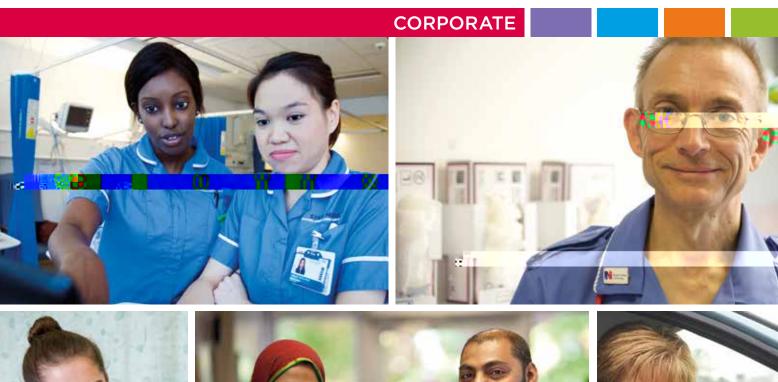
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1. Introduction

the long term; it remains clear that we are required

for the centrality of equality and inclusion. These

2.



the UK from agencies including the Equality and Human Rights Commission, the Equality

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experience chronic levels of inequality and



workplace, whilst using equality and inclusion



The RCN will subsequently seek to eliminate

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	The organisation is bolder and more robust about its equality and inclusion messaging to members and stakeholders across a broad range of areas from professional nursing guidance, employment relations negotiations, policy consultations and research and generic operations.	Year 1: Deliver learning and development about the strategy to key internal audiences. Years 1, 2, 3: All countries, directorates and regions are required to develop and implement an equalities and inclusion action plan with performance indicators to implement the broader strategy with support and advice from the Membership Relations Directorate.
	There is a shared understanding of what the organisation wants to achieve in relation to the implementation of equality and the promotion of inclusion with a range of constituencies across the health and social care sectors in England, Scotland, Wales and Northern Ireland.	Years 1, 2, 3: There is extensive sharing of the strategy document and its intent at all levels both internally and externally. Year 1: Research undertaken on the most effective methods of communicating equality and inclusion methods to RCN members and to wider stakeholder groups across the health and social care sector. Year 1: Relaunch the Diversity Champions with a rebrand which explicitly references inclusion and has a focus on inclusive nursing practice. Year 1: Engage executive nursing leaders (from both public and independent sectors) across the UK on the Inclusive leadership conversation via a Nursing Leadership Inclusion Summit. Year 2: Engage middle-level/senior nursing managers in conversations about the benefits of implementing inclusive leadership models for health care. Years: 1, 2, 3: Engage the wider RCN membership in the inclusion conversation using opportunities such as revalidation and a focus on patient care to broaden and deepen this dialogue and understanding.
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1 cars o	RCN representatives both established and newly-accredited have enhanced skills in challenging discrimination and promoting inclusion in the workplace.	Year 1: Research what best practice looks like across other trade unions and comparable professional organisations globally with regards to the provision of online learning and development that is engaging, accessible and effective for both accredited .6 (r0.021 u10 () 1 0 0 1 161 (i)1(e)-18.5	(i)e6.6 (i)1.e)-1 <mark>8</mark> .

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	The RCN successfully motivates previously inactive members onto an escalator of activism through a focus on equality and inclusion.	Year 1: Research examples of good and innovative practice in similar and other organisations and build this into the concept of the inclusion café, where RCN members are given tools for talking about inclusion and equality in the workplace and are empowered to find and implement solutions locally. Year 1: To research and review good practice on the development of roles with a focus on equality and inclusion that stop short of formal accredited representative accreditation. Year 2: Pilot and evaluate. Year 3: Roll-out and scale.
	The RCN support offer for RCN members who are not part of the NMC register is strengthened through focusing on implications of caring as a gendered entity. The offer also works to build a diverse talent pool from which to draw on in the development of accredited representatives for the future.	Year 1: Research and consolidate good and innovative practice on the development and implementation of online empowerment programmes that recognise potential constraints to inclusion as a result of socio-economic circumstances as well their connection with protected characteristics. Year 2: Develop and test an online empowerment programme aimed at health care support workers that focuses on the development of a range of core life skills which could include: • building confidence • identifying priorities • assertiveness skills • building personal support networks. Years 2 and 3: Roll-out and scale following detailed evaluation from a pilot site. Year 3: Give consideration to creating an award of merit for members who demonstrated excellence in this area.
70 00 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	The RCN uses a strong evidence base to provide clear and constructive challenge to employers and service providers to improve outcomes	

The RCN represents nurses and nursing, promotes excellence in practice and shapes health policies

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