

## Appendix 2. Workforce Race Equality Standard Action Plan 2024 – 2025

### 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/Belonging-and-Inclusion-Plan-V6-Branded_.pdf) 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	NHS EDI Improvement Plan Link and Focus	Time scale	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	<ul style="list-style-type: none"><li>BAME representation on interview panels at band 8a and above. Evaluation of the impact of the</li></ul>	<b>High Impact Action 2:</b> Overhaul recruitment processes and embed talent	Oct 2024	3 staff networks engaged in the discussion.	Head of EDI	WRES Task Group will have quarterly updates on the	NHS England Metric Analysis – Sea Change Consultancy report

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	(including executive Board members) compared with the percentage of staff in the overall workforce	representation undertaken. <ul style="list-style-type: none"> <li>Black History Month event – celebrating our role models.</li> <li>Reciprocal Mentoring Programme for BAME staff x2.</li> </ul>	management processes.	Sept 2024	% of 8a and above interviews that include a BAME member of staff. Target 100%.  Likelihood score for representative interview panels vs non-representative panels. Target 1:1	Head of recruitment	recruitment data.  Broadcasts available post event as a learning resource.	WY and Harrogate Leadership Programme
					Executive Broadcast viewed by 40 staff live and accessible to share as a learning resource post event.	Aspiring Cultures Staff Network Chair		<a href="#">Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</a>
					Number of staff engaged in the reciprocal mentoring programme. 70% of those staff reaching their personal goals.	Programme leads	The programme has been embedded into our leadership offer.	<a href="#">Improving Inclusive Leadership (advance-he.ac.uk)</a>

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2.	Relative likelihood of staff being appointed from shortlisting across all posts	<p>Positive Action in recruitment</p> <ul style="list-style-type: none"> <li>• Further analysis of the data to identify hot spots for priority action.</li> <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> <li>• Recruitment training includes bias and inclusion elements.</li> <li>• Intervention training prioritised in hot spot areas where likelihood score is less than Trust average for BAME staff.</li> </ul>	<p><b>High Impact Action 2:</b> Overhaul recruitment processes and embed talent management processes.</p> <p><b>High Impact Action 3:</b> Eliminate total pay gaps with respect to race, disability and gender.</p>	Ongoing Oct 2024	<p>43% of applicants from BAME backgrounds.</p> <p>Likelihood score is 1:1.</p> <p>Likelihood score improves in hotspot areas towards 1:1.</p> <p>Ethnicity pay gap analysed and reported to the Trust Board annually. Activities in response embedded into the Gender pay gap actions.</p>	<p>Head of Recruitment</p> <p>Head of EDI</p>	Embedded into recruitment processes and WRES Task Group action plan.	<p>BDCFT data - <a href="#">Our workforce information - BDCT</a></p> <p>Diversity Wins: How Inclusion Matters, McKinsey &amp; Company, 2020.</p>

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3.	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.	<ul style="list-style-type: none"> <li>WRES Task Group is representative of organisation services.</li> <li>Allocate system KPI's and reports to enable live disciplinary data analysis.</li> <li>Implementation of the revised disciplinary policy.</li> <li>Implementation of the Kind Life resources.</li> <li>Intervention training focused into hot spot areas where likelihood score is above Trust average.</li> <li>Links with other MH Trusts to learn from case studies.</li> <li>Management competencies in place</li> </ul>	<b>High Impact Action 4:</b> Health inequalities within their workforce.	Sept 2024	Reduction in the likelihood score of BAME staff entering into formal disciplinary process – target 1:1.	Head of HR  Head of EDI  General Manager Mental Health	Embedded into the Belonging and Inclusion Plan.	<a href="#">archibong_et al 2019.pdf (brad.ac.uk)</a>
				Dec 2024				

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4.	Relative likelihood of staff accessing non-mandatory training and CPD.	<ul style="list-style-type: none"> <li>Analysis of take up of non-mandatory training and CPD presented to the WRES Task Group.</li> <li>Positive action in recruitment to the programmes.</li> <li>Regular advertisement of programmes via e-update and manager cascade, staff networks and EDI leads. Impact of programmes promoted.</li> </ul>	<b>High Impact Action 2:</b> Overhaul recruitment processes and embed talent management processes.	Feb 2025	Likelihood score is 1:1.	Head OD Head of Training Head of EDI	EDI analysis is standard in reporting information.	BDCFT WRES data over time <a href="#">Item-13.5-Workforce-Race-Equality-Standard-results-over-time.pdf (bdct.nhs.uk)</a>
5.	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	<ul style="list-style-type: none"> <li>See it, Say it, Stop it Campaign.</li> <li>Implementation of the Framework and Royal College of Psychiatrists Tool Kit.</li> <li>Policy Masterclasses – targeted into hotspots.</li> </ul>	<b>High Impact Action 4:</b> Health inequalities within their workforce.  <b>High Impact Action 6:</b> Eliminate conditions and	Oct 2024 Dec 2024 Oct 2024 Sept 2024	1% narrowing of the gap between BAME and White staffs experience.  Aspiring Cultures Staff Network survey shows improvement.	ACSN Chair  General Manager Community Services  General Manager Mental Health	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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		<ul style="list-style-type: none"> <li>WRES Task Group focus.</li> <li>Partnership working with WY Police, Bradford Hate Crime Alliance.</li> <li>Delivery of the Metric 5 West Yorkshire Mental Health Collaborative Action Plan.</li> </ul>	environment in which bullying, harassment and physical harassment occurs.			Head of Equality		
6.	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	<ul style="list-style-type: none"> <li>Review and development of new resources to replace the Kind Life Resources.</li> <li>Promotion of the resources across the Trust.</li> <li>Engagement of the staff networks in implementation.</li> <li>Embedding the processes into staff side, Care Trust Way (CTW), Organisational Development (OD)</li> </ul>	<p><b>High Impact Action 4:</b> Health inequalities within their workforce.</p> <p><b>High Impact Action 6:</b> Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.</p>	October 2024	<p>1% narrowing of the gap between BAME and White staffs experiences to meet national benchmark.</p> <p>50 staff accessing the Kind Life training offer.</p> <p>5 targeted Kind Life courses into teams.</p> <p>Access and take up of the Trusts wellbeing offer.</p>	Head of Equality FTSU Guardian	Embedding into OD, CTW, FTSU and policies.	<a href="#">Home page - A Kind Life</a>

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		offer, Employee relations and Freedom to Speak Up (FTSU).						
7.	Percentage believing that trust provides equal opportunities for career progression or promotion.	<ul style="list-style-type: none"> <li>See metric 1, 2 and 4 actions.</li> <li>In addition, review of the Moving Forward Programme and Leadership Academy Programme take up and outcome from BAME staff.</li> </ul>	<b>High Impact Action 2:</b> Overhaul recruitment processes and embed talent management processes.	March 2025	3% increase in the the % of BAME staff that report feeling there are equal opportunities for career progression.  -	Head of Equality  Head of Workforce Development	As above for metric 1,2 and 4.  Embedded into the OD offer.	<p>BDCFT evidence 'Barriers to Career Progression Study 2013', Moving Forward Evaluation 2015 and 2018.</p> <p><a href="#">Workforce race inequalities and inclusion in NHS providers   The King's Fund (kingsfund.org.uk)</a></p>

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8.	In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other colleagues.	<ul style="list-style-type: none"> <li>Implement the EDI Training offer for managers. Deliver interventions into hotspot areas and as outcomes of investigations and learning gaps.</li> <li>Kind Life and new tool implementation – including resourceful resolutions guides.</li> <li>Regular campaign to ensure staff understand Belonging and inclusion Plans and expected inclusion standards. Promote opportunities to speak up.</li> </ul>	<p><b>High Impact Action 4:</b> Health inequalities within their workforce.</p> <p><b>High Impact Action 6:</b> Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.</p>	Oct 2024	<p>Narrow the gap between BAME and White staffs experiences by 4% to meet the national average.</p> <p>50 staff accessing the Kind Life and replacement training offer.</p> <p>5 targeted Kind Life and replacement courses into teams.</p>	<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>	<a href="#">Home page - A Kind Life</a>
9.	Percentage difference between the organisations' Board membership	<ul style="list-style-type: none"> <li>Positive action in recruitment of Board members.</li> <li>Adverts to include EDI aspirations.</li> </ul>	<b>High Impact Action 1:</b> Measurable objectives on EDI for Chairs Chief	Ongoing	The Board represents the organisations diversity profile. (24% BAME). Note 2021 census data	Trust Board Secretary	Embedded into standard practice.	<a href="#">Non-executive opportunities in the NHS » Supporting NHS</a>



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	and its overall workforce.	<ul style="list-style-type: none"> <li>Diversity in recruitment for Board positions.</li> </ul>	<p>Executives and Board members</p> <p><b>High Impact Action 2:</b> Overhaul recruitment processes and embed talent management processes.</p>		<p>for Bradford District 47% population is BAME.</p> <p>Objectives set and evaluated through appraisal processes and BAF.</p>			<a href="#">providers to improve diversity in their boards (england.nhs.uk)</a>

#### Plan Author

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