



Acorns Equality Diversity and Inclusion Report 2021-2022

acorns

Your local children's hospice

1. Overview of Acorns services

- 1.1 Acorns is a charity which provides care and support to children with complex health conditions, many of the children who access Acorns services have profound disabilities. Acorns services are child centred and family focused, all of our buildings have disability access, we have equipment to support the specialist teams to care for the children, regular audits are in place to review the equipment we use, this is supported by the Lead for Governance and Quality Improvement, managed by the hospice management teams and reported to the Care Governance Group chaired by the Director of Care, the Board of Trustees and also to the Clinical Commissioning Groups (CCG) via the quarterly reporting mechanism's in place. Acorns are also registered with the CQC we comply with all the CQC standards.
- 1.2 A number of Acorns Care Team members are multi-lingual and have been able to use their language skills to communicate with families. Acorns also works with approved interpreters; in 2021 / 2022 we have commissioned language Line on Demand Mobile Interpreting which enables our teams to access professional interpreters via their work mobile devices. Acorns estimates to have an average of 6% of our service users who require an interpreter. A small number of families have themselves a hearing impairment, Acorns engages sign interpreters whose sign is reflective of the parent's culture to ensure parents are fully aware of the services and able to access appropriate support.
- 1.3 Acorns care leaflets have a section noting that support can be provided in the translation of literature.

2. Communication

- 2.1 Effective communication is important, we estimate over 70% of children and young people who use Acorns services are unable to communicate verbally, we use a variety mechanisms and tools to communicate with children and young people including the following; flash cards, Makaton sign and cards, Ipad with sign, Eye Gaze equipment and responding to the child dependant on their facial expressions and body language.
- 2.2 We have website information and leaflets that are written in Plain English and can provide letters to parents and carers with increased font size and on yellow backgrounds to meet individual needs. The following link highlights the booking leaflet for parents assessable from our website: <https://www.acorns.org.uk/wp-content/uploads/2022/02/Booking-a-stay-generic-2022-FINAL.pdf>

3. Data collection to support delivery and planning of services

- 3.1 Acorns is committed to Equal Opportunities and ensuring all our children families and staff are treated fairly and not discriminated against. Acorns recognises there are important factors which can determine equality and health inequalities in data collection.
- 3.2 After careful consideration Acorns has identified the following data is collected for families and workforce.

	Equality Monitoring for Staff	Equality Monitoring for families
1.	Ethnicity	Ethnicity
2.	Gender	Gender
3.	Age	Age
4.	Disability	Disability
5.	Religion	Religion
6.	Sexual Orientation	Sexual Orientation

- 3.3 The following protected characteristics are not collected as these are not appropriate for the support and delivery of our services to children;
1. Relationship status
 2. Pregnancy and Maternity (The Equality Act 2010 protects women who are pregnant or have given birth within a 26-week period)
 3. Gender reassignment

4. Meeting our duty under Section 149(1) of the Equality Act 2010

Under the Equality Act 2010, we have regard to:

- 4.1 Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act.

Acorns has robust policies in place including; Policy for Inclusion, Freedom to Speak Up (formally known as whistle blowing), anti-bullying and harassment, grievance policies. Organisational Policy Panel reviews all policies and where appropriate undertakes an Equality Impact Assessment. We have a zero tolerance for any discrimination or harassment and absolute highest standards for all our workforce's own behaviour, which includes a correctness in our communication and above all to create a safe and healthy space that our people of any level can come forward with any concern they may have. In 2021 / 2022 we introduced Acorns Behaviour Framework which is now embedded through our talent selection and annual appraisal processes across our workforce. ([Appendix 1](#))

- 4.2 Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

As an equal opportunity employer, we actively recruit from a variety of sources to encourage applicants from a wide demographic that represents the diversity of our service provision. In 2021 we developed a Hiring for Retention Course for managers involved in recruitment, this course is designed to ensure consistent recruitment and hiring approaches ensuring safe and quality processes are consistent. Our work places are adapted to ensure staff with impairments are not disadvantaged and can undertake their work with the necessary equipment etc. We have a Trustee Board which has representatives from diverse communities, Parent Trustees, and a balance of genders.

- 4.3 Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

As part of our commitment to ensure we create the positive organisational culture re valuing, respecting and acceptance of difference, Acorns has in addition to the clear policies also developed a mandatory Equality and Inclusion Training course for all staff. In addition to these 'hard measures' Acorns soft measures include an inclusive environment where pictures and images reflect the diverse communities we work with, media pictures of our staff reflect the diverse workforce in the organisation. Our hospices celebrate festivals from around the world and the provision of meals from various cultures.

5. Equality objectives

- 5.1 In 2021 Acorns developed Equality Objectives Plan in line with the organisational Strategy, this is reviewed by the Equality and Inclusion Steering Group. The completed objectives were presented to the Executive Directors. ([Appendix 2 - Equality Objectives 2021 / 2022](#))

- 5.2 The Acorns Diversity and Inclusion Steering Group review operational developments which support Acorn's commitment to equal opportunity. The Steering Group is chaired by the Director of Care Services.
- 5.3 There have been management representatives from each Hospice, Learning and Development, Retail, Statutory Sector team and Supporter Services team.

6. Outcomes over the last year

- 6.1 Cultural Festival Calendars are available for teams across the services.
- 6.2 Equality and Inclusion training has been provided we were fully compliant in all care teams accessing this training.
- 6.3 A wide range of cultures and festivals have been celebrated across the hospices, due to Covid-19 these have been in the form of displays at the hospices, children resident or staying at the hospices have had activities designed around the different festivals for example:
 - > Diwali, Eid Al-Fitr and Eid Al-Adha, Easter, Christmas, St Georges, St Patricks and St David's Days
 - > Chinese New Year
 - > Black History Month
 - > Hospices held worldwide food events with different foods being available
- 6.4 There were regular engagements from Ambassadors and Parent Carer Champions to ensure a need led service and a media presence of young people's views who use hospices. Due to Covid-19 these events have all be held virtually. In 2021 we developed a User Engagement Strategy and Action Plan. See [Appendix 3](#) for the Action Plan.
- 6.5 Gender neutral titles are in place for workforce and service user documentation.
- 6.6 Acorns continues to be registered with the National Equality Register which is available on the Acorns Website.
- 6.7 Acorns published its Gender Pay Gap report. The Gender Pay Gap report can be found on our website: Acorns Reports and Publications | Acorns Children's Hospice

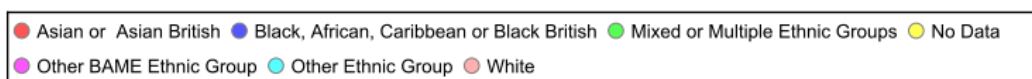
7. Community engagement the impact of Covid 19

- 7.1 Acorns was the first Children's Hospice to register and receive a Bronze Award for the UNICEF Rights Respecting Award. In 2021 we were delighted to receive the silver award. We are now working towards the Gold Award.
- 7.2 We have achieved the Thrive at Work Foundation status which is another pillar supporting inclusion through wellbeing.
- 7.3 In 2021-2022 our People and Culture Team has as part of our well-being strategy developed and delivered an emotional Wellbeing course that Managers undertake?

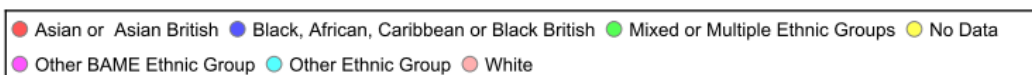
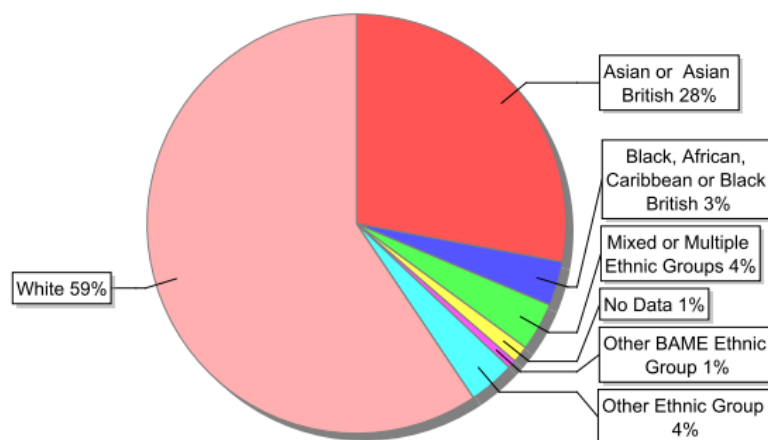
8. Statistics

- 8.1 Ethnicity data
39% of all children accessing Acorns services are from diverse community groups. This is consistent with figures reported over the last strategic period.





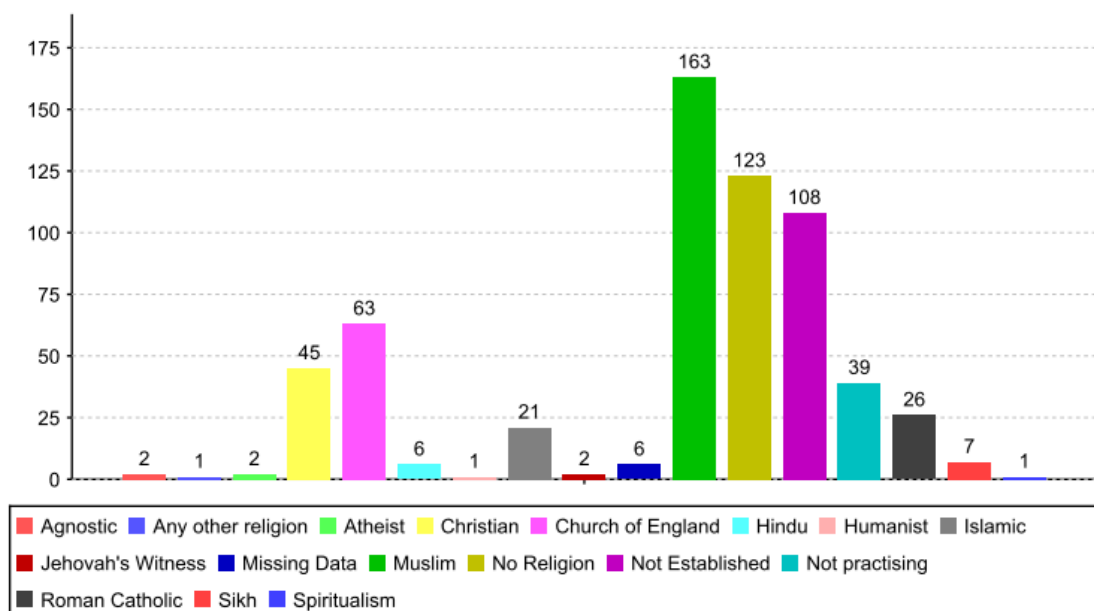
All Active Service Users (Clients Only)



8.2 Faith and religious data

The two predominant faith / religions of families continue to be Christian and Muslim, more children and families identified as Muslim as opposed to Christian.

Active Service Users (Clients) on 20/04/2022



8.3 Preferred language

Over 90% Acorns children speak or understand English. There are a small number of families who require an interpreter for 11 different languages.

9. Meeting faith and cultural needs of service users

- 9.1 Acorns provides care and support to people from all cultures; 39% of the families accessing Acorns are from diverse communities, we ensure images used by the organisation are representative of the diverse community we serve. In addition, we offer support to service users who have a faith, belief or religion and those without.
- 9.2 In order to meet these different needs the hospice's have artefact cupboards which provide items of religious and spiritual significance which are accessible to all children and families, including holy water, prayer CDs, holy books for various religions. We also have 'comfort cupboards' which provide items of comfort for children, young people and families who do not have a faith, this comprises of music, pictures and poems.
- 9.3 Acorns has developed links with local faith and religious leaders who are able to provide support to families on request.

9.4 Washing facilities

Acorns has responded to the request of South Asian families and staff who require bidets/bottles or a jug in order to wash with clean running water. All toilets have a bottle or jug provided in the toilet (These are kept in accordance with cross infection requirements).

Private facilities for washing, prior to prayer can be made available in all the hospices. Advice and guidance is offered to any family wishing to wash their child after death. This advice and guidance is sought through local funeral directors as well as Acorns staff. It may involve the family having access to a bathroom if specific facilities are not provided in a hospice.

10.5 The jacuzzi/Hydrotherapy pool

Curtains are provided at the hydrotherapy pool or Jacuzzi windows (Including shower curtains). There is no filming or photographs taken in the pool or Jacuzzi area without the permission of the young person or family, and with the knowledge of the Head Nurse.

CCTV coverage in the pool area may be switched off or hidden from public display on the monitor; this is at the discretion of the nurse in charge of the shift.

Jogging bottoms and t-shirts are available for families to wear in the pool as an alternative to the traditional swim suits. At Acorns families are supported to wear their own Asian dress if preferred. Acorn's offer single sex bathing on request.

10.6 Preparation of food

There are separate sections for vegetarian and non-vegetarian foods in all freezers. There are separate cooking pots and pans for meat and vegetarian dishes. There are separate utensils for serving meat and vegetarian dishes.

A varied menu will be available each day to include a choice of vegetarian or cultural dietary needs if necessary.

A range of Halal foods is available for Muslim families and Halal food is labelled and stored separately.

A range of halal foods may be bought in for families should a family feel uncomfortable with Acorns halal food preparation compliance.

Food will be available outside of conventional mealtimes when this is required to meet families' religious and/or cultural observance needs (e.g. Ramadan; Fasting)

10.7 Environment

All the bedrooms/special bedrooms have an arrow marking the direction of Mecca etched on window sills.

The activity areas and/or public access areas provide, CD, and DVD for the Asian community groups in addition to the general resources.

Each hospice provides items of religious significance which are accessible to all children, families and staff.

We have a spiritual care awareness group which aims to ensure that we review and monitor; the on-going spiritual care needs of all the children and families accessing Acorns; and the provision of resources to meet their spiritual care needs.

An area is always provided for families and staff wishing to pray, meditate or reflect.

Each hospice environment reflects the diversity of the area we work in through the décor and choice of furnishings and pictures.

Each hospice offers a range of appropriate religious/cultural music and prayer CDs for individual use by families during short-breaks, end of life care and in the Special Bedroom.

10.8 **Personal care**

Families are encouraged to bring their own hair/skin products for their child's stay but each hospice will seek to maintain some essential and appropriate hair/skin products for all clients e.g. for African Caribbean children.

When requested and culturally appropriate care is provided to children by a worker of the same gender whenever possible, but this cannot be guaranteed.

Acorns' teams aim to work with families throughout their involvement to identify the spiritual needs and preferences of families, and where required and feasible, seek to facilitate access to the required resources/spiritual leaders.

Emma Aspinall

Emma Aspinall
Director of Care
20/04/2022

Appendix 1

Acorns Behaviour Framework

At Acorns we are passionate about ensuring the child is at the centre of everything we do. Our Vision and Mission set the ambition and target for us as an organisation and to achieve this requires the determination and commitment of all our people. Our Values give us a broad view of what we all need to bring to deliver to our Mission. In order to ensure we can translate this into all areas and across all levels, we have compiled the Acorns Behaviour Framework



The Behaviour Framework provides the behaviours we aim to see 'show up' in all of our people as we undertake our day-to-day roles. To make this most meaningful, we have created a graduated set of behaviours dependent upon on your role level within the organisation. The table below explains what each level means. The behavioural expectation increases with the role level meaning that those in roles leading others will need to demonstrate the behaviours at Level A&B plus those at Level C.

Career Level	Description	Role Level
A & B	Roles that are involved in the direct delivery of services	Front line delivery
C	Roles responsible for leading others or specialist roles that professionally guide others	Leading Others, Line Manager & Specialist
D	Roles that are responsible for leading an organisational function or specific area of delivery	Senior Leader
E	Roles that are responsible for leading the organisation	Executive Director

The behaviours will form part of how we measure overall individual performance and be used as a measure when recruiting to roles to ensure we have one collective and consistent view of the climate we want to create at Acorns. The framework is designed to be used to assess how well and how often each of the behaviours show up in you, so that those behaviours that show up less frequently can form part of your personal development and allow you to highlight and be recognised for the ones that are strongest.

Value:	CARING		
Core Behaviour Heading:	Unlocking Potential and Nurturing		
Definition:	Passionate about the service we offer and nurturing others to achieve great outcomes		
Career Level A&B	Career Level C	Career Level D	Career Level E
Commitment and Passion	Encouragement and Empathy	Advocacy and Ownership	Setting the tone for a caring and collaborative culture
<ul style="list-style-type: none"> Is considerate and takes time to understand others' views, values and beliefs by actively listening. Constantly strives to meet service and quality standards demonstrating resilience to overcome challenges. Views the client/customer as an individual and seeks to meet their needs. Takes ownership action to rectify issues or concerns as identified, escalating as appropriate. Is aware of how others perceive them and is responsive to feedback. Is vocal and sincere in the appreciation of others' efforts. Understands how own role relates to overall organisational goals. 	<ul style="list-style-type: none"> Encourages team members to express how they feel and accept when others do the same. Encourages team members to be supportive and empathic to others' needs. Works compassionately with the team to address the source of challenge. Recruits the right people with the right skills and behaviours for the organisation. Adapts leadership style to suit individual team members to create the right environment for success. Promotes team working by seeking ideas and opinions. Actively listens and works with team/individuals to overcome obstacles and barriers. 	<ul style="list-style-type: none"> Seeks out and shares a respectful appreciation for the ideas and contribution of teams/individuals across the organisation. Manages issues, disagreements and conflicts effectively to produce a constructive outcome. Inspires others to develop and explore future career progression opportunities, actively driving personal development. Creates a climate where people feel free to express their emotions. Flexible and adapts personal style to work with the character of the team. Shows tolerance to others and works well with a wide variety of colleagues. Considers the wellbeing of teams and takes action to address concerns. Takes responsibility for the promotion of team development and individual progression opportunities. 	<ul style="list-style-type: none"> Builds collaborative relationships across the organisation. Creates a culture of cross -unit/function working groups to achieve solutions. Takes responsibility to remove barriers and obstacles that cause frustration or hinder success – actively 'clearing the path'. Develops leaders who are authentic and self-aware. Takes time to listen and gain the full picture before drawing conclusions and deciding on actions. Creates a culture of recognition ensuring people are suitably equipped to perform and have opportunity to develop and progress. Creates a climate of positive critique – catching people doing the right thing and actively recognising this.
Less Effective Behaviours			
<ul style="list-style-type: none"> Does not take responsibility or ignores problems/concerns. Blames others rather than taking responsibility. Focuses on own area – working and thinking alone. 	<ul style="list-style-type: none"> Expects cooperation from others without any intention of reciprocating. Sits back and expects others to contribute or volunteer. Dismissive of others or antagonistic towards them. Participates in team only when it suits them. Not prepared to take the lead and drive things forward. Abdicates responsibility when problems occur. 		<ul style="list-style-type: none"> Does not adapt leadership style. Jumps to conclusions without seeking all the facts or understanding the context. Does not 'clear the path'.

Value:	COMMITTED		
Core Behaviour Heading:	Delivering Results and Growth		
Definition:	Focuses on and feels accountable for Organisational performance and successful growth.		
Career Level A&B	Career Level C	Career Level D	Career Level E
Motivated to complete own work	Achieves team goals and outcomes	Motivates and measures the results of others	Focuses on achieving high demanding tasks, enabling a culture of high performance and growth
<ul style="list-style-type: none"> Takes accountability for getting own work completed within agreed timescales and standards. Meets a consistent level of delivery against core role objectives. Checks for work errors and checks understanding so that quality of work remains high. Plans actions around achieving own and team goals. Organises own time effectively, prioritising key tasks. Takes ownership for self-learning and development agreeing and actioning a personal development plan. Regularly reviews own performance to identify areas for improvement by actively seeking feedback and assessing skills. 	<ul style="list-style-type: none"> Ensures the team have clear objectives, goals and targets to achieve. Encourages a culture of self-motivation not relying on 'carrots and sticks'. Delivers what is required within agreed timescales/ standards. Takes responsibility for understanding personal and team objectives, showing commitment to achieve them. Thinks and plans several steps ahead and prioritises tasks to meet deadlines. Helps to organise others time to support achievement of objectives. Remains focused on work in the presence of unanticipated distractions. Takes pride to get things right, working to deliver higher standards and results. Works collaboratively with others to ensure challenges are overcome. Actively coaches, motivates and supports others to achieve. 	<ul style="list-style-type: none"> Works closely with others to motivate and ensure results are met. Uses management information to measure and monitor results and take action to address challenges. Drives personal and team performance against agreed priorities. Agrees milestones and critical success factors. Works in the interest of the wider organisation, going the extra mile to support delivery of team objectives. Is relentless in the pursuit of success, overcoming barriers and obstacles to achieve. Deals with challenge and resistance effectively, demonstrating resilience when things go wrong. 	<ul style="list-style-type: none"> Is aligned to where the organisation is heading and draws up operating plans for 6 to 12 months. Consistently acts as a role model, engendering a culture of high performance and open communication. Ensures team and function(s) have clear sight of performance at all times, focusing others on achievement, effectiveness and efficiency. Is a 'self-starter', committed to the overall achievement of functional area goals and targets. Builds and utilises effective relationships with others to maintain continuity when faced with complex challenges. Takes a whole organisational view when setting objectives and goals considering colleagues views and client/customer needs.
Less Effective Behaviours			
<ul style="list-style-type: none"> Adopts a 'not my problem' attitude. Unconcerned about failing to meet performance standards. Lacks concern for the organisation's success. 	<ul style="list-style-type: none"> Micromanages and is reluctant to empower others. Does not trust others to get the job done. Unwilling to delegate. Does not address underperformance. Succeeding at any cost, especially at the cost of others. 		<ul style="list-style-type: none"> Is not focused on completion of results. Does not have effective questioning/listening skills. Does not actively coach others.

Value:	TRUSTED		
Core Behaviour Heading:	Service Focus and Accountability		
Definition:	Relentless in pursuing a consistent personal service experience with a passion to make it effortless for our clients, families, customers, supporters, partners and colleagues		
Career Level A&B	Career Level C	Career Level D	Career Level E
Puts the child, family, supporter and customer first	Motivates the team to build trust with the child, family, supporter and customer at the heart	Leads the way in role modelling service focused behaviours	Creates a culture where the service experience is relentlessly pursued .
<ul style="list-style-type: none"> • Recognises all clients/customers both internal and external and strives to meet their needs. • Listens attentively to the client/customer, showing care by building rapport. • Understands the value of the client/customer relationship, treating each as an individual. • Produces a consistent level of experience. • Demonstrates high personal integrity. • Respects others' views and ideas demonstrates empathy to understand the position of others. • Listens and questions to seek clarification ensuring full understanding where necessary. • Highlights any potential obstacles to achieving outcomes and seeks advice from line manager and others to meet client/customer expectations 	<ul style="list-style-type: none"> • Always strives to display high energy levels, even when enthusiasm has waned. • Acts on client/customer feedback and puts forward ideas for improvement. • Constantly exceeds expectations of clients, customers, and team members. • Ensures client/customer needs are met as a priority, striving for excellence by going the extra mile to act as a role model. • Actively mentoring others to strive for excellence. • Creates a working environment where the team are enabled and given permission to do the right thing for clients, customers, colleagues, and partners. • Makes ways of working as easy and relevant as possible, clearing the path for the team. 	<ul style="list-style-type: none"> • Wins 'hearts and minds', generating enthusiasm by ensuring the right support is given to deliver the client/customer needs. • Recognises individual and team achievements and "catches people getting it right". • Builds a culture of open communication, sharing updates and ensuring wider objectives are delivered in context to relevant teams. • Is "up close and personal" to truly understand the roles people perform, sharing the challenges faced and working with teams to overcome them. • Enables and maintains a consistent client/ customer ethos ensuring teams are focused on meeting and exceeding the needs of clients, customers, and colleagues. 	<ul style="list-style-type: none"> • Engenders a culture of collaboration where teams trust each other across departments to deliver for the client/ customer. • Is a role model by consistently communicating in a way that is easy to understand, being open and transparent with positive and constructive feedback. • Creates the right environment that enables teams to be flexible in their approach to meet varying client/customer needs. • Delivers on promises and ensures that a culture of accountability is lived on a day-to-day basis by spending quality time with teams. • Leads in demonstrating the values and client/customer ethos showing personal integrity, encouraging feedback from others to continually improve.
Less Effective Behaviours			
<ul style="list-style-type: none"> • Does not deliver on promises and commitments. • Openly complains about others and does not attempt to resolve issues with person. • Pursues own interests at expense or inclusion of others. 	<ul style="list-style-type: none"> • Ignores customer and service user feedback, discounting service experiences. • Fails to recognise the value and commitment of team members. • Does not clearly communicate or translate organisational imperative to make relevant to own team(s) • Does not effectively set the parameters of 'permission' for team. • Does not seek to simplify processes and practice to 'make it easy'. 		<ul style="list-style-type: none"> • Does not accept or listen to feedback from others. • Adopts a 'do as I say not as I do' attitude. • Does not actively recognise the achievements and efforts of others.

Value:	COLLABORATIVE		
Core Behaviour Heading:	Team Engagement and Inspiring Others		
Definition:	Ensures a high level of energy in own role and as part of a team and understands impact on overall organisational success, consistently focused on achievement, quality and continual development.		
Career Level A&B	Career Level C	Career Level D	Career Level E
Positive and Focused	Confident Influencer and Supportive	Energetic and Engaging	Inspirational, creating a culture of high performance
<ul style="list-style-type: none"> • Makes an effort to work with other team members by positively cooperating to achieve shared goals. • Shares information, skills and knowledge openly to ensure others are informed, understand and can succeed. • Seeks to inspire others with their passion and energy. • Reacts positively for requests to help and offers to support when colleagues are under pressure. • Actively engages with colleagues, exploring how they can support and share energy to help others. • Recognises the value of diversity in the workplace and embraces inclusivity. 	<ul style="list-style-type: none"> • Constantly focuses on going above and beyond to deliver the highest level of service and quality. • Continually assesses team members performance, recognising great performance and providing feedback on development areas. • Inspires people by bringing energy and passion to the team, inspiring others to join the revolution. • Understands what motivates each team member and actively uses this to inspire them. • Openly shares knowledge and expertise to allow others to learn and grow. • Champions diversity and inclusion to ensuring the climate to succeed is created for everyone in their team. 	<ul style="list-style-type: none"> • Builds highly effective cross - organisational working relationships. • Creates a culture of coaching and continual development to build and maintain energy and focus and address any underperformance. • Makes sure colleagues are consulted and involved regarding issues that affect them. • Is accessible and involved, listens and shares knowledge showing others the way and how they can contribute. • Creates a climate where diversity and inclusion are celebrated ensuring team cohesion and actively addressing any concerns. • Demonstrates a high level of energy and resilience to ensure everyone has what they need to succeed. 	<ul style="list-style-type: none"> • Sets the vision for others to follow, ensuring they take them with them on the journey, demonstrating personal integrity. • Creates a culture of understanding and support by getting up close and being in proximity with the business. • Engenders a culture of belonging, engaging teams by consistently recognising a job well done so everyone can be proud of their achievements. • Shows exceptional pace of execution, being upbeat, energetic and resilient. • Unafraid of failure but sees it as an opportunity to learn. • Champions development by encouraging and supporting people to develop their teams.
Less Effective Behaviours			
<ul style="list-style-type: none"> • Procrastinates and puts off doing anything to improve. • Only strives to deliver the basic standard. • Reluctant to share skills and knowledge or work with others. 	<ul style="list-style-type: none"> • Is not visible and accessible to support and guide others. • Does not explore how things have been done, failing to draw lessons from successes and failures. • Does not seek to motivate and engage teams by taking time to know them. • Adopts an approach of telling people what to do in place of coaching and mentoring. 		<ul style="list-style-type: none"> • Has low energy, uses negative or neutral language. • Is slow to respond and take action even when it is clear what needs to happen. • Is constantly critical and does not focus on the positive.

Value:	COURAGEOUS		
Core Behaviour Heading:	Stretch and Challenge		
Definition:	Embraces and implements new ways of thinking and working for continuous improvement.		
Career Level A&B	Career Level C	Career Level D	Career Level E
Supports new ways of thinking	Acts to bring about change	Creates the right environment for innovation	Defines and champions new thinking
<ul style="list-style-type: none"> Is positive about and recognises the benefits of change. Sees change as vital for continuous improvement. Demonstrates a willingness to try new ways to do things differently. Has a voice to offer constructive views and ideas for improvement. Continues to achieve goals and objectives in a climate of change. Actively seeks to understand wider organisational/Directorate goals and imperatives. Takes responsibility to keep up to date with changes and wider organisational progress. Looks for opportunities to learn new skills to enhance capability in current role and for future career progression. 	<ul style="list-style-type: none"> Looks for creative ways to work to increase efficiency and effectiveness. Explores and challenges existing processes. Is confident in challenging team appropriately where behaviours or standards are not fully met. Remains positive and constructive when faced with change even where there is ambiguity. Actively coaches others through times of change, demonstrating positive acceptance and explaining how the change is beneficial to re-shape negative thinking. Remains effective during times of change even when priorities and objectives change significantly. 	<ul style="list-style-type: none"> Creates an environment that challenges others to think about things differently. Engenders a culture of open dialogue where it is safe to speak up and bring forward new ideas. Leads by example, going first to improve systems and ways of working. Energetic about getting fresh thinking from others and demonstrates necessary impetus to instigate change. Sets challenging projects or activities to motivate people and develop within their roles. Respects and effectively manages differing emotional reactions to change, offering support and practical guidance. Evaluates successes and failures to learn and repeat or stop in the future, encouraging others to do the same. 	<ul style="list-style-type: none"> Challenges the 'status quo' constantly re-evaluating and anticipating what will be needed for the future. Anticipates how change will impact upon others and maps out the steps to build commitment to change. Effectively forecasts changes in the marketplace, seeking opportunities and trends. Provides a clear sense of direction in times of uncertainty, setting a clear vision and measures for the change. Uses imagination and takes appropriate risks to support change and foster a culture where others willingly follow. Acts as a role model for change by consistently demonstrating the right behaviour and attitude, investing significant personal effort in implementation.
Less effective behaviours			
<ul style="list-style-type: none"> Stays in comfort zone or avoids trying new methods. Is critical of changes and negatively questions the need for change. Hangs on the past or tried and tested. 	<ul style="list-style-type: none"> Creates change for 'change's sake' without considering the business impact. Waits for others to take the initiative. Unwillingness to explore how things be may approached differently. Does not encourage or inspire ideas in team. 		<ul style="list-style-type: none"> Thinks primarily about own team and function rather than of the whole organisation. Fails to bring clarity and steer others in times of change.

Value:	CURIOUS		
Core Behaviour Heading:	Imagination and Innovation		
Definition:	Engages an open-minded approach to challenge the status quo, seeking to understand and being creative to provide innovative solutions and strategies, keeping up to date with technical and professional skills.		
Career Level A&B	Career Level C	Career Level D	Career Level E
Seeks to connect and shares new ideas	Creates new practices within team	Seeks new ideas and opportunities	Engages and enthuses the organisation to be creative and innovative
<ul style="list-style-type: none"> Shows empathy for others' feelings and views being genuinely interested in their concerns and situation. Is passionate about continual development and learning to ensure skills and knowledge are constantly up to date. Engages with a range of people across departments to gain a full understanding of how things work around here. Adapts to new ways of working in line with changing organisational requirements. Identifies problems, issues and opportunities to improve by using information and data/feedback to seek process and service improvements. 	<ul style="list-style-type: none"> Creates new and innovative practices to meet the needs of the department and client/customer. Seeks to fully understand situations by asking questions and actively listening. Is open minded always seeing the possibilities. Makes decisions and clear recommendations based upon a range of relevant information. Provides advice and guidance to support less experienced or confident colleagues. Anticipates and acts in the short term to create opportunities or avoid a crisis. Keeps up to date on specific and technical elements related to their role or area of work. 	<ul style="list-style-type: none"> Generates solutions to improve performance, using expert knowledge of technical, product or best practice to improve results. Communicates the 'big picture' to others to encourage creative problem solving. Encourages and supports 'risk taking' to allow for new ideas to be tested. Looks for gaps and inconsistencies in information and investigates to gain greater clarity. Asks the right questions, actively being curious as to how and why things are the way they are. Steps back from complex situations to gain a high level of understanding to make informed decisions. 	<ul style="list-style-type: none"> Adapts strategy to meet changing demands. Uses networks to develop ideas of future direction and strategy. Engages and enthuses others in new ways of working by using own knowledge to innovate and find ground-breaking approaches to deliver value to the organisation. Is constantly curious demonstrating interest by asking questions to fully understand the organisation and its challenges. Harnesses new technologies and/or approaches from other external environments to develop new and improved ways for working and delivering service. Constantly scans the environment keeping up to date and in touch with emerging trends.
Less Effective Behaviours			
<ul style="list-style-type: none"> Is not concerned or interested in actions outside of own team or department. Does not accept outputs from data sets and Management Information. Is resistant to change or trying new things. 	<ul style="list-style-type: none"> Complacent about keeping up to date with technical skills or marketplace trends. Does not seek to understand before taking action. Reluctant to adopt new ways of working or explore how things may be changed. Looks to others for the answers, waiting for solutions to be provided. 		<ul style="list-style-type: none"> Fails to engender a culture of curiosity. Prefers to stick to tradition. Takes decisions without engaging others/gaining facts. Acts alone and does not interact with other areas of the organisation.



**WE ARE A UNICEF UK SILVER
RIGHTS RESPECTING SCHOOL**

**Children's rights are learned, understood
and lived in this school.**



**RIGHTS
RESPECTING
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RIGHTS AWARE**

Appendix 2

Acorns Equality Objectives Action Plan 2021 / 2025

	Objective	Action to be taken	Personnel responsible	Timescale	Measure	Impact
1.	To achieve the Silver and Gold UNICEF Rights Respecting Award	Champions across care teams leading on UNICEF initiatives. Action Plans completed and Evidence to be collated into reports.	Director of Care	Silver 2021-2022 Gold 2022- 2024	Being awarded the Rights Respecting Awards	<ul style="list-style-type: none"> ✓ Empowering all children and YP using our service ✓ External recognition that children are at the centre of all we do at Acorns
2.	Review of E&I training provided to retail volunteers	Programme developed and delivered	Head of Talent Acquisition and Development	2022- 2023	80% of retail volunteers completing E&I training	<ul style="list-style-type: none"> ✓ Increased awareness of volunteers on E&I issues ✓ Improved customer service ✓ Attraction of more diverse workforce
3.	Supporting workforce with increased access to wellbeing support	Completion of a Wellbeing Strategy	Director of People and Culture	2021-2024	WinningTemp feedback Wellbeing Strategy Thrive at Work Accreditation	<ul style="list-style-type: none"> ✓ Increased ENP score ✓ Good workforce retention benchmarked against same sector organisations
4.	Achieve the Diversity Award annually following a published annual Diversity and Inclusion Report.	Collation of evidence throughout the year to demonstrate inclusive practice.	Director of Care	2021 2022 2023 2024	Being awarded the Diversity Award	<ul style="list-style-type: none"> ✓ Pride in our workforce of Acorns inclusivity for all those accessing services ✓ Reassuring for CYP and Families accessing Acorns ✓ External recognition of Acorns commitment to Equality and Inclusion
5.	To involve our children and families including those we do not hear from often, in shaping services.	Development and implementation of engagement strategy	Deputy Director of Care – Family and Care Services	October 2021	Annual report evidencing the involvement and outcomes from user engagement and views throughout the year.	<ul style="list-style-type: none"> ✓ Services are led by our CYP and Families ✓ Empowerment of CYP and Families ✓ New service developments have service user input.
6.	Ensure our services reflect the broader demographic of people across the West Midlands in all our communications	Care Review Recommendations addressed Persona project completed Brand Awareness project completed Diversity of Acorns People	Director of Care Head of Communications Director of People and Culture	2021- 2024	Outcomes from actions embedded into 2022-2024 strategy	<ul style="list-style-type: none"> ✓ Increasing Acorns reach (more children having access to our services) ✓ Improved awareness from all stakeholders on Acorns services.

Appendix 3

Action	Timescales	Owner	Progress
Key Priority: Review existing engagement activity			
Incorporate compliments into service user feedback reports	April 2022	Deputy Director of Care Family and Care Services. Project Officer	Complete
Discontinue use of postcards	Immediate	Deputy Director of Care Family and Care Services.	Complete
Key Priority: Improve access to opportunities for engagement			
Roll out interpreting app for use with families where language is a barrier to engagement	May 2022	Project Officer	In progress Contract in place and user guidance for staff prepared. Trial with Birmingham FTM's expected in April 2022 and rolled out to all staff in May 2022.
Add a link and QR code (sticker) to discharge forms to enable parents to provide feedback using their own devices.	April 2022	Deputy Director of Care – Clinical Services Project Officer	In progress. To be rolled out in Q1 2022.
Feedback by SMS - Provide families with links to surveys by SMS for completion after their stay	Spring 2022	Project Officer	In progress. Consent form agreed March 2022, and request has been submitted to Data Support for this to be incorporated into the electronic HNA with a report that can be used by Admin to send links to surveys to families.
Key Priority: Involve families in consultation for specific projects within Care			
Testing and feedback on Family Portal developments	March 2022	Project Officer	Complete Testing sessions held w/c 16 th March and feedback received will result in some development requests and changes to guidance.
Involvement for all Service Developments and facilities projects. Surveys - Walsall refurb	March 2022, Ongoing	Director of Care	In progress Survey shared with parents by letter in Feb 2022 and as a part of the display in the Walsall hospice.
Key Priority: Increasing our reach			
Work with external partners, commissioners, other charities, and parent groups to build on findings of care review to identify the key barriers to access and plan measures to overcome these.	Ongoing	Director of Care Deputy Directors of care	In progress Reintroduction of monthly Professional Days from Feb 2022 at all hospices.