



**York Teaching Hospital**  
NHS Foundation Trust

## **NHS Workforce Equality Action Plan 2020/2021**

Covering the NHS Workforce Disability Equality  
Standard (WDES) and NHS Workforce Race Equality  
Standard (WRES)

York Teaching Hospital NHS Foundation Trust

Metric	Objective	Action/s	Timescales	Lead/s	Why
1	Increase the number of staff declaring their protected characteristic status via ESR  WDES from 2.7% to 4.2%  WRES from 9.87% to 10%	<ul style="list-style-type: none"> <li>• Work with the Race Equality staff network and the LGBTQ+ staff network to develop a communications campaign highlighting the benefits of declaring protected characteristic status</li> <li>• Work with the Race Equality staff network and the LGBTQ+ staff network to explore any challenges that they may have encountered in using ESR</li> <li>• Establish a Disabled staff network</li> </ul>	To be completed by February	Director of Workforce and OD HR Workforce Lead Human Resources Business Partner Communications Staff network chairs	Necessary to improve the data quality
2	Reduce the inequality in recruitment shortlisting  WDES 6.15% to 8.43%  WRES from 16.4% to 23%	<ul style="list-style-type: none"> <li>• Make information available to potential job applicants about the trust's commitment to inclusive recruitment and that we welcome applications from all applicants, no matter what their protected characteristic status</li> <li>• Review of scope of advertising and methods used to attract individuals from all backgrounds</li> <li>• Review training offer provided to recruiting managers and panels to include unconscious bias training</li> <li>• Staff with protected characteristics to be appropriately trained to participate on recruitment panels</li> <li>• Undertake quarterly review of recruitment activity and present analysis to senior leaders and the staff networks for feedback and agreeing actions</li> </ul>	To be delivered between November and February	Director of Workforce and OD Recruitment Lead HR Workforce Lead Human Resources Business Partner Communications Staff network chairs	To improve career progression prospects for BAME and disabled staff
3	Reduce the relative likelihood of BAME or disabled staff entering the capability and disciplinary process  WDES to remain at 0.40%  WRES from 1.48% to 1%	<ul style="list-style-type: none"> <li>• Review cases of BAME and Disabled staff currently in capability and disciplinary process</li> <li>• Hold engagement meeting with staff networks and trade union partners to explore how any bias in the capability and disciplinary processes can be removed</li> <li>• Develop and deliver any actions agreed at engagement meeting, reporting progress to partners and senior leadership team</li> <li>• BAME representation on the panel at final stage hearings where a BAME member of staff is involved</li> </ul>	To be completed by March	Director of Workforce and OD HR Workforce Lead Human Resources Business Partner	To increase the confidence of staff entering into the capability process that they will be treated fairly
4	Reduce the incidence of BAME or disabled staff experiencing harassment, bullying and abuse from patients and the public  WDES from 27.5% to 20%  WRES from 22% to 17%	<ul style="list-style-type: none"> <li>• Raise awareness of existing reporting processes and support available</li> <li>• Hold sessions with staff networks to gather further feedback and utilise feedback gathered from staff by staff for actions linked to this metric</li> </ul>	To be completed by May	Director of Workforce and OD HR Workforce Lead Human Resources Business Partner	Part of the overall organisational goal to create an inclusive culture

5	<p>Reduce inequality in career progress opportunities for BAME and disabled staff</p> <p>WDES from 17% to 14%</p> <p>WRES from 20% to 18%</p>	<ul style="list-style-type: none"> <li>• Monitor selection processes for acting up and secondment positions to identify any potential adverse impact on BAME and disabled staff</li> <li>• Review appraisal paperwork of a selection of BAME and disabled staff who have been in same post or pay band level for three years to evaluate whether they have had opportunities for career development</li> <li>• Develop talent and leadership management programmes that will support BAME and disabled groups of staff to progress – helping the Trust to ensure that the workforce is more representative at middle to senior levels</li> </ul>	To be completed by May	Director of Workforce and OD ODIL Lead Recruitment Lead	To improve career progression prospects for BAME and disabled staff
6	<p>Reduce level of presenteeism experienced by BAME and disabled groups of staff</p> <p>WDES from 23.6% to 17.6%</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> <li>• Review of the Sickness Absence Policy and Procedure</li> <li>• Promote the Agile and Flexible Working policy that is fully supportive of those colleagues who wish to work from home</li> <li>• Explore the requirement for a Disability Leave Policy once the disability network has been established</li> </ul>	To be completed between November and April	Director of Workforce and OD Operational HR Team Disabled staff network chair	Create a healthier workplace for staff and improve wellbeing for all
7	<p>Increase the percentage of BAME and disabled staff satisfaction rate</p> <p>WDES from 37% to 42%</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> <li>• Work with staff networks and other key partners, to explore issues and identify interventions to improve the satisfaction rate</li> <li>• Ensure all training sessions for middle managers explore their responsibility in relation to workplace equality: what they should be doing about it and how they can set expectations for leadership</li> <li>• Review to be undertaken as to whether Equality and Diversity Training should become part of the Statutory and Mandatory programme of training for the Trust</li> <li>• Showcase/Celebrate role models from BAME and disabled staff groups through greater visibility in Trust Communications</li> </ul>	To be completed by June	Director of Workforce and OD ODIL Lead Staff network chairs Communications HR Workforce Lead Human Resources Business Partner	Part of the overall organisational goal to create an inclusive culture
8	<p>Increase percentage of BAME and disabled groups of staff that feel that their request/s for reasonable adjustments have been adequately managed.</p> <p>WDES from 80.8% to 83.8%</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> <li>• Promote the Agile and Flexible Working policy</li> <li>• Develop guidance for line managers on how to arrange reasonable adjustments for their staff</li> <li>• Explore adopting the reasonable adjustments passport created by NHS Employers with the disabled staff network once it is established</li> </ul>	To be developed between November and March	Director of Workforce and OD Operational HR Team Staff network chairs	Create a healthier workplace for staff and improve wellbeing for all
9	<p>Reduce gap in staff engagement scores</p> <p>WDES from -0.4 to -0.2</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> <li>• Hold workshop session with staff networks to explore the data and develop actions to reduce the gap in staff engagement scores.</li> <li>• Staff networks to play a role in the role out of the Trust values and behaviours</li> </ul>	To be developed between November and March	ODIL lead Staff network chairs	Create a culture and environment where Disabled and BAME staff feel able to speak up and have a voice

10	<p>Reduce the gap between Board representation and overall representation of BAME and disabled staff in the workforce</p> <p>WDES from 0% to 8%</p> <p>WRES from 0% to 8%</p>	<ul style="list-style-type: none"> <li>• Ensure the process for appointment of non-executive directors encourages diverse applicants, including those who identify as Disabled, from a BAME background, or have a protected characteristic</li> <li>• In partnership with the Race Equality and Disabled staff networks organise a board development about the WDES, WRES and the inequalities experienced by Disabled staff, BAME staff and those with other protected characteristics</li> <li>• Share recruitment information through recognised diverse organisations and recruitment agencies.</li> <li>• As a demonstration of trust commitment to inclusion, develop reverse mentoring programme, providing opportunity for Disabled staff network members, Race Equality staff network members and LGBTQ+ network members to have mentoring relationship with Board members. From hearing insights and lived experiences, Board members will be better informed in making decisions that benefit all staff and patients.</li> <li>• Non-Executive Director development programme to improve representation on the board</li> <li>• Obtain agreement from the Council of Governors to extend the catchment area for Non-Executive Directors</li> </ul>	To be completed by May	Director of Workforce and OD ODIL Lead Staff network chairs	To demonstrate visible leadership in this area at senior levels
<p><b>Note: Explain how staff have been involved in developing and delivering the actions.</b></p> <p>Consultation has been undertaken with the Race Equality Chair and Vice-Chair, reviewing the metric data, developing objectives, and designing the actions set out in this action plan.</p>					