# Workforce Race Equality Standard (WRES) – Action Plan 2023/2024

## 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 ninth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 31st May 2023, as per our contractual requirements. **You can review our 2023 WRES data and analysis here.**

Having considered the 2022/2023 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 accessing non-mandatory training and CPD (Indicator 4), experience of harassment & bullying from staff (Indicator 6) and percentage of staff believing the Trust provides equal opportunities for career progression/ promotion (Indicator 7). 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 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 Trust's Race Equality Staff Inclusion Network (RESIN) has been involved in the development of this action plan which this year has again been grouped into three key themes to reflect those **WRES Indicators** where the data is telling us we need to focus our action.
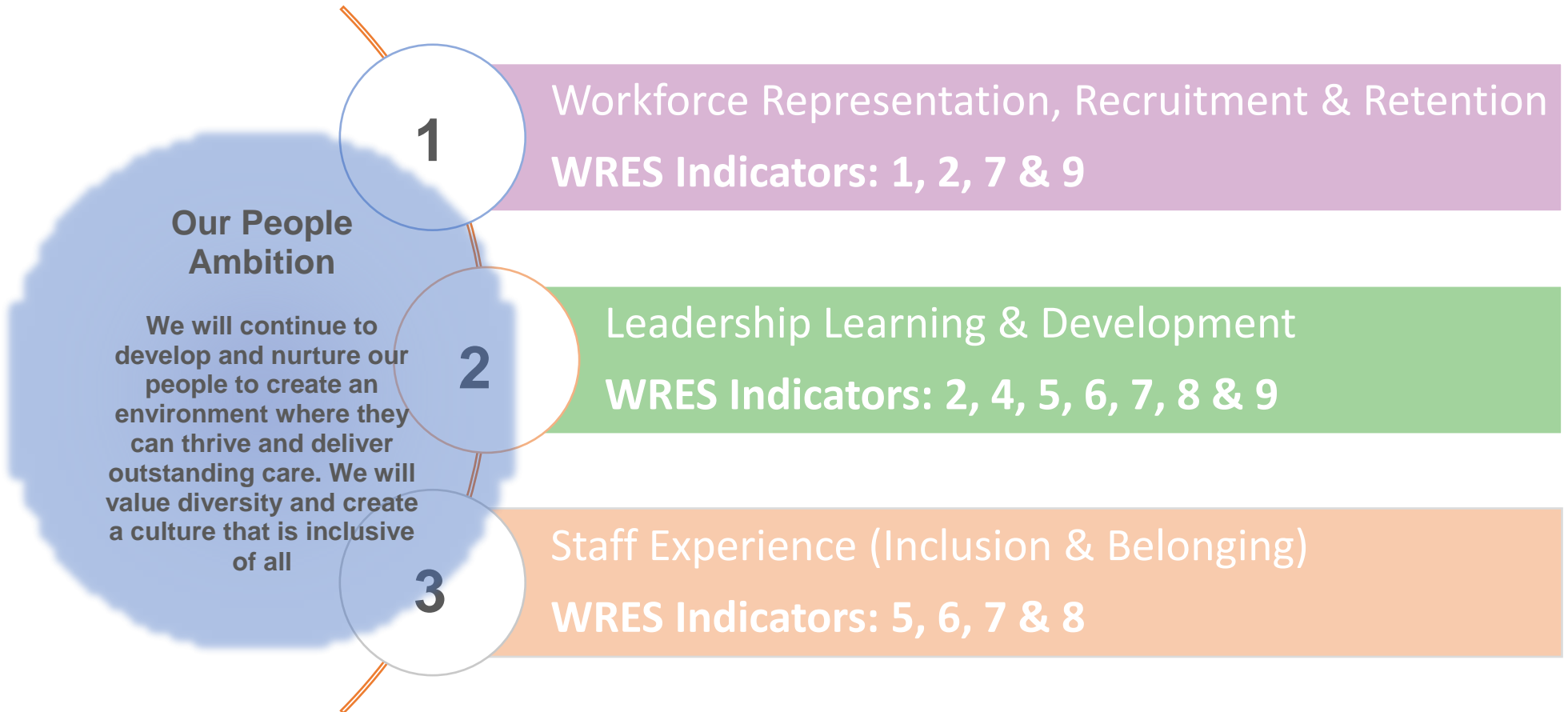
## Monitoring and Evaluation

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

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| **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 2023/2024 – 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 2023-2024

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 the EDI Improvement Plan and our Strategic EDI Objectives.

## Workforce Representation, Recruitment & Retention

Aligns with the following:
**WRES Indicators:** 1, 2, 7 & 9
**People Promise ambitions:** We are compassionate and inclusive, We work flexibly, We are always learning, We are a team
**Strategic EDI Objectives:** Reflective & Diverse Workforce
**EDI Improvement Plan:** Overhaul Recruitment Processes, Address health inequalities in the workforce, Eliminate total pay gaps with respect to race/ disability/ gender

| | Objective | Action | Lead | Time-scale | Status |
|---|---|---|---|---|---|
| 1 | **Continued focus on ensuring our recruitment & selection processes are inclusive** Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment | Establish a task and finish group (Recruitment Programme Board), with focus on; <br>• Developing an 'Improving recruitment experience charter', ensuring a positive experience for all job applicants especially those with a protected characteristic <br>• Further review and refresh of the recruitment & selection training for managers (with an EDI lens) <br>• Finalising and launching a new Recruitment & Selection toolkit for managers, providing tools, templates, guidance and protocols on e.g. reducing bias in recruitment & selection decisions and developing a clear process for ensuring appropriate reasonable adjustments are made <br>• Review our approaches to consistently applying positive action where there is under-representation in our workforce <br>• Reviewing the language used in all recruitment & selection communications/ guidance ensuring this is as inclusive as possible | Asst Dir HR | April 2024 | |

| | | Continue to widen recruitment opportunities within local communities and across place, attracting a more diverse range of people into health and social care careers and growing a representative workforce for the future with focus on;<br>• Community engagement; through hosting and attending local careers fairs and providing application/ interview workshops as needed<br>• Engaging with schools, colleges, universities and local communities, using positive action and targeted engagement to raise the profile of the Trust as an 'Employer of Choice'<br>• Promoting all available NHS career pathways, including e.g. apprenticeships, work experience and other opportunities<br>• Increasing the number and diversity of 'Careers Ambassadors' (volunteers who facilitate the sharing of NHS careers information in schools at grass roots level, with particular focus on areas where there is a greater recruitment need)<br><br>Success will be measured through quarterly reporting of work experience data (numbers and outcomes by protected characteristic) and through improvements to both the regional careers heat map and our BTHFT workforce representation data | Asst Dir HR/ Widening Participation lead | Oct 2024 | |
| 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. | Building on the scoping and engagement work undertaken with diverse nursing & midwifery staff; commence targeted interventions with CSU's and departments; encouraging ethnically diverse staff into leadership and development opportunities | EDI Manager/ Senior OD Mgr | September 2024 | |

| 3 | **Increase the diversity balance Senior Leadership/ 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 | |
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| | | With a targeted approaches for our diverse staff; finalise and pilot the 4th Leadership Development pathway for senior leaders ('advancing leaders').  A 12 month programme  aimed at developing compassionate leaders who are both 'culturally' and 'self' aware | Leadership & Team Dev Mgr | April 2024 | |
| 4 | **Eliminate pay gaps in relation to race** (taking into account the Mend the Gap recommendations) | Carry out a pay-gap audit based on ethnicity to identify any key areas of focus | EDI Manager/ Workforce Information Manager | Oct 2024 | |
| | | Continue to Implement the refreshed flexible working policy, promoting opportunities across the Trust and including flexible working options on all recruitment campaigns | Asst & Assoc Dir HR/ People Promise Mgr | March 2024 | |

# Leadership, Learning & Development

Aligns with the following:
**WRES Indicators:** 2, 4, 5, 6, 7, 8 & 9
**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
**Strategic EDI Objectives:** Education, Empowerment & Support
**EDI Improvement Plan:** Measurable objectives on EDI for Chairs Chief Executives and Board Members, Embed talent management, Address Health Inequalities in the Workforce

| | Objective | Action | Lead | Timescale | Status |
|---|---|---|---|---|---|
| 1 | **Commitment to embedding & mainstreaming diversity & inclusion in everything we do** | Engage with CSU/ Department managers on their role and remit as part of the newly launched EDI Strategy | Head of EDI | Ongoing | |
| | | Work with the Race Equality Staff Inclusion Network to raise the profile of race equality across the Trust, including the development of 'Allies/ Ambassadors' across the Trust. | EDI Manager/ RESIN core group | August 2024 | |
| 2 | **Managers equipped with having meaningful and compassionate conversations** | Continue to roll out the ½ day face-to-face EDI training for team leaders/ 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 | Ongoing | |
| 3 | **Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities** | Review and refresh the "Thrive Offer" through stakeholder engagement groups ensuring this offer reflects our progress on the Thrive journey and our continued focus on EDI<br><br>*The refresh will include re-branding and re-launching the Thrive web based platform (expected December 2024) and will involve working collaboratively with the on-boarding task and finish group in how information is shared with potential job applicants/ new starters.* | OD (Thrive lead)/ EDI Manager/ People Promise Manager | June 2024 | |

| 4 | Take positive action to ensure our diverse staff have equal opportunity for personal development, career progression and promotion | Continue with plans to launch the second cohort of the Trust Reciprocal Mentoring Scheme as a positive action programme for groups that are under-represented at senior levels of the organisation | Head of EDI/ Head of OD | February 2024 | |
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| | | Pilot and implement the 'Scope for Growth' career conversations framework with the aim of integrating the offer of a career conversation into <u>all</u> "Time to Thrive" appraisals, ensuring our diverse staff are fully aware of this and what a 'career conversation' might include | Senior OD Mgr/ RESIN staff network | April 2024 | |
| | | Specific focus on preceptorship and career development for overseas nurses, including working collaboratively with colleagues at Bradford University to reduce the barriers experienced from additional funding costs (applied to overseas course applicants) and exploring innovative funding solutions to ensure we have equity in the availability of external learning and development opportunities for overseas nurse recruits) | Asst Dir Nursing (Quality & Workforce) | March 2024 | |
| | | Continue to explore barriers and opportunities for career & personal development for our diverse staff at Bands 2-7 and encourage ethnic minority staff to access learning & development opportunities via our RESIN staff network | Head of OD/ Head of Education/ RESIN network | September 2024 | |
| | | Continue to Equality Impact Assess and monitor education and training opportunities to ensure our diverse staff needs are being met (with consideration of protected characteristics, including neuro-diverse staff and those students who have additional needs accessing learning & development opportunities) | Head of Education | September 2024 | |

| 5. | Ensure Senior Leaders are empowered with the understanding and compassion to create inclusive cultures that sustain a diverse workforce | Every Trust Board member to have SMART EDI objectives which they are assessed against as part of their annual appraisal process | Director of HR/ Ass Dir Corporate Governance/ CEO | March 2024 | |
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| | | Trust Board members to review relevant data (such as that shared by the Trust Strategic Equality & Diversity Council) and establish EDI areas of concern and prioritise actions that will be tracked and monitored via the Board Assurance Framework | Director of HR/ Ass Dir Corporate Governance | March 2024 | |
| | | Roll out of the 'Reach-in Reach-out' programme for Leaders and Managers providing them with cultural insight and understanding of the diverse communities and patients we serve, and raising the profile of EDI in the Trust | Head of OD | December 2024 | |

## Staff Experience (Inclusion & Belonging)

Aligns with the following:

**WRES Indicators:** 3, 5, 6, 7 & 8

**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

**Strategic EDI Objectives:** Education empowerment & support, Promoting inclusive behaviours

**EDI Improvement Plan:** Address Health Inequalities within our Workforce, Comprehensive Induction and on-boarding programme for International recruited staff, Eliminate conditions and environment in which bullying, harassment and physical harassment occurs

| | Objective | Action | Lead | Timescale | Status |
|---|---|---|---|---|---|
| 1 | **Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence occur at work and develop a culture of civility and respect** | Increased focus on civility in the workplace.  Including;<br><br>▪ Expanding the scope of the Civility Programme Board/ Civility Advisory Panel to include our collective vision around the development of a "Just & Learning Culture" and developing a refreshed work plan<br>▪ Roll out training sessions to teams and departments around workplace civility & respect (utilising case studies and train the trainer videos and offering bespoke solutions to help resolve poor team cultures)<br>▪ Review, refresh and re-launch the Trust Harassment & Bullying policy with focus on Respect, Civility and Resolution<br>▪ Training for managers in methods of informal resolution such as facilitated conversations.<br>▪ Review and refresh the Workplace Civility Toolkit to include guidance around professional behaviours and self-compassion, exploring new ways to bring the toolkit to life<br>▪ Embed Mediation as an established option for staff experiencing conflict or inappropriate behaviours in the workplace<br>▪ Further expand the Staff Advocacy Service, recruiting and training a diverse range of staff and working to promote the service across the Trust, specifically targeting groups where we know that positive action is | Head of OD/ Dep Dir HR/ Head of EDI | October 2024 | |

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| | required (e.g. medical & dental)<br>▪ Review the Trust' approach to psychological safety in reporting issues anonymously (see also below) | | | |
| | Work to create an environment where staff feel able to speak up and raise concerns with focus on:<br><br>• Training for staff, managers, senior leaders around understanding their role in FTSU<br>• Comms and engagement (providing reassurance for staff and sharing success stories)<br>• Improving and encouraging confidence to share protected characteristic data; working with staff equality networks to develop comms and increasing the number of diverse FTSU ambassadors across the Trust<br>• Signposting to psychological and other support mechanisms within the Trust (e.g. CIC/ Psychology/ Occupational Health/ Staff Advocacy Service/Workplace Mediation and other approaches for informal resolution via the Civility, Respect & Resolution Policy/ Workplace Civility Toolkit)<br><br>Measuring success through quarterly and annual anonymous reporting of data to Trust Board *(increasing the number of reports and reducing the number who prefer not to share their personal data), improvement in staff survey responses around FTSU reporting and bullying & harassment metrics by protected characteristic, including WRES, WDES & EDS22* | March 2024 | Ass Chief Nurse, Quality & Improvement (FTSU Guardian)/ Head of OD/ Head of EDI | |
| | Establish a violence and aggression task and finish group with focus on capturing and reviewing the data by protected characteristic and putting in place an achievable action plan to address the issue of bullying, harassment & victimisation from patients and the public with emphasis on protected characteristics | Violence Prevention Reduction Lead | August 2024 | |

| | | Work to eliminate the risk of sexual harassment and sexual violence in the workplace; establishing a task and finish group to ensure the Trust is achieving the 10 actions (as agreed in the NHSE sexual safety charter), with focus on policy, practice, training, staff support, comms and engagement

Successful outcomes will be measured through the staff survey data and via datix reporting | Asst Chief Nurse (Adult Safeguarding) | July 2024 | |
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| 2 | **Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours** | Continue to work with the Race Equality Staff Inclusion Network to co-produce materials for anti-racism training and awareness:

- 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 | September 2024 | |
| 3 | **Work to develop a culture of inclusion and belonging and cultural competence** | Progress the initial stages of the NHSE 'Thriving Together' cultural development programme, using stakeholder engagement and diagnostic tools to determine our priorities, ensuring we are ready to develop an action plan around improving the leadership and culture within the organisation. | Head of OD | September 2024 | |
| | | Provide learning for staff on cultural competence;
- Develop a Cultural Dashboard as part of the diagnostic work undertaken by the NHSE Thriving Together cultural development programme
- Ensure cultural competency and awareness is a core component of our leadership and development pathways/ management development offers
- Continue to develop/ share patient experience stories and case studies | Leadership & Team Dev Mgr/ Head of EDI | June 2024 | |

| | | Work to ensure national, local and regional equality, religious and cultural days are celebrated across the Trust | EDI Manager/ RESIN Core Group | June 2024 | |
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| **4** | **Focus on improving the experience of internationally recruited staff in line with the NHS EDI Improvement plan** | Work collaboratively through a Task and Finish group to re-design the Trust On-boarding process for all new starters, but with particular focus on overseas recruits in ensuring appropriate support and pastoral care is in place, and the Trust recognises their valuable contribution | Asst Dir HR/ Asst Chief Nurse (Quality & Workforce) | March 2024 | |