

Appendix 1

Workforce Race Equality Standard (WRES) – Action Plan 2021/2022

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 seventh publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 27th August 2020, as per our contractual requirements.

Having considered the 2020/2021 data, alongside data from previous years, there has been some improvement for our Ethnic Minority staff on four of the WRES Indicators (Indicators 1, 2, 7 & 9). 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 continue to develop some of the focussed objectives from last year and with a few key additions that if addressed in detail and positively, will have a significant 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 Race Equality Staff Inclusion Network (RESIN) has been involved in the development of this action plan which has been grouped into five themes to reflect both the **WRES requirements** (and in what this year's data is telling us), but also the objectives outlined in the **Trust's People Strategy** and the **revised National People Plan 2020/21** 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. Consideration has also been made to address the findings of the Medical WRES which was introduced in 2021.

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 Equality and Diversity Council (EDC) and through the People Academy and Trust Board on a 6-monthly basis as part of their regular Equality, Diversity & Inclusion update. The Race Equality Staff Inclusion Network (RESIN) 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 Equality and Diversity Council and will work closely with the Head of Equality, Diversity and Inclusion.

Workforce Race Equality Standard (WRES): The 9 Indicators

	Percentage of Ethnic Minority 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 Ethnic Minority staff being appointed from shortlisting across all posts
Indicator 3	Relative likelihood of Ethnic Minority 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 Ethnic Minority 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: Actions 2021-2022

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 NHS People Plan.

1	Attract: We attract and recruit quality people, representative of our communities, who share our values WRES Indicator: 2 NHS People Plan 2020: Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.			
	Objective	Actions	Lead	Timescale
1.1	Further focus on Recruitment & Selection: Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment.	Implement the refreshed recruitment & selection policy and training ensuring EDI is embedded and becomes mandatory for all recruiting managers.	Asst Dir HR	Mar 22
		Develop a managers toolkit and review job applicant guidance to reflect our ambitions around EDI	Asst Dir HR/ Rec & Contracts Mgr/ Support from EDI	Jan 22
		Contribute to place based engagement plans to attract a more diverse range of people into health and care careers (including recruitment/ career days and application/ interview skills sessions). Engaging with schools, colleges, universities and local communities. Using positive action and targeted engagement to recruit ethnic minority staff.	Rec & Contracts Mgr/ Head of EDI/ Place based workforce leads	Jul 22
		Set up a working group to explore ways to increase diversity in qualified nursing & midwifery roles at Band 6 and above.	Head of EDI	Mar 22
1.2	To hold comprehensive workforce data on all protected characteristic staff.	Continue to roll out our 'Staff Diversity Census' with focus on information and communication (roll out at least twice a year)	Head of EDI	Jul 22
		Review and agree new People Academy dashboard metrics for EDI indicators.	Head of EDI	Nov 21

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 WRES Indicators: 1, 4 & 7 and Race Disparity Ratio NHS People Plan 2020: “Publish progress and plans against the Model Employer goals to ensure that the workforce leadership is representative of the overall Ethnic Minority workforce”			
	Objective	Actions	Lead	Timescale
2.1	Increased focus on Ethnic Minority staff in leadership roles – to have enabling strategies that support Ethnic Minority staff to succeed	Increase the number of trained diverse panellists. Diverse panellist representation on recruitment & selection panels for all post at band 8a and above. Continue to explore developments to the role and remit in line with good practice guidance.	Head of EDI	Dec 21 and ongoing
		Reciprocal Mentoring Scheme to be rolled out January 2022	Head of EDI/ Head of OD	Jan 22
		Evaluate the REACH external mentoring scheme for staff at bands 8a and above and consider next steps	Head of EDI	Nov 21
		Implement and develop the newly launched Career Development Pathway for staff “Your Career Starts with You”, which is embedded into the “Aspiring Leaders” pathway but is also a standalone resource. Using targeted engagement with our diverse staff.	Head of OD	Jan 22
		Develop our approach to Talent Management with targeted approach for Ethnic Minority staff	Head of OD	Aug 22
		Equality Impact Assessment and monitoring of Education & Training opportunities to ensure our diverse staff needs are being met.	Head of Education	May 22
		Monitor take-up of non-mandatory learning & development opportunities by protected characteristic to identify any potential inequalities.	Head of Education	Mar 22
		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.	Head of EDI	Jan 22

3	Retain: Our people are proud to work for our Trust, working together putting patients first WRES Indicator: 8 NHS People Plan 2020: <u>Health and Wellbeing conversations:</u> line managers to discuss equality, diversity and inclusion as part of the health and wellbeing conversation with the overall focus on ‘ Looking after our people ’			
	Objective	Actions	Lead	Timescale
3.1	Managers equipped with having meaningful and compassionate conversations	Continue to ensure risk assessments are carried out as part of wellbeing conversations for those staff who are considered vulnerable, or disproportionately affected by Covid-19	Head of EDI/ Head of OD	Ongoing
		Continue to develop and provide managers with the necessary training, tools and strategies to enable them to be inclusive, compassionate leaders.	Head of OD	Aug 22
3.2	Staff equality networks are thriving in line with national ambitions	Continue to have meaningful engagement with all Ethnic Minority staff across the Trust and ensure the Trust’s Race Equality Staff Inclusion network (RESIN) is ‘thriving’ and aligned to key decision making structures, with focus on reviewing and refreshing the work of the network and ensuring we reach all levels of staff	Head of EDI/ Chair & dep chair (RESIN)	Aug 22
4	Happy, Health and Here: Our people feel valued, motivated and engaged WRES Indicators: 1, 2, 3, 5, 6,& 8 NHS People Plan 2020: <ul style="list-style-type: none"> ▪ Prevent and tackle bullying harassment and abuse against staff, and create a culture of civility & respect ▪ Work to eliminate the ethnicity gap when entering formal disciplinary processes ▪ Ensure that all staff have access to psychological support ▪ Discuss equality, diversity and inclusion as part of health and wellbeing conversations. 			
	Objective	Actions	Lead	Timescale
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 system colleagues and staff equality networks to develop a cultural calendar, informing staff and celebrating important Inclusion and diversity days	Head of EDI	Aug 22
		Continue to develop the dedicated EDI intranet page and ‘Thrive’ platform with EDI related information	Head of EDI/ Head of OD	Ongoing

	Objective	Actions	Lead	Timescale
4.2	Staff are treated fairly in relation to formal disciplinary investigation	Further analysis of our disciplinary data to identify and address any inequality in its application	Dep Dir HR	Jan 22
4.3	Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours	Adopt NHS England NHS Improvement resources, guides and tools about having productive conversations about race with a focus on making tangible progress on equality, diversity & inclusion for all staff. Providing “safe spaces” for open, but uncomfortable discussions around “lived experience”.	Head of OD/ Head of EDI	Ongoing
		Review and promote EDI training offer for managers and staff with a focus on our responsibilities in creating and sustaining a culture of dignity & respect in the workplace.	Head of OD/ Head of EDI	Jul 22
4.4	Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect	Develop and implement a Trust wide campaign on Civility in the Workplace utilising the NHSE/ I Civility and respect toolkit and to include: <ul style="list-style-type: none"> ▪ A review and refresh of the role of the Staff Advocacy service ▪ Development and launch of a Workplace Mediation service (Dec 21) 	Head of OD/ Dep Dir HR/ Head of EDI	Apr 22
4.5	All Ethnic Minority staff have confidence in declaring their status on ESR	Continue to work with the Race Equality Staff Inclusion Network (RESIN) in raising the profile of race equality in the Trust and the importance of equality monitoring.	Head of EDI	Ongoing
4.6	Ensure the Health & Wellbeing Service reflects the needs of Ethnic Minority staff	Conduct Equality Impact Assessments on all Health & Wellbeing Service and related policies as and when they are reviewed to ensure these are fit for purpose.	Head of Health & Wellbeing/ Head of EDI	Ongoing

5	<p>Lead: Our people feel supported and well led</p> <p>WRES Indicators: 1, 2, 5, 6, 7, 8 & 9</p> <p>NHS People Plan 2020:</p> <ul style="list-style-type: none"> Review governance arrangements to ensure staff networks are able to contribute to and inform 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 Ethnic Minority workforce (see also 2.1) 			
	Objective	Actions	Lead	Timescale
5.1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	Development of a Trust wide equality, diversity & inclusion strategy with a refreshed set of strategic equality objectives accompanied by an implementation plan	Head of EDI	Dec 21
		Continue to develop the role of the Equality & Diversity Council in tackling workforce inequalities and wider population health inequalities	Head of EDI	Mar 22
		Work with key stakeholders to raise the profile of race equality in the Trust, including the development of 'Allies/ Ambassadors' across the Trust.	Head of EDI/ RESIN core group	Sep 22
5.2	Ensure we have a “thriving” Ethnic Minority staff network	Continue to work with the refreshed Race Equality Staff Inclusion Network (RESIN) core group to; <ul style="list-style-type: none"> Raise the profile of the network to maximise network membership Ensure work plans are aligned to the Trust ambitions for EDI Ensure the network is aligned to the national ambitions 	Head of EDI/ RESIN core group	Jun 22
		Explore the possibility of setting up a medical & dental staff inclusion network to provide medical & dental staff with an opportunity to feel “involved”, to create a work plan for the network specifically to challenge the inequalities identified as part of the Medical WRES in going forward, and to provide the chair and deputy chair of the network with a voice at key decision making meetings.	Head of EDI	Dec 21
5.3	Ensure diversity balance on decision making forums: Increasing the proportion of voting members and	Use positive action and targeted recruitment/ engagement measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population.	Dir of HR/ Asst Dir Corp Governance and Board	Ongoing

	Executive Board members from an Ethnic Minority background with the aim of being representative of the ethnic diversity of the workforce.		Secretary	
--	---	--	-----------	--

DRAFT

