

Meeting Title	Board of Directors		
Date	22.7.21	Agenda item	Bo.7.21.12

Strategic Equality and Diversity Council July 2021 Update

Presented by	Mel Pickup – Chief Executive Officer	
Author	Kez Hayat, Head of Equality, Diversity and Inclusion	
Lead Director		
Purpose of the paper	The purpose of this report is to: Update the Trust Board on the work of the newly developed Equality and Diversity Council and provide an overview of the key areas of focus since our last update in May 2021.	
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		
<p>The Trust’s Equality and Diversity Council (EDC) was developed in January 2021, the first in our Trust history which has a remit for both workforce and wider health inequalities in the district.</p> <p>Our May 2021 report gave a detailed outline of the background and motivation in establishing this important council, and updated the Trust Board on progress from the first two meetings which took place in January 2021 and March 2021.</p> <p>As agreed at the May 2021 Trust Board a regular update will be provided on the progress of EDC and any areas for discussion or approval.</p>		
Analysis		
<p>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.</p> <p>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.</p> <p>EDC are in the early stages of developing a work programme, once agreed this will be shared across the Trust.</p>		
Recommendation		
<p>It is recommended that the Trust Board:</p> <ul style="list-style-type: none">1. Note the contents of this report2. Support the proposed actions in section 3.1 and section 3.2		

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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)						

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
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The purpose of this report is to:

- Update the Trust Board on the work of the newly developed Equality and Diversity Council and provide an overview of the key areas of focus since our last update in May 2021.

2	BACKGROUND/CONTEXT
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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

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

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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. This membership is continually reviewed to ensure we have the right people present at each meeting.

- 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. An updated was provided to Trust Board in May 2021 about this initial meeting and the subsequent meeting which took place in May 2021. EDC has since convened as a council two more times since then and will meet bi-monthly going forward.

3 PROPOSAL

3.1 Summary of agenda items and actions arising from EDC since the last Trust Board update provided in May 2021

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 the discussions from the meetings which took place in May and July and way forward from each EDC meeting.

17 th May EDC Meeting
<ul style="list-style-type: none"> • EDC welcome Saj Azeb, Chief operating officer to it's membership • There was a discussion about what could and should be included in the appraisal process and how conversations around opportunities for career progression could be developed to include both personal development and career aspirations, alongside training & development needs. A range of ideas and observations in how we strengthen this process were fed into the recent review of the appraisal documentation.

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- Following on from the presentation from Sohail Abbas (RIC) at the last EDC meeting; the exec team met with Sohail and his RIC colleagues to agree the potential for joint working to reduce health inequalities. Three to four actions were agreed which will link the work of RIC into our BTHFT EDI strategy and create synergy with the virtual hospitals concept.
- Pat Campbell gave a detailed presentation around the 2020 Staff Survey results with focus on equality, diversity & Inclusion, including an outline of what action we are currently taking and “next steps” (work that is planned to address the issues highlighted in the survey including further exploration of the data and engagement with staff). Monitoring of the activity around the staff survey response will be taken on by People Academy.
- Shak Rafiq, Strategic Communications & Stakeholder Engagement Lead for “Act as One” gave an engaging presentation which outlined the aims and vision of “Act as One” in relation to our workforce, our health and care partners and the communities we serve: Shak highlighted ways in which BTHFT staff can engage with Act as One to contribute their ideas for working and learning together
- Kez Hayat, Head of EDI gave a presentation around the current EDI landscape, highlighting activity that is going on both locally, regionally and nationally, and shared his vision for a new 3-year strategic equality & diversity strategy.
- All three networks gave updates on their current activity and priorities with some exciting developments in the pipeline to review and refresh their role and remit.

14th July EDC Meeting

- Paul Rice, Chief Digital Information Officer led a useful discussion around improving our patient data around health inequalities and a number of key issues and actions for the Trust were discussed. Paul agreed to join as a regular member of EDC
- Ash Alom led a discussion from an Act as One perspective about the role of BTHFT in tackling health inequalities in the Bradford and Craven district and screened a thought provoking video highlighting some of the stark inequalities that are currently
- Kez Hayat gave an update on progress with the development of a Trustwide strategic equality & diversity strategy. Consultation is ongoing within the Trust and with the wider community. Kez to bring back feedback on this consultation along with proposed objectives to be included in the 3 year strategy.
- Joanna Mutlow and Mohammed Arsahd gave a presentation to EDC around the review, refresh and re-branding of the Chaplaincy Service, ensuring we are providing an inclusive and universal service “Chaplaincy for all”
- Kez provided an update on the West Yorkshire & Harrogate Health & Care Partnership “Anti-racism movement”
- The BAME staff network confirmed they were meeting to agree the new name for the network following recent government guidance around using the term Ethnic Minorities instead of BAME
- All networks are looking to review and refresh their membership and approach, to ensure

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they are solution focussed, feeding this into future EDC's

- The Enable to staff network proudly gave a preview of their new disability equality video, which is being shared widely outside the Trust and will be used for a wide range of purposes within the Trust (e.g. induction, recruitment & selection).

3.2 Development of an Equality, Diversity and Inclusion Strategy: One of the key recommendations coming out of EDC is to develop a dedicated 3-year strategic equality and diversity strategy which will be supported by an implementation plan. A range of various engagement and consultation events will take place with staff and communities and will feed into the development of the new strategic equality objectives. Please see appendix 1 which provides an overview of the strategy development.

3.3 Next EDC is due to take place on 8th September 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. Support the proposed actions and suggestions in section 3.1 and section 3.2

5 Appendices

Appendix 1:

Proposed Diversity and Inclusion Strategy (2022 – 2025): Timeline and overview of development

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Appendix 1

Proposed Diversity and Inclusion Strategy – 2022 – 2025 We are Bradford: *We Value Diversity and Champion Inclusion*

Action	Timescale
<ul style="list-style-type: none"> Secure an Executive Sponsor Mel Pickup 	January 2021
<ul style="list-style-type: none"> Development of a strategic Equality and Diversity Council to help raise the profile of EDI across the Trust and to help shape our priorities for tackling health inequalities within the district and our role as an acute hospital 	January 2021
<ul style="list-style-type: none"> Revisit prior learning “what do we already know” about our equality target groups from existing equality objectives, WRES, WDES and staff survey including refreshing and renewing our approach to EDI 	January – June 2021
<ul style="list-style-type: none"> Consider what we have already achieved and identify key gaps 	July 2021
<ul style="list-style-type: none"> Timetable in a process of consultation with key stakeholders 	August/September 2021
<ul style="list-style-type: none"> Set and agree objectives and actions 	October 2021
<ul style="list-style-type: none"> Develop a communication plan including briefings/training 	November 2021
<ul style="list-style-type: none"> Launch of Strategy – Trust wide 	December 2021
<ul style="list-style-type: none"> Publish the Strategy 	January 2022
<ul style="list-style-type: none"> Establish and agree mechanism for Scrutiny 	January/February 2022