



We are Bradford: we value diversity and champion inclusion

Appendix 1

Gender Equality: Action Plan 2021-2022

Key Theme	Specific Action	Progress Report Feb 2022	Timeline
1 Increase engagement with aspiring females and representation of women in senior management roles. Exploring potential “blockers” for women progressing	<p>Celebration of “International Women’s Day” – raising the profile of gender equality and championing female leaders at BTHFT:</p> <ul style="list-style-type: none"> • Develop e.g. case studies, video clips, articles and communications to showcase the journey of successful female senior leaders and aspiring leaders at BTHFT • Director of HR to become a Gender Equality Champion • Q&A session with diverse panel of senior female leaders, led by Director of HR - questions from aspiring females. • Posters of senior female role models. 	<p>Plans are in place to deliver a diverse ‘Women in Leadership’ panel event as part of the celebrations for International Women’s Day in March 2022. The event will be introduced by Mel Pickup, Chief Executive and hosted by Karen Walker, Non-executive director (who is a champion for gender equality) and will be supported by a number of other very senior female leaders who will share their personal, reflective and aspirational professional journeys with aspiring female leaders. Pat Campbell (also a Gender Equality Champion) will share the Trust vision for supporting women to achieve their potential and there will be opportunity for a panel Q&A. The event will be aimed primarily at aspiring female leaders but, as an event that is inclusive and with the objective of raising the profile of women in leadership; it will be open to all who wish to attend. We will look to extending the timeline for this action to ensure we can build on the success of this event with further comms and engagement to raise the profile of Gender Equality in the Trust (e.g. case studies, video clips, articles, posters).</p>	Mar 22
	Review of the HR starting salary policy and practice (ensuring there is no inherent bias)	The Director of HR has reviewed the HR starting salary policy and practice (ensuring there is no inherent bias)	Jan 22
	Positive action in recruitment (e.g.		Ongoing

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		targeted advertising to redress the gender balance for very senior roles)		
		<p>Focus on Equality in Leadership Development:</p> <ul style="list-style-type: none"> • Develop our approach to talent management ensuring both men and women have the same opportunity to develop • Positive action in learning & development (e.g. use of Mentoring to support the development of women into senior management/ medical & dental consultant roles), ensuring female potential is realised and aspiring females are retained by the organisation • Consider targeting females at Band 7 and above for the next Trust Reciprocal Mentoring scheme 	<p>Successfully launched REACH (an external mentoring scheme) and offered 5 places to existing Ethnic Minority staff, of which four were aspiring women. Feedback from participants was very positive. All reported a positive impact on their personal development and two out of the four female participants have gone on to achieve successful promotion.</p> <p>Leadership Development Offers: As part of our Thrive offer, we now have three Leadership Development Pathways available for staff to enrol on with a fourth due to launch next year. These pathways are a great opportunity to reflect on your own practice as well as to discuss with and listen to colleagues from around the Trust, and be introduced to new tools and models to support leadership development. Whilst not offered exclusively to women they have been developed with the interest of groups who are under-represented at senior levels in mind.</p>	Aug 22
		Work with other NHS Trusts and partners at place level to learn from best practice and explore opportunities to develop joint initiatives	Head of Equality, Diversity and Inclusion Kez Hayat continues to work with other NHS Trusts and partners at place level to learn from best practice and explore opportunities to develop joint initiatives	Ongoing
		Develop a Gender Equality Reference Group to explore in more detail some of the issues raised at the Gender Equality Focus group sessions and to work together on improving gender equality in the Trust.	A Gender Equality Reference group has been formed to explore in more detail some of the issues raised at the Gender Equality Focus group session and to work together on improving gender equality in the Trust. Work of the group has been paused due to COVID-19. The timeline for this action will be extended to allow time for this work to be developed.	Jan 22
		Consideration of a women's staff equality network	This will be considered by the Gender Equality Reference Group	Jul 22
2	Address the underrepresentation	Work with Universities and the "Ambassadors Programme (targeting	Head of Equality, Diversity and Inclusion Kez Hayat has made connections with the University of Bradford to explore	Ongoing

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	of men at all levels of the organisation and challenge the traditionally female role stereotypes	14-15 year olds) to encourage men (and more specifically Ethnic Minority males) into e.g. nursing/ AHP/ midwifery courses/ careers.	opportunities to raise the profile of men in under-represented professional roles (such as nursing, midwifery and AHP).	
		Set up a working group to explore opportunities to raise the profile of men in under-represented professional roles (such as nursing/ AHP/ midwifery); e.g. Using BTHFT male nursing role models to share their “lived experience” or to create case studies to support this work.	Two members of staff have expressed an interest in taking this work forward. To be formalised..	Mar 22
		Review the language used for certain roles and how we portray these roles in the recruitment process/ across the organisation (e.g. traditionally female gendered language: matron/ sister)	The recruitment team are continually reviewing the language used for certain roles and how we portray these roles in the recruitment process. A recruitment marketing company is being used to assist us in how we attract men to apply for roles.	Apr 22
3	Promote a culture of flexible working	<p>Widely promote the revised “Flexible Working” policy with a view to creating a culture change;</p> <ul style="list-style-type: none"> • Promoting Flexible working on the new Thrive platform for staff • Engagement sessions/ Roadshows (for managers and staff), encouraging managers to think differently/ more creatively and to encourage a culture shift towards more flexible working opportunities for all levels of staff. • Development of a “Managers Flexible Working Toolkit” • Establishing a “flexible working reference group”, including senior clinicians, to explore opportunities to promote and role model a culture of flexible working, particularly at senior levels or in certain clinical roles where 	Following an update of the Flexible Working Policy this has been widely promoted (including an article in Let’s Talk in December 2021) and is now featured on the new Thrive platform, with signposting to reference materials and links to the policy, application forms and useful flowcharts/ guidance. Plans for further engagement and the development of a management toolkit are in the pipeline.	May 22

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	<p>this may be more challenging</p> <ul style="list-style-type: none"> • Ensuring those who are on maternity/ paternity/ adoption leave are fully aware of the flexible working and home working policies 		
	Use of menopause survey data to increase understanding and compassion/ prevent women retiring early, leaving or reducing their pay band as a result of menopause symptoms	<p>Following on from last years' menopause survey; we have been actively promoting the new menopause page on Thrive; which includes lots of links and information as well our own guidance for staff and managers which outline the ways in which the Trust aims to support those who are experiencing the menopause. There are regular updates in the Wellbeing Wednesday bulletin, raising the profile of this important issue for the wellbeing of our female staff and a Menopause Network which is open to all staff and is a safe space to share experiences, provide support and ask questions. The NHS electronic staff record (ESR) team has worked with NHS England and NHS Improvement to develop a guide on recording menopause-related sickness. The guidance includes step-by-step instructions on how to record menopause-related absence to help HR colleagues and ESR users demonstrating the recognition from NHSE/ I of the impact of menopause on women in the workplace.</p>	Apr 22
	Develop a Recruitment & Selection guide for applicants and a toolkit for managers (with focus on flexible/ agile working along with other EDI considerations identified by the WRES/ WDES).	<p>Work is ongoing to refresh our Recruitment & Selection guide for applicants and develop a toolkit for managers. This timeline will be extended to allow this work to be finalised.</p>	Jan 22