

Action plan in response to:	BME Diversity in Employment Strategy Action Plan		
Brief detail of initial issue:	The plan for delivering the key objectives of the BME Diversity in Workforce Strategy 2014 - 2016		
Date action plan developed:	July 2014		
Owner of plan:	Deputy Director of HR and OD		
Lead (allocated to):	Head of Equality and Work Experience		
To be monitored by:	Workforce Transformation Steering Group		
RAG Key:	No progress or barrier to implementation	Progress made towards target but not yet complete / slippage	On target to achieve / achieved or complete
Involvement:	Direct contributions of staff through the action research into BME Staff Progression within BDCT		

Theme	Requirement	Responsible Lead	Action to be taken, progress made and/or reasons for lack of progress	Evidence Assurance & Outcomes	Date for completion & RAG	Progress
1.	Create visible Board level commitment to the strategy by appointing a NED Champion	Michael Smith	<ol style="list-style-type: none"> NED Champion to be identified NED to support delivery of key messages, report progress and any 	<p>NED Champion in place and actively supporting this work.</p> <p>The Board are aware of work stream and are able to contribute regularly to its</p>	August 2014	Mike Smith and Nadira Mirza are Board Champions

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			challenges in delivery.	delivery		
2.	Ensure clear action plan developed and agreed to implement the strategy	Sandra Knight Lisa Wright Abdul Khalifa	1. EMT to agree communication and action plans.	Effective plans in place.	August 2014	Complete
3.	Create aspirational targets on the representation of BME staff at all levels – monitor regularly and communicate progress internally and externally	Nikki Wilson Lisa Wright HRBPs	<p>1. Review the staff ethnic breakdown against locality and community populations by service and by band and at a Trust wide level.</p> <p>3. Agree and propose a % increase target that focuses on localities and on specific under-represented ethnic groups and bands</p> <p>4. Using information that identify roles for positive action and</p>	<p>Representation of BME employees at each level and changes since the last reporting period.</p> <p>Shift in the profile of the workforce by locality linked to profile of the local population (work will be undertaken to explore the possibility of reviewing the workforce profile against the community profiles in localities</p>	<p>October 2014</p> <p>Monitor every 3 months</p> <p>Agree targets with EMT (August 2014)</p> <p>Gain Board agreement as part of the review of the IPR (September 14)</p> <p>Begin reporting quarterly (October 14)</p>	<p>KPI's and metrics agreed.</p> <p>Initial reporting took place as part of the EDS process in December 2014</p> <p>The 35% aspirational target is reported to the Board within the Performance Dashboard.</p> <p>Training embedded into Engaging leaders and delivered in cohort 1 and 2.</p>

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			<p>GoR</p> <p>5. Target training on positive action, R&S and unconscious bias in those areas with low representation when compared with the local population</p> <p>6. Monitor changes and report to Workforce Transformation Steering Group.</p>			
4.	Create targeted development interventions for Band 5/6 employees	Fay Davies	<ol style="list-style-type: none"> 1. Design a pilot programme building on the action research findings and Innov8 different leaders gain approval from funder for the programme (LETB). 2. Secure funding for a pilot programme. 3. Agree the process 	<p>Targeted development interventions for Band 5/6 employees in place.</p> <p>Position of BME employees in the Talent map.</p> <p>Personal stories of the impact some of the key objectives have had on employees</p>	<p>August 2014</p> <p>September/October</p>	<p>Moving Forward Cohort 1 completed June 2015.</p> <p>Funding secured for cohort 2 and due to start in February / March 2016.</p> <p>Evaluation complete in mid-December 2015.</p> <p>50% participants</p>

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			<p>for promoting and targeting the programme e.g. individual emails to all BME staff promoting the programme and aiming the programme at target bands and ethnicities.</p> <p>4. Create the infrastructure/ interventions.</p> <p>5. Implement the programme.</p> <p>6. Evaluate it for impact relating to the strategic objectives.</p> <p>7. Assess feasibility for sustaining the pilot following the evaluation findings.</p> <p>8. Track those attending the</p>	<p>Position in talent map ongoing development programme in place</p>	<p>2014</p> <p>January 2015</p> <p>February 2015</p> <p>August 2015</p> <p>September 2015</p> <p>Ongoing</p> <p>Annual reporting</p>	<p>have been promoted. 20% developing their commercial and clinical ideas.</p>

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			programme for promotion and development and general impact.			
5.	Raise the profile and take up of existing development opportunities with BME staff.	Joanne Somers Lisa Wright	<ol style="list-style-type: none"> 1. Raise profile of opportunities for development of BME staff and identify role models for support in tandem to the above monitor take up by BME staff of generic development opportunities and develop targeted marketing to encourage representative attendance. 2. Target all BME staff across the Trust by individual emails promoting opportunities for progression and internal career development 	<ol style="list-style-type: none"> 1. Personal stories of the impact some of the key objectives have had on individual employees 2. Position of BME employees in the talent map 3. Increase in BME staff taking up development/ training opportunities 	October 2014 (in line with communications plan)	<p>Information about opportunities is regularly been circulated.</p> <p>Specific opportunities have been targeted with BME staff being identified to participate.</p> <p>Interviews carried out with BME staff role models that will be developed into articles for promotion of the strategy in the new year.</p>

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			<p>workshops.</p> <p>3. Target managers to encourage understanding of the opportunities and BME workforce strategy objectives to encourage/support of BME staff to take up opportunities. Proactive use of appraisal process to agree development plan for aspirant leaders.</p> <p>4. Monitor take up, participation and completion of development opportunities.</p>			
6.	Provide support to unsuccessful BME job applicants	Joanne Somers Lisa Wright	1. Develop a package of support that draws upon existing opportunities	Take up of the support offered and evaluation of its impact monitored and carried out.	January 2015	A scheme has been running to offer support to unsuccessful applicants for some time with

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			<ol style="list-style-type: none"> 2. Provide information for unsuccessful candidates about the support available and how to access it 3. Promote the scheme to recruiting managers to give as part of their feedback 4. Consider broader access to other underrepresented groups following the initial pilot 			<p>BDCT as a key partner. The scheme has recently ended and the workforce development team are in discussions to run the programme independently starting in April 2016.</p> <p>Individual support is still offered and advertised to candidates pre and post interview.</p>
7.	Board session on cultural competence	Michael Smith/ Paul Hogg	<ol style="list-style-type: none"> 1. Contact made and date agreed with trainer 	Board evaluation is positive and reflected in Board discussions.	September 2014	An initial session was held at a Board Forward to Excellence Session in June 2015. Two further sessions planned for
	Implement cultural	Fiona	<ol style="list-style-type: none"> 2. Work with the Real 	Percentage of team leaders trained in	November 2014 onwards	

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	competency training as part of the wider leadership programme and promote cultural competence within other programmes, policies and procedures	Sherburn	<p>World group to ensure that culturally competent training is embedded in the leadership programme for team leaders (band 7 and above)</p> <ol style="list-style-type: none"> 3. Include cultural competency elements into other leadership programmes as appropriate. 4. Develop case studies and use different leaders profiles within existing training. 5. Develop an e-learning resource to sit alongside the cultural competence training 6. Establish an action 	<p>cultural competence</p> <p>Representation of BME staff in development programmes</p> <p>Personal stories of the impact some of the key objectives have had on individual employees</p>	February 2015	<p>2016.</p> <p>A cultural competence module is included in Engaging Leaders and has now been delivered to over 300 band 6 and above leaders.</p> <p>E-learning resources have been evaluated with none meeting our requirements so far.</p>

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			<p>learning set relating to cultural competence</p> <p>7. Seek opportunities within policies and procedures for promoting cultural competence through language and key messages</p>			
8.	Create an effective, senior led sponsorship programme – piloting with a small number of people before further roll-out	Lara Parkinson	<ol style="list-style-type: none"> 1. Research programmes that have been effective and help make a difference 2. Develop a sponsorship programme that will focus on supporting BME staff into senior roles 3. Identify sponsors and ensure they are suitably trained building on the 	<p>Profile and update of how the sponsorship relationships are progressing and impact on individual development and career progression</p> <p>Position of BME employees in the talent map</p> <p>Personal stories of the impact some of the key objectives have had on individual employees</p>	November 2014	<p>Research undertaken and model developed and consulted on widely with the staff network and reference group.</p> <p>Programme has launched.</p>

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			<p>Innov8 different leaders</p> <ol style="list-style-type: none"> 4. Agree how to target scheme and promote it appropriately. 5. Evaluate the scheme for impact with all those involved 6. Roll out the scheme after responding to the evaluation findings 			
9.	Review the impact of the BME network and ensure it is structured in a way to support delivery of the Trust's vision	<p>Simon Large and Sandra Knight</p> <p>Lisa Wright</p>	<ol style="list-style-type: none"> 1. Initial discussion with the Network Chairs regarding Trust's vision/strategy and role of Networks. 2. Build upon the findings within the action research by surveying BME staff specifically about their needs and expectations of a 	<p>Clarity regarding expectation and contribution/potential.</p> <p>The subsequent network arrangements are evaluated as being useful, valued, embedded within the organisation and</p>	<p>August /September 2014</p> <p>October/November 2014</p>	A consultant has been commissioned to carry out this piece of work it is due for completion in March 2016.

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			<p>network. Draw upon results of item 1 above.</p> <p>3. Ascertain expectations of the network from the Board and other key groups including the national BME NHS Staff Network</p> <p>4. Undertake the same exercise with other staff networks</p> <p>5. Build knowledge and expertise of other NHS and none NHS organisations and their staff network systems</p> <p>6. Write up the review findings with options for networks, staff and EMT/Board to consider; this should include a set key</p>	having an impact.		

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			<p>objectives derived from the survey</p> <p>7. Agree and implement a preferred option</p>			
10.	Create and implement an effective plan to increase the representation of BME Governors	Stella Jackson Lisa Wright	<ol style="list-style-type: none"> 1. Work alongside the FT membership manager and the involvement lead to establish methods for promoting the role of governor to BME communities 2. Work alongside the Trust Board to ensure the opportunities that arise from diverse governor profile are understood and sought 3. Use the above process to identify potential governors and support those 	<p>Clear action plan in place.</p> <p>Representation of BME governors in the Council of Governors.</p>	November 2015 (in line with communications strategy)	<p>45% of Public Governor nominations were from people from BME backgrounds</p> <p>45% of staff Governor nominations were from people from a BME background</p>

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			<p>people to establish appropriate networks</p> <p>4. Work nationally to identify governors from other Trusts and the learning from them about their governor journey plus the positive impacts the role has created</p>			
11.	Create a communications and engagement plan both internally and externally that sets out why diversity in employment is important to the Trust and outlining the key proposals to ensure understanding, commitment and ownership and delivery at all levels	Jayne Murphy Lisa Wright Abdul Khalifa	<ol style="list-style-type: none"> 1. Draft a draft communication plan 2. Approve and begin its delivery 3. Establish a group to advise on communication prior to distribution to ensure key messages are right 	<p>Communication plan and effective delivery</p> <p>Personal stories of the impact some of the key objectives have had on individual employees</p>	<p>September 2014</p> <p>March 2015</p> <p>March 2016</p>	<p>Communications article on Moving Forward Participants published.</p> <p>Framework drafted.</p> <p>Regular comms are circulated</p>
12.	A Summative evaluation process is developed and delivered to ensure	Lisa Wright	<ol style="list-style-type: none"> 1. A strategic reference group for the work is established to advise 	Employee survey / pulse survey data available by BME	<p>October 2014</p> <p>Ongoing March 2016</p>	Strategic Reference Group continues

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	maximum impact of the project		<p>on impact throughout the 2 years</p> <p>2. Triangulate information collected through the evaluation with other information e.g. staff survey</p> <p>3. Arrangements are agreed for reporting progress across the Trust</p>	<p>breakdown demonstrating a positive shift in the perceptions of BME staff against low scoring areas particularly in relation to development and progression.</p> <p>Personal stories of the impact of some of the key objectives have had on individual employees.</p> <p>Progress achieved towards the aspiration targets in the Board IPR</p>		<p>to meet and influence the strategies delivery</p> <p>Evaluation will be complete by December 2015</p>

BME Diversity in Employment Strategy Communications Plan

This document sets out the key communications planned to support delivery of the BME Diversity in Employment Strategy. The key messages will be appropriately tailored to the different audiences. Staff briefings will be cascaded via Board in Brief, e comms and line manager cascade.

Date	Action	Audience	Key messages
September 2014	The purpose and results of the research is shared with staff. The BME Diversity in Workforce Strategy and Action Plan is shared with staff.	A briefing for managers A briefing for staff A briefing for BME staff Publicity for FT members and BME community organisations Presentation at the BME Staff Network	<ul style="list-style-type: none"> • The diversity of the Bradford, Airedale and Craven populations and their health needs. • References to national research regarding the benefits of representative workforces. • The business rationale / benefits for a representative workforce and its positive impact on patient outcomes. • The findings of the Innov8 research in the Trust and current Trust workforce profile at an organisational level and by pay band. The Forward to Excellence session and Executive Team Time Out that shaped the development of the strategy. • The approval of the BME Diversity in Employment strategy and the key objectives and interventions by the Board. • Existing opportunities available for all staff and how to access them.

			<ul style="list-style-type: none"> Starting this work with BME staff, other underrepresented groups will be identified through the work and appropriate interventions developed. Information about the band 5/6 development programme and how to access it. Information about the BME strategy group and how to get more information or be involved.
October 2014	To promote personal stories of the impact of current development opportunities to service users and to staff. Introduce the NED champion	<p>All staff</p> <p>An article in connections.</p> <p>Website blog</p> <p>Different leaders role model video on website.</p>	<ul style="list-style-type: none"> Impact of staff development opportunity on a BME service users or carers experience. Impact of a development opportunity on individual BME and none BME staff members career, aspirations or experience of work. Information about the band 5/6 development programme and how to access it. Existing opportunities available for all staff and how to access them. Starting this work with BME staff, other underrepresented groups will be identified through the work and appropriate interventions developed. NED champion remit and interview re: key messages.

	<p>Quarterly Board reporting against aspirational targets</p> <p>Six monthly Board progress report</p>	Board assurance	<ul style="list-style-type: none"> • Information about how to become involved in the reference group. • Workforce profile at a Trust wide and pay band level. • Progress against the key objectives within the strategy.
October 2014	To promote as part of the leadership programme cultural competency training	<p>Leadership promotional material</p> <p>Planned for June 2015</p>	<ul style="list-style-type: none"> • The importance of leaders in creating a culturally competent workplace. • The business benefits e.g. improved patient outcomes, more motivated staff and improved performance of individuals and teams.
November 2014	<p>Workforce profile including localities with under representation and priorities / KPIs selected as a result.</p> <p>Information for managers about the sponsorship programme</p>	<p>A briefing for managers</p> <p>A briefing for staff</p> <p>A briefing for BME staff</p> <p>Presentation at the BME staff network</p>	<ul style="list-style-type: none"> • The locality populations to be focused on and the rationale for that focus. • Patient stories from within localities that focus on cultural needs being met, how that happened and the positive impacts on health outcomes. • Information for managers about the sponsorship programme including detail that gets them thinking about their team and staff that would benefit.

November 2014	Promote the role of Governors and in particular the need to ensure the Trust has a diverse governor profile	Briefing for staff Briefing for managers Briefing for BME staff	<ul style="list-style-type: none"> • The role of governors • The benefits and opportunities of having a diverse governor profile • Support for staff wishing to become a staff governor • Trust Secretary mentoring/supporting potential Staff Governors • Case studies/profiles from governors from a BME background.
December 2014	<p>Promotion of the sponsorship programme</p> <p>This will happen in June 2015 at the end of the Moving Forward programme</p>	A briefing for all staff and managers	<ul style="list-style-type: none"> • Information about the programme, examples of its impact from elsewhere. • Rationale for the programme. • Information about other similar opportunities for none BME staff. • Existing opportunities available for all staff and how to access them. • Starting this work with BME staff, other underrepresented groups will be identified through the work and appropriate interventions developed.
Ongoing	Reporting on key milestones, achievements and successes.	To all staff and community	<ul style="list-style-type: none"> • Existing opportunities available for all staff and how to access them.

		e-update Connections Blog on website	<ul style="list-style-type: none">• Starting this work with BME staff, other underrepresented groups will be identified through the work and appropriate interventions developed.
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