Appendix 3

4.0 Key activities and outcomes since January 2018

A summary of activity against each of the objectives is provided below:

	Objectives	Update
1.	**Embed the Strategy across the Trust** • Business units to develop objectives that support the delivery of this strategy based upon local data and intelligence. • Business Units to report progress against the objectives every 6 months at the Business Unit Quality and Safety Governance Groups.	A **Strategic Reference Group** Chaired but the Director of Human Resources and Organisational Development has been established and has met once. The Terms of Reference for the Group are included in appendix 2. The membership includes representatives from each Business Unit and Corporate Service and the staff networks. They are responsible for taking key messages into their teams and networks and back into the reference group. They will ensure there is a standing item on their team agendas and metrics for monitoring progress. The representatives will set and deliver actions in their team as agreed in Quality and Safety Meetings and the Strategic Reference Group. Group members have all agreed to be ambassadors to the Strategy and the Communications Team will be working to collect and publish their case studies to help promote and embed the strategy. A **communications plan** is in place which includes bi-monthly promotion of the strategy aligned with equality celebrations and milestones such as Pride, Black History Month Trans Day of Remembrance.
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. • Support the staff networks to steer this agenda and support the delivery of these priorities.	**Staff focus groups** have been held bi-monthly to share new data from research elements of the project with staff, gain their thoughts and set actions that respond to the information. Two Race Equality Focus Groups have been held with Moving Forward Graduates about their career progression as part of the review of the programme. All members that attended had experienced some resistance to their development back in their teams across the Trusts that took part on the programme and were subsequently frustrated but unperturbed in their quest for progression. The summary of their feedback is included in appendix 3.

Objectives	Update
• Deliver training for team leaders developing the Confidence and Skills to Have Challenging and Constructive Discussions with Staff from a Diverse Range of Backgrounds • Introduce a Cultural Change Makers Programme focusing on delivering equality objectives. • 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.	An LGBT Staff Focus Group was held to share the analysis of the staff survey by sexual orientation. This was an emotional focus group which included staff who were not out in the workplace and felt unable to share information about their personal life at work as they were concerned about team mates finding out about their sexuality. A summary of this feedback is included in appendix 4. All Staff Network Chairs have been invited to attend the Strategic Reference Group. Unfortunately; none of the Chairs were in attendance so meetings which each have been arranged. 108 managers from across the Trust have attended the Bradford Manager Programme which includes modules on building skills and confidence in having challenging and constructive conversation. The Organisational Development Team have designed and are delivering a Sharing Perspectives Workshop to teams which focusses on equality and culture. The Change Makers Training ran in early 2018. Four members of staff from the Trust were trained by the Leadership Academy to be cultural changemakers. They are using their skills in their team. A project ran in My Wellbeing College looking at barriers to access, community engagement, the diversity of the staff team and workplace culture linked to diversity and inclusion. This complex piece of work was commissioned and has led to a report with a set of recommendations for increasing access from BAME communities and developing an diverse and inclusive team. The summary of this report is included in appendix 5 for information. The team have recently agreed an action plan which will be reported on as part of the Strategic Reference Group. The LGBT Staff Focus Group discussed the objective to launch a Rainbow Lanyard Campaign. They felt that this should be amended slightly. The following actions were agreed and will be progressed in the next quarter: 1. To hold regular focus groups to enable LGBT staff to talk about the Equality, Diversity and Inclusion Strategy aims, how they are experiencing

	Objectives	Update
		the organisation and their work and to enable networking and the development of the LGBT Staff Network.
		2. The Rainbow Lanyard Campaign will be linked to training – e-learning and face to face that increases staff awareness of LGBT equality. Completion would enable staff to get a rainbow ribbon / lanyard. Additional training will be targeted into hotspot areas.
		3. Information detailing the places that staff can go to talk about discrimination, abuse, bullying and harassment or inequality.
		4. Staff were concerned about writing about discrimination, bullying, harassment as an IRE as they were unclear about whether managers had to sign those off. An information sheet about where staff can talk about discrimination, bullying and harassment and the action that would follow will be developed to clarify this and help create an open culture.
		5. Staff would be more likely to disclose their Sexual Orientation in ESR if they knew what happened to that information, who saw it and what it was used for. Information about this needs to be produced to go out with the ESR validation exercise.
3.	**Improve and Explore Data to Support Delivery** • Increase the number of staff completing the Disability and Sexual Orientation sections of ESR. • Request analysis of the staff survey data by Sexual Orientation for 2017 from the staff survey provider. • Carry out a review of grievances and disciplinaries to look for differing treatment and/or outcome of BME and Disabled staff. • Review the impact of Moving Forward on the graduates of the programme. • Publish the Gender Pay Gap figures and benchmark the data with other comparable Trusts across the	The staff survey was analysed by gender, disability, ethnicity and for the first-time sexual orientation; previously the data has not been provided by the survey provider. This information has been widely shared and been used to prompt discussion in staff focus groups. It has been used to shape the way the strategy is delivered. The review of grievances and disciplinaries has been undertaken outlining a number of trends within the process which are: • 84% of disciplinaries are from Mental Health and 77% from Inpatient Mental Health. • A disproportionately high percentage of the disciplinaries affect temporary workers and workers in bands 2 and 3. • BAME staffs disciplinaries are resulting in a smaller range of outcomes. • Disproportionately more grievances are raised by BAME staff and they are more likely to be upheld. Moving Forward has been reviewed with graduate focus groups and

	Objectives	Update
	country; including analysis of the outcome of any bonus systems identified in the process. • 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. • 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.	progression tracking. The Gender Pay Gap data was published in March. The gap is 3.02% and the Bonus Gender Pay Gap is 37.8%. The Ethnicity Pay Gap has been calculated and is 6.02%. Further analysis needs to be undertaken to understand where the gap is in each band and professional group. The Disability Pay Gap has been calculated but is 0.83%. Data is being triangulated and regular meetings are being held between the leads for each network and programme to identify trends and share information. This information is being used to target the management programmes and Sharing Perspectives Workshop. It will also be used to target attendance on the Bullying and Harassment Programmes that are set for November 2018 onwards.
4.	**Reviewing and Improving Policy, Procedure and Process** • Review the recruitment and selection process to enhance equal opportunities and enable positive action. • To continue to deliver Unconscious Bias training as a core part of the recruitment and selection process. • Review Workforce Policies to ensure they promote equal opportunities, prevent indirect and direct discrimination, foster good community relations and do not create inequalities.	The Supporting Attendance Policy and Procedure has been reviewed to address the issues identified by Disabled Staff in Focus Groups. It includes clear guidance on absence that relates to a disability and guidance and a form for managers and staff in discussing, agreeing and recording Reasonable Adjustments. The Trans Equality Policy is being reviewed and includes a draft section on employment, retention and support of and for Trans Employees. The Maternity and Adoption Policy has been reviewed to ensure that same sex and Transgender partnerships are included throughout the document. A 'Review of Continuation of Care When Maintaining the Safety of Staff Experiencing Violent, Aggressive or Abusive Behaviour from Services Users /Carers Policy and Procedure' has been drafted and is awaiting ratification. The Managing Racial and Other Types of Abuse from Service Users and Staff Policy has been launched and is regularly circulated. It is used as the basis for the Care related element of the Bullying and Harassment Training. The Trust is part of a partnership project to get into 75% of secondary schools across Bradford, Airedale and Craven to talk about careers and apprenticeships with the aim on encouraging local young people into careers

	Objectives	Update
		in the NHS and specifically nursing
		Three 3 recruitment events are being held across the District in partnership with the Job Centre. These have been successful ways of encouraging local people into the Trust. One attracted 28 local applicants.
		Career ambassadors from the local Health and Social Care providers are being identified to work with schools. These ambassadors will go into schools to talk in assembly's and at careers events about the role of a nurse and what it can lead to in terms of career progression and pay.
		Unconscious Bias training is embedded into the Recruitment Training however as the likelihood of recruitment after shortlisting score has gone down for BAME staff this is being revised and hotspots will receive direct training. Foll
5.	**Identify and tackle bullying, harassment and abuse to staff that relates to a protected characteristic** • Ensure staff are aware of the policies that protect staff from bullying, harassment and abuse and how they are implemented. • Encourage staff to share their experiences so they can be addressed via Freedom to Speak Up Guardians, Harassment Officers and the Culture Conversations. • Use the data collected across the Trust to identify hotspots for intervention around equality culture change.	The Management of Racial and Other Types of Abuse Policy has been circulated and discussed alongside the staff survey results relating to higher experiences of bullying and harassment for staff who are BAME, Disabled, Male or LGB. The Maintaining Patient Care to Abusive Patients Policy is awaiting ratification. Training has been developed as part of the Manager Programmes delivered to Ward Managers and Estates Staff. It is also a module of the Community Band 7 and Above Managers Programme and the Management and Leadership Programme. 108 managers have attended so far. Work is underway to embed the key messages of both policies into the Conflict Resolution Training. A Community Staff Personal Safety Training Module is also in development. Freedom to Speak Up Guardians are proactive in visiting teams to gather concerns. During October which is #SpeakUp Month Guardians are visiting team meetings to talk about how staff can raise a concern and what happens with it.

	Objectives	Update
6.	**Monitoring Progress and Emerging Priorities** • 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 Trusts Quality and Safety Committee, annually to NHS England and annually to the Trusts commissioners. • Business Units to report progress against the objectives every 6 months at the Business Unit Quality and Safety Governance Groups.	The WRES data was submitted in August 2018. The data has been shared widely and is the focus of a Trust Board report also being discussed at the October 2018 meeting. In addition the National WRES Team visited to run a workshop with the Trust Board. The WDES data will need to be reported in August 2019. The WDES metrics are not yet live however analysis has been undertaken using the WRES metrics as a basis and the workforce equality strategy is based on those findings. The Gender Pay Gap was calculated and published as required by April 2018. A report went to Trust Board detailing those findings and the subsequent actions in March 2018, these actions have been added into the delivery plan of the strategy. A report detailing the strategies delivery alongside the other Equality Objectives went to Quality and Safety Committee in September. A report is required to go to commissioners in November to update on all of the Trusts Equality work. The Equality, Diversity and Inclusion Workforce Strategic Reference Group is now in place with representatives from across all Business Units and Corporate Functions. The leads are required to ensure that equality is a standing item with regular performance updates to the group.