

4.0 Key activities and outcomes since October 2018

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

	Objectives	Update
1.	<p>Embed the Strategy across the Trust</p> <ul style="list-style-type: none"> • 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. 	<p>A Strategic Reference Group Chaired by the Director of Human Resources and Organisational Development has been established and has met three times.</p> <p>The membership includes representatives from almost all Care Groups 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, objectives identified 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. There are a few gaps that have been identified as the work has progressed. These are from Finance, Mental Health (adult and CAMHS, inpatient and community) and the Disabled Staff Network. These will be filled over the next few months.</p> <p>Group members have all agreed to be ambassadors and/or role models to the Strategy and the Communications Team publishing their case studies to help promote and embed the strategy.</p> <p>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.</p>
2.	<p>Creating a Diverse and Inclusive Culture</p> <ul style="list-style-type: none"> • Facilitate an ongoing conversation with staff from the protected characteristic groups about 	<p>Staff focus groups are being 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.</p>

	Objectives	Update
	<p>their experience and satisfaction as a means to steering the strategy and monitoring culture change.</p> <ul style="list-style-type: none"> • Support the staff networks to steer this agenda and support the delivery of these priorities. • 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. 	<p>Two LGBT Staff Network meetings have been held to share the analysis of the staff survey by sexual orientation and re-start the network.</p> <p>The Chair and Vice Chair of the Aspiring Cultures Staff Network and LGBT Staff Network have attended the Strategic Reference Group. The Disabled Staff Network Chair has not yet been able to attend.</p> <p>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. Bullying and Harassment Officer Training and relaunch has been carried out.</p> <p>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 and some have agreed to deliver the Sharing Perspectives Workshops strengthening this piece of work.</p> <p>A Hate Crime campaign ran in Hate Crime Awareness Month. A Hate Crime Awareness Centre has been launched at BRI which BDCFT Staff can report incidents and crime into. Promotion of that is being developed.</p>
3.	<p>Improve and Explore Data to Support Delivery</p> <ul style="list-style-type: none"> • Increase the number of staff completing the Disability and Sexual Orientation sections of ESR. 	<p>The staff survey data for equality had been benchmarked and shared. Further analysis of the Trusts data for equality will be carried out over the next few weeks and shared to prompt discussion in staff focus groups. It will be used to shape the way the strategy is delivered.</p> <p>The grievances and disciplinaries review findings have been taken out to all teams. A summary of the findings is below:</p>

	Objectives	Update
	<ul style="list-style-type: none"> • 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 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. 	<ul style="list-style-type: none"> • 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. <p>A triage system in HR has been implemented to reduce the number of unnecessary disciplinaries and monitor the time that they take to be completed. The Head of Equality is now referenced on the letters that go out to staff when raising a grievance ensuring that they know they can speak to them for support. The Head of HR and Head of Equality meet monthly to go through disciplinary, grievance and capability cases. The staff bank processes for dealing with performance or disciplinary issues has been reviewed and brought in line with the Trusts policies in response to a Freedom to Speak Up Concern that demonstrated the information collected in the disciplinary and grievance review.</p> <p>The Gender Pay Gap data was published in March. The gap is 7.70% and the Bonus Gender Pay Gap is 19.02%. 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%.</p>
4.	Reviewing and Improving Policy, Procedure and Process	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.

	Objectives	Update
	<ul style="list-style-type: none"> • 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. 	<p>The Dignity and Respect Policy and Procedure have been reviewed.</p> <p>The Trans Equality Policy has been ratified and now includes a draft section on employment, retention and support of and for Trans Employees.</p> <p>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.</p> <p>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 in the NHS and specifically nursing</p> <p>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.</p> <p>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.</p> <p>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.</p>
5.	Identify and tackle bullying, harassment and abuse to staff that relates to a protected characteristic	<p>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.</p>

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	<ul style="list-style-type: none"> • 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. 	<p>Work is being undertaken to support staff that are subject to racial abuse from mental health service users in an inpatient setting.</p> <p>Training has been delivered to Estates Security Staff and is also available as part of the Management and Leadership Programme. A Community Staff Personal Safety Training Module is also in development.</p> <p>Freedom to Speak Up Guardians are proactive in visiting teams to gather concerns. All of the Guardians are undertaking the Bullying and Harassment Officer Support Training in March.</p>
6.	<p>Monitoring Progress and Emerging Priorities</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 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. 	<p>The WRES data was submitted in August 2018. The data has been shared widely. An action plan is in development to deliver the WRES national team recommendations.</p> <p>The Gender Pay Gap was calculated in March 2019 and will be published prior to 31st March 2019.</p> <p>A report detailing the strategies delivery alongside the other Equality Objectives will go to Quality and Safety Committee in March. A report is required to go to commissioners in May to update on all of the Trusts Equality work.</p> <p>The Equality, Diversity and Inclusion Workforce Strategic Reference Group is now in place with representatives from the majority of services and Corporate Functions. The leads are required to ensure that equality is a standing item with regular performance updates to the group.</p>