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**Workforce Race Equality Standard (WRES) – Action Plan 2020/2021**

**Introduction**

Bradford Teaching Hospitals NHS Foundation Trust is committed to meeting the requirements of the Workforce Race Equality Standard for NHS Trusts and this is our sixth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 19th August 2020, as per our contractual requirements.

Having considered the 2019/2020 data, alongside data from previous years, there has been some improvement for our Black, Asian and minority ethnic (BAME) staff on three of the WRES Indicators (Indicators 1, 5 & 7). However, we still have progress to make and there is still work to be done to improve our performance on the other indicators. This year’s action plan will contain few, yet more focussed objectives than in previous action plans. This is to ensure that focussed attention is given on a key number of indicators which, if addressed in detail and positively, will have the biggest impact. In doing this, it is anticipated that this will bring about positive change across the Trust resulting in an improvement in all WRES indicators.

The Trust’s Black, Asian and Minority Ethnic (BAME) Staff Network has been instrumental in the development of this action plan which has been grouped into five themes to reflect both the **WRES requirements**, the **Trust’s People Strategy** including the **revised National People Plan 2020/21** and which places significant focus and attention to the wider system diversity and inclusion agenda.

The NHS People Plan, which was launched in July 2020, focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care.

**BTHFT People Strategy 2017 – 2022 Objectives:**

* **Attract** – We attract and recruit quality people, representative of our communities, who share our values
* **Develop** – We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it.
* **Retain** – Our people are proud to work for our Trust, working together putting patients first
* **Happy, Healthy and Here** – Our people feel valued, motivated and engaged.
* **Lead** – Our people feel supported and well led

**Monitoring and Evaluation**

The action plan will be monitored by the Trust’s Diversity & Inclusion Steering Group (DISG) on a bi-monthly basis and through the People Academy and Trust Board on a 6-monthly basis as part of their regular Equality, Diversity & Inclusion update. The BAME Staff Network will adopt this action plan as a basis for their work programme. The network will play a key role in supporting and influencing the actions going forward, both the Chair and Deputy Chair will also be represented on the newly developed Diversity and Inclusion Steering Group which will be chaired by the Chief Executive going forwards.

**Workforce Race Equality Standard (WRES): The 9 Indicators**

|  |  |
| --- | --- |
| **Indicator 1** | Percentage of BAME staff in each of the Agenda for Change bands 1-9, medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of staff in the overall workforce.  |
| **Indicator 2** | Relative likelihood of BAME staff being appointed from shortlisting across all posts |
| **Indicator 3** | Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of white staff |
| **Indicator 4** | Relative likelihood of white staff accessing non mandatory training and Continuous Professional Development (CPD) as compared to BAME staff |
| **Indicator 5** | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months |
| **Indicator 6** | Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months |
| **Indicator 7** | Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion |
| **Indicator 8** | In the last 12 months have you personally experienced discrimination at work from any of the following? Manager, team leader or other colleague |
| **Indicator 9** | Percentage difference between the organisations’ board voting membership and its overall workforce. |

**Workforce Race Equality Standard: Summary of Actions 2020-2021**

This table provides an overview of the actions identified for this year’s WRES action plan and demonstrates how these actions align with the Trust People Strategy objectives and the requirements of the recently launched NHS People Plan. A more detailed action plan is provided on page 6 of this report.

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| **BTHFT WRES Objective** | **NHS People Plan, WRES Indicator and Trust People Strategy Objectives** | **Further Details**  |
| --- | --- | --- |
| 1.0 | **Attract: We attract and recruit quality people, representative of our communities, who share our values** |
| 1.1 | **Further focus on Recruitment & Selection with emphasis on:**Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment. | **WRES Indicator 2****NHS People Plan 2020:** * Overhaul recruitment and promotion practices to ensure staffing reflects the diversity of the local community, and regional and national labour markets.

**Summary of BTHFT Actions**: * Take a proactive approach to recruiting BAME staff and consider positive action and targeted recruitment approaches.
* Actively work alongside schools, colleges, universities and local communities and partners to attract a more diverse range of people into health and care careers.
* Hold recruitment/career days for BAME community to apply for roles, including awareness sessions on application/interview skills.
* Monitor and understand workforce data in relation to protected characteristics of all our staff and work to improve R&S data quality for reporting and improvement purposes.
 |  Pages 6 - 7 |
| 1.2 | **To hold comprehensive workforce data on all protected characteristic staff** |
| 2.0 | **Develop: We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it** |
| 2.1 | **Increased focus on BAME staff in leadership roles** – to have enabling strategies that support BAME staff to succeed | **WRES Indicators 1, 4 & 7****NHS People Plan 2020**: “Publish progress and plans against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce”.**Summary of BTHFT Actions:*** Reciprocal Mentoring Scheme to be rolled out by December 2020.
* Pilot an External Mentoring scheme for up to 6 BAME staff on bands 8a and above. (delivered by External Management Consultancy).
* BAME staff representation on recruitment & selection panels on all post at band 8a and above.
* Identify opportunities to overcome barriers to progression and career development (particularly band 5 upwards) in conjunction with BAME staff.
* Networking & collaborating with regional and national BAME forums within the wider system.
* Equality Impact Assessment and monitoring of Education & Training opportunities.
* We will adopt NHS England and NHS Improvement resources, guides and tools about having productive conversations about race with a focus on making tangible progress on equality, diversity and inclusion for all staff.
* To raise the profile of race equality across the Trust with a focus on celebrating diversity and exploring the power of lived experiences and stories.
 | Pages 7 - 8 |
| 3.0 | **Retain: Our people are proud to work for our Trust, working together putting patients first** |
| 3.1 | **Managers equipped with having meaningful and compassionate conversations** | **WRES Indicator 8****NHS People Plan 2020:** Health and Wellbeing conversations: line managers to discuss equality, diversity and inclusion as part of the health and wellbeing conversations with the overall focus on **‘Looking after our people’**Summary of BTHFT Actions:* To ensure risk assessments for vulnerable staff, including BAME colleagues are conducted and action taken where needed.
* Managers empowered to have compassionate and inclusive conversations and any actions followed up in a timely manner.
* Continue to have meaningful engagement with all BAME staff across the Trust and to ensure the Trust’s BAME staff network is aligned to the national NHS ambitions on BAME staff networks ensuring the network is a ‘thriving’ network aligned to key decision making structures.
 | Page 9 |
| 3.2 | **Staff equality networks reviewed and refreshed with staff represented at key decision making forums**  |
| 4.0 | **Happy, Health and Here: Our people feel valued, motivated and engaged** |
| 4.1 | **Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of the Trust values and expectations on behaviours including our wider diversity and inclusion priorities.** | WRES Indicators 1, 2 8, 5 & 6NHS People Plan 2020:* Prevent and challenge bullying, harassment and abuse against staff, and create a culture of civility & respect.
* Work to eliminate the ethnicity gap when entering formal disciplinary processes (Trust position improved from previous years).
* Ensure that all staff have access to psychological support.
* Discuss equality, diversity and inclusion as part of health and wellbeing conversations.

Summary of BTHFT Actions:* Development of an EDI corporate strapline which will signal a positive message on our approach to EDI.
* Work with key stakeholders to raise the profile of race equality across the Trust, including the development of ‘Allies/Ambassadors’ across the trust.
* Work with key stakeholders to develop training and development around the diversity & Inclusion agenda with a focus on our responsibilities in creating and sustaining a culture of dignity & respect in the workplace.
* Provide “safe spaces” for open, but uncomfortable discussions around “lived experience”.
* Review and refresh the role of the Trust’s Staff Advocacy service and work to ensure staff feel supported in the workplace, and there is a sense of belonging and respect.
* Develop and roll out a ‘Staff Diversity Census’ with focus on informing staff of the importance of equality monitoring and providing reassurances on confidentiality and the importance of declaring information on protected characteristic on ESR.
* To conduct Equality Impact Assessments on all health & wellbeing services, as and when they are reviewed, to ensure these are fit for purpose.
 | Pages 9-10 |
| 4.2 | **Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours** |
| 4.3 | **Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect**  |
| 4.4 | **All BAME staff have confidence in declaring their ethnicity on ESR** |
| 4.5 | **Ensure the Health & Wellbeing Service reflects the needs of BAME staff** |
| **5.0** | **Lead: Our people feel supported and well led** |
| 5.1 | **Commitment to embedding & mainstreaming diversity & inclusion in everything we do** | WRES Indicators 1, 2, 5, 6, 7, 8 & 9NHS People Plan 2020: * Review governance arrangements to ensure staff networks are able to contribute to and inform and influence decision making processes.
* Increased emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment.
* Publish progress against the Model Employer goals to ensure the workforce leadership is representative of the overall BAME workforce (see also 2.1).

Summary of BTHFT Actions: * Establishment of a strategic Diversity and Inclusion Steering Group, ensuring the group is represented across the Trust.
* Review of governance arrangements in decision making forums in relation to BAME staff.
* Review and Refresh the BAME staff network; through consultation and engagement with BAME staff and in alignment with the NHS England ambitions for BAME staff networks.
* Use positive action and targeted recruitment measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population.
 | Pages 10 - 11 |
| 5.2 | **Ensure we have a “thriving” BAME staff network** |
| 5.3 | **Ensure BAME diversity balance on decision making forums:**Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce. |

**Workforce Race Equality Standard: Action Plan 2020-2021**

This table provides the detailed actions to be taken by the Trust against our 2020/2021 WDES objectives as outlined in the table above.

| **No** | **Objective** | **Specific action** | **Lead** | **Timeline** | **2020/2021 WRES Data submission** |
| --- | --- | --- | --- | --- | --- |
| **1** | **Attract: We attract and recruit quality people, representative of our communities, who share our values** |
| **1.1** | **Further focus on Recruitment & Selection:**Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment. | Review of the Recruitment & Selection Policy and our Trust recruitment practices in relation to our ambitions around EDI. | Head of EDI/ Asst Director of HR | October 2020 | **Ind2:** Likelihood of staff being appointed from shortlisting across all posts:Shortlisted

|  |  |
| --- | --- |
| White | BAME |
| 2894 | 2841 |

Appointed

|  |  |
| --- | --- |
| White | BAME |
| 940 | 616 |

Likelihood of appointment from shortlisting

|  |  |
| --- | --- |
| White | BAME |
| 32.48% | **21.68%** |
| 0.33 | **0.22** |

|  |
| --- |
| Relative likelihood of white staff being appointed from shortlisting |
| **1.5**  |

White staff more likely and increase from 2019/2020 (1.0 = equal)  |
| Explore and examine a range of recruitment, selection and retention processes from an equality & diversity perspective. | Head of EDI/ Asst Director of HR | January 2021 |
| Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.To develop a community engagement plan with co-ordinated activity. | Head of EDI/ Asst Director HR | March 2021 |
| Review recruitment and promotion practices (including materials and where adverts are placed) to make sure that staffing reflects the diversity of the community. | Asst Director of HR/ Head of EDI  | February 2021 |
| Consider positive action schemes and targeted recruitment to encourage a greater number of BAME applicants. | Head of EDI/ Asst Director of HR | January 2021 |
| Hold recruitment/ career days for BAME community to apply for roles. Including sessions on application/ interview skills by having a co-ordinated approach to community engagement. | Head of EDI/ Asst Director of HR | March 2021 |
| **1.2** | **To hold comprehensive workforce data on all protected characteristic staff** | Work to improve data quality in NHS Jobs and improve declaration rates on protected characteristics in ESR for reporting purposes.  | Recruitment & Contracts/ Workforce Information/ OD/ EDI/ Training & Development/ HR | January 2021 |
| Diversity & Inclusion Steering group to monitor our position in relation to BAME workforce data, with annual reporting and recommendations to the Trust Board and mandated reports to NHS England:* Applications/ shortlisting
* Promotion/ career progression/ secondment
* Pay and reward
* Employee relations case work
* Access to training & development
* Staff satisfaction
* 10-year plan
 | Every 6 months  |
| **2** | **Develop: We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it** |
| **2.1** | **Increased focus on BAME staff in leadership roles** – to have enabling strategies that support BAME staff to succeed | Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.  | Head of EDI  | Ongoing  | **Ind1:** % of staff in each of the AFC bands 1-9 or Medical & Dental subgroups and VSM (including exec board members) compared with the % of staff in overall workforce.Overall workforce (declared ethnicity)

|  |
| --- |
| Trust Headcount |
| 6240 (6111) |
| White | BAME |
| 4148 | 1963 |

% overall workforce

|  |  |
| --- | --- |
| White | BAME |
| 67.88% | **32.12%**  |

Not representative but improvement from 2019/2020Bands 8a+ incl VSM (declared ethnicity)

|  |
| --- |
| Trust Headcount |
| 323 (317) |
| White | BAME |
| 271 | 46 |

% Bands 8a+ Incl VSM

|  |  |
| --- | --- |
| White | BAME |
| 85.5% | **14.5%** |

Not representative but improvement from 2019/2020**Ind4:** Likelihood of white staff accessing non mandatory training & CPD compared to BAME staff

|  |
| --- |
| likelihood of white staff accessing non mandatory training compared to BAME staff |
| 1.22  |

White staff more likely, non-significant increase from 2019/2020, 1.00 = Equal. **Ind7:** % staff believing Trust provides equal opportunities for career progression or promotion

|  |  |
| --- | --- |
| White | BAME |
| 88.9%  | **68.6%**  |

Increasing but remains a significant issue for BAME staff |
| Continue to ensure all posts from 8a and above have a BAME member of staff as an active recruitment panel member. This will be reviewed as part of the wider recruitment and selection policy review. | Head of EDI  | December 2020  |
| Re-start the reciprocal mentoring scheme, aimed at BAME staff at band 8a and above, in partnership with the Trust Board of Directors. | Head of EDI  | December 2020 |
| Pilot the external REACH mentoring scheme for up to six BAME staff at Bands 8a and above with a focus return on investment. | Head of EDI  | November 2020 |
| Explore personal development opportunities for band 5 upwards. | Head of EDI Head of OD  | December 2020 |
| Diversity & Inclusion Steering Group to work with the BAME staff network to identify opportunities to overcome barriers to progression and career development | Director of HR  | January 2021 |
| EDI/ HR/ Staff Network Leads to connect with regional and national BAME staff networks/ and collaborate.  | Head of EDI  | Ongoing |
| Review development programmes from an inclusion perspective to ensure BAME staff’s needs are being met:* In the virtual training room (e.g. WebEx).
* In the training room, incl. accessible venues, materials, equipment.
* To access learning and development opportunities and ensure EDI and Human Rights principles are embedded into training.
 | Head of Education & Training | December 2020 |
| Monitor take-up of Learning & Development opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars. | Head of Education & Training  | December 2020 |
| **3** | **Retain: Our people are proud to work for our Trust, working together putting patients first** |
| **3.1** | **Managers are equipped with having meaningful and compassionate conversations** | To ensure risk assessments for vulnerable staff, including BAME colleagues are conducted and action taken where needed. | All Line Managers and Team Leaders  | Ongoing | **Ind8:** In last 12 months; have you personally experienced discrimination at work from any of the following; Manager, team leader or other colleague

|  |  |
| --- | --- |
| White | BAME |
| 4.9%  | **14.4%**  |

Increasing and continues to be a significant issue for BAME staff |
| Provide managers with the necessary, training, tools and strategies to enable them to be inclusive, compassionate leaders. | Head of OD/ Head of EDI | November 2020 |
| **3.2** | **Staff equality networks reviewed and refreshed with staff represented at key decision making forums**  | Continue to have meaningful engagement with all BAME staff across the Trust and to ensure the Trust’s BAME staff network is aligned to the national NHS ambitions on BAME staff networks ensuring the network is a ‘thriving’ network aligned to key decision making structures.  | Head of EDI Chair of BAME network | Ongoing |
| **4** | **Happy, Healthy and Here: Our people feel valued, motivated and engaged** |
| **4.1** | **Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities** | Work with the communications team and staff equality networks to develop equality, diversity & inclusion strapline to be used as a branding tool and positive message on all EDI related publications (including recruitment information).  | Head of EDI Head of Corporate Communications  | October 2020 | **Ind 1, 2 & 8** (see data above)**Ind5:** % staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

|  |  |
| --- | --- |
| White | BAME |
| 28.1%  | 24.53%  |

Remains an issue across the board, but improvement for BAME staff**Ind6:** % staff experiencing harassment, bullying or abuse from staff in last 12 months

|  |  |
| --- | --- |
| White | BAME |
| 15.6%  | **21.3%**  |

Increasing and significant disparity |
| Produce a dedicated EDI intranet page in partnership with the communications team and staff equality networks.  | Head of EDI/ Head of Corporate Communications | November 2020 |
| **4.2** | **Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours** | Develop training with the Organisational Development team around Civility in the Workplace and Inclusive Leadership. | Head of EDI/Head of OD | October 2020 |
| Review and promote the mandatory equality & diversity training for managers. Ensuring this training incorporates examples of staff “lived experience”, and allows a “safe space” for open, but uncomfortable discussion and promotes a culture of dignity & respect with emphasises on roles and responsibilities in creating a culture of dignity & respect. | Head of ODHead of EDI | November 2020 |
| **4.3** | **Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect**  | Develop and implement a trust wide campaign on Dignity & Respect in the workplace.  | Head of EDI/Head of OD/Head of Corporate Communications  | March 2021 |
| Review and refresh the role and remit of the Staff Advocates with the development of strategies and tools in developing approaches to informal conflict resolution.  | Head of EDI | December 2020 |
| Introduction of a “Peer Support: Listening” scheme to provide support to BAME colleagues. | Head of OD | November 2020 |
| **4.4** | **All BAME staff have confidence in declaring their ethnicity on ESR** | Develop a communications campaign so that staff feel confident about self-recording their protected characteristic on ESR. | Head of EDI Assistant Director of HR  | January 2021 |
| **4.5** | **Ensure the Health & Wellbeing Service reflects the needs of BAME staff** | Undertake an Equality Impact Assessment on the Health and Wellbeing Service and related policies as and when they are reviewed, to ensure the needs of BAME staff are met and fit for purpose.  | Head of Health & Wellbeing/ Head of EDI | January 2021 |
| **5** | **Lead: Our people feel supported and well led** |
| **5.1** | **Commitment to embedding & mainstreaming diversity & inclusion in everything we do** | Development of a Diversity & Inclusion Steering Group to include key managers across core functions of the Trust and staff network leads. | Chief ExecutiveDirector of HR Head of EDI | November 2020 | **Indicators 1, 2, 5, 6, 7 & 8** (see data above)**Ind9:** %difference between board voting membership and overall workforce.

|  |
| --- |
| Voting membership |
| White | BAME |
| 78.6%  | **21.4%**  |

Not representative of the ethnic diversity of the workforce

|  |
| --- |
| Exec Membership |
| White | BAME |
| 100%  | **0%**  |

Not representative of the ethnic diversity of the workforce. Trust 2021/22 return to show positive progress  |
| Engagement with BAME staff to positively influence the WRES action plan. | Director of HR Head of EDI | September 2020 |
| **5.2** | **Ensure we have a “thriving” BAME staff network** | Review and refresh the role and remit of the BAME staff network. | Head of EDI Chair of BAME network  | October 2020 |
| Hold a series of consultation meetings with BAME staff around their reflections on the 5 NHS England National Ambitions and how we can ensure we have a “Thriving Staff Network”. | Head of EDI Chair of BAME network  | Ongoing  |
| Set up a Core Group for the BAME Network explore and examine the views of the Network around the 5 National Ambitions and to align network activity with these ambitions | Head of EDI Chair of BAME network  | October 2020 |
| **5.3** | **Ensure BAME diversity balance on decision making forums:**Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce | Review governance arrangements to ensure the BAME staff network is able to contribute to and inform decision making processes. | Board Secretary/ Head of EDI  | November 2020 |
| To review appointments as they arise and seek to ensure that we continue to strive to have a Board of Directors that reflects the diversity of the local population. Utilising positive action measures within the scope of the Equality Act, as appropriate. | Director of HR/Head of EDI  | Ongoing |