

TRUST BOARD MEETING

25 JANUARY 2018

Paper Title:	Equality, Diversity and Inclusion Workforce Strategy
Lead Director:	Sandra Knight, Director of HR & OD
Paper Author:	Lisa Wright, Head of Equality
Agenda Item:	9
Presented For:	Approval
Paper Category:	Quality

Executive Summary:

The Equality, Diversity and Inclusion Strategy is a new strategy that supersedes the former BAME in Employment Workforce Strategy. It is a broader strategy in that it encompasses the main protected characteristics not just ethnicity and also brings together the legal requirements under the gender reporting, Workforce Race Equality Scheme, Disability Equality Scheme, and the Equality Delivery System. It also encompasses the Trust's ambitions to achieve a shift in culture to one that embraces diversity and inclusion across all dimensions leading to a workforce reflective of the population it serves and one that staff wish to remain working in and are attracted towards.

The Strategy is accompanied by an action plan that sets out measurable objectives aimed at delivering on our legal responsibilities but also achieving the shift in culture toward one that truly embraces equality and diversity. These objectives encompass ongoing actions from the former BAME in Employment Workforce Strategy as well as setting out new actions focused on the culture shift many of which have attracted external funding and support to ensure they are deliverable.

The CQC 'Equally Outstanding Guide' for the NHS sets out the clear link between staff feeling valued and respected with equal opportunities and outstanding quality care. Bradford District Care Foundation Trust is striving to be an outstanding care provider and employer. This strategy is an integral part of that journey to outstanding services and care.

Recommendations:

That the Board is asked to:

- Review and comment on the attached new Strategy and Action Plan and the governance, monitoring and reporting arrangements set out
- Approve both documents and the programme of work set out making any further recommendations as appropriate

Governance/Audit Trail:

Meetings where this item has previously been discussed (please mark with an X):						
Audit Committee		Quality & Safety Committee		Remuneration Committee		Finance, Business & Investment Committee
Executive Management Team	x	Directors		Chair of Committee Meetings		Mental Health Legislation Committee
Council of Governors						

This report supports the achievement of the following strategic aims of the Trust: (please mark those that apply with an X):	
Quality and Workforce: to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	x
Integration and Partnerships: to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	x
Sustainability and Growth: to maintain our financial viability whilst actively seeking appropriate new business opportunities	

This report supports the achievement of the following Regulatory Requirements: (please mark those that apply with an X):	
Safe: People who use our services are protected from abuse and avoidable harm	x
Caring: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	x
Responsive: Services are organised to meet the needs of people who use our services	x
Effective: Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	x
Well Led: The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	x
NHSI Single Oversight Framework	

Equality Impact Assessment :
The Strategy itself is focused on reducing any disadvantage across the range of protected characteristics

Equality, Diversity and Inclusion Workforce Strategy Bradford District Care NHS Foundation Trust 2018 – 2021

1.0 Introduction

This strategy sets out the Trust's commitment to developing and maintaining a diverse workforce; a workforce that experiences equality of experience and in job satisfaction.

Bradford District Care Trust is striving to be an outstanding provider of care. Research¹ has proven that there is a clear link between the satisfaction levels of the workforce and the quality of care. The Workforce Race Equality Standard (WRES), Data draft Workforce Disability Equality Standard (WDES) Data and Stonewall research tell us that BAME staff, LGBT staff and Disabled staff regularly experience and report lower levels of satisfaction, equal opportunity and more discrimination, abuse and harassment. The strategy outlines the activity that will be undertaken to improve the WRES, WDES and Gender Pay Gap data for these groups and other disadvantaged groups in society.

The strategy builds on the Black, Asian and Minority Ethnic Diversity in Employment Strategy which ran from 2014 to 2016 with the aim of tackling barriers to career progression for BAME staff. The objectives set out within the strategy continued to be progressed in 2017 and reported into the Board in advance of this strategy being developed. The outstanding actions from the previous strategy have been incorporated into this new strategy. The evaluation of that work emphasised the need for a shift in focus and emphasis to concentrate on ensuring the essential building blocks are in place around recruitment and retention and delivering a smaller number of actions, mostly led by operational services, that are all aimed at achieving a sustainable cultural shift, to one that is inclusive and that will attract and retain staff.

The on-going challenges facing the NHS and the Trust including the scale and pace of change puts the need to engage with staff in an authentic and meaningful manner centre stage. This will mean supporting and engaging with leaders at every level so that they understand the need for change and are able to play their part in helping to create an inclusive and high performing culture.

Bradford District Care Foundation Trust delivers Community and Mental Health Services to an extremely diverse community of service users and carers in Bradford, Airedale, Wharfedale and Craven, and Wakefield and across the Yorkshire and Humber region. Our services touch the whole community ranging from Health Visiting that supports families with new babies right through to services for older people and Palliative Care offering support at the end of life.

36%² of the Bradford Local Authority area 4% of the Craven Local Authority area and 7% of the Wakefield Local Authority area³ are from a Black and Minority Ethnic Community.

In the 2011 Census, around 38,000 men and 48,000 women aged over 16 in Bradford reported a long term illness or disability which limited their day to day activities. Of these only 20% were in employment⁴.

¹ Equally Outstanding CQC

² Census 2011

³ State of the District Report Wakefield DC 2017

⁴ Understanding Bradford BMDC 2013

Around 6%⁵ of the national population are estimated to be LGB which is approximately 32 280 people in Bradford, 3216 in Craven and 19 920 in Wakefield.

This diverse population needs an NHS organisation providing services that reflects its make-up. A diverse workforce delivers services that are appropriate and responsive to community needs.

Paul Corrigan, CQC Non-Executive Director said recently at the launch of the CQC's 'Equally Outstanding Guide' that, "There is a clear link between the quality of care a service provides and whether the people who use it and its staff feel that their human rights are respected and they are treated equally".⁶

- CQC analysis of NHS trusts' ratings shows that staff in acute or combined trusts with higher ratings are less likely to say they have experienced discrimination, bullying or harassment.
- Research looking at the NHS staff survey and inpatient survey found that where Black and Minority Ethnic staff experienced discrimination, there tended to be lower levels of patient satisfaction.
- Equally, a care setting where staff do not feel valued and respected is more likely to experience absenteeism, high staff turnover and recruitment problems – with implications for both care quality and finances.⁷

Bradford District Care Foundation Trust aims to be an outstanding care provider that effectively and efficiently meets the needs of its service users and carers. This strategy sets out how over the next three years the Trust will continue its commitment to ensure all staff are free from discrimination, feel equally supported in career progression and opportunities and report the same levels of satisfaction with their role at the Trust. It moves beyond a focus on predominantly BAME staff to address workforce equality across all protected characteristics. Whilst the strategy focuses on addressing disadvantage and disproportionate representation experienced by those with protected characteristics, the actions and approaches focus on including and attracting into the workforce all sections of the community who may or may not have protected characteristics. The aim of achieving a workforce reflective of the communities it serves remains.

2.0 Background

In 2012 Bradford District Care Foundation Trust (BDCFT) adopted the NHS Equality Delivery System (2). The EDS2 provides NHS organisations with a framework to assess and develop their equality work. It focuses on both care equality and workforce equality.

Through extensive research into health inequalities and stakeholder involvement a set of Equality Objectives were launched to meet the Public Sector Equality Duty. One of those Equality Objectives was to 'Reduce the inequalities faced by Black and Minority Ethnic Staff and Job Applicants'. That objective ran from 2012 – 2016. The outcomes of that work were:

- Research and a report about the hypothesis that there were barriers to career progression at the Trust for BAME staff.
- A 'BAME Diversity in the Employment Strategy' launched in 2014.
- The setting of a target, to work towards 35% of all staff at each pay band being from a BAME background. That is the same percentage of the Bradford working age population that are from a BAME background.

⁵ Model Estimates of LGB population of England Public Health England 2017

⁶ CQC website Equally Outstanding Launch 2017

⁷ CQC Equally Outstanding 2017

- The design, development and delivery of the Moving Forward Career Development Programme for BAME staff in bands 5 and 6 that have experienced barriers to their career development.
- Development of key messages about unconscious bias and the importance of inclusive leadership that have been embedded into the Trust's Leadership and Management Frameworks and Recruitment and Selection Training.
- Collection and provision of performance data on how we are moving towards the 35% target.

In 2015 NHS England launched the Workforce Race Equality Standard. This standard is now in its third year and requires NHS organisations to provide data to NHS England on their performance on the following nine metrics:

1. Percentage of BAME staff in Bands 8-9, VSM (including executive Board members and senior medical staff) compared with the percentage of BAME staff in the overall workforce.
2. Relative likelihood of BAME staff being appointed from shortlisting compared to that of White staff being appointed from shortlisting across all posts.
3. Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
4. Relative likelihood of BAME staff accessing non-mandatory training and CPD as compared to White staff.
5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.
6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
7. Percentage believing that trust provides equal opportunities for career progression or promotion
8. In the last 12 months have you personally experienced discrimination at work from any of the following?
b) Manager/team leader or other colleagues
9. Boards are expected to be broadly representative of the population they serve.

The past three years WRES reports submitted by the Trust and the WRES action plan can be viewed here <http://www.bdct.nhs.uk/about-us/key-information/equality-and-diversity/>

3.0 New Strategic Drivers 2018 - 2020

In 2016 the BDCFT Equality Objectives were refreshed. Three new workforce related objectives were agreed. They are:

- To implement the Workforce Race Equality Standard.
- To prepare for the implementation of the Workforce Disability Equality Standard by preparing data and developing and delivering plans to tackle the issues identified.
- To publish the Gender Pay Gap and develop an action plan responding to the data.
- To implement the recommendations in the Unhealthy Attitudes Stonewall Study and Equity partnership LGB&T Local Health Needs Assessment.

These were in response to:

- A new **Workforce Disability Equality Standard (WDES)** to be launched by NHS England

in April 2018. The metrics are likely to be similar to those set out in the WRES with additional ones linked to the percentage of disabled staff feeling pressure to attend work when they are unwell.

- The **Equality Act 2017 Regulations** requiring public sector organisations to calculate and publish their **Gender Pay Gap** in April 2018. This tells us of any difference between what men and women are being payed. The data will be comparable across the country.
- The **Stonewall Unhealthy Attitudes Survey**⁸ and **BDCFT Workplace Culture Survey**⁹. These national and local studies identified the issues for LGBT patients accessing NHS services and for NHS staff in the workplace.

The Equality, Diversity and Inclusion Workforce Strategy aims to address the issues identified over the past year in preparation for the standards and regulations listed above as well as the information we provide annually to NHS England as part of the Workforce Race Equality Standard.

4.0 The Current Picture

The workforce issues facing the NHS nationally are mirrored within Braford District Care Foundation Trust making this a key priority for improvement. Progress has been made in some areas but there are still significant differences in the way staff from protected characteristic groups experience work.

4.1 Workforce Race Equality

The BAME Diversity in Employment Strategy that ran from 2014 – 2017 made a positive impact on the WRES metrics proving that this approach can make a difference. The following impact has been made:

- There has been an increase in the percentage of **BAME staff in bands 8 – 9** over the 4 year period from 6.7% in 2014 to 10.4% in 2017.
- There is now no difference in the likelihood of **BAME applicants being appointed after shortlisting** when compared with White staff.
- The gap between BAME staff and White staff reporting having experienced **harassment, bullying or abuse from patients, relatives or the public** has reduced over the time period from 6% more BAME staff having experienced it to 3% and now to 0.25%.¹⁰
- The gap between the percentage BAME staff and White staff **believing that the Trust provides equal opportunities for career progression and promotion** has narrowed by 4% over the time period, which is 1% per year reduction.
- There has been a steady reduction in the gap from 30% to 8% between BAME staff and White staffs **reporting of experiencing discrimination at work from a manager / team leader or other colleagues**.
- 6.25% of the **Trust Board was from a BAME background** in 2014 and during the 2017 reporting period that had increased to 8.3%.¹¹ (This was at the time of the WRES national data upload – the position has now decreased following recent changes in the Non-Executive Director Board membership)

Although there have been positive changes in reducing the gap between how BAME and White staff report experiencing and feeling about their work, there are still significant gaps that need to continue to be addressed. These are:

⁸ <http://www.stonewall.org.uk/our-work/campaigns/unhealthy-attitudes>

⁹ BDCFT study carried out by Rebecca Hewitt in 2015

¹⁰ BDCFT WRES data 2017

¹¹ NHS England WRES data <https://www.england.nhs.uk/wp-content/uploads/2014/10/WRES-Data-Analysis-Report.pdf>

- BAME staff are almost twice as likely to enter the formal disciplinary process compared to White British staff.
- BAME Board representation is 8%.
- Still an 18% difference between BAME and White Staff believing that Trust provides equal opportunities for career progression and promotion.
- There has been a constant gap of 4% more BME staff experiencing harassment, abuse or discrimination from staff until 2016 year when that gap increased to 5%.
- There is still an 8% gap in the percentage of BME and White staff who report personally experiencing discrimination at work from a Manager / Team Leader or other colleagues.

4.2 Workforce Disability Equality

Over the past few years we have collected data in preparation for the Workforce Disability Standard. A summary of the information collected is below:

- Only 4% of staff members **disclose a disability** within their Electronic Staff Record whereas in the confidential staff survey 23% of respondents disclosed that they had a disability.
- In ESR 26% of staff have left the category '**undefined**'; so do not answer the question.
- As the figures are so low it is difficult to take meaningful learning from the breakdown of that data at band and staff group level.

In the 2017 BDCFT NHS Staff Survey:

- 72% of Disabled staff compared with 52% of non-Disabled staff reported **feeling pressure to attend work despite feeling unwell** in the last 3 months.
- 74% of Disabled staff compared with 84% of non-Disabled staff believes that the organisation provides **equal opportunities for career progression / promotion**.
- Less Disabled staff (2.95) than non-Disabled staff (3.11) report being **satisfied with their appraisal**. (This is out of a score of 5, where 5 is the best score)
- 30% of Disabled staff report experiencing **abuse, harassment or discrimination** from staff in comparison with 18% of non-Disabled staff.

4.3 Workforce Gender Equality

BDCFT produced and analysed Gender Pay Gap information in March 2017 in preparation for the requirement to publish by 31st March 2018. The current gender pay gap calculated using the specified mean calculation is 6.86% in favour of males or £1.11. This has decreased by 1.68% since the previous report in March 2016. The average hourly rates of pay are £14.88 for females and £15.99 for males. This calculation is based on full time employees only.

The Equality and Human Rights Commission have recently published data for benchmarking against. The national gender pay gap is £2.41 £2.55 for England and £2.27 in Yorkshire, £2.13 in West Yorkshire and £1.66 in Bradford.

4.4 Workforce Sexual Orientation Equality

Basic data is analysed as part of the Trust's bi-annual workforce equality data analysis. Below is a summary of that information.

- 32% of the workforce do not disclose their sexual orientation within the Electronic Staff Record.
- The Trust now has a new Chair and Vice Chair for the LGBT Network and will be working

with them and also using feedback from the Equity Partnership to identify how we might achieve an in

- crease in reporting and further support LGBT staff.

5. Key objectives for attracting, developing and retaining a Diverse and Inclusive Workforce

A series of staff and service user focus groups and meetings with the staff networks took place to identify priorities to move this work onto the next stage of achieving a culture change that is felt across all services and for all staff across the Trust. Those meetings and the Equality Objectives, data and current position summarised on pages 5, 6 and 7 have led to the following priorities being identified for development over the 3 years. The focus of all of this work is to positively change culture whether it relates to recruitment and workforce planning, performance and progression or bullying, harassment and victimisation. This has been proven to make a difference in improving the metrics around this agenda.

	Objectives
1.	<p><i>Embed the Strategy across the Trust</i></p> <ul style="list-style-type: none"> • Business units to develop objectives that support the delivery of this strategy based upon data and intelligence provided as a workforce equality dashboard. • Communication about the strategy and the workstreams is regularly shared across the Trust and externally to ensure staff and community awareness, engagement.
2.	<p><i>Creating a Diverse and Inclusive Culture</i></p> <ul style="list-style-type: none"> • Facilitate an ongoing conversation with staff from the protected characteristic groups about their experience and satisfaction as a means to steering the strategy and monitoring culture change. • Support the staff networks to contribute to this agenda and support the delivery of these priorities. • Deliver training for team leaders in developing the Confidence and Skills to Have Challenging and Constructive Discussions with Staff from a Diverse Range of Backgrounds • Introduce and embed a Cultural Change Makers Programme focusing on delivering equality objectives. • Work with the Bradford Teaching Hospitals Foundation Trust on a Rainbow Symbol Campaign. The Rainbow Ribbon will be allocated to staff who pledge their support of the principle from the Stonewall LGB Unhealthy Attitudes Research and BDCFT LGBT Staff Survey.

	Objectives
3.	<p data-bbox="188 136 893 168"><i>Improve and Explore Data to Support Delivery</i></p> <ul data-bbox="188 212 1487 1164" style="list-style-type: none"> <li data-bbox="188 212 1487 280">• Increase the number of staff completing the Disability and Sexual Orientation sections of ESR. <li data-bbox="188 324 1487 425">• Request additional analysis of the staff survey data by Sexual Orientation for 2017 from the staff survey provider. Ethnicity, Disability, Gender and Age analysis is already undertaken. <li data-bbox="188 470 1487 571">• Carry out a review of grievances and disciplinaries to look for differing treatment and/or outcome for staff from other protected characteristic groups and determine actions to address. <li data-bbox="188 616 1487 716">• Further in-depth review of the impact of Moving Forward on the graduates of the programme and identify any barriers to progression that can be addressed through this work. <li data-bbox="188 761 1487 862">• Publish the Gender Pay Gap figures and benchmark the data with other comparable Trusts across the country; including analysis of the outcome of any bonus systems identified in the process. <li data-bbox="188 907 1487 985">• Review starting salaries for staff in areas that have the widest pay gaps to ascertain if there is any issue with gender inequality to address. <li data-bbox="188 1030 1487 1164">• Triangulate data collected through incident reporting forms, grievances and disciplinaries, and through Harassment Officers, Freedom to Speak Up Guardians and the Staff Networks to inform priorities, identify hotspots and address bullying, harassment, discrimination and abuse.
4.	<p data-bbox="188 1182 1061 1214"><i>Reviewing and Improving Policy, Procedure and Process</i></p> <ul data-bbox="188 1258 1487 1444" style="list-style-type: none"> <li data-bbox="188 1258 1487 1326">• Review the recruitment and selection process to enhance equal opportunities and enable positive action. <li data-bbox="188 1370 1487 1438">• To continue to deliver Unconscious Bias training as a core part of the recruitment and selection process.

	Objectives
5.	<p><i>Identify and tackle bullying, harassment and abuse of staff that relates to a protected characteristic</i></p> <ul style="list-style-type: none"> • The Trust Board and Senior Leadership Team to provide a narrative to this work that publicly supports the aim to identify and tackle bullying, harassment and abuse of staff related to protected characteristics. • Ensure all staff are aware of the policies that protect staff from bullying, harassment and abuse and tackling it when it occurs. • Support and skill up managers to use a resolution approach to these issues to prevent escalation, reduce stress and time that later intervention can create. • Encourage staff to share their experiences so they can be addressed via Freedom to Speak Up Guardians, Harassment Officers and the Culture Conversations. Provide channels that staff can feel confident in using. • Use the data collected across the Trust to identify hotspots in teams for intervention around equality culture change.
6.	<p><i>Monitoring Progress and Emerging Priorities</i></p> <ul style="list-style-type: none"> • To review the data required in the annual reports of the WDES, WRES and Gender Pay Gap and adapt the priorities annually. • To report on progress against this strategy and these priorities every 6 months to the Trust's Quality and Safety Committee, annually to NHS England and annually to the Trust's commissioners. • Business Units to report progress against the objectives every 6 months at the Business Unit Quality and Safety Governance Groups.

The appended action plan sets out each objective in a SMART way so that accountability, timescales and outcomes are clearly identified. Whilst there are a significant number of objectives many of them relate directly to actions to achieve the WRES and WDES standard (sections related to improving and exploring data and reviewing and improving policy, procedures and process) and several are objectives that are already being progressed as part of the agreed 2017 programme – the section of objectives linked to creating a diverse and inclusive culture where external resources to support the Trust in this work have been identified and deployed. The action plan will however be regularly reviewed to ensure it remains current, and deliverable within the available resources.

6.0 Communication and Engagement

A critical success factor is the effective communication of this strategy and key objectives both within the Trust and externally to the wider community.

The key messages outlined in the strategy will be shared with staff, service users and the community regularly to keep a focus on this agenda. The aim of that is to ensure the following are understood:

- Why this is an important area for the Trust (the case for change).

- Why the senior leadership team are fully supportive and driving this.
- The benefit of this work to the Trust.
- How staff are feeling about the work and the impact it is having.
- The priorities and actions; including those priorities for services to take up.
- How progress is measured and monitored.
- What has been done to date and how we are building on that for future success

7.0 Monitoring and Review

Progress will be reported and monitored at the Trust’s Quality and Safety Committee bi-annually as part of the Equality Delivery System update. This report focuses on delivery of the equality objectives.

In addition annual Workforce Race Equality Standard and Workforce Disability Standard reports will be taken to the Trust Board. The findings of that analysis will be shared with services in order for them to adopt their own priorities for change. The WRES and WDES findings and action plan will be submitted to commissioners and NHS England annually. The information will all be published on the BDCFT website Equality and Diversity pages.

The NHS Equality Delivery System (2) grading process will be carried out at least every two years to offer the opportunity for stakeholders¹² to scrutinise performance and input into the performance grading of this work and setting of future priorities.

8.0 Timescales, Milestones and Review

The strategy has been developed to run alongside the four year legally required Equality Objectives. As described above the following milestones will be in place:

Monitoring	Timescale
Quality and Safety Committee	March 2018 October 2018 March 2019 October 2019 March 2020 October 2020 March 2021 October 2021
Trust Board	October 2017 October 2018 October 2019 October 2020 October 2021

¹² Stakeholders refers to community and voluntary sector organisations, staff and staff network members, NHS Health Partners, public sector partners and patients and public.

Equality and Delivery System (2) Panels	December 2017
	December 2018
	December 2019
	December 2020
	December 2021

The strategy will be reviewed and refreshed on an annual basis and in light of the development of a new 5 year Organisation Strategy.

9.0 Conclusion

The CQC ‘Equally Outstanding Guide’ for the NHS sets out the clear link between staff feeling valued and respected with equal opportunities and outstanding quality care. Bradford District Care Foundation Trust is striving to be an outstanding care provider and employer. This strategy is an integral part of that journey to outstanding services and care. We are adopting the recommendations in the guide and pledge to:

- Have a leadership committed to equality and human rights.
- Apply “equality and human rights thinking” to quality improvement.
- Develop a culture of staff equality where staff are improvement partners in this work.
- Listen carefully to people using our services, including to their aspirations.
- Be courageous in our approaches to tackling difficult issues.
- Make external links to help us progress this work.¹³

¹³ CQC ‘Equally Outstanding’ 2017

Equality, Diversity and Inclusion Workforce Strategy 2018 - 2020

Action Plan

Action plan in response to:	Equality, Diversity and Inclusion Workforce Strategy Action Plan 2018 – 2020		
Brief detail of initial issue:	BDCFT aims to be an outstanding organisation. There is a direct link between outstanding care and good staff satisfaction and experience of equal opportunities. This strategy outlines how the issues identified through the Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap Regulations and Stonewall Unhealthy Attitudes Survey will be addressed over the next two years.		
Date action plan developed:	December 2017		
Owner of plan:	Director of Human Resources and Organisational Development		
Lead (allocated to):	Head of Equality		
To be monitored by:	Quality and Safety Committee	Reporting to: BDCFT Trust Board	
RAG Key:	■ Not met	■ Partially met	■ Fully met
Involvement:	Staff, service users, carers and the public via the Equality Delivery System Process		

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
	Embed the Strategy across the Trust				
1.	Business units to develop objectives that support the delivery of this strategy.	Heads of Service	Baseline and benchmarked data to be provided to business units about the key metrics. Objectives to be developed as a result of that information. Targets to be set.	Objectives are in place and progress is reported to QSC	December 2019
	Communication about the strategy and the work streams is regularly shared across the Trust and externally to ensure staff and community awareness, engagement.	Head of Equality	Bi-monthly briefings about the work shared via e-communications, staff networks, team briefings. Development of an equality webpage.	Staff are aware of the strategy and what it means to them. Increased attendance and response to strategy related e-mails, surveys, requests and events.	Monthly January 2021 September 2018

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
2.	Creating a Diverse and Inclusive Culture				
	Facilitate an ongoing conversation with staff from the protected characteristic groups about their experience and satisfaction as a means to steering the strategy and monitoring culture change.	Head of Equality	Quarterly Focus Groups to be held with staff to discuss the strategies implementation.	Issues identified are addressed through the strategy Staff survey results relating to satisfaction and experience for protected groups covered in the strategy improve.	January 2021
	Support the staff networks to steer this agenda and support the delivery of these priorities.	Chief Executive and Director of HR and Organisation Development	Objectives that link to the strategy to be agreed by the networks. Chairs to meet with the Chief Executive and Director of HR and OD to discuss progress bi-annually.	Objectives are in place and progress is being reported via the staff survey.	December 2019
	Deliver training for team leaders developing the Confidence and Skills to Have Challenging and Constructive Discussions with Staff from a Diverse Range of Backgrounds	Organisational Development Lead	Six, one day workshops to be rolled out across the Trust for team leaders. Review of existing programme after initial pilot period Roll out to all team leaders across the Trust	Increase in confidence of managers to facilitate conversations on sensitive subjects regarding diversity and inclusion Staff survey results relating to discrimination from staff and manager improve.	March 2018

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
	Introduce a Cultural Change Makers Programme focusing on creating a greater shift towards and inclusive culture.	Organisational Development Lead	<p>Roll out of the Resourceful and Resilient Change Makers programme to a pilot group within the organisation.</p> <p>Potential for further roll out to service managers and across the Trust after programme Review</p>	<p>Increase the capacity within the organisation for Diversity and inclusion interventions.</p> <p>Shift the perception of the responsibility for E&D from that of the HR directorate to being service led</p> <p>Service level data improves – equality performance dashboard used to monitor with data from the staff survey and workforce profile.</p>	<p>March 2018</p> <p>December 2019</p>
	Work with the Bradford Teaching Hospital Foundation Trust on a Rainbow Symbol Campaign. The Rainbow Ribbon will be allocated to staff that take the pledge designed from the Stonewall LGB Unhealthy Attitudes Research and BDCFT LGBT Staff Survey.	Head of Equality	<p>Agree a set of principles for staff to sign up to.</p> <p>Promote that set of principles with a marketing campaign.</p> <p>Encourage staff to take the pledge and wear the rainbow ribbon.</p>	Number of staff taking up the pledge.	December 2020

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
3.	Improve and Explore Data to support the delivery of the strategies objectives.				
	Increase the number of staff completing the Disability and Sexual Orientation sections of ESR.	Head of HR	Carry out a data validation Exercise. Design and deliver a communications campaign/screensavers to say what we want to achieve/why it's important?/assurances re data protection/confidentiality/how the data will be used?	Increase in the number of staff that disclose their equality monitoring data.	November 2018
	Request additional analysis of the staff survey data by Sexual Orientation for 2017 from the staff survey provider. Ethnicity, disability, age and gender data is already collected and analysed.	Staff Survey Lead	Analyse the data against the same metrics as the WRES. Present the findings to the staff networks and QSG's. Develop appropriate actions in response to the findings.	Quality data is available that can identify any inequalities in staffs reported experience.	September 2018
	Carry out a review of grievances and disciplinaries to look for differing treatment and/or outcome of BME and Disabled staff.	Head of Equality	Analyse the data and publicise the findings. Develop appropriate actions in response to the findings	Reduction in the likelihood of BAME staff entering into a disciplinary when compared with White staff as evidenced through the WRES data.	December 2020
	Review the impact of Moving Forward on the graduates of the programme.	Organisation Development Lead	Track progression of graduates and write a report of the findings and actions to address.	Increased number of graduates are able to progress.	December 2018

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
	Publish the Gender Pay Gap figures and benchmark the data with other comparable Trusts across the country; including analysis of the outcome of any bonus systems identified in the process.	Head of Equality	<p>Use the ESR module to calculate the Gender Pay Gap. Write a report of the findings. Analyse the data and develop any appropriate actions.</p> <p>Review starting salaries for staff in areas that have the widest pay gaps to ascertain if there is any issue with gender inequality to address.</p>	The Gender Pay Gap Regulation is met	April 2018
	Triangulate data collected about bullying, harassment, discrimination and abuse.	Head of Equality	Collect and analyse data from incident reporting, grievances and disciplinaries, and through Harassment Officers, Freedom to Speak Up Guardians, the staff survey and the Staff Networks to inform priorities, identify hotspots and address issues.	Reduction in the gap between protected characteristic groups reporting experience of bullying, harassment, abuse and discrimination as measured in the staff survey.	December 2018

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
4.	Reviewing and Improving Policy, Procedure and Process				
	Review the recruitment and selection process to enhance equal opportunities and enable positive action.	Deputy Director of HR&OD	<p>Analysis of the recruitment process from Job Vacancy to induction to understand current practice and identify barriers to entry and progression for BAME staff</p> <p>Ensure best practice E&D techniques are being used where appropriate within the process</p> <p>To continue to deliver Unconscious Bias training as a core part of the recruitment and selection process.</p>	<p>Increase in the number of BAME staff applying for jobs.</p> <p>Increase in the number of BAME new starters.</p>	December 2019
5.	Identify and tackle bullying, harassment and abuse to staff that relates to a protected characteristic	Head of Equality	<p>Ensure staff are aware of the policies that protect staff from bullying, harassment and abuse and how they are implemented. Develop and deliver a communications campaign.</p> <p>Encourage staff to share their experiences so they can be addressed via Freedom to Speak Up Guardians, Harassment Officers and the Culture Conversations. Develop and deliver a communications campaign.</p>	<p>Reduction in the gap between the number of staff from protected characteristic groups reporting they experience abuse, harassment or bullying. As evidenced through the WRES and staff survey data.</p>	October 2018

Theme	Requirement	Responsible Lead	Action to be taken Progress made and/or reasons for lack of progress	EVIDENCE assurance and outcome	Date for completion and RAG
			<p>Use the data collected across the Trust to identify hotspots for intervention around equality culture change.</p> <p>Share the information with services to support their involvement in the delivery of the objectives.</p>		December 2018
6.	Ensure that staff and managers have access to training on supporting Disabled staff; particularly relating to absence management and flexible working	Head of Equality	Use the information collected through the focus groups, staff survey and WDES to develop training on how to support Disabled staff; particularly relating to absence management and flexible working.	The Staff survey data about pressure to attend work when unwell and equal opportunities improves for disabled people.	December 2020
7.	Monitoring Progress and Emerging Priorities	Head of Equality	To review the data required in the annual reports of the WDES, WRES and Gender Pay Gap and adapt the priorities annually.	Data is submitted within timescale and priorities reflect that information.	December 2018 December 2019 December 2020
Head of Equality		To report on progress against this strategy and these priorities every 6 months to the Trusts Quality and Safety Committee, annually to NHS England and annually to the Trusts commissioners.	Reporting requirements are met. Objectives are refined/changed as appropriate/agreed	January 2021	
Heads of Service		Business Units to report progress against the objectives every 6 months at the Business Unit Quality and Safety Governance Groups.	Progress is monitored and data discussed every 6 months at Quality Governance Groups	January 2021	