

Appendix. Workforce Race Equality Standard Action Plan 2023 – 2024

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	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"> Act as a case study to NHS England regarding diversifying leadership and talent management. 	High Impact Action 2: Overhaul recruitment processes and embed talent	Oct 2023	3 staff networks engaged in the discussion.	Head of EDI	Case Study findings will inform future activity. WRES Task Group will	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	<ul style="list-style-type: none"> Discussion groups to be held on diversifying leadership – what works and challenges. BAME representation on interview panels at band 8a and above. Evaluation of the impact of the representation undertaken. Black History Month event – celebrating our role models. Reciprocal Mentoring Programme for BAME staff x2. 	management processes.	Sept 2024	<p>% of 8a and above interviews that include a BAME member of staff. Target 100%.</p> <p>Likelihood score for representative interview panels vs non-representative panels. Target 1:1</p>	Head of recruitment	<p>have quarterly updates on the recruitment data.</p> <p>Broadcasts available post event as a learning resource.</p>	<p>WY and Harrogate Leadership Programme</p>
					Executive Broadcast viewed by 50 staff live and accessible to share as a learning resource post event.	Aspiring Cultures Staff Network Chair		<p>Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</p>
					Number of staff engaged in the reciprocal mentoring programme. 70% of those staff reaching their personal goals.	<p>Trauma Informed Care Lead</p> <p>0-19 Workforce Lead Nurse Workforce Resilience</p>	<p>The programme has been embedded into our leadership offer.</p>	<p>Improving Inclusive Leadership (advance-he.ac.uk)</p>

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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"> • adverts to include statement around positive action. • Outreach recruitment; working in communities and with partners to increase diverse applicants. • Best Place to Work actions throughout BDCFT Strategy • Recruitment training includes bias and inclusion elements. • Intervention training prioritised in hot spot areas where likelihood score is less than Trust average for BAME staff. 	<p>High Impact Action 2: Overhaul recruitment processes and embed talent management processes.</p> <p>High Impact Action 3: Eliminate total pay gaps with respect to race, disability and gender.</p>	Ongoing Oct 2023	<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>	Head of Recruitment Head of EDI	Embedded into recruitment processes and WRES Task Group action plan.	<p>BDCFT data - Our workforce information - BDCT</p> <p>Diversity Wins: How Inclusion Matters, McKinsey & Company, 2020.</p>
3.	Relative likelihood of staff entering the formal	<ul style="list-style-type: none"> • WRES Task Group is representative of organisation services. 	<p>High Impact Action 4: Health inequalities</p>	Sept 2023	Reduction in the likelihood score of BAME staff entering into formal	Head of HR Head of EDI	Embedded into the Belonging	archibong_et_al_2019.pdf (brad.ac.uk)

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	disciplinary process, as measured by entry into a formal disciplinary investigation.	<ul style="list-style-type: none"> • Allocate system implementation to enable live disciplinary data analysis. • Implementation of the revised disciplinary policy. • Implementation of the Kind Life resources. • Intervention training focused into hot spot areas where likelihood score is above Trust average. • Links with other MH Trusts to learn from case studies. • Management competencies in place 	within their workforce.	Dec 2023	disciplinary process – target 1:1.	General Manager Mental Health	and Inclusion Plan.	
4.	Relative likelihood of staff accessing non-mandatory	<ul style="list-style-type: none"> • Analysis of take up of non-mandatory training and CPD presented to the WRES Task Group. 	High Impact Action 2: Overhaul recruitment processes and embed talent	Feb 2023	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 Item-13.5-Workforce-Race-

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	training and CPD.	<ul style="list-style-type: none"> Positive action in recruitment to the programmes. Regular advertisement of programmes via e-update and manager cascade, staff networks and EDI leads. Impact of programmes promoted. 	management processes.					Equality-Standard-results-over-time.pdf (bdct.nhs.uk)
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"> Zero Tolerance campaign Review of the Managing Racial and Other Types of Abuse Policy. Policy Masterclasses – targeted into hotspots. WRES Task Group focus. Partnership working with WY Police, Bradford Hate Crime Alliance. 	<p>High Impact Action 4: Health inequalities within their workforce.</p> <p>High Impact Action 6: Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.</p>	<p>Oct 2023</p> <p>Dec 2023</p> <p>Oct 2023</p> <p>Sept 2023</p>	<p>1% narrowing of the gap between BAME and White staffs experience.</p> <p>Aspiring Cultures Staff Network survey shows improvement.</p>	<p>ACSN Chair</p> <p>General Manager Community Services</p> <p>General Manager Mental Health</p> <p>Head of Equality</p>	<p>Embedded into the Leadership and Management Development Programme.</p>	<p>BDCFT WRES information Appendix-3-WRES-and-WDES-data-return-2022-002.pptx (live.com)</p>

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		<ul style="list-style-type: none"> Delivery of the Metric 5 West Yorkshire Mental Health Collaborative Action Plan. 						
6.	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	<ul style="list-style-type: none"> 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). 	<p>High Impact Action 4: Health inequalities within their workforce.</p> <p>High Impact Action 6: Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.</p>	October 2023	<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.	Home page - A Kind Life

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7.	Percentage believing that trust provides equal opportunities for career progression or promotion.	<ul style="list-style-type: none"> See metric 1, 2 and 4 actions. In addition, review of the Moving Forward Programme and Leadership Academy Programme take up and outcome from BAME staff. 	High Impact Action 2: Overhaul recruitment processes and embed talent management processes.	March 2024	3% increase in the the % of BAME staff that report feeling there are equal opportunities for career progression. - Note currently no gap between BAME and White staffs perception and BDCFT is equal to the national benchmark.	Head of Equality Head of Workforce Development	As above for metric 1,2 and 4. Embedded into the OD offer.	BDCFT evidence 'Barriers to Career Progression Study 2013', Moving Forward Evaluation 2015 and 2018. Workforce race inequalities and inclusion in NHS providers The King's Fund (kingsfund.org.uk)
8.	In the last 12 months have you personally experienced discrimination at work from	<ul style="list-style-type: none"> Implement the EDI Training offer for managers. Deliver interventions into hotspot areas and as outcomes of 	High Impact Action 4: Health inequalities within their workforce.	Oct 2023	Narrow the gap between BAME and White staffs experiences by 4% to meet the national average.	Head of Equality Head of OD	Embedded into the LMDP. Allocate Tracker to	Home page - A Kind Life

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	Manager/team leader or other colleagues.	investigations and learning gaps. <ul style="list-style-type: none"> Kind Life tool implementation – including resourceful resolutions guides. Regular campaign to ensure staff understand Belonging and inclusion Plans and expected inclusion standards. Promote opportunities to speak up. 	High Impact Action 6: Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.		50 staff accessing the Kind Life training offer. 5 targeted Kind Life courses into teams.		identify hotpots for intervention and escalation.	
9.	Percentage difference between the organisations' Board membership and its overall workforce.	<ul style="list-style-type: none"> Positive action in recruitment of Board members. Adverts to include EDI aspirations. Diversity in recruitment for Board positions. 	High Impact Action 1: Measurable objectives on EDI for Chairs Chief Executives and Board members High Impact Action 2: Overhaul recruitment	Ongoing	The Board represents the organisations diversity profile. (24% BAME). Note 2021 census data for Bradford District 47% population is BAME. Objectives set and evaluated through appraisal processes and BAF.	Trust Board Secretary	Embedded into standard practice.	Non-executive opportunities in the NHS » Supporting NHS providers to improve diversity in their boards (england.nhs.uk)

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			processes and embed talent management processes.					

Revised Plan Author

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25.10.23