

WRES Action Plan

October 2020



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CEO foreword

BHT is committed to building an inclusive culture that is intolerant of discrimination, bullying and harassment. We will create an environment where everyone feels included, supported and treated fairly. We do not tolerate bullying, harassment, discrimination or other negative behaviours.

- **The ethnic make-up of our Board and senior leaders will be 24% BAME, reflecting that of our workforce by 2022**
- **Our recruitment processes will be fair, with equal outcomes for BAME and white applicants by the end of 2021**

Neil Macdonald

Chief Executive Officer

Oct 2020

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Our People Promise

At BHT we have made a promise to ensure that our people are

- **Safe**
- **Supported**
- **Listened to**

Our WRES action plan will deliver:

- **A culture of inclusion & zero tolerance of discrimination**
- **Equality of experience & opportunity for all staff at BHT**
- **Better accountability and ownership of the plan across the Trust**



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WRES Data

Relative likelihood of staff being appointed from shortlisting – 1.98x higher for white candidates



The relative likelihood of BAME staff entering formal disciplinary process is 1.96x higher compared to that of white staff



Relative likelihood of white and BAME Staff accessing non mandatory training is equal



Percentage of BAME staff believing that the Trust offers equal opportunity for career progression is 76.7%



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How we are going to do this

In order to turn the tide on systemic bias and create meaningful changes which will reduce disadvantage and improve equity at BHT, our core objectives are:

Accountability & ownership – The work to create and sustain a truly inclusive organisation must be a priority for all staff, not just those within ED&I roles. We will work to increase ownership of inclusion through providing localised data intelligence, and holding those with decision-making authority to account for advancing inclusion.

Debiasing systems & processes - We know that BAME colleagues continue to face systemic disadvantage both in their personal worlds and at work. We will incrementally review our People systems and processes to remove or reduce opportunities for bias.

Engage in allyship – 2020 has increased the appetite of many to learn about systemic racism and to take action as an ally, but there are still many colleagues and decision makers who do not understand or see the systemic disadvantages faced by People of Colour. Starting with our leaders and key decision makers, we will work to engage and educate all of our staff around systemic racism to shift the mindsets and behaviours which uphold systems of disadvantage and lead to bias. We will support our staff to become active allies to promote a truly inclusive culture.

Equality of opportunity & experience – Whilst we work to change the systems and processes which disadvantage BAME colleagues, we will concurrently enhance opportunities across our organisation for those who have repeatedly experienced systemic disadvantage using positive action across all aspects of the employee life cycle.

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Core Principles

The work required to create a truly inclusive organisation will be difficult and longitudinal. To give us the best opportunity to create improvements, the following principles will guide our work:

Evidence-based – Our interventions and actions will be grounded in the wealth of evidence from academic research, healthcare case studies and industry best practice. We will use this evidence to identify the most effective actions to take to drive change.

Co-design – Our interventions and actions to improve racial equity will be co-designed by our BAME colleagues and grounded in their lived experiences. We will take an approach which is rooted in the needs and experiences of our staff.

Take ownership & evaluate – We will continually evaluate our approach for its impact on behaviour change and the WRES indicators, and take steps to amend our actions if the desired impact is not achieved within a timely manner. We commit to driving forward a dynamic plan which meets its aims of improving racial equality. All colleagues with management responsibility will be accountable for the delivery of this plan.

Our WRES action plan

Action	Who	When	Measure	Impact
Accountability and ownership				
WRES metrics to form part of Divisions performance framework	COO + Head of Inclusivity	30 October 2020	Local monitoring and interventions to impact Divisional data	Create ownership of the issue to improve divisional WRES data
Increase the diversity and resource of the Freedom to Speak Up Guardian role	CEO + FTSUG	30 November 2020	Increased number of FTSUGs	Increased number of BAME colleagues speaking up
Ensure the Board composition continues to represent our workforce	Chair	Ongoing	Number of BAME Board members	Representation, role modelling and cultural shift
Equality of experience and opportunity				
Adopt a 'Just Culture' model	CPO + CN	1 December 2020	Communication of model & guidelines to all managers	Builds a climate of fairness and openness, encouraging speaking up
Suspension of staff to be signed off by Chief Nurse or Chief People Officer	CN + CPO	1 December 2020	All disciplinary cases that may need suspension need to approved by the CPO or the CN	Ensures that managers do not take processes and outcomes lightly and adds higher level of scrutiny
Setup a BAME talent pool in collaboration with our BAME network.	CN + Head of Inclusivity+ BAME Network	30 April 2021	There is a pipeline of BAME colleagues ready for promotion to more senior roles	Increase the number of BAME colleagues opportunities
Host speed mentoring event for BAME colleagues with senior leaders	MD + Head of Inclusivity, + BAME Network	28 February 2021	BAME colleagues demonstrate increased confidence to develop in their roles and careers	Improved equality of opportunity
Review and enhance reverse mentoring programme	COO + BAME Network	31 March 2021	All 8a+ managers to have a reverse mentor	Awareness of issues facing BAME colleagues and enhanced cultural understanding at senior level
Increase the number of BAME senior leaders (8b-9) in line with national guidelines	CPO + COO	End of March 2021	Recruiting additional 7 BAME senior leaders in 2021	Ensuring representation and clear career paths for BAME colleagues

Our WRES action plan

Action	Who	When	Measure	Impact
De-biasing our processes - Recruitment				
Conduct a comprehensive Review of the whole recruitment process (JD to appointment)	CPO	Within 6 months	Audit / review report + recommendations	Find out any potential bias in the process and eliminate.
In collaboration with our BAME network, co-design & co-deliver a value based & Inclusive interview skill course	DCPO / Network	31 December 2020	Course available & marketed across the trust	Improve the interview process from an inclusivity perspective
Train a pool of circa 30 WRES champions to support and to monitor the recruitment process	Deputy CPO & Networks	1 January 2021	Circa 30 WRES Champions trained. 2 cohorts with minimum of 15 attendees	Improved recruitment practices & impactful recruitment training.
Analyse sample job descriptions and adverts for cultural sensitivity	WRES experts + Recruitment Team	1 December 2020	Analysis report & recommendations	Increase the BAME pipeline for all roles across BHT
Engage in allyship				
Exec engagement in WRES Plan and sponsorship of staff networks	CPO	12 October 2020	Exec sponsors for each of the Staff Networks	Recruiting exec leaders as project sponsors to support, facilitate & hold to account the delivery of each part of the plan

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