

Directory of Resources

Item / Source	Link	Description
NHS Constitution for England (2012)	https://www.gov.uk/government/publications/the-nhs-constitution-for-england	The principles and values of the NHS in England, and information on how to make a complaint about NHS services.
Guide to the Healthcare System in England (2013)	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/194002/9421-2900878-TSO-NHS_Guide_to_Healthcare_WEB.PDF	Guide to the Healthcare System in England, including the statement of NHS accountability
Primary Care Unit Analysis Dashboard (Updated July 2022)	https://www.phpc.cam.ac.uk/pcu/research/research-groups/crmh/research/crmh-health-inequalities/primary-care-workforce-inequalities-remain-as-wide-as-ever/	A dashboard showing racial inequalities within primary care
A Model Employer: Increasing black and minority ethnic representation at senior levels across the NHS (2019)	https://www.england.nhs.uk/wp-content/uploads/2019/01/wres-leadership-strategy.pdf	Strategy report to help increase black and minority ethnic representation at senior levels across the NHS
NHS People Plan	https://www.england.nhs.uk/our-nhs/people/	Workforce strategy for delivering the Long Term Plan for the NHS
Key lines of enquiry for healthcare services	https://www.cqc.org.uk/guidance-providers/healthcare/key-lines-enquiry-healthcare-services	The key lines of enquiry (KLOEs), prompts and sources of evidence in this section help our inspectors to answer the five key questions: is the service safe, effective, caring, responsive and well-led.

State of Care 2021/22	https://www.cqc.org.uk/publication/state-care-202122	State of Care is the annual CQC assessment of health care and social care in England.
Inequalities of Care (2022)	https://www.cqc.org.uk/publication/state-care-202122/inequalities	Survey of people aged 65 and over who had recently used health or social care
Ethnic Inequalities in Healthcare (2022)	https://www.nhs.uk/publications/ethnic-inequalities-in-healthcare-a-rapid-evidence-review/	Ethnic Inequalities in Healthcare: A Rapid Evidence Review
GP Patient Survey (GPPS) (2022)	https://www.ipsos.com/en-uk/2022-gp-patient-survey-results-released	GP Patient Survey (GPPS) results.
Delivering racial equality in medicine (2020)	https://www.bma.org.uk/race-equality-in-medicine	The report examines the causes and current extent of race inequality in the health service and medical profession, and makes recommendations on how this must be addressed.
Why Are We Still Here? (2022)	https://www.bma.org.uk/media/5753/bma-bme-inequalities-report-external-june-2022.pdf	The factors still affecting the progression of ethnic minority doctors in the UK
BMA Racism Report (2022)	https://www.bma.org.uk/bma-media-centre/nhs-risks-losing-one-third-of-ethnic-minority-doctors-due-to-racism-finds-bma-report	Press release from the BMA relating to Report into Racism
Restorative Justice	https://restorativejustice.org.uk/what-restorative-justice	Guidance re: restorative justice
Restorative Justice (2022)	https://www.hsib.org.uk/news-and-events/integrating-restorative-justice-into-patient-safety-investigation/	Integrating restorative justice into patient safety investigation

RCGP Equality, diversity and inclusion guidance	https://www.rcgp.org.uk/about-us/equality-and-diversity/	RCGP guidance and case studies on protected characteristics and EDI
NHS Networks	https://www.networks.nhs.uk/	NHS Networks
RCN Forums	https://www.rcn.org.uk/Get-Involved/Forums	Forums and networks list for RCN
NHS People Plan	https://www.england.nhs.uk/ournhspeople/	More people, working differently, in a compassionate and inclusive culture
The Importance of Employee Resource Groups For Your Workplace (2021)	https://everyonesocial.com/blog/importance-of-ergs/	Overview of ERG's for the workplace
The ethnicity pay gap (2017)	https://www.equalityhumanrights.com/sites/default/files/research-report-108-the-ethnicity-pay-gap.pdf	Equality and Human Rights Commission Research Report Series
INvolve Guidance for Ethnicity Pay Gap	https://www.involvepeople.org/the-ethnicity-pay-gap-guidance-for-reporting-2022/	ethnicity pay gap reporting framework and guidance
EHRC Protected Characteristics	https://www.equalityhumanrights.com/en/equality-act/protected-characteristics	EHRC guidance on Protected Characteristics
ACAS Discrimination Guidance	https://www.acas.org.uk/discrimination-and-the-law	Guidance on discrimination at work – Equality Act 2010
ACAS Equality, diversity and inclusion policy template (2022)	https://www.acas.org.uk/equality-policy-template	Equality, diversity and inclusion policy template
NHS Confederation Race and	https://www.nhsconfed.org/networks-countries/nhs-race-and-health-	Investigating the impact of race and ethnicity on people's health.

Health Observatory	observatory	
HCPC Equality, Diversity and Inclusion Policy	https://www.hcpc-uk.org/globalassets/about-us/governance/policies/edi-policy.pdf	Equality, Diversity and Inclusion Policy
Portsmouth Hospitals University EDI Strategy (2022 - 2025)	https://www.porthosp.nhs.uk/about-us/equality/4574%20EDI%20Strategy%20Document%20V2%20FINAL%20LR.pdf	Portsmouth Hospitals University EDI Strategy
Barnet, Enfield and Haringey Launch of joint EDI Strategy (2022)	https://www.beh-mht.nhs.uk/news/launch-of-joint-equality-diversity-and-inclusion-strategy-creating-a-just-fair-and-inclusive-culture/3125	Launch of joint Equality, Diversity and Inclusion Strategy: Creating a just, fair and inclusive culture
HED Training Hub - EDI	https://www.google.com/url?q=https://www.healtheducationderbyshire.co.uk/about-us/equality-diversity-and-inclusion-edi&sa=D&source=docs&ust=1675869382022817&usg=AOvVaw3dviRwOuzkASCyzQKofiFV	External EDI statement on website
Samaritans EDI Two Year Plan	https://www.samaritans.org/about-samaritans/equity-diversity-inclusion/equity-diversity-inclusion-two-year-plan/	Two year EDI plan
NHS HRA (2021)	https://www.hra.nhs.uk/about-us/governance/equality-and-diversity/equality-diversity-and-inclusion-strategy/	Equality, Diversity and Inclusion Strategy

Healthwatch EDI Plan (2021-2022)	https://www.healthwatch.co.uk/report/2021-06-21/equalities-diversity-and-inclusion-our-plan-2021-22	Equalities, Diversity and Inclusion - plan for 2021-22
North Central London CCG Diversity and Inclusion Strategy (2021 - 2023)	https://northcentrallondonccg.nhs.uk/wp-content/uploads/2021/08/Diversity-and-inclusion-strategy.pdf	Diversity and Inclusion Strategy
London's Workforce Race Strategy	https://www.england.nhs.uk/london/our-work/equality-and-diversity/london-workforce-race-strategy/	London's Workforce Race Strategy
Delivering racial equality in medicine	https://www.bma.org.uk/media/5745/bma-delivering-racial-equality-in-medicine-report-15-june-2022.pdf	Delivering racial equality in medicine
NHS Improvement - A Model Employer (2019)	https://www.england.nhs.uk/wp-content/uploads/2019/01/wres-leadership-strategy.pdf	A Model Employer: Increasing black and minority ethnic representation at senior levels across the NHS
NIHR EDI Strategy (2022 - 2027)	https://www.nihr.ac.uk/documents/equality-diversity-and-inclusion-strategy-2022-2027/31295	NIHR Equality and Diversity Strategy - 5 year plan
BMA Guidance - Racial Harassment Charter (2022)	https://www.bma.org.uk/advice-and-support/equality-and-diversity-guidance/race-equality-in-medicine/racial-harassment-charter-for-medical-schools	Learn how to implement the BMA charter against racial harassment in your medical school

The Inspiring Leaders Network - Shadow Board	https://theinspiringleadersnetwork.co.uk/programmes/shadow-board/	leadership development programme for aspirant board members and senior management in health and social care
HBR - Shadow Boards	https://www.google.com/url?q=https://hbr.org/2019/06/why-you-should-create-a-shadow-board-of-younger-employees&sa=D&source=docs&ust=1675896264868393&usg=AOvVaw0nxva3C3ahNIQrDSzdS2TE	Why You Should Create a “Shadow Board” of Younger Employees
Hertfordshire Community NHS Trust	https://www.hct.nhs.uk/news-and-events/hertfordshire-community-nhs-trust-leads-the-way-creating-innovative-and-diverse-shadow-board-reflecting-broader-staff-and-patient-views/	Creating innovative and diverse Shadow Board reflecting broader staff and patient views
NHS Roles	https://www.healthcareers.nhs.uk/explore-roles/explore-roles	Explore Career Roles
Census 2021	https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment	Data and analysis from 2021 Census
UKIE - Devices For All	https://ukie.org.uk/device-donation-campaign	Devices For All - Join the games industry campaign to donate devices to schools that need them
Equality NI - Bridge The Gap	https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/employabilitycasesstudies.pdf	Employability Toolkit Case Studies
Skills For Health	https://www.skillsforhealth.org.uk/wp-content/uploads/2020/11/Employability-	Employability Skills Matrix for the Health Sector

	skills-matrix.pdf	
New Futures	https://newfutureshq.org.uk/	A programme designed by Hackney Quest to introduce young people to different career opportunities and be supported to build the right skills to get there.
2-3 Degrees	https://2-3degrees.com/	A social enterprise that inspires and equips young people with the personal development skills they need to become the best versions of themselves.
Princes Trust	https://www.princes-trust.org.uk/help-for-young-people/get-job	Princes Trust guidance to employment
Youth Employment (2022)	https://www.youthemployment.org.uk/health-social-care-pre-employment-programme-with-the-launch-group-createyourfuture/	Pre Employment Programme
University of Sussex Mentoring	https://www.sussex.ac.uk/organisational-development/mentoring/guidance-for-coordinators/designing-a-mentoring-scheme	Mentoring Guidance
University of Birmingham Mentoring	https://intranet.birmingham.ac.uk/as/employability/careers/mentoring/mentoring-schemes/the-mentoring-relationship.aspx	Mentoring Guidance
Nubian Life Resource Centre	https://www.nubianlife.org.uk/activities#:~:text=Nubian%20Life%20Provides	Mentoring Guidance
Health Education England - Widening Participation	https://www.hee.nhs.uk/sites/default/files/documents/Widening%20Participation%20it%20Matters_0.pdf	Strategy and action plan

NHS Employers - Widening Participation	https://www.nhsemployers.org/case-studies/widening-participation-strategic-approach	Widening participation as a strategic approach
Hospital Times - apprentice article (2019)	https://www.hospitaltimes.co.uk/the-value-of-apprenticeships-within-the-healthcare-industry/	The value of apprenticeships within the healthcare industry
NHS Apprenticeships	https://www.healthcareers.nhs.uk/career-planning/study-and-training/nhs-apprenticeships	What you need to know about NHS apprenticeships
Birmingham And Solihull Mental Health NHS Trust	https://www.bsmhft.nhs.uk/about-us/join-us/apprenticeships/	Apprenticeships
HEE	https://www.hee.nhs.uk/our-work/apprenticeships	Apprenticeships
BBC Article (2018)	https://www.bbc.co.uk/news/business-44399028	Why do some job adverts put women off applying?
Gender Decoder	http://gender-decoder.katmatfield.com/about#masculine	Gender Decoder Tool
AIHR	https://www.aihr.com/blog/inclusive-hiring/	12 Inclusive Hiring Practices Your Organization Should Implement
NHS Employers - Diversity in health and care programmes partner (2022)	https://www.nhsemployers.org/partners	This programme supports health and care organisations to create more inclusive workplace cultures, where difference is welcomed and celebrated.
DiversityQ	https://diversityq.com/what-are-gen-z-	What are Gen Z looking for in their future workplace?

	looking-for-in-their-future-workplace/	
BMJ	https://www.bmj.com/content/375/bmj.n2714	BMJ Report
NHS Improvement (2019)	https://www.england.nhs.uk/wp-content/uploads/2019/01/wres-leadership-strategy.pdf	Increasing black and minority ethnic representation at senior levels across the NHS
ONS (2021)	https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/disabilitypaygapsintheuk/2021	Data on disability pay gap
Medscape - ICB	https://www.medscape.co.uk/viewarticle/integrated-care-boards-structure-purpose-and-future-2022a100268e	Graphic for current structure of NHS
The Kings Fund	https://www.kingsfund.org.uk/health-care-explained/jargon-buster	Jargon Buster
The Kings Fund	https://www.kingsfund.org.uk/publications/community-health-services-explained	Community Health Services Explained
Hemmings Et Al	https://www.bmj.com/content/375/bmj.n2714	Race Disparity
<u>Gov.UK</u>	https://www.ethnicity-facts-figures.service.gov.uk/	Ethnicity facts and figures
Practice Business Article	https://practicebusiness.co.uk/half-of-gp-practice-buildings-not-fit-for-purpose-	BMA survey re: GP Premises

	bma-survey-reveals-2	
ACAS	https://www.acas.org.uk/discrimination-bullying-and-harassment	Discrimination bullying and harrassment guidance
CIPD	https://www.cipd.co.uk/#gref	Website
<u>Gov.UK</u>	https://www.gov.uk/discrimination-your-rights	Discrimination and your rights
Equality and Human Rights Commission	https://www.equalityhumanrights.com/en	Website
HEE	https://www.hee.nhs.uk/our-work/healthcare-support-worker-learning-development-roadmap/career-progression	Career Progression Roadmap
NHS Leadership Academy	https://www.leadershipacademy.nhs.uk/programmes/apprenticeships/about-apprenticeships-on-offer/	Apprenticeships are an exciting option because they provide the balance between learning the theory and putting it into practice, empowering you to turn your success into consistent team success and champion compassionate care and support.
BYP Network	https://careers.byp-network.com/employers?city=London	Job Search Site
NHS Employers	https://www.nhsemployers.org/recruiting-your-local-community	This page brings together information, good employer practice, tools and resources to support your local recruitment and employment strategies.
PWC	https://www.pwc.co.uk/industries/healthcare/health-social-inequalities.html	A fairer future: how can the NHS tackle health and social inequities?

Maldon Road Surgery	https://www.maldonroadsurgery.nhs.uk/	Aiming to provide full general medical care and advice on all health related matters.
City and Hackney GP Confederation	https://cityandhackneygpconfederation.org.uk/	Making a positive difference to the quality of primary care in City & Hackney
NHS (2023)	https://www.healthcareers.nhs.uk/career-planning/events/nhs-health-careers-qa-3	NHS Health Careers Q&A
RCN Magazines (2019)	https://www.rcn.org.uk/magazines/Bulletin/2019/January/10-top-tips-for-using-social-media	10 Top Tips for Using Social Media
Equal Approach	https://equalapproach.com/reach/	Reach is a unique Inclusive Talent Platform which supports Inclusive Organisations to attract and build a diverse talent pool and recruit more inclusively.
We Are Unlimited (2019)	https://weareunlimited.org.uk/resource/ten-top-tips-for-accessible-recruitment/	10 Top Tips for Accessible Recruitment
HM Government	https://disabilityconfident.campaign.gov.uk/	Disability Confident organisations play a leading role in changing attitudes for the better.
Unison (2022)	https://www.unison.org.uk/at-work/health-care/big-issues/disable-inequality-challenging-disability-discrimination-in-the-nhs/	It is time for a serious conversation about the experiences of disabled workers in the NHS.
Unison	https://www.unison.org.uk/about/what-we-do/fairness-equality/disabled-members/	UNISON's priorities on disability are led by the union's own disabled members.

BMA (2020)	https://www.bma.org.uk/news-and-opinion/access-for-all-invisible-disabilities-remain-overlooked	Access for all – invisible disabilities remain overlooked
Higher Education England	https://www.hee.nhs.uk/about-hee/work-us/proud-work-hee	Proud to work for HEE
NHS Employers (2022)	https://www.nhsemployers.org/articles/supporting-disabled-staff-workplace	Supporting disabled staff in the workplace
NHS Employers (2022)	https://www.nhsemployers.org/articles/understanding-disability-infographic	Understanding disability infographic
eLearning for Healthcare	https://www.e-lfh.org.uk/programmes/cultural-competence/#:~:text=Cultural%20competence%20is%20a%20key,health%20care%20and%20treatment%20options	The Cultural Competence elearning tool is made up of three 20-30 minute learning sessions.
Mind	https://www.mind.org.uk/about-us/our-policy-work/equality-and-human-rights/policy-work-and-human-rights/#RacialisedCommunities	On this page, we talk about our work making sure everyone is treated equally when receiving mental health treatment.
Think Local, Act Personal	https://www.thinklocalactpersonal.org.uk/assets/Personalisation-in-Black-Asian-and-minority-ethnic-communities-TLAP-report.pdf	Personalisation in Black, Asian and Minority Ethnic Communities
Nubian Life Resource Centre	https://www.nubianlife.org.uk/about	Nubian Life is a specialist provider of activity based care in the adult social care sector

NHS East England	https://www.england.nhs.uk/east-of-england/wp-content/uploads/sites/47/2021/10/NHSE-Recruitment-Research-Document-FINAL-2.2.pdf	This report seeks to be a summary of some of the research evidence on fair recruitment and career progression.
MCB (2022)	https://mcb.org.uk/mcb-launches-new-muslim-womens-leadership-programme/	The Muslim Council of Britain is excited to announce the launch of its Muslim Women Leadership Programme, a 6 part course designed to help confidence building, provide insights from community leaders and help Muslim Women build a network of support.
Indeed	https://www.indeed.com/hire/c/info/individual-development-plan-examples?hl=en&co=us#4:~:text=and%20your%20company%3F-.Development%20plan%20templates,-You%20can%20use	Development Plan templates
The Kings Fund (2020)	https://www.kingsfund.org.uk/sites/default/files/2020-07/workforce-race-inequalities-inclusion-nhs-providers-july2020.pdf	Workforce race inequalities and inclusion in NHS providers
BMA (2021)	https://www.bma.org.uk/news-and-opinion/a-landmark-ruling-and-why-the-gmc-must-now-ensure-fairness-for-all	A landmark ruling, and why the GMC must now ensure fairness for all
General Medical Council (2019)	https://www.gmc-uk.org/about/what-we-do-and-why/data-and-research/research-and-insight-archive/fair-to-refer	The research identifies six key factors that help to explain the higher rates of referrals the GMC receive from employers of certain groups of doctors.
General Medical Council	https://www.gmc-uk.org/ethical-guidance/ethical-hub/racism-in-the-	Everyone has the right to come to work without fear of racism.

	workplace	
ACAS	https://www.acas.org.uk/reasonable-adjustments	Reasonable Adjustments at Work
NHS Practitioner Health	https://www.practitionerhealth.nhs.uk/accessing-the-service	Accessing the Service
NHS England	https://www.england.nhs.uk/supporting-our-nhs-people/support-now/looking-after-you-confidential-coaching-and-support-for-the-primary-care-workforce/	Looking after you: confidential coaching and support for the primary care workforce
Scottish Government (2020)	https://www.gov.scot/publications/using-intersectionality-understand-structural-inequality-scotland-evidence-synthesis/pages/4/	Using intersectionality to understand structural inequality in Scotland: evidence synthesis
NHS	https://www.healthcareers.nhs.uk/explore-roles/doctors/returning-medicine/returning-medicine	Returning to work after maternity leave or after a period of illness (or if you have had some time away for another reason) can seem quite daunting, but remember that you are not the first doctor to be in this position.
NHS (Powerpoint Presentation, 2020)	https://www.england.nhs.uk/wp-content/uploads/2020/01/online-consultations-implementation-toolkit-v1.1-updated.pdf	Using Online Consultations In Primary Care: Implementation Toolkit
NHS England	https://www.england.nhs.uk/supporting-our-nhs-people/support-now/staff-mental-health-and-wellbeing-hubs/	Staff mental health and wellbeing hubs
NHS Employers (2022)	https://www.nhsemployers.org/news/access-guidance-support-your-workforce-	Access guidance to support your workforce during Ramadan 2022

	during-ramadan-2022	
The Equal Group (2022)	https://assets.website-files.com/605dc5a3f1057f943ca823f1/61e6da92bd708577ed4f63c2_EDI%20Calendar_compressed.pdf	EDI Calendar
The Guardian (2010)	https://www.theguardian.com/uk/2010/jun/20/mohammad-razai-afghanistan-asylum-seekers	Mohammad Razai: from child Afghan asylum seeker to Cambridge undergraduate
HR Solutions (2022)	https://www.hrsolutions-uk.com/outsourced-hr-the-pros-and-cons/	Outsourced HR: The pros and cons
ACAS	https://www.acas.org.uk/handling-a-bullying-harassment-discrimination-complaint/dealing-informally	Handling a bullying, harassment or discrimination complaint at work (Informally)
ACAS	https://www.acas.org.uk/handling-a-bullying-harassment-discrimination-complaint	Handling a bullying, harassment or discrimination complaint at work
NHS Learning Academy	https://learninghub.leadershipacademy.nhs.uk/all-bitesize/	Develop new skills and discover new ways to improve your experience of work with short guides developed by experts. Open to anyone in health and care.
Shoreditch Park and City Primary Care Network	https://shoreditchparkandcitypcn.gpweb.org.uk/	Shoreditch Park and City Primary Care Network is an NHS collaboration between 5 GP Practices - Shoreditch Park Surgery, De Beauvoir Surgery, The Hoxton Surgery, The Lawson Practice, and The Neaman Practice (City). We are working together to provide extended services.
Higher Education England	https://www.hee.nhs.uk/our-	Freedom to Speak Up is about encouraging a positive culture where people feel they can speak up and their voices will be heard, and their suggestions

	work/freedom-speak-guardians	acted upon.
ACAS	https://www.acas.org.uk/your-maternity-leave-pay-and-other-rights/health-at-work-during-pregnancy	Your maternity leave, pay and other rights
Birthrights	https://www.birthrights.org.uk/factsheets/human-rights-in-maternity-care/#:~:text=Human%20rights%20laws%20give%20you%20the%20right%20to%20make%20your,this%20freedom%20is%20called%20autonomy	What are my rights when I am pregnant and giving birth?
Queen Mary University of London	https://hr.qmul.ac.uk/equality/staff-networks-/parents-and-carers-network-/	Queen Mary Parents and Carers Network was established to raise awareness of the needs of working parents and carers.
NHS Digital	https://digital.nhs.uk/about-nhs-digital/corporate-information-and-documents/how-we-support-diversity-and-inclusion/annual-inclusion-report-2021-22/our-diversity-and-inclusion-journey-continues#highlights-from-our-staff-networks	Highlights from our Staff Network
NHS England	https://www.england.nhs.uk/wp-content/uploads/2014/10/nrth-est-lndn-staff-net.pdf	Sharing the Learning – Implementing the Equality Delivery System for the NHS
Great Place to Work (2020)	https://www.greatplacetowork.com/resources/blog/what-are-employee-resource-groups-ergs	What are employee resource groups?

MHFA England	https://mhfaengland.org/my-whole-self/anti-racist/?_cldee=Z2F5bm9yLndhbGtlcjFAbmhZLm5ldA%3D%3D&recipientid=contact-765bd35d98efe61180f4c4346bacef58-9dcf4a9c8ba7404f90329bd8e684c921&euid=018ee6fd-a0fc-ea11-a813-000d3ad7ae82	Many people from racialised communities say they have to hide parts of their identity at work. The My Whole Self campaign is calling on employers to become actively anti-racist.
Harvard Business Review (2019)	https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one	Why Inclusive Leaders Are Good for Organizations, and How to Become One
Royal College of Nursing (2022)	https://www.rcn.org.uk/-/media/Royal-College-Of-Nursing/Documents/Publications/2022/June/010-216.pdf	Employment Survey Report 2021: Workforce diversity and employment experiences
NHS Digital	https://digital.nhs.uk/about-nhs-digital/corporate-information-and-documents/how-we-support-diversity-and-inclusion/annual-inclusion-report-2021-22/our-diversity-and-inclusion-journey-continues	We're on a journey and some of the work we are doing on diversity and inclusion may take time to have the impact we intend, but we're committed to this course. ⁷
National Institute for Health and Care Excellence (2017)	https://www.nice.org.uk/guidance/qs147/resources/healthy-workplaces-improving-employee-mental-and-physical-health-and-wellbeing-pdf-75545484547525	Healthy workplaces: improving employee mental and physical health and wellbeing
Harvard Business Review (2021)	https://hbr.org/video/6260708803001/understanding-inclusion-why-belonging-at-work-matters	Many diversity and inclusion efforts in the workplace fall short of helping employees feel like they belong — and why this matters.

Harvard Business Review (2019)	https://hbr.org/2019/12/the-value-of-belonging-at-work	The Value of belonging at work
Above Difference (2021)	https://abovedifference.com/solutions/webinars/being-a-black-female-leader-in-the-public-sector/	In celebration of Black History Month 2021, Jennifer Izeke, Above Difference Founder hosted four exceptional black female public sector leaders in an open discussion of the unique landscape for Black Women in the UK's Public Sector.
CIPD (2022)	https://www.cipd.co.uk/about/media/press/310822-paternity-leave-and-pay-research#ref	Almost half of employers support extending statutory paternity leave and pay, new CIPD report shows
instantprint (2022)	https://www.instantprint.co.uk/printspiration/be-inspired/best-country-for-working-parents	What is the best country for working parents?
StandOutCV (2022)	https://standout-cv.com/uk-job-perks-benefits-analysis	Are job perks on offer really benefits, or are they legal requirements?
NHS England	https://www.england.nhs.uk/about/equality/equality-hub/patient-equalities-programme/edc/	The Equality and Diversity Council (EDC) works to bring people and organisations together to realise a vision for a personal, fair and diverse health and care system, where everyone counts and the values of the NHS Constitution are brought to life.
NHS Confederation	https://www.nhsconfed.org/topic/edi	Supporting members to embed equality, diversity and inclusion into service planning and delivery to meet the needs of all communities.
NHS England (2022)	https://www.england.nhs.uk/blog/collaboration-across-the-system-to-increase-the-privacy-protection-and-speed-of-life-saving-research/	Collaboration across the system to increase the privacy-protection and speed of life-saving research

Transformation Partners in Health and Care	https://www.transformationpartnersinhealthcare.nhs.uk/iapt-transformation/workforce/	In our conversations with IAPT services we have heard about many examples of innovative roles and responsibilities for IAPT practitioners, but also different ways that IAPT teams operate in order to deliver outreach or partnership working
London Leadership Academy	https://london.leadershipacademy.nhs.uk/leadership-programmes/coaching-mentoring/mentoring/	Mentoring supports and encourages individuals to realise their potential by inspiring and helping to shape the leaders of tomorrow
NHS (2021)	https://www.england.nhs.uk/wp-content/uploads/2021/05/supporting-mentors-scheme-guidance-2021-22.pdf	This guidance is for Integrated Care Systems and Primary Care Networks, practices, Federations and other local partners to further develop their Supporting Mentors Scheme
NHS England	https://www.england.nhs.uk/gp/the-best-place-to-work/supporting-mentors-scheme/	The Supporting Mentors Scheme is a new commitment from the February 2020 'Update to the GP Contract agreement 2020/21–2023/24', forming part of a suite of interlocking GP recruitment and retention initiatives.
NHS Leadership Academy	https://www.nwacademy.nhs.uk/discover/offers/mentoring-support-primary-care	The NHS NWLA empowers people in the North West to secure better health, care and wellbeing outcomes through leadership. Wherever opportunity lies — within the system and across diverse communities — we work to develop compassionate leaders and the conditions for inclusive, future-focused leadership.
The King's Fund	https://www.kingsfund.org.uk/about-us/who-we-are/diversity-and-inclusion#:~:text=a-,new%20mentoring,-scheme%20that%20partners	a new mentoring scheme that partners our senior leaders with members of staff who have different characteristics to themselves (eg, age, gender, ethnic background, disability) as their mentors
The Balance (2021)	https://www.thebalancemoney.com/public-speaking-skills-with-examples-2059697	Important Public Speaking Skills for Workplace Success

Sogolytics (2021)	https://www.sogolytics.com/blog/internal-vs-external-market-research-is-there-a-best-approach/	Internal vs External Market Research: Is There a “Best” Approach?
National Institute for Health and Care Research	https://www.nihr.ac.uk/documents/Race%20Equality%20Framework%20-%2020%20April%202022.pdf	A practitioner's guide for public involvement in research
NHS Confederation	https://www.nhsconfed.org/membership/events-and-networking	Hear from influential speakers, get beneath the surface of key issues and engage with leaders across the sector.
NHS England (2023)	https://www.events.england.nhs.uk/events/edi-leads-webinar-627406461bba2	EDI Leads Network Webinar
NHS East London (2022)	https://www.elft.nhs.uk/news/black-history-month-celebrating-us-bame-staff-network-conference	Black History Month: Celebrating Us @ The BAME Staff Network Conference
NHS Central and North West London (2021)	https://www.cnwl.nhs.uk/news/disabled-employees-network-den-celebration-event-stronger-together	Disabled Employees Network (DEN+) celebration event - Stronger Together
Black Women in Health	https://www.bwih.co.uk/	Dr. Omon Imohi's vision for BWIH first started when she was a trainee doctor. She had struggled to find a platform that provided support and advice for doctors of Afro-Caribbean descent. She craved for a mentor that could relate with her struggles and challenges. The desire kept burning, and she brought it to life finally in January 2019.
Black Leaders	https://blackleaders.org.uk/women-in-the-nhs	Earlier this year the director of Black Leaders CIC, Juliana Ansah, was invited to an interview with Women in the NHS, an e-magazine which features interviews with inspiring women involved with the NHS.
The EW Group	https://theewgroup.com/diversity-	Comprehensive training on the fundamentals of equality, diversity and

	inclusion-training/edi-compliance/	inclusion
Trinity College London (2022)	https://www.trinitycollege.com/resource/?id=9072	Equality, Diversity and Inclusion (“EDI”) Policy
Supplier Development Programme	https://www.sdpScotland.co.uk/working-with-the-nhs/	Local businesses are encouraged to supply goods, works and services to local NHS Health Boards in partnership with the Supplier Development Programme.
NHS Confederation (2023)	https://www.nhsemployers.org/articles/ethical-recruiters-list	A list of recruitment organisations, agencies, and collaborations that operate in accordance with the revised Code of Practice.
<u>Supplier.io</u> (2022)	https://www.supplier.io/blog/a-quick-guide-to-building-a-supplier-diversity-policy	A quick guide to building a supplier diversity policy
Dover District Council	https://www.dover.gov.uk/Business/Doing-Business-with-DDC/Equality-Guidance-for-Procurement-Suppliers.pdf	Equality and Diversity in Procurement Guidance for Suppliers
Equality and Human Rights Commission	https://equalityhumanrights.com/sites/default/files/inquiry-experiences-and-treatment-of-lower-paid-ethnic-minority-workers-in-health-and-social-care-report_0.pdf	Experiences from health and social care: the treatment of lower-paid ethnic minority workers
MSDUK	https://www.msduk.org.uk/	MSDUK is proud to champion the best of British Ethnic Minority Businesses. We work with leading global corporations that are committed to building diverse and inclusive supply chains.
WeConnect International	https://weconnectinternational.org/	At WEConnect International, we believe that certified Women-Owned Businesses have the potential to be competitive suppliers to global brands and corporate buyers.

Diverse: Executive Coach Directory	https://diverseexecutivecoaches.co.uk/directory-category/executive-coach/	Directory of diverse coaches
The Black Business Awards	https://thebbbawards.com/	Celebrating the exceptional performance and outstanding achievements of Black professionals and entrepreneurs
The Asian Business Awards	https://theasianbusinessawards.co.uk/	Asian entrepreneurship and business success are honoured at the annual gathering of the UK's wealthiest and most successful Asian businessmen and women
The Federation of Small Businesses	https://www.fsb.org.uk/	Hiring the right people is challenging which is why we're supporting you to build a skilled team, whatever your sector.
The Institute of Directors	https://www.iod.com/	The difference between a good director and a great director is the company they keep.
CIPD (2022)	https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/sourcing-diverse-suppliers#gref	How to source diverse suppliers
Jamii	https://lovejamii.com/about-jamii-black-british-business/	Somewhere in the UK, someone is making what you're searching for. And you best believe it's a step up.
Museum Freelance	https://museumfreelance.org/resources-for-organisations	Resources for organisations
Go Procure	https://www.goprocure.com/procure-blog/reach-larger-corporate-objectives-with-supplier-diversity	Reach Larger Corporate Objectives with Supplier Diversity
Go Procure	https://www.goprocure.com/procure-blog/5-ways-to-get-employees-engaged-in-supplier-diversity-efforts	5 Ways to Get Employees Engaged in Supplier Diversity Efforts

London Assembly	https://www.london.gov.uk/	Find out about the work of the Mayor, the London Assembly and the Greater London Authority.
The Equal Group	https://www.theequalgroup.com/	The Equal Group works to identify and eliminate bias from the workplace, using data, technology and supported by advanced strategic consulting.
Work Advance	https://workadvance.co.uk/	Work Advance provides research, evaluation and advisory services to advance insights about the economy, society and world of work.
NHS Employers (2022)	https://www.nhsemployers.org/articles/de-biasing-recruitment	A blog by Alison Smith looking at NHS England and NHS Improvement London's interactive toolkit which could help you to de-bias recruitment processes.
FutureNHS	https://future.nhs.uk/about	FutureNHS
Hire Learning (2022)	https://breezy.hr/blog/top-20-job-boards-diversity-hiring	The Top 28 Job Boards for Diversity Hiring
NHS London Workforce Race Strategy	https://mcusercontent.com/ec5dea9536bde16d5a3153530/files/3a95fd88-c47b-43de-983e-3dead58398ee/LWRS.pdf	Race equality. A better NHS for us all
Trust for London	https://www.trustforlondon.org.uk/news/uk-youth-unemployment-rate-continues-rise-young-black-men-are-particularly-affected/	UK youth unemployment rate continues to rise; young black men are particularly affected
NHS Health Education England	https://medical.hee.nhs.uk/medical-training-recruitment/medical-specialty-training/general-practice-gp/how-to-apply-for-gp-specialty-training/return-to-	Return to Practice (RtP) programme overview

	practice	
HM Government (2019)	https://www.gov.uk/government/publications/help-and-support-for-returning-to-work/returners-an-introductory-toolkit-for-employers	Returners: An introductory toolkit for employers
HM Government	https://disabilityconfident.campaign.gov.uk/	Disability Confident organisations play a leading role in changing attitudes for the better.
Race Equality Foundation (2010)	https://raceequalityfoundation.org.uk/wp-content/uploads/2022/10/health-brief18.pdf	Effective methods of engaging black and minority ethnic communities within health care settings
HR Review (2022)	https://www.hrreview.co.uk/hr-news/wellbeing-news/majority-of-the-uk-workforce-lack-a-sense-of-belonging-at-work/145639	Majority of the UK Workforce lack a sense of belonging at work
Royal Pharmaceutical Society (2021)	https://www.rpharms.com/resources/webinars/diversity-and-representation-in-the-leadership-of-the-pharmacy-professions#	Diversity and representation in the leadership of the pharmacy professions
The National Guardian	https://nationalguardian.org.uk/	It is about speaking up about anything that gets in the way of doing a great job.
Wiley Online Library (2002)	https://onlinelibrary.wiley.com/doi/abs/10.1046/j.1365-2524.2002.00376.x	A service users' research advisory group from the perspectives of both service users and researchers
NHS Health Education England	https://www.lpp.nhs.uk/media/462462/Lizzie-Smith-NHS-anchor-institution-unlocking-opportunities-through-social-value	The NHS as an anchor institution: unlocking opportunities through social value

	value.pdf	
Restore Digital	https://www.restore.co.uk/Portals/0/PDFs/NHS_Procurement_Whitepaper.pdf	Understanding NHS procurement processes
Department of Health/NHS/Skills Development Network	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/539626/Standards_of_Procurement.pdf	NHS Procurement & Commercial Standards
NHS England	https://www.england.nhs.uk/hssf/supplier-lists/	Accredited Supplier Lists
NHS England	https://www.england.nhs.uk/digitaltechnology/digital-primary-care/gp-digital-services-operating-model-21-23/commissioning-procurement-and-contract-management/	Commissioning, procurement and contract management
NHS Supply Chain	https://www.sccl.nhs.uk/wp-content/uploads/2023/03/EDIStrategy2022-2025-9-march-2023.pdf	Equality, Diversity & Inclusion Strategy 2022-2025
NHS	https://www.healthcareers.nhs.uk/working-health/working-nhs/nhs-pay-and-benefits/agenda-change-pay-rates	Agenda for change - pay rates
Lawrence Berkeley National Laboratory	https://commons.lbl.gov/download/attachments/128062697/pmp_-_di_sample_goals_and_activities%20from%20DEI.pdf?version=1&modificationDate=1528743752544&api=v2	Diversity and Inclusion Sample Goals and Activities for Performance Review

NHS England	https://www.england.nhs.uk/gp/the-best-place-to-work/returning-to-practice/	Return to General Practice
NHS England	https://www.england.nhs.uk/about/equality/equality-hub/workforce-equality-data-standards/equality-standard/	NHS Workforce Race Equality Standard
NHS England	https://www.e-lfh.org.uk/programmes/cultural-competence/	Cultural Competence Programme
NHS Employers	https://www.nhsemployers.org/case-studies/widening-participation-strategic-approach	Widening participation as a strategic approach
NHS Health Education England	https://www.hee.nhs.uk/sites/default/files/documents/Widening%20Participation%20It%20Matters_0.pdf	Widening Participation: It Matters!
People First	https://peoplefirst.nhsbt.nhs.uk/NHSBT-DOCUMENT-LIBRARY/Recruiting/Guidance-BAME-Recruitment-Support-Panel-Overview.pdf	Black Asian and Minority Ethnic (BAME) Recruitment Support Panel
NHS Employers	https://www.nhsemployers.org/publications/how-recruit-and-support-disabled-staff-nhs	How to recruit and support disabled staff in the NHS
NHS Leadership Academy	https://www.leadershipacademy.nhs.uk/talent-management-hub/talent-management-toolkit-home-page/	Talent Management Toolkit

NHS Employers/Nuffield Trust	https://www.nhsemployers.org/system/files/2021-11/NHS-workforce-diversity-Report-NT.pdf	Attracting, supporting and retaining a diverse NHS workforce
PCC	https://www.pcc-cic.org.uk/	PCC is a not-for-profit social enterprise that provides trusted, practical support to health and social care including training, development and advisory services.
Royal College of Nursing	https://www.rcn.org.uk/Get-Involved/Forums	Forums and Networks List
NHS Networks	https://www.networks.nhs.uk/	NHS Networks is a free resource for anyone working in or with the health and care sector to use to share information, network with others and keep up to date with news
Health & Care Professions Council	https://www.hcpc-uk.org/globalassets/about-us/governance/policies/edi-policy.pdf	Equality, Diversity & Inclusion Policy 2018-2020
BMA	https://www.bma.org.uk/about-us/equality-diversity-and-inclusion/edi/equality-diversity-and-inclusion-at-the-bma	Equality, diversity and inclusion at the BMA
NHS	https://future.nhs.uk/EHIME/view?objectid=18615056	The NHS Learning Disability Employment Programme