

## Equality, Diversity and Inclusion Workforce Strategy 2018 - 2020

### Action Plan

<b>Action plan in response to:</b>	<b>Equality, Diversity and Inclusion Workforce Strategy Action Plan 2018 – 2020</b>		
<b>Brief detail of initial issue:</b>	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.		
<b>Date action plan developed:</b>	December 2017		
<b>Owner of plan:</b>	Director of Human Resources and Organisational Development		
<b>Lead (allocated to):</b>	Head of Equality		
<b>To be monitored by:</b>	Quality and Safety Committee	Reporting to: BDCFT Trust Board	
<b>RAG Key:</b>	 Not met	 Partially met	 Fully met
<b>Involvement:</b>	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
<b>Embed the Strategy across the Trust</b>					
1.	Business units to develop objectives that support the delivery of this strategy based.	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
	Ensure a strong communication approach to the strategy and the workstreams that promotes the importance to managers and staff across the Trust and ensuring team leaders support staff attendance.	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 – the Connect system has been down, the draft pages are developed. Now the system is up and running again it will be launched.
<b>2. Creating a Diverse and Inclusive Culture</b>					
	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 Regular groups are being held.

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
	Ensure a strong focus on staff networks and promoting their importance to managers and team leaders across the Trust to enable staff attendance. Support the staff networks to contribute to 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
	Develop communications that promote role models and ambassadors in the Trust from protected characteristic groups who have progressed in their careers.	Head of Equality and Head of Communications	Support the staff networks to identify role models. Support Business Units to identify Ambassadors for the strategy. Work with the communications team to create an ongoing presence of role models and ambassadors in Trust communications.	Role models and ambassadors are identified and present in the organisation	December 2018
	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&amp;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>

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
	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	Agree a set of principles for staff to sign up to. Promote that set of principles with a marketing campaign. Encourage staff to take the pledge and wear the rainbow ribbon.	Number of staff taking up the pledge.	December 2020
3	<b>Improve and Explore Data to support the delivery of the strategies objectives.</b>				
	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 This will be delivered this quarter.
	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

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
	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
	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	Use the ESR module to calculate the Gender Pay Gap. Write a report of the findings. Analyse the data and develop any appropriate actions.  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.	The Gender Pay Gap Regulation is met	April 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
	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
4	Reviewing and Improving Policy, Procedure and 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
	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&amp;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	<b>Identify and tackle bullying, harassment and abuse to staff that relates to a protected characteristic</b>	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.</p> <p>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
			Use the data collected across the Trust to identify hotspots for intervention around equality culture change.  Share the information with services to support their involvement in the delivery of the objectives.		December 2018
6.	<b>Ensure that staff and managers have access to training on supporting Disabled staff; particularly relating to absence management and flexible working</b>	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.	<b>Monitoring Progress and Emerging Priorities</b>	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 Trust Board, Trust's Quality and Safety Committee for the service related objectives, annually to NHS England and annually to the Trust's commissioners.	Reporting requirements are met. Objectives are refined/changed as appropriate/agreed	January 2021

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
		Heads of Service	Care to report progress against the service related objectives every 6 months at the Business Unit Quality and Safety Governance Groups. Workforce relate progress to be reported to EDI Reference Group and Board	Progress is monitored and data discussed every 6 months at Quality Governance Groups	January 2021