



We are Bradford: we value diversity and champion inclusion



Workforce Race Equality Standard (WRES) – Action Plan 2025/2026

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 eleventh publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 28th May 2025, as per our contractual requirements. **You can review our 2025 WRES data and analysis [here](#).**

Having considered the 2025 data, alongside data from previous years, there have been fewer improvements in the data this year with some areas showing little or no change and one or two indicators where there has been a slight deterioration. However, there have also been some definite improvements, particularly around diverse representation.

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 been made to:

- The Equality, Diversity & Inclusion activity taking place at both regional and place level, including the wider system diversity and inclusion agenda.
- The BTHFT [EDI Strategy](#), which was launched in 2023
- The objectives outlined in the [National NHS People Plan 2020/21](#) and the [People Promise](#), which places significant focus and attention to the belonging & inclusion agenda and 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.

- The [NHS Equality, Diversity & Inclusion Improvement Plan](#) which was launched in June 2023 and provides some focus for NHS Trusts with the introduction of 6 high impact actions that will work to address the widely-known intersectional impacts of discrimination and bias. This plan has been developed in conjunction and alignment with the National EDI plan. The EDI improvement plan will focus on improving the experiences of our workforce, benefiting retention and the attraction of new talents to the NHS, which is a key enabler to the [Long Term Workforce Plan](#), which will focus on the future size, shape, mix and number of staff needed in all parts of the country to deliver high quality and productive care in the future.
- Our [Model Employer](#) aspirations, including the Race Disparity Ratio and other analysis shared with us by the National WRES team.
- [The NHS 10-year health plan “Fit for the Future”](#)

This years’ WRES action plan has been developed with colleagues from across the Trust and reflects the need to focus on those WRES indicators where the data is telling us we need to take action.

Monitoring and Evaluation

An EDI development session is planned to take place in December 2025 with all colleagues in the HR Directorate. The session will be aimed at providing an overview of our current position and the role and remit of the HR Department with focus on improving our performance on this standard. Further targeted actions may be developed as a result of this session.

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: Actions 2025-2026

Objectives	Actions	Lead	Timeline
Improvement in ethnic minority representation at senior levels (8a+ and Trust Board level) and ensuring equity in career development opportunities	Achieve our target of 28% ethnically diverse representation at senior levels by 2027 aligned to the Trust People Strategy	Head of EDI	April 2027
	Hold a listening event with members of the Exec Team targeting aspiring leaders from a diverse background, providing the opportunity to share their lived experience which will feed into the wider work around this objective.	Head of EDI/ COO/ CEO	Dec 2025
	Develop effective positive action approaches to recruitment & selection at senior leadership levels, incorporating feedback from the listening event.	Asst Dir HR	March 2026
	Improve data analysis at all stages of the recruitment & selection process: <ul style="list-style-type: none"> - to introduce a targeted approach to widening participation and recruitment events in the community - to identify any funnelling and to target further training needs 	Asst Dir HR	May 2026
	Widening participation events, including careers (schools and HEIs) and over 25-year olds'.	Asst Dir HR	July 2026
	Revision of generic job descriptions ensuring they are non-discriminatory (including the use of gender-neutral language throughout).	Asst Dir HR	July 2026
	Ongoing focus on succession planning and talent management (aligned to the NHS EDI Improvement plan), including launch of the newly developed career development platform 'STEP' (supporting talent, empowering progression)	Head of OD	May 2026
Improve staff experience in relation to discrimination and harassment & bullying.	Introduction of Anti-racist approaches (place level strategy in development), sharing the learning from the NHS Race & Health Observatory and adopting their '7 anti-racism principles'. Arranging a listening event to understand the lived experience of colleagues and how best to address the issue of racism.	Head of EDI	June 2026
	Work to promote the work of the Bradford Hate Crime Alliance, ensuring colleagues are clear on their role and responsibility in reporting Hate Crime. Deliver some training for colleagues who are able to act as a key contact and to provide support/ signposting to those who are subjected to Hate Crime.	Head of EDI	Aug 2026
	Review the contents of the national (on-line) cultural competency training module with a view to rolling it out across the Trust	Education Mgr/ Head of EDI	March 2026

	Launch and roll out of the new Respect, Civility & Resolution policy/ managers toolkit, accompanied by an implementation plan (to include comms and engagement). Develop a new 'Facilitated Conversation Lead' role (trained in offering support with informal conflict resolution), and a refresh of both the mediation and staff advocacy services, which provide support to colleagues in 'nipping issues in the bud' at an informal level.	Head of EDI/ Deputy Dir HR	March 2026
	Launch and roll out of the new Sexual Misconduct policy and associated comms plan (accompanied by on on-line training module). Continue to promote the Trust Sexual Safety Charter, which, along with the policy/ procedure helps to prevent sexual misconduct in the workplace, ensuring colleagues have easy access to appropriate support and an effective means of reporting when it does occur.	Head of EDI/ FTSU Guardian	Dec 2025
	Continue to deliver the Trust Workplace Civility training (including bespoke sessions to departments where needs are identified).	Head of EDI/ Head of OD	Ongoing
	Further focus on Inclusive and compassionate leadership. Providing monthly training to all line managers around the newly launched Dynamic Conversations tool (including some bespoke sessions where needs are identified).	Head of OD	Aug 2026
	Continue to deliver the 'Leading at a Higher Level' training for managers	Head of OD	Ongoing
Further embedding the EDI Strategy, including everyone's role in raising the profile of EDI.	Analyse colleague feedback from the recent EDI Conference and arrange 'listening events' to establish clear EDI priorities for the next 3 years for our patients and communities. This will feed into the review and refresh of the EDI Strategy and objectives.	Head of EDI	March 2026
	Targeted engagement with CSU/ Department managers on their role and remit in the refreshed EDI Strategy. Encouraging them to regularly explore and monitor their departmental equality data with focus on developing measurable local action plans.	Head of EDI/ COO	Ongoing
	Continue to engage with colleagues from an ethnically diverse background, empowering them to use their lived experience to raise the profile of race equality across the Trust, and influence change.	EDI Manager	Ongoing