INCLUSION PROGRAMME : UPDATE

Prepared by: Paul Hunt Date: 15th September 2020 Agenda no: 6e

Purpose of the paper

For discussion

Background and context

The board agreed, 2nd June 2020, to establish an Inclusion Programme, overseen by an Inclusion Programme Board (IPB), to enable the delivery of the proposal for a new Diversity Strategy and a Membership Review.

Where are we now?

The board agreed membership of Paul (chair of the IPB), Jonathan Stephen (Diversity Project lead), Gem Edkins (Membership Project lead), Jonny Richardson Glenn and Peter Boyle. The board The IPB has met 3 times, in June, July and August 2020. It is next scheduled to meet, 21st September 2020. The IPB has adopted the principles of Managing Successful Programmes (MSP), developed by previous UK governments. The IPB approved the Inclusion Programme Mandate, Programme Brief and Programme Definition in June. These were noted at the last meeting of the board of trustees.

What are the key issues?

The IPB has accepted Jonathan Stephen's recommendation that the Diversity Project be known as the EEDI (Equity, Equality, Diversity and Inclusion) Project.

Project Briefs have been agreed by the IPB for both projects. Project Initiation Documents (PIDs) have been drafted and will be reviewed and signed off at the meeting of the IPB on 21st September 2020. PIDs provide a secure basis for initiating and implement the two projects. Copies of the draft PIDs are available to trustees on request, via Paul. Signed off PIDs will be included in the next update to the board of trustees.

Project delivery is scheduled for completion by end June 2021. See Appendix 1.

See Appendix 2 for Project risks and issues.

What is asked of trustees?

See recommendation.

Finance

Trustee and staff time.

Recommendation

Trustees are asked to note the progress to date, review the project plans, risks and issues, and advise accordingly.

Appendix 1 Project plans

Membership Outputs	**Date**
Project Initiation Document (PID) (includes Business Case, Project Plan)	August IPB
Implement checkpoint reports (for each Programme Board)	Sept IPB
Communication plan	Sept IPB
Implement Risks and Issues log (to be shared across programme)	Sept IPB
Options paper	Sept IPB
Options engagement	October
Options paper	Nov Board
Options engagement revisited at AGM	Mid Nov
Board of Trustee approved Membership Model	December 2020
Membership Model work/delivery plan	December 2020
Extraordinary AGM	March 2021
Memorandum and articles of association revised/aligned	March 2021
Healthy Minds relaunched as a refreshed Membership organisation	From April 2021
New Membership application process and supporting materials tested and signed off	End June 2021
Handover to Healthy Minds team – into Business as Usual	TBA
Close Project documentation, including Post Implementation Review	TBA

EEDI Outputs	**Date**
Project Initiation Document (PID) (includes Business Case, Project Plan)	August IPB
Implement checkpoint reports (for each Programme Board)	Sept IPB
Communication plan	Sept IPB
Implement Risks and Issues log (to be shared across programme)	Sept IPB
Engagement themes (belonging and difference) paper	Sept IPB
Engagement on diversity	October
Engagement themes (belonging and difference) paper	Nov Board
Engagement revisited at AGM	Mid Nov
Board-approved EEDI strategy	December 2020

EEDI Outputs	**Date**
EEDI work/delivery plan	December 2020
Extraordinary AGM	March 2021
Memorandum and articles of association revised/aligned	March 2021
Healthy Minds launch of EEDI strategy stakeholder owned strategy	From April 2021
New EEDI Comms plan developed that supports the delivery of the EEDI strategy, including supporting materials tested and signed off	End June 2021
Handover to Healthy Minds team – into Business as Usual	TBA
Close Project documentation, including Post Implementation Review	TBA

Appendix 2 Project risks and issues

Membership risks

i. Forum not relaunched, makes service user engagement difficult, which inhibits EEDI and Membership project delivery.

ii. Staff and volunteer service delivery over the longer term prevents sufficient availability for engagement in projects, particularly the EEDI project.

Membership issues

i. Operational management oversight and changes, made urgent by the current lockdown, and changes to lockdown restrictions, prevents sufficient operational management time to support EEDI and Membership project delivery.

ii. Current requirement to work remotely, due to lockdown.

iii. EEDI and Membership project leads are volunteers.

iv. It is commonly difficult to engage communities and individuals in working on the diversity agenda, even where there is support for this work. There is an appetite for involvement by staff, who see their potential for genuine influence on this agenda.

v. There is currently inconsistent understanding of how the legacy Membership model should operate for Healthy Minds. The issue is under control and is being managed as part of Project Initiation.

vi. Information relating to any current membership may be difficult to source and is likely to be incomplete.

vii. Implementation of the model may give rise to detailed risks and issues, which will need to be addressed through implementation. For Membership Model Work Plan.

EEDI risks

i. Forum not relaunched, makes service user engagement difficult, which inhibits EEDI and Membership project delivery.

ii. Staff and volunteer service delivery over the longer term prevents sufficient availability for engagement in projects, particularly the EEDI project.

EEDI issues

i. Operational management oversight and changes, made urgent by the current lockdown, and changes to lockdown restrictions, prevents sufficient operational management time to support EEDI and Membership project delivery.

ii. Current requirement to work remotely, due to lockdown.

iii. EEDI and Membership project leads are volunteers.

iv. It is commonly difficult to engage communities and individuals in working on the diversity agenda, even where there is support for this work. There is an appetite for involvement by staff, who see their potential for genuine influence on this agenda.

v. There is currently an inconsistent understanding of how the EEDI strategy is defined, shaped and should operate for Healthy Minds. The issue is under control and is being managed as part of Project Initiation

vi. Information relating to the current EEDI provision at Healthy Minds. This issue will be navigated as part of the Project Initiation

vii. Information relating to the current diversity of Healthy Minds stakeholders, including service users, staff, volunteers, membership. This may be difficult to source and is likely to be incomplete