

BUSINESS PLAN 2017



The Muslim Network is an inclusive staff network open to employees of PHE and related organisations (DH, NHS and Civil Service) with an interest in Islam and a passion for equality, diversity and inclusion.

This business plan applies for March to December 2017, and will be reviewed at an AGM in January 2018.

Our organisational structure is based on a model of consultation and collaboration between government health agencies and the Civil Service Muslim Network. The named members have been selected to represent the wider staff community in matters relevant to the work of the PHE Muslim Network.



1. Active listening

Understand the needs of PHE staff in matters related to Islam and its adherents

- Understand workforce representation by faith denomination and compare this to published data from Civil Service and industry.
- Establish accessible forums and communication channels championed by site leads to engage and understand the needs of all staff in relation to Islam and Muslims.
- Work with HR & Facilities to ensure provision of multi-faith spaces across the PHE Estate.

Objective	Deliverable	Timing	Success measure
Establish Network representation across PHEs national and global footprint.	Work with Communications team to promote the Network through posters and digital communication across the PHE estate. Advertise Site leads roles and recruit representatives to enable face-to-face coverage across the PHE regions.	May 17	Aspirational target to increase MN membership by 20%. Formalise organisational structure and regional representation
Establish channels for communicating Members opinions to senior Management.	Ensure Network representation at the Diverse & Talented Board meeting and support delivery of the PHE Diversity strategy.	April 17	Network promotional materials
Provide regular opportunities for members to meet.	Publish calendar of events for Members and non-members on intranet.	April 17	Events calendar
Ensure multi-faith facilities are accessible at sites and events for prayer and faith practise.	Liaise with HR & Site leads to map out multi-faith facilities at each of PHE's sites. Encourage member involvement in local and national network initiatives.	Dec 17	Published directory of facilities and guidance Attendance at meetings, events and engagements
Survey and review workforce population by faith to better understand their needs.	Explore opportunities to inform Line Managers and staff about diversity Networks and services at the point of induction or during employment. Develop diversity survey with HR and Diversity leads for consultation and benchmarking purposes. Analyse Diversity Dashboard by faith characteristics.	Ongoing Ongoing	Diversity survey to cover MN members and non-members

2. Raise awareness & increase engagement

Manage the network and increase its visibility

- Increase Network's visibility and continue to develop an inclusive and involved network, open to members of related organisations who want to make a positive difference in the faith arena, for the benefit of members and PHE.
- Provide support and constructive challenge regarding issues which affect PHE colleagues and showcase a culture of professionalism, confidentiality and respect for others.
- Actively contribute to PHE's Diversity and Inclusion strategy along key themes.
- Support and encourage better representation, help to build Capability and also champion Inclusion in PHE.

Objective	Deliverable	Timing	Success measure
Engage with members and colleagues across PHE to promote the activities of the Network and agree national and regional plans.	Produce Muslim Network members' updates summarising key messages and activities. Ensure members' contributions are captured and shared with wider audiences.	Quarterly	Feedback from members
Develop policies which recognise faith and practise within the workplace.	Prepare guidance with HR for managers and staff. Work closely with HR & diversity leads across PHE and partner organisations.	From Mar 17 Ongoing	Feedback from key stakeholders including Executive Champions and diversity leads
Facilitate the sharing of thoughts & ideas and the exchange of good practice.	Organise regional events for the whole workforce including lunch and learn sessions with invited speakers. Develop working relationships with like-minded external organisations to benefit from their experience. Establish inter-organisational communications to share information about effective staff engagement.	March 17 Ongoing	Delivery of face to face or online forums with members Feedback following learning events and workshops

3. Support Public Health delivery & community engagement

Aligned to PHE 2017–2020 equality objective “*Supporting the health system*”

- Assist in delivering PHE mission of protecting and improving the nation's health and wellbeing, working to reduce health inequalities especially those focused on UK Muslim populations.
- Support PHE public engagement activities targeting the Muslim community.
- Raise awareness of Network resources and Health & Wellbeing to other organisations..

Objective	Deliverable	Timing	Success measure
Engage HR, Policy and Communications stakeholders to prepare health resources related to the Muslim community for internal and external distribution.	Understand PHE Strategic priorities & Equality duty, thereby identifying opportunities where MN can add value.	April 2017	Identified Health & Wellbeing priority areas which the Network can support
	Liaise with PHE Policy and academic partners to research and develop PHE resources about Health and Wellbeing in relation to the Muslim community.	Dec 2017	
Supporting PHE's objectives by encouraging discussions, advising government and supporting local government-led action and public empowerment especially within the Muslim community.	Develop relationships with faith leaders and authorities for review and distribution of materials.	Ongoing	Established contacts with Civil service Diversity leads and External partners interested in Health & Wellbeing Drafted guidance information for the Muslim community
	Support communications and stakeholder mapping to facilitate improved uptake of PHE campaigns or activities.	Aug 2017	
	Review materials for public distribution on matters which may relate to faith communities e.g. Hajj vaccination, Ramadan guidance.	Ongoing	
Establish contact with HR & Networks across government departments and ALBs.	Promote Network updates and health guidance across Civil service and external networks.	Ongoing	Advice delivered to internal stakeholders, Policy teams or partner organisations.

4. People Development

Support colleagues to aspire and achieve their full potential. Aligned to PHE 2017–2020 equality objective “*Engaging and developing PHE staff*”

- Build awareness and support network members to better understand their own developmental needs, enable them to review their careers and assist them to develop and acquire the tools and skills they need to achieve this.
- Work with policy makers to address any barriers to recruitment, progression and retention of suitable Muslim colleagues.
- Encourage take up of PHE & Civil Service Wide developmental programmes including Fast Stream, Mentoring & Apprenticeship schemes.

Objective	Deliverable	Timing	Success measure
Identify and review learning and development needs of members through discussions with internal stakeholders (Diversity leads), Civil Service networks and external partners. Provide appropriate support to help meet learning and development needs.	Promote shadowing, mentoring and coaching opportunities within the Muslim Network and across Civil Service.	Ongoing	Organise learning opportunities with senior management on areas of interest.
	Work with Learning and Development, regional talent leads and other key stakeholders to help and support managers to spot, encourage and nurture talent.	Ongoing	Champion career development opportunities.
	Encourage member involvement in local and national network initiatives.	Ongoing	Consultations with Talent & Diversity programme boards.
	Provide support for network members for job applications and competency examples through the Competency Support Network.	July 17	

5. Contribute to the delivery of the wider Civil Service agenda

→ Actively contribute, engage and share best practice with the Civil Service Muslim Network (CSMN) and other cross-government diversity forums.

Objective	Deliverable	Timing	Success measure
Raise awareness of Civil Service priorities with members and keep members updated on progress of delivery of objectives.	Strengthen collaboration with, and influence within, the CSMN.	Ongoing	Collaboration with CSMN and other Civil Service networks
Maintain regular communications and interaction with CSMN through attending meetings, conferences and seminars.	Establish strong links across other Diversity Networks.	Ongoing	Promotion of diversity activities across Civil Service
Encourage communication and coordination between PHE, CSMN and Partner organisations (NHS, DH).	Support cross government Networks.	Ongoing	Feedback from MN Representatives to CSMN and other Diversity & Talent stakeholders