

Meeting Title	Board of Directors		
Date	20 May 2021	Agenda item	Bo.5.21.11

Development of a Strategic Equality and Diversity Council

Presented by	Mel Pickup – Chief Executive Officer		
Author	Kez Hayat, Head of Equality, Diversity and Inclusion		
Lead Director			
Purpose of the paper	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> • Provide some background and context and the Trust's response in tackling workforce inequality and population health inequalities • Update the Trust Board on the newly developed Equality and Diversity Council (EDC) - The role and purpose of EDC • Provide an overview of the key areas of focus since the council has been established and the direction we are travelling in 		
Key control	Identify if the paper is a key control for the Board Assurance Framework		
Action required	To note		
Previously discussed at/ informed by	People Academy		
Previously approved at:	Academy/Group	Date	

Key Options, Issues and Risks

There is increased focus locally, regionally, and nationally on equality, diversity and inclusion. COVID-19 has presented a range of challenges and has highlighted a range of significant health inequalities across the system. There is increased focus on collective action and system wide collaboration to ensure BAME staff feel supported and to increase the diversity of our leadership across the system, along with key focus on the wider health population inequalities.

West Yorkshire and Harrogate Health and Care Partnership have recently launched their Race Review findings and recommendations. The review specifically aimed to understand the impact of inequalities on BAME communities and staff. As a Trust we have been involved with this important review and have signed up to the race review recommendations and comprehensive action plan. The Trust's Head of Equality, Diversity & Inclusion has been instrumental in a range of activity across the district, is an active member of the Regional Network of Network's and has been actively influencing a range of areas to ensure we are advancing equality and diversity across the Trust both for our staff and the patients and communities we serve.

In response to this, The Trust's Equality and Diversity Council (EDC) was developed in January 2021, the first in our Trust history which has a remit for workforce and wider health inequalities in the district.

EDC has replaced the former Diversity and Inclusion Steering Group, which was chaired by the Executive Director of HR. EDC is chaired by the CEO and consists of key individuals from across the Trust and wider system partners ensuring its membership is fit for purpose and that we have the relevant colleagues joining EDC, both internal and external.

This is a really exciting development as we are committed to building a workforce in which each colleague can enjoy a strong sense of belonging and inclusion, and where diversity, difference and uniqueness are truly valued. Furthermore EDC will be fundamental to understanding the Trust's collective role and responsibilities in reducing population health inequalities across the district. With the involvement of key participants and decision makers; EDC will be able to both identify and agree the Trust's priorities, and influence the Trust's involvement in driving forward this important agenda.

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Considerable efforts have been made over the last year in engaging with our diverse staff across the Trust and our wider system partners around equality, diversity and inclusion. This has placed us in a unique position where we have been able to understand the narrative and lived experiences of our workforce and communities.

Analysis

Having a strategic Equality and Diversity Council chaired by the CEO, puts the Trust in a strong position of influence and action. We have good infra-structure and strong foundations in place which will enable us to improve our performance and advance equality, diversity and inclusion across the Trust both for our diverse workforce and our diverse patients and communities across the district.

Our staff equality networks who bring a range of knowledge and powerful lived experience are key members of EDC. The Trust has engaged well over the last year with members of our staff equality networks who are now actively influencing the equality agenda at EDC meetings. Specific agenda time has been allocated to all three networks at each meeting and this will remain in going forward. EDC recognises and acknowledges the important work of our staff networks and ensures they have a clear voice at this strategic meeting.

EDC are in the early stages of developing a work programme, once agreed this will be shared across the Trust. EDC terms of reference and membership are attached as appendix 1.

Recommendation

It is recommended that the Trust Board:

1. Note the contents of this report
2. Agree to receive regular updates on the progress made by EDC
3. Support the proposed actions in section 3.4 and section 3.6

Risk assessment

Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					G	
To be a continually learning organisation				G		
To collaborate effectively with local and regional partners					G	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

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Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: People
Other (please state):

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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1 PURPOSE/ AIM

The purpose of this report is to:

- Provide background and context and the Trust's response in tackling workforce inequality and population health inequalities
- Update the Trust Board on the newly developed Equality and Diversity Council and it's role, remit and membership
- Provide an overview of the key areas of focus since the council has been established and the direction the Trust is travelling in respect to Equality, Diversity and Inclusion

2 BACKGROUND/CONTEXT

- 2.1 There are a number of national levers and drivers that give us a clear direction for delivering equality, diversity and inclusion. These include the legal framework, the NHS constitution, including our contractual obligations namely, on race, disability and gender equality. Furthermore there is significant focus on improving population health inequalities with focus on our role as an acute hospital in reducing these inequalities.
- 2.2 The Trust has significant policy and practice in place in line with the above legislative requirements and has been reported to the Trust Board previously in terms of the Trust's performance and progress. EDC will also receive regular reports and updates on the Trust's performance on equality, diversity and inclusion.
- 2.3 The Role, Remit and Purpose of EDC**
- 2.4 The overall vision for EDC is 'to advance workforce equality and tackle wider health inequalities with the district.
- 2.5 The role and purpose of EDC is to enable the Trust Board to identify its responsibilities for the Diversity and Inclusion agenda and provide strategic direction, leadership and support for promoting and maintaining equality, diversity and inclusion across the Trust with sharper focus on the following:
- NHS People Plan 2020/21 including the West Yorkshire and Harrogate Health and Care Partnership response to the national people plan with particular emphasis on 'Belonging in the NHS' highlighting the support and action needed to create an organisational culture where everyone feels they belong by building on the motivation at the heart of our NHS to look after and value our people, create a sense of belonging and promote a more inclusive service and workplace.
 - The West Yorkshire and Harrogate Health and care Partnership – Tackling health inequalities for BAME communities and colleagues, a range of recommendations focussing on race equality in the workforce and wider population health inequalities.
 - Implementing phase 3 of the NHS response to the COVID-19 pandemic
 - Tackling wider health inequalities that exist within our district, with focus on our role as an acute hospital

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EDC will maintain a strategic overview of the Trust's Diversity and inclusion agenda/objectives ensuring these are fit for purpose and aligned with national and regional priorities, with a view to assessing their adequacy to provide a positive working environment for staff, to enable the provision of high quality care and good clinical outcomes for patients and communities.

2.6 EDC Membership

Membership of EDC has been carefully selected to ensure the representation of EDC reflects the wider core-functions of the Trust including external system partners who have a remit in tackling health inequalities. (Please see Appendix 1)

- 2.7 The chair of EDC shall be the CEO who has also been assigned as the Executive Sponsor for Diversity and Inclusion across the Trust and also is the Trust Lead for health inequalities within the District.
- 2.8 The Trust's three staff equality networks, BAME, Enable and LGBT are represented at EDC which ensures that our staff networks have a voice at this strategic meeting but more importantly they are actively influencing the Trust's Diversity and Inclusion agenda.
- 2.9 EDC will work to bring people and organisations together to realise the vision for a personal, fair and diverse health and care system, where everyone counts and NHS values are brought to life. It helps improve the access, experiences and health outcomes for all patients and communities, and to support us to become a more inclusive employer by making full use of the talents of our diverse staff and the communities we serve.
- 2.10 The first meeting of the Equality and Diversity Council took place on 26th January 2021 and has convened as a council two more times since then. EDC will meet bi-monthly going forward.

3 PROPOSAL

3.1 Equality and Diversity Staff Engagement – Position and Progress

Over the last 12 months there has been considerable engagement with our diverse staff across the Trust, with the aim of providing a safe space for open conversations, responding to risks, concerns and issues. We have continued to have themed webinars which have attracted lots of staff to take part in these discussions. The sessions have been facilitated by the Head of Equality, Diversity and Inclusion along with members of the Executive Team as 'panel experts'. Feedback from these sessions have been captured and will feed into the Trust's new set of equality objectives and will form part of the proposed Equality and Diversity Strategy.

- 3.2 Our staff networks have been instrumental in engaging and influencing EDI across the Trust. There has been considerable focus on ensuring the networks are effective and thriving in line with the national ambitions for staff networks. This has placed the Trust in a unique position where we have progressed the role and remit of staff networks. Our

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network chairs are represented at EDC and also the People Academy chaired by the Executive Director of HR.

- 3.3 One of the actions coming from a previous EDC meeting proposed that we deliver an equality and diversity focus group inviting staff from across the Trust to take part. The aim of the session was to gather feedback from staff on their views and priorities for equality and diversity. The Head of Equality and Diversity facilitated an Equality and Diversity Focus group, with over 70 members of staff attending from across the Trust. This took place on 13th January and generated lots of discussion and actions to take forward. A further session was planned to provide the feedback to all those involved and this took place on 11th March. A further presentation was delivered to EDC on 24th March presenting the feedback and areas of priority. The session was welcomed by all staff attending.

- 3.4 The following feedback and priorities were captured:

Staff Equality	Patient Equality
Ensuring our workforce reflects the community we serve	Development of a 'Health Passport' (capturing patients cultural and religious needs)
Important that we raise the profile of EDI across the Trust with increased focus on 'belonging and inclusion'	Increase understanding of cultural and religious practices with front line staff (lots of learning from the pandemic)
Develop a career development framework for all staff, further exploring talent management and succession planning	Increase our consultation and engagement approaches with our diverse communities
Improving recruitment and selection processes, inviting patients and communities in taking part in recruitment	Enhance the Trust's reputation in the community
Improve data quality for all staff	Improve signage across the Trust
Create a culture of civility and respect across the Trust	Focus on co-production in developing health pathways.

3.5 Summary of agenda items and actions arising from EDC since it has been established

A range of areas are currently being explored by EDC and since its inception a range of agenda items and discussions have taken place. The tables below capture some of these discussions and way forward from each EDC meeting.

26 th January EDC Meeting
Regular information and communication on EDI – a wider discussion generating ideas on

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how we ensure this happens

Development of Thrive (staff communication and information)

Agreed Trust's newly developed EDI mandate

Agreed to the development of a video to raise the profile of disability equality across the Trust

Discussion and agreement to roll out the sunflower lanyards to promote hidden disabilities across the Trust

Equality Census launched with a FAQ produced and cascaded, overall aim to encourage staff to declare their disability status

Received an external presentation from colleagues within the system on Healthy Hospitals and our role in tackling inequalities. Early stages of discussions to help shape our priority areas

Updates from staff equality networks as a permanent agenda item at each EDC

26th January EDC Meeting

Further discussion in how we raise the profile of EDI, various suggestions around 'Thrive' which is a website which will be available for staff to access via their smart phones and will feature a dedicated EDI page: highlighting upcoming events, EDI updates and the activity of staff equality networks.

Presented results from the Equality and Diversity Focus Group (see section 3.4)

Discussion on including EDI in senior management appraisals. Paper went to ETM on 29th March

Presentation on what has been achieved since last EDI – 'Actions speak louder than words'

Wider discussion on career development and personal development – this will be explored further and will bring back to a future EDC on the Trust's offer

Reducing Inequalities - presentation on 'hospitals without walls' action to have a focussed meeting with all key individuals to explore further

Sohail Abbas GP at Kensington Medical Centre and lead for reducing inequalities in the district gave a comprehensive presentation around Reducing Inequalities in Communities programme (RIC); presentation highlighted how the programme is identifying and tackling health inequalities at grassroots level in Bradford. The presentation featured their excellent promotional video and focussed on how BTHFT and RIC can work together on some of their key projects. Colleagues from RIC were also in attendance to join the discussion:

Sohail identified 5 key areas where RIC would value the support and input from BTHFT and provided links to the available RIC resources.

- Primary Care Workforce Development – practitioners with special interest – funding

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<p>to provide training, but need consultant mentorship support from BTHFT.</p> <ul style="list-style-type: none"> • Increase HCA's and Practice nurses in GP practices through apprenticeships and HCA Development • RIC executive sponsor from BTHFT (senior connection) • Improving Cancer Screening • Establishing a Primary Care BAME Network <p>A meeting with Sohail and members of the Exec team and other key individuals in relation to "hospital without walls" is due to take place with a view of identifying some key areas to take forward.</p>

3.6 **Development of an Equality, Diversity and Inclusion Strategy:** One of the key recommendations coming out of EDC is to develop a dedicated equality, diversity and inclusion strategy which should be supported by an implementation plan. A range of various engagement and consultation events have taken place in the last few months which will feed into the development of a new set of strategic equality objectives.

3.7 Next EDC is due to take place on 17th May and the agenda for the next meeting is currently being developed.

4 RECOMMENDATIONS

It is recommended that the Trust Board:

1. Note the contents of this report
2. Agree to receive regular updates on the progress made by EDC
3. Support the proposed actions and suggestions in section 3.4 and section 3.5

5 Appendices

Appendix A: Equality and Diversity Council - Terms of Reference and Membership