

## Appendix. Workforce Race Equality Standard Action Plan 2022 – 2023 – revised

### Leadership Buy In

The Trust has developed a Belonging and Inclusion Plan which is available here [Belonging-and-Inclusion-Plan-V6-Branded .pdf \(bdct.nhs.uk\)](https://bdct.nhs.uk) This plan outlines the Trust CEO's personal pledge to equality, diversity and inclusion and the Trusts plans to deliver on their ambitious EDI plans and aspirations. This strategy has been approved by the Trust Board, Senior Leadership Team (SLT), staff networks and staff side representatives through the EDI Governance structures. The plan was developed using a crowdsourcing platform which included over 1000 comments and inputs from the workforce, 35 meetings with teams, involvement partners and Bradford VCS partners.

### Governance and Accountability

The Trust has robust structures for governance and accountability of its EDI priorities and plans including this WRES plan. The staff networks, SLT and staff side representation all attend a Strategic Staff EDI Partnership which feeds into the Workforce and Equality Committee (WEC) which is a subgroup of the Trust Board. The WEC regularly escalates and reports EDI progress to the Trust Board who have regular direct reports on key issues for discussion and approval. In addition, the EDI Team links into the Bradford, Airedale and Craven Act as One Partnership, the Trust wide involvement group and Voluntary, Community Sector Assembly. The EDI Team works closely with West Yorkshire Integrated Care Systems EDI and health inequalities leads.

| No. | Metric  | Action Planned  | Timescale    | KPI  | Responsible Lead    | How will actions be made sustainable  | Evidence Base   |
|-----|---|---|--------------|--|---------------------|---|---|
| 1.  | Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board | Act as a case study to NHS England regarding diversifying leadership and talent management. | March 2023   | 3 staff networks engaged in the discussion.                                    | Head of EDI         | Case Study findings will inform future activity.<br><br>WRES Task Group will have quarterly | NHS England Metric Analysis – Sea Change Consultancy report |
|     |   | Discussion groups to be held on diversifying leadership – what works and challenges.        | October 2023 | % of 8a and above interviews that include a BAME member of staff. Target 100%. | Head of recruitment |   | WY and Harrogate Leadership Programme                       |

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|-----|---|--|--------------|--|--|---|---|
|     | members) compared with the percentage of staff in the overall workforce | BAME representation on interview panels at band 8a and above. Evaluation of the impact of the representation undertaken. |              | Likelihood score for representative interview panels vs non-representative panels. Target 1:1                    |  | updates on the recruitment data.<br><br>Broadcasts available post event as a learning resource. |   |
|     |   | Black History Month event – celebrating our role models.<br><br>Reciprocal Mentoring Programme for BAME staff x2.        | October 2023 | Executive Broadcast viewed by 50 staff live and accessible to share as a learning resource post event.           | Aspiring Cultures Staff Network Chair  |   | <a href="#">CIPD Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</a>  |
|     |   |  | October 2023 | Number of staff engaged in the reciprocal mentoring programme. 70% of those staff reaching their personal goals. | Trauma Informed Care Lead<br><br>0-19 Workforce Lead Nurse<br>Workforce Resilience | The programme has been embedded into our leadership offer.                                      | <a href="#">Improving Inclusive Leadership through ExCo and BAME staff Reciprocal Mentoring: spotlight stories on the experiences of BAME mentors and White mentors   Advance HE (advance-he.ac.uk)</a> |

| No. | Metric  | Action Planned   | Timescale               | KPI   | Responsible Lead                       | How will actions be made sustainable                                 | Evidence Base   |
|-----|---|--|-------------------------|---|--|--|---|
| 2.  | Relative likelihood of staff being appointed from shortlisting across all posts | Positive Action in recruitment <ul style="list-style-type: none"> <li>• adverts to include statement around positive action.</li> <li>• Outreach recruitment; working in communities and with partners to increase diverse applicants.</li> <li>• Best Place to Work actions throughout BDCFT Strategy</li> </ul> Recruitment training includes bias and inclusion elements. <ul style="list-style-type: none"> <li>• Intervention training prioritised in hot spot areas where likelihood score is less than Trust average for BAME staff.</li> </ul> | Ongoing<br>October 2023 | 47% of applicants from BAME backgrounds.<br><br>Likelihood score is 1:1.<br><br>Likelihood score improves in hotspot areas towards 1:1. | Head of Recruitment<br><br>Head of EDI | Embedded into recruitment processes and WRES Task Group action plan. | BDCFT data - <a href="#">Our workforce information - BDCT</a><br><br>Diversity Wins: How Inclusion Matters, McKinsey & Company, 2020. # |
| 3.  | Relative likelihood of staff entering the formal                                | WRES Task Group established.   | February 2023           | Reduction in the likelihood score of BAME staff entering into   | Head of HR<br>Head of EDI              | Embedded into the Belonging  | <a href="#">archibong et al 2019.pdf (brad.ac.uk)</a>   |

| No. | Metric   | Action Planned   | Timescale    | KPI                                       | Responsible Lead                           | How will actions be made sustainable               | Evidence Base   |
|-----|--|--|--------------|---|--|--|---|
|     | disciplinary process, as measured by entry into a formal disciplinary investigation. | <p>Allocate system implementation to enable live disciplinary data analysis.</p> <p>Implementation of the revised disciplinary policy.</p> <p>Implementation of the Kind Life resources.</p> <p>Intervention training focused into hot spot areas where likelihood score is above Trust average.</p> <p>Links with other MH Trusts to learn from case studies.</p> | October 2023 | formal disciplinary process – target 1:1. | General Manager Mental Health              | and Inclusion Plan.                                |   |
| 4.  | Relative likelihood of staff accessing non-mandatory training and CPD.               | <p>Analysis of take up of non-mandatory training and CPD presented to the WRES Task Group.</p> <p>Positive action in recruitment to the programmes.</p>  | October 2023 | Likelihood score is 1:1.                  | Head OD<br>Head of Training<br>Head of EDI | EDI analysis is standard in reporting information. | BDCFT WRES data over time <a href="https://bdct.nhs.uk/workforce-race-equality-standard-results-over-time.pdf">Item-13.5-Workforce-Race-Equality-Standard-results-over-time.pdf</a> (bdct.nhs.uk) |

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|-----|--|---|---|--|--|--|--|
|     |  | Regular advertisement of programmes via e-update and manager cascade, staff networks and EDI leads. Impact of programmes promoted.  |   |  |  |  |  |
| 5.  | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. | <p>Zero Tolerance campaign Race Equality Week event.</p> <p>Review of the Managing Racial and Other Types of Abuse Policy.</p> <p>Policy Masterclasses – targeted into hotspots.</p> <p>WRES Task Group focus.</p> <p>Partnership working with WY Police, Bradford Hate Crime Alliance.</p> <p>Delivery of the Metric 5 West Yorkshire Mental</p> | <p>February 2023</p> <p>December 2022</p> <p>October 2023</p> <p>September 2023</p> | 1% narrowing of the gap between BAME and White staffs experiences. | <p>ACSN Chair</p> <p>General Manager Community Services</p> <p>General Manager Mental Health</p> <p>Head of Equality</p> | Embedded into the Leadership and Management Development Programme. | BDCFT WRES information <a href="#">Appendix-3-WRES-and-WDES-data-return-2022-002.pptx (live.com)</a> |

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|-----|--|---|--------------|---|--------------------------------|--|--|
|     |  | Health Collaborative Action Plan.   |              |   |                                |  |  |
| 6.  | Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. | Implementation of the Kind Life Programme. Review of policies to incorporate the Kind Life materials and referrals. Promotion of the programme across the Trust. Engagement of the staff networks in implementation. Embedding the processes into staff side, Care Trust Way (CTW), Organisational Development (OD) offer, Employee relations and Freedom to Speak Up (FTSU). | October 2023 | 1% narrowing of the gap between BAME and White staffs experiences to meet national benchmark. | Head of Equality FTSU Guardian | Embedding into OD, CTW, FTSU and policies. | <a href="#">Home page - A Kind Life</a>                                    |
| 7.  | Percentage believing that trust provides equal opportunities                                 | See metric 1, 2 and 4 actions.<br><br>In addition review of the Moving Forward  | October 2023 | 3% increase in the the % of BAME staff that report feeling there are equal                    | Head of Equality               | As above for metric 1,2 and 4.             | BDCFT evidence 'Barriers to Career Progression Study 2013', Moving Forward |

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|     | for career progression or promotion.   | Programme and Leadership Academy Programme take up and outcome from BAME staff.  |              | <p>opportunities for career progression.</p> <ul style="list-style-type: none"> <li>- Note currently no gap between BAME and White staffs perception and BDCFT is equal to the national benchmark.</li> </ul> | Head of Workforce Development             | Embedded into the OD offer.  | <p>Evaluation 2015 and 2018.</p> <p><a href="https://www.kingsfund.org.uk/workforce-race-inequalities-and-inclusion-in-nhs-providers">Workforce race inequalities and inclusion in NHS providers   The King's Fund</a><br/>(kingsfund.org.uk)</p> |
| 8.  | In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other colleagues. | <p>Implement the EDI Training offer for managers. Deliver interventions into hotspot areas and as outcomes of investigations and learning gaps.</p> <p>Kind Life tool implementation – including resourceful resolutions guides.</p> | October 2023 | Narrow the gap between BAME and White staffs experiences by 4% to meet the national average.  | <p>Head of Equality</p> <p>Head of OD</p> | <p>Embedded into the LMDP.</p> <p>Allocate Tracker to identify hotspots for intervention and escalation.</p> | <p><a href="#">Home page - A Kind Life</a></p>  |

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|     |  | Regular campaign to ensure staff understand Belonging and inclusion Plans and expected inclusion standards. Promote opportunities to speak up.   |           |   |                       |                                      |  |
| 9.  | Percentage difference between the organisations' Board membership and its overall workforce. | Positive action in recruitment of Board members.<br><br>Adverts to include EDI aspirations.<br><br>Diversity in recruitment for Board positions. | Ongoing   | The Board represents the organisations diversity profile. (24% BAME). Note 2021 census data for Bradford District 47% population is BAME. | Trust Board Secretary | Embedded into standard practice.     | <a href="#">Non-executive opportunities in the NHS</a><br>» <a href="#">Supporting NHS providers to improve diversity in their boards (england.nhs.uk)</a> |

**Revised Plan Author**

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17.04.23