

| WRES Race Action Plan | | | |
|--|--|--|---|
| | | SMART PRINCIPLES | |
| Trust: | Bedfordshire Hospitals NHS Foundation Trust | Specific (simple, sensible, significant). | |
| Year: | 2022/2023 | Measurable (meaningful, motivating). | |
| Primary author(s) of this Action Plan | EDHR Lead and Strategy Group | Achievable (agreed, attainable). | |
| Plan endorsed by: | Formal Executive of the Board, EDHR Groups, BAME Staff Network | Relevant - (reasonable, realistic, resourced, result | |
| | To be further endorsed at next Workforce Committee, Main EDHR Meeting. | Time bound (time-based, time limited, time/cost limited, timely, time-sensitive). | |
| Sources of information underpinning the Plan: | [1] NHS Staff Survey. [2] WRES Results 2022, previous years and deeper data. [3] Site specific, Trust wide, Regional and Diverse Peers benchmarking. [4] Trust ESR and HR records for Recruitment, Training, Discipline and Grievance. FTSU and Wellbeing records. [5] Feedback from Staff Networks etc. [7] NHS People and Business Plan. | | |
| WRES ACTION INDICATOR | Please specify which actions are different to current practice, and which are continuation | Please specify KPIs and timelines for monitoring the actions | How will actions be made sustainable |
| Actions Indicator 1: Recruitment and Promotion | Undertake a deep dive analysis to understand the BAME bandings within each clinical and corporate areas to target interventions. | Analysis review of key target bands where there is a negative impact | Ongoing monitoring will ensure a focus on this indicator to ensure detailed actions ensure representation in all bands. |
| | There are 3.7% of staff not declaring their ethnicity - to complete a data collection campaign to improve declaration of staff. | Aim to improve declaration by 1% | Ensure new starters are recording their protected characteristics |
| | Complete a review to work towards more diverse recruitment panels. This will focus on developing a work plan to develop appropriately trained staff and also develop a Trust approach and policy. | Agreement to be in place by July 2023 | Adherence to a Trust Policy |
| | Continue to embed values based recruitment to make the processes fairer and more inclusive. The Trust is also working towards the principles in no more tick boxes" guide to recruitment. | Values based recruitment toolkit. Values based appraisal. Impact of the recruitment to be reviewed by August 2023. | Policy and implementation |

| WRES ACTION INDICATOR | <i>Please specify which actions are different to current practice, and which are continuation</i> | <i>Please specify KPIs and timelines for monitoring the actions</i> | <i>How will actions be made sustainable</i> |
|---|--|--|--|
| | The Trust will review advertising media for senior roles and use a tailored advertising most appropriate to the role being appointed to encourage a diverse range of applicants. When using Executive Search firms for recruiting to senior roles the Trust will follow the "No More tick Boxes - Using Executive Search Firms effectively guide". | Monitor advertising media used for senior appointments | Maintain a review through the Workforce Committee |
| Actions Indicator 2: Appointments | Develop a process to understand the reasons for the low transfer of uptake to interview from BAME candidates | Audit to be undertaken by March 2023 | Assessing the impact of the audit and developing future actions |
| | Review the impact of the values recruitment and selection training with the Network Chairs. | Report review April 2023 | Review and agree recommendations from the network chairs |
| | Participate in the NHSE exercise to review the recruitment process, 'Overhauling Recruitment and Inclusive Recruitment and Promotion Practices Programme' and implement any outputs. | Recommendations to reviewed and actioned as appropriate | Review and agree recommendations from NHSE |
| Actions Indicator 3: Disciplinary | Review the data for the disciplinary information across to review trends. | Complete the analysis by March 2023 | as above |
| | Use "a Kind Life" respectful resolution approach to proactively deal with issues at and early stage before formal processes commence in a manner that is supportive to staff. Promote cultural awareness skills boosters for line managers and network members along with FTSU and Peer listeners. | Review the training and implement by June 2023 | Implemented training programmes |
| Actions Indicator 4: Education | Look at the E courses offered by our provider Skills Booster for those which should be encouraged/mandated more. | Review the training and implement by June 2023 | Implemented training programmes |
| Actions Indicator 5: Bullying Harassment from Public | Continue with the campaign 'no excuse for abuse' - Promotional plan through Comms team and local partners within BLMK. | E&D Communication Plan to be in place by January 2023 | Review of the Communication Plan by the E&D Committee |
| Actions Indicator 6: Bullying Harassment from Staff | Using the respectful resolution as part of the embedding value and a kind life project. | New policies to reflect new approach | In policy with appropriate monitoring. Review WRES data to monitor impact. |
| Actions Indicator 7: Equal opportunities | Better Trust wide communications highlighting areas where BHFT are progressing and doing well, plus areas being worked on are needed. With out this perceptions and narrative will remain the same and the bigger picture will be missed. | E&D Communication Plan to be in place by January 2023 | Review of the Communication Plan by the E&D Committee |

| WRES ACTION INDICATOR | <i>Please specify which actions are different to current practice, and which are continuation</i> | <i>Please specify KPIs and timelines for monitoring the actions</i> | <i>How will actions be made sustainable</i> |
|--|--|--|---|
| | Trust to review and implement Career planning workshops. | Workshops to be implemented by October 2023 | Reports to the Workforce Committee |
| | To incorporate and promote positive action programmes (NHS East of England EoE) EOE ready now and stepping up. | Recommendations to reviewed and actioned as appropriate | Review and agree recommendations from NHS EoE |
| | To review a process for reciprocal mentoring within the Trust. | Process to be agreed by March 2023 | Board approved process |
| | Work closely with the ICB and BLMK to share good practice and resources. | Attendance at key ICB meetings | Reports to the Workforce Committee |
| | To further implement the talent management strategy within the organisation including career conversations. | Quarterly review through the Workforce Committee | Reports to the Workforce Committee |
| Actions Indicator 8: Discrimination from a colleague, manager or leader | Using the respectful resolution as part of the embedding value and a kind life project. | In progress and to be embedded by October 2023 | Reports to the Workforce Committee |
| | Increasing diverse speak up champions within the Trust and maintain communication about their role and access. | Increase the numbers of speak up champions and focus on diversity | Reports to the E&D Committee |
| Actions Indicator 9: Board Representation | As for all protected characteristics one Executive and one Non Executive Director have been allocated leadership and championing of Race and Culture on the Board. This will continue. | Demonstrable participation and examples of impact | Reports to the Board |
| | Promotion and comms about the Executive and Non-Executive Director about their role for the Race Protected characteristic. What it means to them, how they have and how they intend to give their support. | E&D Communication Plan to be in place by January 2023 | Review of the Communication Plan by the E&D Committee |
| | Implementing the Model Employer Plan with more realistic and achievable targets ensuring that there is full understanding of barriers and challenges to change and a plan of action. Looking at both clinical and non clinical profiles where there are areas of under representation of BAME but also where over-representation of BAME in clinical areas such as within consultant and medical grades. Also to apply the no more tick boxes initiatives. | Review the Model Employer Plan to be completed by March 2023 | Report to the Board and Workforce Committee |

| WRES ACTION INDICATOR | <i>Please specify which actions are different to current practice, and which are continuation</i> | <i>Please specify KPIs and timelines for monitoring the actions</i> | <i>How will actions be made sustainable</i> |
|---------------------------------------|--|--|---|
| Other components of trust plan | Undertake an initiative for "What's it got to do with you?" for the importance of declaration/data capture plus how the data is generic, anonymised and confidential - this is extended to the areas of Sexual Orientation and Religion ad Belief which also have data validity issues due to non or low declaration . | E&D Communication Plan to be in place by January 2023 | Review of the Communication Plan by the E&D Committee |
| | Further explore Interstectionality and health inequalities for our patient population with the support of our Staff Networks and wider communities. | Develop a plan for patient information review to target priority health inequality areas | Report to the Equality and Diversity Committee by June 2023 |