

BSUH LGBTQ+ Network: Terms of Reference

Final Draft: 28th August 2018

Summary

- New Terms of Reference supersede the 2009/10 'Memorandum of Understanding'.
- Developed with People Opportunities and Network Core Group, then consulted/engaged full Network.
- Plan to review at least every three years.

- Role of the Network is to support True North by:-
 - Connecting LGBTQ+ staff and allies to provide mutual advice/support.
 - Channel for corporate engagement with LGBTQ+ staff/allies (over and above 'all staff' comms, and engagement through line management).
 - Mechanism for LGBTQ+ staff/allies to contribute their particular experience/expertise to relevant BSUH/Network projects/activities.
 - Network of LGBTQ+ staff/allies to support BSUH's community engagement (eg. Pride, Trans-Pride, Disability Pride).
 - Itself continue to learn/develop (eg. networking).

- Membership is open to: BSUH employees, trainees/students, volunteers, and other on-site workers. [Not to patients/their carers].
- Open to those who identify as LGBTQ+, or are unsure/questioning or asexual, as well as to non-LGBTQ+ allies.

- Network roles (at minimum): Convenor/Chair and Deputy. Other roles appointed depending on agreed work, and members' interests/development needs.
- Broad expectation that Convenor/Chair and Deputy serve for 15-18 month terms, other Network Lead Roles for 12 months, and no holders serve more than two consecutive terms in any particular role. (But need to be realistic/flexible).

- No standing budget, no pre-commitment to paid work time for Network activities.
- Instead, Network to draft an Annual Plan (cf. Amex) coordinated with Business Planning cycle, setting out the proposed programme of work to contribute to True North and resourcing – for agreement with Exec. Lead. (For the foreseeable future, will be driven by Stonewall WEI framework and 'Top 100 Employer ambition').
- Other than social events, Network activities can't only be undertaken on a voluntary basis/out of work time. In particular for Chair/Deputy, some allocation required within individual job/work plans – determined on individual basis (part of Action/Resource Plan).
- Network membership of Diversity Matters Steering Group. (Provides forum for reviewing LGBTQ+ specific data).
- Network/Exec. Lead meet quarterly to review progress against the agreed Annual Plan. CEO's offer to meet at least twice a year (eg. review draft Action Plan, review NHS and Network Staff Survey data).

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Preamble

1. These Terms of Reference (ToR) supersede the Memorandum of Understanding agreed between BSUH and its LGBTQ+ Network (Forum) in 2009/10. They describe how the LGBTQ+ Staff Network ('the Network') will operate, its scope/focus, and how it can best align with and supports BSUH's goals, and in particular True North – best and safest patient care.
2. Under the new BSUH leadership, organisational/governance structures and the Network's contribution continue to evolve. In some areas these ToR therefore describe arrangements in detail, and in others they describe the broad approach/intent – to be refined, in partnership, over the coming months.
3. The ToR draw on the Network's work with People Opportunities (commissioned by BSUH) and recognised best practice – in particular the Stonewall Workplace Equality Index (WEI) guidance.

Introduction

4. It is widely recognised that where Staff Networks are working effectively, they significantly contribute to:
 - support and development of individual network members (with positive impact on staff recruitment, retention and engagement, as well as performance/skills development);
 - support and engagement of the wider workforce (eg. through implementing best/most inclusive employment practices);
 - organisational benefits (across the range of BSUH True North metrics); and
 - ultimately best patient care – by supporting BSUH in drawing on the widest pool of talent in recruitment/selection; fostering a more engaged and skilled workforce; and helping to achieve services that are responsive to, and well regarded by, their local communities.
5. The establishment and support of Staff Networks helps demonstrate best practice in inclusive staff engagement, as well as regulatory and statutory compliance.

Network Scope/Role

6. Care of patients/service users (which will include LGBTQ+ patients, and those who love/care for them) is the BSUH True North. The purpose of the Network is to support True North by:-
 - i) Providing a vehicle for LGBTQ+ staff and allies to meet, network, and provide mutual advice and support on issues of particular interest/relevance to LGBTQ+ employees/people.
 - ii) Providing a channel for BSUH corporately to engage with its LGBTQ+ staff and allies on relevant issues (over and above 'all staff' communications, and engagement through line management structures).
 - iii) Providing a mechanism for LGBTQ+ staff and allies to contribute their particular experience and expertise to relevant BSUH/Network projects/activities – across the range of BSUH's roles as employer, service provider, educator/teaching hospital, community partner and system leader.
 - iv) Providing a network of LGBTQ+ staff and allies who can support BSUH's engagement activities with its local LGBTQ+ communities, and engage with partner organisations around events/activities of particular significance to those communities (eg. Pride, Trans-Pride, Disability Pride).
 - v) Ensuring the Network itself continues to learn/develop (eg. by engaging with other LGBTQ+ Employee Networks, participating in research collaborations, staying up-to-date with current

thinking and future scoping, and building into its Annual Plan regular engagement/feedback processes with Network members and other stakeholders).

Membership

7. Membership of the Network is voluntary, and is open to:-
 - BSUH employees, trainees/students, volunteers, and other on-site workers (eg. contractors, peripatetic clinical staff), ie. those whose role contributes to the care of patients at BSUH – True North.
 - Those who identify as Lesbian, Gay, Bisexual, Queer and/or Transgender (LGBTQ+), or are unsure/questioning or asexual, as well as to non-LGBTQ+ allies¹ who share the commitment to equality and inclusion.

Network Leadership/Core Group

8. The Network will allocate work/responsibilities and lead roles flexibly – based on the agreed programme of work (see below), availability of members, and their particular interests/development needs (where possible linked to their appraisal/Individual Development Plans).
9. At minimum, the Network will appoint a Convenor/Chair and Deputy – to represent the Network membership/programme to BSUH leadership, corporate services and other stakeholders, and to coordinate activities.
10. In order to share development opportunities as widely as possible, and to support Network succession planning and resilience, the ambition is that:
 - the Convenor/Chair and Deputy be appointed for 15-18 month terms (ie. to straddle the development/agreement of the Annual Plan);
 - other Network Lead Roles be appointed for 12 month terms (ie. to cover the delivery of the Annual Plan); and
 - no holders serve more than two consecutive terms in any particular role.However it is recognised that this may not always be feasible, and in resourcing its roles and programme of work the Network will need to draw on the available resource pool.

Annual Plan/Programme of Work

11. It is not envisaged that the Network will be allocated a standing budget or standing allocation of paid staff time/Special Leave to support Network activities. However it is recognised that:
 - maintaining and developing an effective Staff Network requires time, energy (and goodwill) from LGBTQ+ staff and allies;
 - other than for purely social activities, Network members should not have to undertake this work exclusively in their own time/unpaid.
12. The Network will therefore draft/propose an Annual Plan, setting out its proposed programme of work for agreement with the BSUH Executive Lead for LGBTQ+/Equality & Inclusion. The Annual Plan should:
 - describe the Network's contribution to BSUH True North/Breakthrough Objectives;
 - [for the foreseeable future] advance the best practice set out in Stonewall Workplace Equality Index (WEI), and BSUH's ambition to be recognised as a Stonewall 'Top 100 Employer'; and
 - include a Resource Plan to underpin the proposed work plan, drawing on the particular skillset of individual Network members, and available contribution from the Trust's Equality, Diversity & Inclusion (EDI) team and other corporate services.
13. The Network and BSUH Executive Lead for LGBTQ+/Equality & Inclusion will meet quarterly to review progress against the agreed Annual Plan, and discuss other relevant issues. The intention is that the

¹ Stonewall defines an ally as 'anyone who acts to bring about positive change for people who identify differently to them.' Therefore, an 'LGBT ally' isn't someone who identifies as LGBT, but acts to bring about positive change for LGBT people - they believe anyone LGBT should experience full equality at work, at home, at school or in the community.

Network will also have the opportunity to meet the CEO at least twice a year (eg. to review the draft Action Plan, or debrief on significant NHS or Network LGBTQ+ Staff Survey data).

Staff Participation in Network Activities

14. Many LGBTQ+ staff face barriers in feeling able to ask their line manager to be released to attend Network events/participate in Network activities (eg. requiring staff to disclose their Sexual Orientation or Gender Identity, or justify their interest as an ally, and having to ask colleagues to cross-cover). Line managers therefore play a critical role in creating a supportive environment in which LGBTQ+ staff and allies feel able to be open, and are encouraged and enabled to contribute to Network activities as a legitimate personal/professional development activity.
15. As a formally endorsed/commissioned Network, and given benefits of participation for the individual member and wider organisation, all Network members will:-
 - be enabled, insofar as is reasonably practicable, to participate in the range Network activities (in particular where this supports the member of staff's Individual Development Plan);
 - be allowed/enabled to attend (in paid work time) at minimum two Network meetings per year (excluding purely social events), in addition to specifically agreed additional/development activities (eg. LGBTQ+ mentoring);
 - receive paid Study Leave² to attend external events/conferences on behalf of BSUH/the Network (where attendance has been agreed by the Network Convenor and BSUH Head of Equality, Diversity & Inclusion).
16. The roles of the Convenor/Chair and Deputy are particularly time-consuming, and a more formal accommodation will need to be made in postholders' job/work plans to enable them to fulfil their Network roles consistently throughout their agreed terms of office. (This will be included within the proposed Action/Resourcing Plan, as set out above).

Governance & Engagement

17. The Network will have membership of the Diversity Matters Steering Group (a formally-constituted BSUH committee, with an (ultimate) reporting line to the BSUH Executive Team and Board of Directors). This will provide a channel/mechanism to describe the LGBTQ+ staff experience (drawing on the range of available data), work collaboratively on solutions, and ensure Executive and Board oversight.
18. As described above, the LGBTQ+ Network can also support True North by ensuring that the experience of LGBTQ+ patients is systematically considered/reviewed, and that local LGBTQ+ communities are being engaged. The Network will have membership of BSUH committees/working groups, as appropriate to best support this contribution.
19. As far as is reasonably practicable, the Network will be engaged in/consulted on BSUH projects and activities of particular relevance to LGBTQ+ staff/Network members. Examples:
 - Development of Health & Wellbeing Strategy, where there may be an opportunity to recognise particular health issues/inequalities experienced by LGBTQ+ people.
 - HR/employment policies and practices, to support the development of progressive policies, and BSUH as 'employer of choice' for LGBTQ+ people and allies.
 - Development of Engagement Strategies (BSUH True North), where the particular/cross-cutting experience of LGBTQ+ staff may be lost in planning through Clinical Divisions.
 - Education & Learning and Apprenticeship/Lifelong Learning Strategies, where there may be opportunities to promote 'LGBTQ+ inclusive curricula'.

This would normally be agreed on an annual basis as part of the Action Plan, to align with other relevant workplans.

² From their own departmental allocation, in the event that there is no other allocation eg. within the Network or EDI Team.

Review

20. These Terms of Reference will be reviewed at least every three years.