



We are Bradford: we value diversity and champion inclusion



Workforce Race Equality Standard (WRES) – Action Plan 2024/2025

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 tenth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WRES team, on 31st May 2024, as per our contractual requirements. **You can review our 2024 WRES data and analysis [here](#).**

Having considered the 2023/2024 data, alongside data from previous years, there has been some improvement for our Ethnic Minority staff on all of the WRES Indicators, with the exception of Indicator 2 (relative likelihood of ethnic minority staff being appointed from shortlisting). 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.

This years WRES action plan has been developed with our Race Equality Staff Inclusion Network and other 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

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 2023-2024

Objectives	Actions	Lead	Timeline
Improvement in ethnic minority representation at senior levels (8a+ and Trust Board level)	Hold a listening event for 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	Dec 2024
	Review and refresh our recruitment & selection processes and approaches, with focus on EDI and inclusivity, ensuring EDI is a 'golden thread' throughout the recruitment cycle.	Asst Dir HR	January 2025
	Develop effective positive action approaches to recruitment & selection at senior leadership levels, incorporating feedback from the listening event.	Asst Dir HR	May 2025
	Focus on succession planning and talent management (aligned to the NHS EDI Improvement plan)	Head of OD	March 2025
Improve staff experience in relation to discrimination and harassment & bullying.	Introduction of Anti-racist approaches (place level strategy in development)	Head of EDI	June 2025
	Develop a business case around the implementation of cultural competency training with focus on piloting the training within maternity.	Patient Experience/ SPaRC/ Education	March 2035
	Reflecting on data gathered from the October 2024 Staff Survey Results (due to be published in February 2025) - agree how the Workplace Civility work moves forward.	Head of OD	March 2025
	Focus on providing safe spaces for discussion and confidence to "speak up", or respectfully challenge inappropriate behaviours, ensuring psychological safety is guaranteed.	Head of EDI/ FTSU Guardian	May 2025
Embedding the EDI Strategy, including everyone's role in raising the profile of EDI.	Focus on inclusive and compassionate leadership.	Head of EDI/ Head of OD	August 2025
	Continue to engage with CSU/ Department managers on their role and remit as part of the newly launched EDI Strategy. Encouraging them to develop local action plans, capturing team priorities around the 5 equality objectives.	Head of EDI	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