

Meeting Title	Board of Directors		
Date	14 July 2022	Agenda item	Bo.7.21.12

Strategic Equality and Diversity Council July 2022 Update

Presented by	Mel Pickup – Chief Executive Officer		
Author	Ruth Haigh, EDI Manager and Kez Hayat, Head of Equality, Diversity and Inclusion		
Lead Director			
Purpose of the paper	<p>The purpose of this report is to:</p> <p>Update the Trust Board on the work of the Equality and Diversity Council and provide an overview of the key areas of focus since our last update in May 2022.</p>		
Key control	Identify if the paper is a key control for the Board Assurance Framework		
Action required	To note		
Previously discussed at/ informed by			
Previously approved at:	Academy/Group	Date	

Key Options, Issues and Risks

The Trust's Equality and Diversity Council (EDC) has a remit for both workforce and wider health inequalities in the district and continues to meet quarterly.

Our May 2022 report gave an overview of the last EDC meeting which took place on 15th March 2022. Since our last report EDC met on 9th June 2022.

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.

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 working closely with the BTHFT Strategy & Integration team in developing a Health Inequalities action plan and are keenly monitoring the progress of key areas of work both within and outside the Trust to measure progress and identify/ share best practice.

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Recommendation
<p>It is recommended that the Trust Board:</p> <ol style="list-style-type: none"> 1. Note the contents of this report 2. Support the proposed areas of work identified in section 3.1

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients, delivered with kindness			g			
To deliver our financial plan and key performance targets			g			
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					G	
To be a continually learning organisation and recognised as leaders in research, education and innovation				G		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					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
<p>NHS Improvement: (please tick those that are relevant)</p> <p> <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework </p> <p> <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual </p>
Care Quality Commission Domain: Well Led

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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"/>

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 2022.

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.

EDC will maintain a strategic overview of the Trust's Diversity and inclusion agenda/objectives ensuring these are fit for purpose and aligned with local, regional & national priorities for EDI, 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. This membership is continually reviewed to ensure we have the right people present at each meeting.

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- 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. The Race Equality Staff Inclusion Network (RESIN), Enable and LGBT+ networks are all 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 Jon Prashar and Sughra Nasir are assigned as dedicated Non-Executive Directors who attend EDC on a regular basis.
- 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.

3 PROPOSAL

- 3.1 Summary of agenda items and actions arising from EDC since the last Trust Board update provided in May 2022.

A range of areas are currently being explored by EDC and since its inception a range of agenda items and discussions have taken place.

Work is currently under way to agree a workplan for EDC with a schedule of confirmed agenda items to ensure the agenda is representative of the overall aims of EDC in going forward.

The table below captures some of the discussions from the meeting which took place on 9th June 2022.

Notes of EDC Meeting – 9th June 2022

Civility in the Workplace Update

Pat Campbell provided an update following the last Civility Programme Board (CPB) meeting which took place on 18th May 2022. Two task and finish groups now feed into CPB:

The "Staff Advisory Panel" provides insight into experience of ageism, digital exclusion and negative perceptions around being a part-time worker/ carer and experiences of Civility/ Incivility in the workplace.

The second group are working on the launch of the civility campaign and with staff engagement and input from Chris Turner (Civility Saves Lives), have developed a behavioural framework (name tbc) which highlights "behaviours others can expect from me" and "what I can expect from the Trust". The framework will be tested out at the Leadership Summit on 20th June and Chris Turner (who is a keynote speaker at the Leadership Summit) has agreed to work with us on this going forward.

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Resources and a toolkit are also in development to empower managers to have challenging conversations and “nip behaviours in the bud” before they develop into formal procedures. This will ensure staff feel able to report inappropriate behaviour with confidence that it will be resolved appropriately.

There was some discussion about “mitigating circumstances” (e.g. emergency treatment situations) and Pat clarified; any behaviour not consistent with the charter would be informally reviewed, but it was about getting the balance right. This work was welcomed by EDC

Gender Equality Update

Pat Campbell provided an update on the work of the Gender Equality Reference Group which last met on 8th March to review the most recent gender pay gap data and discuss ideas for improving gender equality in the Trust. The next meeting will be 15th June. Key items on the agenda will include;

A discussion of a paper from the Bradford Health & Wellbeing Board around “Experiences of women and girls in Bradford” and what the priorities should be for BTHFT in ensuring the safety of our female workforce and patients.

Following on from the success of our first ever “Women in Leadership” panel event on 9th March; exploration of themes for Quarterly masterclasses around women in leadership (e.g. breaking the glass ceiling, work life balance, the role of men in gender equality).

An update from Kez Hayat about his work with Bradford University/Stephen Anderson/ Jamie Steel focussing on bringing more men into nursing.

Pat described lots of work ongoing around the menopause which is gaining much interest across the Trust. Including (on 8th June) the menopause network received guest speaker Jaqui McBurnie from NHSE who spoke about ‘Why Menopause support is important at work’ .

There are also plans for Francesca Marney, Management Graduate Trainee to showcase a managers’ toolkit for flexible working at a future meeting (developed in line with the refreshed policy).

Review and Re-launch of BTHFT Staff Equality Networks

Kez Hayat updated EDC with a presentation on the review and relaunch of the Trusts existing staff equality networks.

- New terms of reference and role descriptors have been produced along with a recruitment drive across the Trust. Some strong expression of interest forms have been received for core group membership and wider network membership.
- The LGBT network has a new chair (Abbie Wild), Deputy Chair (Joshua Priestley), Secretary (Zoe Malpas) and Comms Officer (Emma Jackson) plus 11 new members. There has been a fantastic energy and commitment to the LGBT agenda with some great ideas coming forward to raise the profile of LGBT equality across the Trust.
- The RESIN network has appointed a new chair (Rukeya Miah) and the existing membership list has been refreshed.

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- The Enable network is in the process of appointing a new chair and co-chair and now has 36 wider members.

The three networks were relaunched on 11th May as part of equality, diversity & human rights week.

The networks will use their lived experience to review and change practices throughout the Trust. Core groups will meet to influence this change and raise awareness of equality, diversity and inclusion through celebration days.

The networks will work to challenge discrimination in the Trust and provide useful insights for improving the experience of patients and staff.

Next steps will be for the EDI team to support networks to produce their workplans with further updates to EDC in the future.

Mel commended the EDI team on their work to refresh and support the networks.

Zahra Niazi will attend the September EDC meeting to give an overview of her role as Place Based Lead on the Wellbeing Board to ensure EDI within the Trust is aligned with the district wide focus and to bring the network chairs into conversations at place level.

Staff Equality Network Updates

The two newly confirmed staff equality network chairs provided a brief introduction and overview of the focus for their network

RESIN: EDC thanked Amandeep Singh for his dedicated service to the Race Equality Staff Inclusion Network (RESIN) over a number of years and welcomed Rukeya Miah as the new chair. Rukeya highlighted her vision for ensuring all staff have a “Personal Development Plans” in ensuring individuals have the best opportunity of progressing and accessing appropriate development opportunities. Rukeya also acknowledged the importance of engaging with schools and universities to raise the profile of careers at BTHFT.

LGBT: Abbie Wild spoke of the enthusiasm for the refreshed LGBT staff network, their plans for this years Pride celebrations and their plans to work collaboratively on this and other projects with the BDCT and Airedale Rainbow Networks. Abbie shared the LGBT networks new logo and their plans to set up new a private facebook and twitter accounts and other ways of reaching out to staff who need the support of the group.

Enable: Sonia Sarah, EDI Manager provided an overview of progress with the WDES Innovation fund project which is nearing completion and informed EDC that the new chair of for the Enable network was soon to be announced.

Management Level Apprenticeship Programme for Diverse Staff

Amanada Hudson presented an update to EDC on a new development offer for diverse staff at Band 7 and above. The Management level Apprenticeship Programme is being developed as a way to support aspiring leaders from either an Ethnic Minority background or those with long term health conditions into management and leadership roles within the Trust.

The programme will include one day a week training component (e.g. study, attending university, time out for shadowing or coaching within or outside BTHFT and potentially to lead on projects)

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and a chance to complete a management level qualification.

Comms will be shared inviting staff (clinical and non-clinical) to apply (confirming their commitment and line manager support) with a view to commencing the course in September 2022. Towards the end of the initial programme an evaluation will take place to ensure the programme is achieving the goals and outcomes we expect.

Amanda is currently exploring placement opportunities and courses and provided a couple of options for discussion. These were within the limits of available funding (with some of the leadership academy courses requiring funding). Amanda agreed to explore some flexible options for courses (to maximise accessibility for our diverse staff and those with caring responsibilities).

EDC members approved the development of the programme, shared positive examples of when this type of approach has worked before and discussed the possibility of offering mentorship to participants to facilitate their success.

There was also discussion around exploring similar opportunities for staff as part of the Bands 5-7 development offer.

Equality, Diversity & Inclusion Update (WRES/ WDES 2022 performance data)

Kez Hayat and Ruth Haigh gave a presentation outlining the key highlights from the March 2022 Workforce Race Equality Standard/ Workforce Disability Equality Standard (WRES/ WDES) data submission which was presented at June People Academy (detailed report also shared with EDC members for information).

Whilst there are still a number of areas of inequality' the presentation highlighted several key positives from this years' data submission, demonstrating the positive impact of the focussed work over the last 12 months against last year's WRES/ WDES action plan.

RH also provided some context with which to measure the Trust data against the national WRES/ WDES data. This comparison highlighted that, on most indicators/ metrics, we are either average or above average. With the exception of equality of access to non-mandatory training for Ethnic Minority staff, which was a concern (a report will be taken to July People Academy to drill down and look at this issue in more detail)

KH shared highlights of the progress from last year's WRES/ WDES action plans and invited comments, suggestions and discussion around his proposals for next steps and what key activity should be included in this year's action plans.

EDC explored the idea of providing interview coaching for aspiring Ethnic Minority leaders.

EDC congratulated the team on progress, particularly in comparison to the national data. Mel highlighted the Trust aspiration to lead the way in terms of equality, diversity and inclusion and become a positive outlier on the WRES/ WDES indicators/ metrics.

Health Inequalities Progress Update

John Holden and Naveed Saddique gave a presentation outlining the Trust' focus, plans and progress in relation to tackling Health Inequalities (in regard to outcomes, experience and access to health services).

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John initially provided some national context and priorities, and their plans to set realistic goals for achieving and measuring tangible results.

Naveed outlined the approach of engaging with CBU's to understand patient experience and establish a baseline, and to understand what support and training CBU's may require to deliver actions. They are looking to recruit Health Inequalities ambassadors across the Trust to help with this.

This approach is being piloted in Stroke and Digestive diseases before being rolled out Trustwide, sharing best practice guidance and incorporating actions into CBU operational plans. The action plan will also include links with the research department to strengthen the approach and will include activity around BTHFT as an anchor organisation.

The Health Inequalities action plan will be shared with EDC when it is finalised and regular progress updates will be provided to Trust Board/ ETM (via the academies) from December 2022 onwards. There are also plans to celebrate successes at regional and national awards.

EDC were appreciative of the excellent work already under way in developing the action plan and acknowledged the challenges faced in developing understanding within the CBU's around what we mean by "addressing Health Inequalities"

3.2 Next EDC is due to take place on Friday 30th September 2022. The agenda for this is currently being finalised and subsequent meetings have been scheduled on a quarterly basis with a further meeting in December 2022.

4 RECOMMENDATIONS

It is recommended that the Trust Board:

1. Note the contents of this report
2. Support the proposed areas of work identified in section 3.1

5 Appendices

N/A