



We are Bradford: we value diversity and champion inclusion

Appendix 3

Workforce Race Equality Standard (WRES) – Action Plan 2022/2023

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 eighth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 30th August 2022, as per our contractual requirements. **You can review our 2022 WRES data and analysis [here](#).**

Having considered the 2021/2022 data, alongside data from previous years, there has been some improvement for our Ethnic Minority staff on four of the WRES Indicators, which are; Overall representation of the workforce (Indicator 1), likelihood of Ethnic Minority staff entering the formal disciplinary procedure (Indicator 3), experience of harassment & bullying from patients/ public (Indicator 5) and experience of discrimination at work (Indicator 8). Despite these improvements we know that *some* of these indicators still require further development.

This action plan has been developed to reflect targeted focus for *all* the indicators that require improvement, with the aim of bringing about positive change across the Trust in terms of race equality. In developing this action plan, consideration has also been made to the Equality, Diversity & Inclusion activity taking place at both regional and place level and the BTHFT [Corporate Strategy](#), which was launched in 2022. It also aims to reflect the objectives outlined in the [National NHS People Plan 2020/21](#) and the [People Promise](#) which places significant focus and attention to the wider system diversity and the 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. This action plan also supports our [Model Employer](#) aspirations and we have considered the Race Disparity Ratio and other analysis shared with us by the National WRES team in the formulation of our action plan.



The Trust's Race Equality Staff Inclusion Network (RESIN) has been involved in the development of this action plan which this year has been grouped into three key themes to reflect those **WRES Indicators** where the data is telling us we need to focus our action.

Monitoring and Evaluation

The Trust's Race Equality Staff Inclusion Network (RESIN) will adopt this action plan as a basis for their work programme and will play a key role in monitoring and influencing the actions going forward. The Chair of the network will work closely with the Head of Equality, Diversity and Inclusion, and will attend the Equality and Diversity Council where regular updates on the action plan will be provided. Key updates will also be provided to the Trust People Academy and assurance provided to the Trust Board on an annual basis.

Workforce Race Equality Standard (WRES): The 9 Indicators

Indicator 1	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 Action Plan 2022/2023 – Key Themes

The Workforce Race Equality Standard (WRES) objectives and actions are presented under the following thematic areas;

Our People Ambition

We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture that is inclusive of all

1

Workforce Representation, Recruitment & Retention
WRES Indicators: 1, 2, 7 & 9

2

Leadership Learning & Development
WRES Indicators: 2, 4, 5, 6, 7, 8 & 9

3

Staff Experience (Inclusion & Belonging)
WRES Indicators: 5, 6, 7 & 8

Workforce Race Equality Standard: Actions 2022-2023

This table provides an overview of the actions identified for this year's WRES action plan, which has been developed with our Race Equality Staff Inclusion Network, and demonstrates how these actions align to the WRES Indicators and the NHS People Promise.

Workforce Representation, Recruitment & Retention

WRES Indicators: 1, 2, 7 & 9

Aligns with the following People Promise ambitions:

We are compassionate and inclusive

We work flexibly

We are always learning

We are a team

	Objective	Action	Lead	Time-scale	Status
1	Continued focus on ensuring our recruitment & selection processes are inclusive	Finalise and launch the new recruitment & selection toolkit for managers with focus on reducing bias in recruitment & selection, and ensuring our processes are inclusive	Asst Dir HR/ Rec & Contracts Mgr/ EDI team	March 2023	In Progress
	Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment	Continue with 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 with the aim of raising the profile of the Trust as an Employer of Choice and our commitment of ensuring our workforce is representative of the communities we serve.	Rec & Contracts Mgr/ Head of EDI/ Place based workforce leads	Sept 2023	In Progress
2	Increased focus on Ethnic Minority staff in leadership roles (clinical & non-clinical – to have enabling strategies that support and encourage ethnic minority staff to develop and enhance their careers at all levels.	Deeper analysis of the Trust data around career progression and the career development journeys of Ethnic Minority Nursing & Midwifery staff to: <ul style="list-style-type: none"> Identify bottlenecks Target under-representation Promote positive role models This will be followed by targeted engagement with CSU's	Head of EDI/ Chief Nurse	June 2023	

	Including specific focus on Nursing & Midwifery roles (in response to the National WRES team recommendations and Race Disparity Calculations)	to explore ways we can increase diversity in qualified nursing & midwifery roles at Band 6 and above, including targeted engagement with colleagues in Women's services (midwives)			
		Pursue the WRES expert training to ensure we can maximise our success in achieving a workforce that is representative of the patients and communities we serve and our Model Employer ambitions.	EDI Manager	July 2023	
		Continue to work with the Race Equality Staff Inclusion Network (RESIN) in raising the profile of race equality across the Trust.	EDI Manager/ RESIN core group	Ongoing	In Progress
3	To hold comprehensive workforce data on all protected characteristic staff (ensuring all Ethnic Minority staff have confidence in declaring their status on ESR)	Continue to roll out our 'Staff Diversity Census' with focus on information and communication, ensuring we reach <u>all</u> staff groups (roll out at least twice a year)	Head of EDI	July 2023	In Progress
4	Increase the diversity balance at Trust Board level (Taking into consideration the recommendations of the national WRES team report)	Utilise positive action principles 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 Secretary	Ongoing	As vacancies arise

Leadership, Learning & Development

WRES Indicators: 2, 4, 5, 6, 7, 8 & 9

Aligns with the following People Promise ambitions:

We are compassionate and inclusive

We are always learning

We each have a voice that counts

We are safe and healthy

We are a team

	Objective	Action	Lead	Timescale	Status
1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	Development and implementation of a Trust wide equality, diversity & inclusion strategy with a refreshed set of strategic equality objectives accompanied by an action plan	Head of EDI	March 2023	In progress
		Work with key stakeholders to raise the profile of race equality across the Trust, including the development of 'Allies/ Ambassadors' across the Trust.	EDI Manager/ RESIN core group	December 2023	
2	Managers equipped with having meaningful and compassionate conversations	Continue to engage with the refreshed Race Equality Staff Inclusion Network, utilising their lived experience to co-produce an EDI training course for line managers. Providing them with the necessary tools and strategies to empower them to be inclusive and compassionate leaders, and with focus on creating and sustaining a culture of Civility & Respect, Inclusion & Belonging	EDI Manager	January 2023 with first pilot	In progress
3	Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities	Discussion at CSU/ Management level meetings about EDI – raising the profile of race equality, detailed analysis of service level equality data, empowering managers to agree their own priority area's for action and influencing operational plans, which would consider equality, diversity & inclusion actions.	Head of EDI	July 2023	In progress
		Continue to develop the dedicated EDI intranet page and 'Thrive' platform with EDI related information	EDI Manager/ Head of OD	Ongoing	In progress

4	Take positive action to ensure our diverse staff have equal opportunity for personal development, career progression and promotion	Analysing and exploring the gap between White and Ethnic Minority staff accessing non-mandatory learning & development opportunities. Identifying some key actions with agreed timescales to take forward to improve our position on this Indicator	Head of Education	December 2022	In progress
		Evaluate the success of the Trust Reciprocal Mentoring Scheme, and launch the second cohort.	Head of EDI/ Head of OD	April 2023	
		Engage with our diverse staff to evaluate existing Career Development offers and explore the potential for further personal development opportunities for staff at Band 5 upwards. Including; <ul style="list-style-type: none"> ▪ Interview coaching (engaging the support of senior leaders) ▪ Development of a management level apprenticeship for aspiring leaders from an Ethnic Minority background ▪ Talent Management 	Head of OD/ Head of Education	January 2023	
		Pilot “Scope for Growth – Career Conversations” as part of an approach to talent management and consider how this can be rolled out within the organisation with particular consideration towards a targeted approach for Ethnic Minority staff	Head of OD	August 2023	
		Equality Impact Assessment and monitoring of Education & Training opportunities to ensure our diverse staff needs are being met.	Head of Education	May 2023	

Staff Experience (Inclusion & Belonging)

WRES Indicators: 5, 6, 7 & 8

Aligns with the following People Promise ambitions:

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	Objective	Action	Lead	Timescale	Status
1	Prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect	<p>Increased focus on civility in the workplace. Including;</p> <ul style="list-style-type: none"> Continued roll out of a Trust wide campaign on Civility in the Workplace Continuing to embed the refreshed values and staff charter Expand the Staff Advocacy Service, recruiting and training further staff across the Trust Wider promotion of the Trust Workplace Mediation service Encourage staff to report instances of racism, discrimination and micro-aggression Review of the harassment & bullying policy 	Head of OD/ Dep Dir HR/ Head of EDI	August 2023	In progress
2	Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours	<p>Work with the Race Equality Staff Inclusion Network to co-produce materials for anti-racism training and awareness:</p> <ul style="list-style-type: none"> Adopt NHS England/ NHS Improvement and other resources, guides and tools to generate 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	July 2023	In progress

3	Work to develop a culture of inclusion and belonging and cultural competence	Provide learning for staff on cultural competence; <ul style="list-style-type: none"> ▪ Develop patient experience stories and case studies ▪ Develop a cultural passport, along with “bite size” sessions for staff around issues of cultural competence in relation to patient care ▪ Promote system wide cultural competency offers 	SPaRC team/ Patient Experience Team	June 2023	In progress
		Work with system colleagues and staff equality networks to develop a cultural calendar, promoting this widely to ensure all staff are informed and able to get involved in celebrating important Inclusion and diversity days with focus on exploring the power of lived experiences and stories	EDI Manager	June 2023	
4	Ensure all Staff have access to a “thriving” Equality Network, providing our diverse staff with a mechanism to influence change	Continue to raise the profile and increase the membership of the Trust’s Race Equality Staff Inclusion Network (RESIN) supporting them to develop work plans aligned to Trust strategic EDI objectives and both regional and national ambitions around EDI.	EDI Manager/ Chair & dep chair (RESIN)	January 2023	In progress