efforts until that point had been insufficient. Whilst we had always spoken about our commitment to Equity, Diversity and Inclusion (EDI), we hadn't been sufficiently intentional in our approach and, therefore, progress had been limited.

To help us review where we are now and begin to make real changes we have launched our first Equity, Diversity and Inclusion Strategy in 2021. We are proud that since the launch we have taken a number of actions to improve access to our services, increase the diversity of our colleagues, Board members and the people we support and improve our inclusivity.

The 2024-2028 refreshed strategy takes stock on our progress and establishes a roadmap for the coming years. We know this is just the start of our journey, there is much to do and we anticipate that the journey will require continuous learning and improvement.

Our EDI Vision

Our overall vision when it comes to Equity, Diversity and Inclusion is twofold. We want to ensure that our services are accessible, safe and inclusive for everyone at all times. We also aspire to be a genuinely inclusive organisation; we want a workforce with diverse representation at all levels with a workplace culture that supports staff and volunteers to reach their full potential whilst being their true selves.

We aim to become a charity that is anti-discriminatory and anti-oppressive; we want to be able to demonstrate how we have removed structural barriers that perpetuate racism, ableism and other discriminatory behaviours.

The purpose of our EDI strategy

The purpose of this EDI strategy is to critically look at the organisation and identify areas for improvement. This will provide us with clear actions that we need to take to improve diversity, promote equity and consciously encourage inclusion.

We do not believe that there is a hierarchy of discrimination: all inequality needs to be tackled, and 'intersectionality' means many people experience multiple layers of oppression, based on different parts of their identity or background. However, in order to achieve meaningful and sustainable change with limited resources, we will initially focus on four areas: ethnicity, disability, sexual orientation and social class. This will, of course, not exclude the need to consider intersectionality.

This strategy sets out how we hope to start achieving our vision and purpose. We will develop annual Action Plans which identify a number of key objectives, and the actions needed to achieve them. We will focus on one area each year, rather than all areas, and this will be informed by consultation. Repeated consultation will then dictate areas of focus. We have also stated how we will monitor our progress and success in meeting them. Our Action Plans are live documents which are reviewed regularly by our EDI Group as well as shared with the Senior Leadership Team and Board of Trustees twice per year. We recognise this is a long-term investment and programme of development and are fully committed to driving forward meaningful change.

Our Values

Our five core values underpin everything we do and remain at the heart of this strategy – helping us to achieve its vision in the following ways:



Continuous Improvement

We will continue to review and adapt our activities and services.



Respect

We will proactively seek to be more representative of the communities we serve and have zero tolerance towards any discriminatory practice.



Hope

We will work directly to address and redress the inequalities directly linked to poor mental health for better lives, a fairer society and greater hope.



Dedication

We are committed to improving health outcomes for all whilst recognising the impact of inequality is greater on some communities. We will work hard to identify barriers to accessing our services and how find solutions to overcome them.



Partnership

We will work with specialist organisations skilled in engaging with specific community groups; we will acknowledge where our skills are and where working with others will be beneficial.

Our Strategic Themes and Objectives

For enhancing Equity, Diversity and Inclusion

Theme 1 – Delivering accessible inclusive services

We will:

1.1 Increase the accessibility of our services

1.2 Deliver services which are inclusive

1.3 Increase the ethnic diversity of the people accessing our services

We will achieve this by:

- Improving our data collection, quality, reporting and monitoring to ensure that actions are focused and resources targeted.
- Investing in EDI and co-production so we are better able to engage with people who use our services as well as wider members of the community to identify and address barriers to access.
- Reviewing each of our services to identify areas for redesign or improvement/adaptation to ensure that we are delivering high quality, culturally appropriate provision.
- Reviewing and redeveloping our marketing and communications materials to ensure that they are accessible and inclusive.
- Ensuring that our services are delivered close to where people live.
- Making it easier to access our services through simplified referrals and implementing a Single Point of Access.
- Developing meaningful partnerships and integrated services including diverse local grassroots organisations.
- Ensuring that The Cellar Trust buildings are accessible.
- Invest in ongoing training and development for colleagues in line with our training needs analysis.

Measures of success:

Key Performance Indicators	Metrics	Targets
Positive client feedback	<ul style="list-style-type: none"> • Client survey data • Discharge questions • Qualitative feedback (Focus Groups/Client Consultants) • Case studies • Complaints • Personal stories/individual narratives • Digital storyboard 	90% positive feedback
Increase client diversity	<ul style="list-style-type: none"> • Client Survey Data • Client Demographic Data 	<ul style="list-style-type: none"> • Year-on-year % increase in people from ethnically diverse communities using our services • Focussed year-on-year increase in underrepresented ethnically diverse communities accessing our services, such as Black and Eastern European Communities

Theme 2 – Recruiting and retaining a diverse workforce and ensuring an inclusive workplace where colleagues can thrive

We will:

2.1 Increase the diversity of our workforce

2.2 Continue to foster an environment of openness towards and appreciation of individual differences and ensure that colleagues feel safe and that they are treated fairly and equitably.

We will achieve this by:

- Improving our data collection, reporting and monitoring of workforce demographics to benchmark and track progress.
- Maintaining our status as a Disability Confident Employer.
- Embedding the principles of EDI in all of our People policies and processes.
- Continuing to proactively champion peer support and lived experience of mental health problems in our workforce.
- Understanding the experiences of our workforce to identify concerns or areas for improvement.
- Creating an environment that eliminates the conditions in which bullying, discrimination and harassment at work can occur and actively encourage and expect inclusive and respectful behaviours from all.
- Review and redevelop our recruitment and selection process to improve accessibility.
- Ensuring that our colleagues receive a range of mandatory training around EDI to support understanding, reflection and development in this area including ensuring that everyone understands their personal responsibility for equality and inclusive practice.
- Further developing the staff peer support groups across the organisation, using feedback from the staff survey.
- Building confidence in people to actively challenge inappropriate behaviour, intervene where inequality is evident.
- Celebrating the diversity of our workforce through our internal and external communications.
- Reducing the barriers to progression of under-represented groups into leadership roles.
- Ensuring regular reviews of reasonable adjustments in place for colleagues.
- Where possible, in line with the needs of the organisation, offering flexible working arrangements which support work colleagues to stay in work and thrive including supporting work-life balance, management of caring responsibilities and flexible retirement.
- Actively supporting religious expression in the workplace including access to facilities for prayer and flexibility around religious observances.

Measures of success:

Key Performance Indicators	Metrics	Targets
<p>Positive feedback from staff</p> <p>Responses to staff surveys revealing no significant difference in perceived experience for different groups</p>	<ul style="list-style-type: none"> • Staff survey data • Exit interviews • Pay Gap Reporting for gender and ethnicity • Personal stories/individual narratives • Digital storyboard capturing feelings of inclusion 	<ul style="list-style-type: none"> • At least 90% of staff feel their manager treats them fairly and with respect at work • At least 90% of staff feel that TCT treats people fairly and equally • At least 90% of staff feel that they can be their true self at work • At least 90% of staff did not believe they had experienced bullying/harassment in the previous 12 months • Complete Exit Interviews with at least 80% of leavers
<p>Increased ethnic diversity in the workforce</p>	<ul style="list-style-type: none"> • Staff Survey • PeopleHR data 	<p>Year-on-year improvement in workforce ethnic diversity</p>
<p>Increase in proportion of under-represented staff holding leadership roles</p>	<p>PeopleHR data</p>	<p>Overall increase by 2028 in % of leadership team from ethnically diverse communities</p>

Theme Three: Leadership and governance

We will:

3.1 Increasing the diversity of our Board of Trustees

3.2 Ensure clear accountability and responsibility for EDI delivery through our leadership and governance structures

3.3 Provide strong visible inclusive leadership in EDI as part of our wider system leadership roles.

We will achieve this by:

- Ensuring that our leaders have the skills and confidence to challenge discrimination or perceived bias, actively being allies.
- Reviewing and redeveloping our approach to Board recruitment.
- Positioning our EDI commitment as an important part of our relationships with external partners.
- Proactively championing change and improvement in the wider health and care system.
- The Board and Senior Leadership Team review local health inequalities data and use this to drive internal improvement as well as to develop policy and strategy.
- The Board and Senior Leadership Team regularly review EDI Key Performance Indicators and targets.
- The Board and Senior Leadership Team use a 'tackling health inequalities' lens in the design and delivery of our strategy and services including deploying resources to proactively address inequalities experienced by our communities.
- Being open and transparent about areas for improvement and success achieved.
- The Board and Senior Leadership Team appraisals include a focus on EDI.
- Further developing our role as a mental health anchor organisation including supporting/capacity building for other smaller organisations and shifting power and resource where we can.

Measures of success:

Key Performance Indicators	Metrics	Targets
Positive feedback from partner organisations	Testimonials Case studies	n/a
	Board and Leadership Team appraisals	All Board and Leadership Team members to have EDI included in their appraisals
Services delivered in collaboration with other smaller organisations	Number of services delivered in partnership with smaller organisations	50% of services in delivery partnerships with other organisations
	Number of grass roots partner organisations	We partner with/actively support 5 small/grassroots organisations a year
	% of funding shifted to other organisations	15% of funding (not including capital) is distributed to other providers