

INCLUSION NETWORK EVALUATION 2017

Development Intervention	Inclusion network – 2017
Sponsor/Lead	Anonymised
Context	There was no regional inclusion network and conversations with inclusion leads determined that there was sufficient need/interest for a network. The inclusion network has met quarterly.
Interventions	<p>Quarterly network meetings that involve activities linked to the Network terms of reference. To provide a forum where people can find:</p> <ol style="list-style-type: none"> 1. mutual support 2. learning and development opportunities 3. a space to share ideas and resources 4. support to influence change <p>Network format: each network meeting has varied however they included 5 key elements:</p> <ol style="list-style-type: none"> 1. local/regional/national updates 2. presentation about local ED&I initiatives 3. practical workshop based on network member requests 4. Networking activities (e.g. open space, speed dating) 5. Review and feedback for future meetings <p>Topics covered over the 4 network meetings include:</p> <ol style="list-style-type: none"> 1. Influencing change workshop/presentation 2. LGBT and me presentation 3. Emotional resilience in challenging times workshop 4. Compassionate inclusive leadership workshop 5. EDI champions presentation 6. Accessible standard information presentation 7. Network members talking about their experiences and involvement in EDI 8. Unconscious bias <p>See appendix 1 for network event agendas</p>
Theory of change	<p>Integral theory – personal development, skills development, systemic change, cultural shift Information sharing and supportive feedback Joint working/collaboration Strong community theory of change Compassionate inclusion</p> <p>(see appendix 2 for more detail)</p>

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<p>Expected measurable outcomes</p>	<p>Clear format for network meetings that reflect the need and interests of network members</p> <p>A membership from across the Thames /Valley and Wessex region</p> <p>Regular attendance of EDI leads from across the region</p> <p>EDI support for attendees</p> <p>Knowledge of development opportunities</p> <p>Attendee mutual ongoing support</p> <p>Development of skills relevant to EDI lead roles</p> <p>Application of learning by attendees</p>
<p>Evidence</p>	<p>Terms of reference - appendix 3</p> <p>Membership list – appendix 4</p> <p>Support offered network members – appendix 5</p> <p>Evaluation report - appendix 6</p> <p>Application of learning – appendix 7</p> <p>Provider reflections and feedback – appendix 8</p>
<p>Reporting and Dissemination</p>	<p>See Report Section (pages 4 to 7)</p>

EVIDENCE GATHERING PRO FORMA

Development Intervention	Inclusion Network Meetings x 4		
Sponsor/Lead	Anonymised		
	Before	During	After
Individual	Precourse questionnaire to establish level of interest in network	Evaluation sheet to measure: Learning Engagement Participation Openness Inclusion	List of people signed up to the network Application of learning from Network Network member interaction and collaboration between meetings
Organisational	Nil	Organisational representatives attending the network events	Organisational feedback on the value of the network and levels
Provider	Planning meeting notes/reflections	Reflections and feedback	Post event review

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Development Intervention	Inclusion Network year 1 (2017)
Sponsor/Lead	Anonymised

Date	28 th February 2018	Author	Anonymised
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1. Executive Summary

This report outlines the experience and feedback from network attendees in the first year of the inclusion networks existence. It includes an overview of what people have valued; the personal and organisational impact of the network; and ways the network could be improved going forward.

The network was established as a forum for Equality, Diversity and Inclusion leads and meets quarterly. The network is inclusive (open to anyone in the Thames Valley and Wessex region to attend) and aims to offer: mutual support, learning and development opportunities, a space to share ideas and resources, and support to influence change, in the form of quarterly meetings and supporting ongoing group activity. To date the network has been facilitated to ensure that it: models inclusion in all aspects of its work; is a safe space for people to share and talk openly; is member led; offers a forum for best practice and evidence-informed activity; and is action – orientated.

The four network meetings in 2017 have received an average rating of over 90%; the interactive, supportive and collaborative nature of the meetings being a key source of satisfaction for those in attendance, alongside the chance to learn from each other. It has been a source of information, motivation, inspiration and nourishment for those in attendance.

The organisational benefits of the network have also been varied and includes: increasing organisational insight and Innovation; building ED&I knowledge and understanding; increasing organisational ED&I confidence and competence; developing organisational ED&I training; introducing new ideas, including practical learning; developing emotional resilience; building peer relationships; and better understanding of how to support ED& I leads.

Sources of dissatisfaction and suggestions for improvement were mostly about wanting more opportunities to hear about the work of others (case studies); having ways to interact between meetings; and requests for specific topics to be covered at future network meetings.

To maintain the momentum and success of the network there are a number of recommendations:

- Recommendation 1 – Offering practical case studies of advancing inclusion in the NHS
- Recommendation 2 - Inviting guest speakers on employment equality
- Recommendation 3 – Providing handout about ED&I developments and opportunities
- Recommendation 4 – Providing more details of session content to promote future meetings
- Recommendation 5 – Current members bringing along other (non-EDI) leaders to future meetings
- Recommendation 6 – Focused invitations to people from the voluntary sector and people who work with and represent all groups protected by current equality/inclusion legislation/ policy
- Recommendation 7 – Offer member support on presentations

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Recommendation 8 – set-up an online/virtual platform for network members

2. Introduction

The Thames Valley and Wessex Inclusion Network was established at the start of 2017 as a direct response to feedback from people involved and interested in Equality, Diversity and Inclusion (ED&I), including ED&I leads, across the region and the desire for a region wide ED&I network. This report outlines the experience and feedback from network attendees in the first year of the inclusion networks existence. It includes an overview of the what people have valued; the personal and organisational impact of the network; and ways the network could be improved going forward.

3. Method

The network was established as a forum for Equality, Diversity and Inclusion leads and people interested and involved in ED&I. Following the inaugural meeting a subgroup drafted the terms of reference (ToR) for the network which was adopted at the second meeting (see appendix 3). The network is inclusive (open to anyone in the Thames Valley and Wessex region to attend) and aims to offer: mutual support, learning and development opportunities, a space to share ideas and resources, and support to influence change, in the form of quarterly meetings and supporting ongoing group activity.

Network format: each network meeting has varied however they have included 5 key elements:

- local/regional/national updates
- presentation about local ED&I initiatives
- practical workshop based on network member requests
- Networking activities (e.g. open space, speed dating)
- Review and feedback for future meetings

Topics covered over the 4 network meetings were chosen by network members and included:

- Influencing change workshop/presentation
- LGBT and me presentation
- Emotional resilience in challenging times workshop
- Compassionate inclusive leadership workshop
- EDI champions presentation
- Accessible standard information presentation
- Network members talking about their experiences and involvement in EDI
- Unconscious bias

The facilitation style of the network is based on 5 key principles:

1. To model inclusion in all aspects of its work
2. To be a safe space for people to share and talk openly
3. To be member led
4. To be a forum for best practice and evidence-informed activity
5. To be action – orientated

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Currently the process of planning each network meeting has involved the sponsor and facilitator meeting to identify topics based on member feedback, arrange presentations and speakers, and reaper inputs where relevant (e.g. TVWLA updates).

The network meetings are then hosted by the facilitator with inputs from members, the sponsor, and activities designed to optimise the networking opportunities available.

Written and verbal feedback is gathered at the end of the network meeting and also between meetings. All network members receive electronic copies of handouts and presentations.

4. Findings and Discussions

The four network meetings in 2017 have received an average rating of over 90%; the interactive and collaborative nature of the meetings being a key source of satisfaction for those in attendance, alongside the chance to learn from each other. Overall the group have been supportive of each other's needs. Benefits for attending the network events include:

- Getting feedback to organisation on national and regional updates. Sharing and learning from others experience and best practices
- Being a sounding board and re-energising from talking to others
- Mutual support and sharing experiences ("It will help me keep going in a lonely job")
- Making contacts for support in future
- Reinforcing commitment to equality

Many people have also spoken about the personal benefits from attending the network including:

- Increased confidence to take action
- Reassurance and feeling less isolated
- Listening to different perspectives and seeing the bigger picture
- I have developed useful contacts and ideas that I could try implementing at my trust
- Work closer with new friends and share the learning with other colleagues
- I have ideas & strategies that I can develop and share within my own organisation
- Reinforces my commitment to equality
- Motivated me, increased my passion

From an organisational impact perspective feedback immediately after the network and between events has been illuminating. These include:

- Having more knowledge relevant to their work and ideas for making improvements
- Being more able to implement ideas, action plan and E&D objectives
- Establishing and/or strengthening local networks
- Development of E&D training for board and staff
- Continued motivation with current work
- Building connections with other local organisations
- Introducing new ways of working

Specific feedback from several ED&I and OD leads has indicated a number of ways the network has supported organisational development. Examples include:

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- Increasing organisational ED&I confidence and competence by allowed the organisation to review their declaration to ensure it is realistic, in depth and in enough detail
- Supporting the better understand how to complete quality impact assessments through sharing their knowledge and learning.
- Developing ED&I training and embedding it into Trust training programme
- Introducing new ideas to support ED&I developments across Trusts
- Sign posting resources, and sharing of knowledge and wisdom, including what has worked well in other organisations

Overall the network is reported to be helping organisations accelerate useful connections, increase their insight and Innovation, build their ED&I knowledge and understanding, increase organisational ED&I confidence and competence, develop their ED&I training, introduce new ideas, including practical learning, develop their emotional resilience, build peer relationships and better understand how to support ED& I leads.

Sources of dissatisfaction and suggestions for improvement were mostly about wanting more opportunities to hear about the work of others (case studies); having ways to interact between meetings; and requests for specific topics to be covered at future network meetings.

More detailed findings can be found in appendices 6, 7 and 8.

Overall attendees have greatly appreciate the networking events commenting that they offer a day that is 'enjoyable', 'interesting & fun' and 'productive'.

5. Costings					
Internal staff time- 1.5 days planning and evaluating and attending the day	External provider cost approximately £3,000 per meeting to plan, facilitate and evaluate the day	£600 including refreshments and lunch		No. of Participants 25 delegates attending per meeting	TOTAL COST £3600

Comments on Costings:

At £144 per person, this is good value for money as we are receiving expert knowledge and wisdom from an experienced inclusion researcher and practitioner.

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6. Recommendations for the future and lessons learned

To maintain the momentum and success of the network there are number of important aspects of the network that need to be retained and also developed. To ensure the inclusive and stimulating nature of the network it needs to continue offering a balance of activities that reflect the diversity of needs and the mixture of different learning styles. More specifically there are a number of requests from members for future meetings that need to be accommodated including:

Recommendation 1 – Offering practical case studies of advancing inclusion in the NHS

Recommendation 2 - Inviting guest speakers on employment equality

Recommendation 3 – Providing handout about ED&I developments and opportunities

There has been a moderate uptake of the network to date, and going forward increasing uptake is important. Also, as the network begin the mature it will increasingly offer a forum for both the germination and the platform of individual and collective action. To facilitate this the network may wish to consider who it invites to future meetings (e.g. systems leaders) and to take the opportunity to work collaboratively on mutual projects.

Recommendation 4 – Providing more details of the meeting content to promote future meetings

Recommendation 5 – Current members bringing along other (non-EDI) leaders to future meetings

Recommendation 6 – Focused invitations to people from the voluntary sector and people who work with and represent all groups protected by current equality/inclusion legislation/ policy

There are network members who feel more confident to share their work and others who have yet to come forward. It will be important to offer support to people to share their work (e.g. make a presentation) in the future.

Recommendation 7 – Offer member support on presentations

Some members are keeping in contact between meeting and there is an interest in having an online forum for all network members to keep in contact.

Recommendation 8 – set-up an online/virtual platform for network members

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EVIDENCE FOUND	Before	During	After
Individual	Nil	Evaluation reports x 4 (see appendix 6)	<p>List of attendee roles and organisations (appendix 4)</p> <p>Examples of application appendix 7</p> <p><i>Network member interaction and collaboration between meetings:</i> Inclusion network members have been interacting between network meetings including sharing information (EDI updates), local events and offering advice.</p>
Organisational	Nil	Nil	<p>Organisational feedback on the value of the network and levels</p> <p>(See appendix 7)</p>
Provider (see appendix 8)	Planning meeting notes/reflections	Reflections and feedback	Post event review

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Appendix 1 – Inclusion Network Agendas

Date: Tuesday 7th March 2017

Time: 1000 to 1500

Venue: The Regency Park Hotel, Thatcham

Agenda

0930	Registration and Refreshments
0945	Welcome and Outline for the Meeting
1000	Getting to know each other
1020	Purpose of our inclusion network
1110	<i>break</i>
1130	What is leading on inclusion?
1245	<i>Lunch and networking</i>
1345	Building the inclusion network together
1430	Updates and upcoming development opportunities
1445	Next steps

Date: Wednesday 21th June 2017

Time: 1000 to 1600

Venue: The Regency Park Hotel, Thatcham

Agenda

0930	Registration and Refreshments
1000	Welcome and Outline for the Meeting
	Adopting the Network Terms of Reference (see attached)
	Updates from the Leadership Academy
	Presentations from Network Members
11.30	<i>break</i>
	Influencing change workshop
1300	<i>Lunch and networking</i>
1400	Offering and Receiving support for questions/issues/challenges
1530	Questions, reflections and appreciations
1545	End

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Date: Thursday 30th November 2017

Time: 1000 to 1600

Venue: The Regency Park Hotel, Thatcham

Agenda

- 0930 Registration and Refreshments
- 1000 Welcome and Outline for the Meeting
Updates from the Leadership Academy
Presentations form Network Members
- 11.30 *break*
High Impact Presentation workshop
- 1300 *Lunch and networking*
- 1400 Skills, knowledge and expertise 'Market Place'
- 1530 Questions, reflections and appreciations
- 1545 End

Date: Wednesday 21st February 2018

Time: 1000 to 1600

Venue: The Regency Park Hotel, Thatcham

Agenda

- 0930 Registration and Refreshments
- 1000 Welcome and Outline for the Meeting
Updates from the Leadership Academy
Presentations form Network Members
- 11.30 *break*
Workshop: Emotional resilience in challenging times
- 1300 *Lunch and networking*
- 1400 Sharing current projects and opportunities for collaboration
- 1530 Questions, reflections and appreciations
- 1545 End

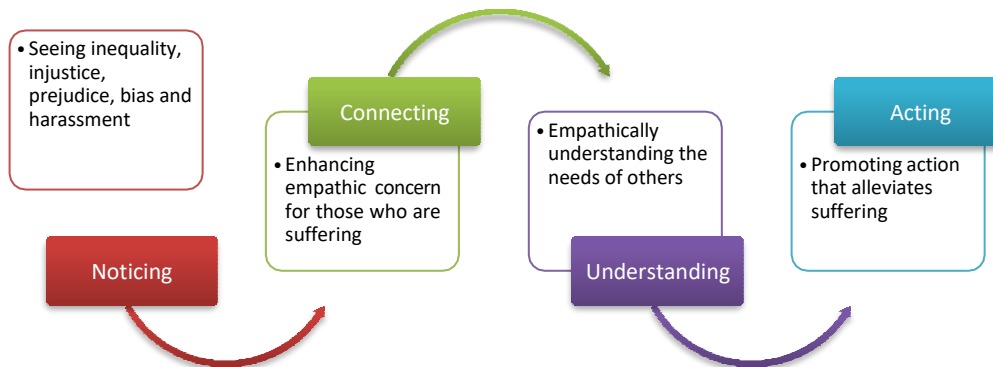
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Appendix 2 – theory of Change

Building capacity and capability for compassionate inclusion – an integral approach



	Internal	External
Individual	<p>Individual experiences</p> <p>Noticing Personal development for increasing openness, awareness and presence</p> <p>Connecting Personal development for increasing a sense of interconnectedness, internal value drivers and emotional regulation</p> <p>Understanding Personal development for increasing openness, concentration, cognitive flexibility and insight</p> <p>Acting Personal development for cultivating the personal qualities needed to guide my actions when responding to discrimination, prejudice, bias, harassment, exclusion and unfairness</p>	<p>Individual actions</p> <p>Noticing Skills development for noticing discrimination, prejudice, bias, harassment, exclusion and unfairness.</p> <p>Connecting Skills development for building relationships with different people and groups, authentic leadership and emotional empathy</p> <p>Understanding Skills development for empathic responding, open questioning and appreciative reframing</p> <p>Acting Skills development for taking action for addressing discrimination, prejudice, bias, harassment, exclusion and unfairness</p>
	<p>Culture</p> <p>Noticing Creating a culture where people can safely talk openly about discrimination, prejudice, bias, harassment, exclusion and unfairness.</p> <p>Connecting Creating an inclusive collaborative culture with a strong sense of community</p> <p>Understanding Creating a culture where there is a shared integrated/holistic understanding of the experiences (and sources) of discrimination, prejudice, bias, harassment, exclusion and unfairness</p> <p>Acting Creating a culture where everyone's needs are valued and consistent action is taken in response to discrimination, harassment, exclusion and unfairness</p>	<p>Systems / procedures</p> <p>Noticing Building procedures, systems and structures capable of noticing discrimination, prejudice, bias, harassment, exclusion and unfairness.</p> <p>Connecting Building procedures, systems and structures that treat the concerns of all group equitably</p> <p>Understanding Building procedures, systems and structures capable of understanding the needs of people who experience discrimination, prejudice, bias, harassment, exclusion and unfairness</p> <p>Acting Building procedures, systems and structures capable of addressing discrimination, prejudice, bias, harassment and exclusion, justly and fairly</p>



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Appendix 3 - Terms of reference

Inclusion Network Terms of Reference

Status	A community of people who are involved in and/or interested in promoting inclusion and diversity, and tackling inequality within the Thames Valley and Wessex Region, with a particular emphasis on the Health and Care Sectors
Purpose	<p>To provide a forum where people can find:</p> <ol style="list-style-type: none">5. mutual support6. learning and development opportunities7. a space to share ideas and resources8. support to influence change9. inspiration and motivation from within a community of practitioners
Membership	<p>The Network is open to anyone in the Thames Valley and Wessex region who is directly or indirectly involved in promoting inclusion, diversity and equality; or has an interest and is wishing to find out more and/or get involved. Membership is therefore extended to:</p> <ol style="list-style-type: none">1. Equality, diversity and inclusion managers/leads2. Staff Side Representatives3. Training and Development managers4. Board and Executive Directors5. Voluntary Sector6. HR Managers/Leads7. Health and care sector staff8. Members of the public <p>All attendees will be required to register their intention to attend before attending a network meeting</p>
Frequency	The Network will meet four times a year.
Network Duration	The Network gatherings will continue as long as there is interest from members attending.
Network administration	<p>The agenda and any information for each network gathering will be circulated at least seven days in advance.</p> <p>The Network will initially be sponsored by the TVWLA in terms of covering costs and preparing agendas, pre and post network gatherings and to deal with any other matters concerning the administration of the network.</p>

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Network Gathering Format and Content The Format and Content of Network Gatherings will be flexible and determined by the interest, needs and contributions of it's membership in line with the purpose of the network, i.e. support, learning, sharing, influencing. Inspiring.

It is envisaged that there will be space at each network gatherings for:

relevant updates, a chance to share and network, for learning, to receive and give support

Public accountability and transparency

The network is open to the public

Quorum

The network is not constituted as a decision-making body and therefore there is no required quorum. However, the benefit of a network is partly determined by the number of people attending and therefore it is proposed that if membership attendance at network gatherings falls below a specific number (to be agreed by the network) on 2 consecutive occasions the network will be terminated.

Equality Duties

The network is self-selecting. Attention will be paid to ensure that this process does not (intentional or unintentional) excluded people by (a) monitoring attendance; (b) taking action to support and promote involvement where there is evidence of under-representation and/or bias; (c) ensure network meetings are fully accessible and support specific needs.

Monitoring and review

The Network's Terms of Reference will be reviewed annually.

The Network will undertake an annual review.

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Appendix 4 - Membership list

Anonymised

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Appendix 5 - Support offered network members

Offers from Members

- 14 year's experience of working exclusively with this agenda in a leadership position
- Sharing Experiences and Knowledge
- Staff mental health and wellbeing group
- Detailed professional and personal expertise about dyslexia
- Marketing skills
- Supporting community groups/share good practice/thinking
- Listener – person at the end of the phone/meet for a coffee for a discussion/explore ideas
- Share contact details/materials
- Shared learning
- Share experiences of staff during times of change
- Role modelling
- Mentoring and coaching
- Setting up a internal workforce mediation group
- Training content
- 20 years experience of community development with communities who are often not heard
- Networking and influencing guidance
- BME engagement
- Community engagement approach
- To influence TVWLA and to influence the national leadership academy agenda and approach
- Leadership development support
- Creating a safe space for inclusion leads to share/ coordinate and host the network meetings
- Space to host
- Enthusiasm
- A perspective from an organisations outside the NHS
- To co-design interventions with TVWLA
- Offer open ended support
- Time and Someone to speak to

Support from TVWLA

- Creating the space for ED and I practitioners to come together for mutual support and sharing
- Coproduce the network with member organisations
- Local and national inclusion updates
- Development opportunities available specific to ED and I practitioners
- Bespoke offers of support to the local system

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Appendix 6 - Evaluation reports

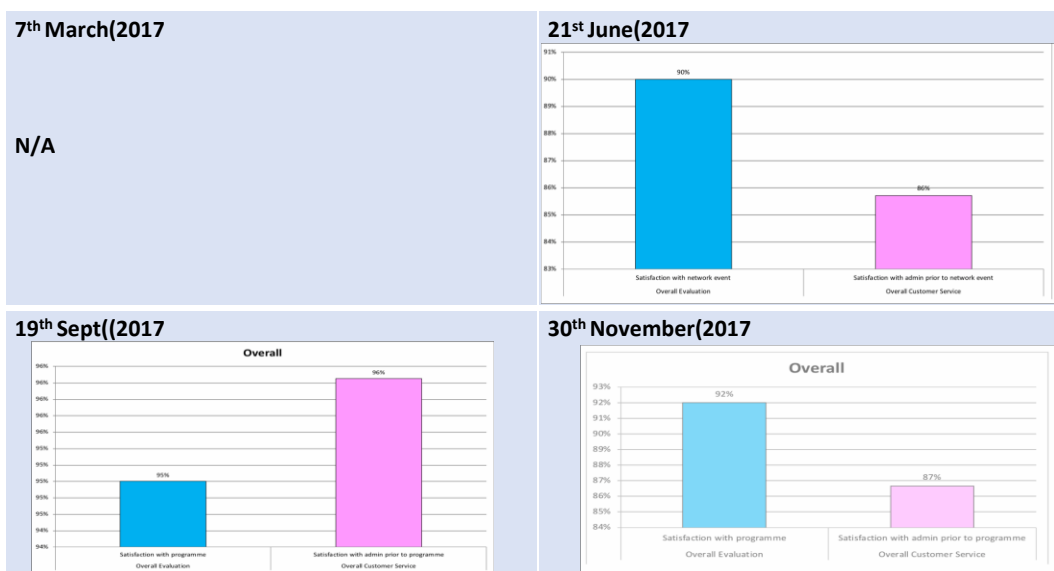
Below is the summary of feedback from the 4 inclusion network events set out under 5 headings.

- Overall satisfaction, objectives and experience
- Personal impact
- Organisational impact
- Any other comments and suggested improvements

Overall satisfaction, objectives and experience

Table 1 is a summary of the overall satisfaction with the events (90-95%) and admin (86-96%). Table 2 outlines how well the network events met their respective objectives.

Table 1: Overall satisfaction

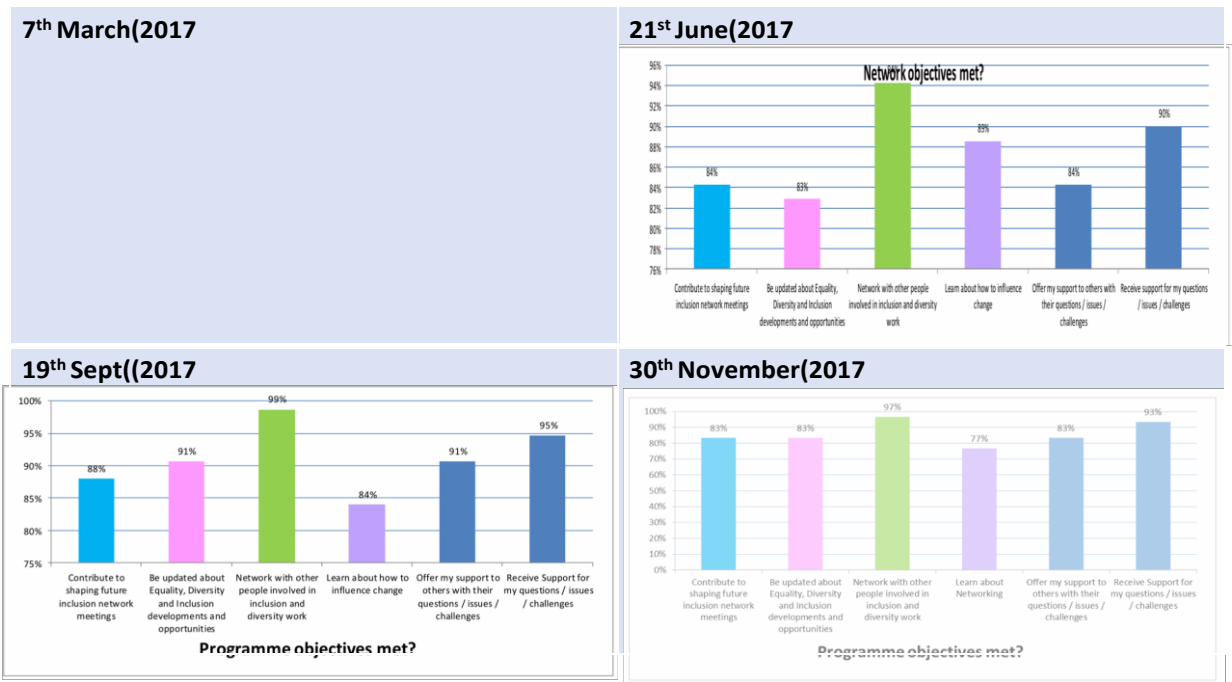


There many aspects of the networking events that attendees found helpful including:

- Opportunity for networking and sharing
- Specific topics covered (e.g. unconscious bias)
- The inclusive and supportive facilitation
- Presentations from colleagues and learning from others' experiences
- The Interactive nature of the day

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Table(2:(objectives



Attendees also commented in the relevance of the network in terms of their professional roles. ‘*Very relevant*’, ‘*enable me to provide support to our equalities lead*’, ‘*was able to discuss challenges with others in similar positions*’, ‘*Very relevant in my new role, especially the networking opportunities with colleagues in the room*’.

Personal impact

Attendees at all 4 network events commented on the personal impact of the network and how relevant it was for them personally. Specific feedback included:

- Increased confidence to take forward E&D
- It will help me to move things forward in my new role
- Taking away useful info and support
- Confidence and rapport with others
- Networking and ability to look forward and see the bigger picture
- Feedback from speed dating – unconscious bias
- It was reassuring and assists in making good practice change in my organisation
- By listening to different perspectives and take on same situations
- I have developed useful contacts and ideas that I could try implementing at my trust
- Work closer with new friends and share the learning with other colleagues
- I have ideas & strategies that I can develop and share within my own organisation
- I want to learn more
- It will help me keep going in a lonely job
- Reinforces my commitment to equality
- Motivated me, increased my passion
- Need to consider how some of these things can be applied to CCGs/smaller organisations
- Directly impacted on what I do in my day job in a positive manner

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Organisational impact

Although many attendees commented that it was too early to know how they might apply the learning from the network many reported a range of different ways they anticipated an organisational impact in their post event evaluations. These included:

- Having more knowledge relevant to their work and ideas for making improvements
- Being more able to implement ideas, action plan and E&D objectives
- Establishing and/or strengthening local networks
- Development of E&D training for board and staff
- Using the learning to influence the work in my organisation.
- Continued motivation with current work
- Building connections with other local organisations
- Learn best practice which can be used
- Introduce new ways of working (e.g. equality workshops/champions)
- Review existing networks and management approaches

Other comments and improvements

There were a number of suggestions on how the network events could be improved including:

- More practical case studies of advancing inclusion in the NHS
- Handout about ED&I developments and opportunities
- Some online/virtual activities between meetings
- Invite guest speakers on employment equality

In response to these comments a number of external speakers have been organized; case studies are being collected to be uploaded onto the leadership academy website; and an online forum for all network members is being setup.

Attendees also commented that they liked the chosen venue and also how well the events have been organized. Attendees made a number of appreciative comments regarding the networking events including:

- Interesting & fun
- Good productive day
- Looking forward to the next meeting
- Thank you
- Really enjoyed the day and made useful contacts

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Appendix 7 - Application of learning

Specific feedback from several ED&I and OD leads has indicated a number of ways the network has supported organisational development. Themes and illustrative direct quotes are outlined below.

Accelerating connections

'The benefit of meeting colleagues across both the NHS and other organisations who are in similar roles has been an enormous help particularly in picking their brains and gaining knowledge and ideas to take back to my Trust. The September meeting gave me the opportunity to meet with (name) from (name of trust) and get in touch with (name). As my Trust works closely with both these organisations this was a really helpful introduction that otherwise might have taken a lot longer to set up'.

Insight and Innovation

'As an independent, autonomous Diversity & Inclusion specialist in the NHS, having the opportunity to share ideas, sense check the current D&I national environment and explore innovative initiatives in a safe, trusting and supporting environment enables me to return to my organisation with a fresh eyes approach'.

Building on collective knowledge

'Learning in the Network is of course wider as colleagues from other organisations bring a lot of experience to the table which is great as we don't have to reinvent the wheel. It is also useful to know what the Leadership Academy is doing and how our people can benefit from their programmes, this is of mutual benefit to both us and the Academy'.

Increasing organisational confidence and competence

'It has allowed the organisation to review the declaration they are making and really question whether it is realistic enough, in depth and in enough detail... the sharing from the network has shot down some myths too! The organisation now feel much more confident with the declaration they are making. The network has supported the organisation to better understand how to complete quality impact assessments through sharing their knowledge and learning. Looking ahead they plan to further engage other departments and stakeholders with the agenda to build organisation capability. They will be upskilling wider staff groups with knowledge and skills to tackle issues with the agenda. Lots of people have great ideas but it's important to get the governance right'.

Developing ED&I training

'I have attended three network events so far and the main learning has been: A session on unconscious bias delivered at the September meeting. I knew little about this beforehand and it opened my eyes to my own biases but also how I can ensure this gets embedded in training across my Trust. I was delivering the E&D slot on our induction programme at the time so started bringing in a discussion around this with new staff to start them thinking about it right on day one. My plan for the future is to look at how this can be embedded further and link it to the team away day delivery I currently offer with the Insights Discovery programme'.

Introducing new ideas

'At the November meeting a network member spoke about the work she has done in her Trust to set up diversity champions. I found this a really sensible approach and something I would like to introduce in time within my Trust. Her presentation was informative and practical. I have recently been contacted by a member of our staff who is involved in the LGBTIQ work within physiotherapy so I'm keen to bring him in as one of our champions covering this protected characteristic'.

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'As a direct result of attending the Network meetings I started to explore the work of the Leadership Academy and found the TRUSTED model on the academy's website. We have applied this model to understand where (name of trust) is in terms of diversity and inclusion, linked EDI to other projects and used it to develop our EDI strategy, objectives and work plan (perhaps this could be captured in a case study for the Academy). Our approach is to ensure that EDI is integral part of all aspects of our business. I don't know if I would have done this if I was not participating in the Network'.

'The facilitator(s) are brilliant at advising on further reading or learning. As a result I have read several books on psychological leadership, how different styles affects organisations'.

Practical learning

'The 'speed dating' exercise in September & November is a great way of gaining a wealth of knowledge and ideas from the group. My first question was on starting networks and I received a lot of good advice to consider which I've built on since'.

Emotional resilience

'I have gained deeper insight into compassionate leadership and how this style of leadership can encourage emotional resilient workforce. I have personally gained stronger emotional resilience by attending the meetings, through the support of the facilitators'.

'(Facilitators) are a great support , I look forward to our network meetings. It feels like professional nourishment for the exhausted (with grit) D&I professional!!!'

Building peer relationships

*'Pieces of work that are a direct results of attending the Inclusion Network include:
One to one relationships built than enabled practical sharing of national work ie: NHS Employers partner application, WRES action plan and EDS2 action plans'*

'Peer support outside of meetings through email and one to one meetings'.

Supporting ED& I leads

'I find mutual support a great help and a welcome opportunity not to feel too isolated. It is good to get out for a day and have time to reflect among colleagues who are facing similar challenges and be supported by relevant know-how from broader research. I find practical approaches on how to apply concepts such as developing compassion and resilience invaluable. Updates from you on what the academy is up to are also useful and help me to engage better with our OD people'.

'The feedback has been very positive, no one in the organisation currently has the expertise, knowledge and understanding to work on the agenda. The equality and diversity lead is new to the agenda so a steep learning curve. There have been huge benefits to the organisation from having representation of attending from sign posting to resources, understanding what has worked well in other organisations, sharing of knowledge and wisdom have all helped to develop understanding of the agenda and build confidence'.

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Appendix 8 – provider pre, post -network observations and reflections

(The following written text are the observations and reflections of the key inclusion network facilitator, and are presented in the first person).

I have supported and worked with inclusion network groups for the past 20 years. My natural style of facilitation in the early stages of the setup of network is typically a balanced combination of a supportive approach with gentle challenges, whilst promoting an open and inclusion group climate. From my experience, and the evidence from the experiences of others, suggests that the typical (articulated and unarticulated) needs of new networks are: a clear shared purpose; simple and workable principles and processes; the chance to build meaningful relationships; providing relevant learning and development; building individual and collective capacity for action; and offering a safe space for mutual sharing and support.

The activity to gather needs and offerings from network members at the inaugural meeting of the network confirmed these needs and the importance of paying attention to collectively creating clear terms of reference for the network; and providing a meeting format that provides space for networking, sharing, learning and mutual support. The group collectively developed their shared purpose namely: mutual support, learning and development opportunities, a space to share ideas and resources, support to influence change and inspiration and motivation from within a community of practitioners.

I have a number of observations of the network from the past year and I have highlighted these below.

Commitment to Equality, Diversity and Inclusion and a desire to contribute to change - the people attending the network from my experience, and without exception, have demonstrated a clear commitment to wanting to build a fairer and more equitable workplace for staff. This is both a heartening observation and strengthens the benefit of having a network as both a source of mutual support, and a place of individual and collective action.

Openness to learn and willingness to participate – similarly those attending the network have shown a keen interest in wanting to learn, from either the presentations, workshops and each other. Equally network members have contributed to the network in different ways (e.g. presenting, sharing, asking questions, support).

Needing and offering support - the network has also benefitted from having a membership that both needs and can offer support. This has manifested itself in many different ways. For example, new ED&I leads seeking out support and the more experienced ED&I practitioners making themselves available.

Active engagement and supportive conversations – these have provided the chance for many meaningful and helpful conversations to take place and for these supportive relationships to develop beyond the time spent at network meetings.

Appreciating the event and making the most of the opportunities - overall the people attending the network events have valued the chance to meet together, share, learn and give and receive support, all activities aimed at helping members take action.

Energized and nourished – an important element of the success of the new network has that it has been a source of nourishment for those attending. At the end of the day people typically speak about feeling inspired, motivated, refreshed and nourished by the day. Given the challenging and sometimes

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draining nature of ED&I work, this in itself is a great strength for having an inclusion network for ED&I leads and practitioners.

Going forward

To maintain the momentum and success of the network there are number of important aspects of the network that need to be retained and also developed. To ensure the inclusive and stimulating nature of the network it needs to continue offering a balance of activities that reflect the diversity of needs and the mixture of different learning styles. This is a feedback question that I suggest be added to the evaluation feedback form.

There are network members who feel more confident to share their work and others who have yet to come forward. It will be important to offer support to people to share their work (e.g. make a presentation) in the future.

As the network begins to mature it will increasingly offer a forum for both the germination and the platform of individual and collective action. To facilitate this the network may wish to consider who it invites to future meetings (e.g. systems leaders) and to take the opportunity to work collaboratively on mutual projects.