



**The Leeds  
Teaching Hospitals**  
NHS Trust

## Our Action Plan to Improve Workforce Equality

Oct 2023



At LTHT, we aspire to be a fully inclusive organisation; one where everyone feels valued, enjoys coming to work, has opportunities to progress their career, to learn and develop and ensure that every member of staff, recognises the importance of the role they play in providing our patients with the best care.

Our workforce information is measured and reported nationally each year through the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), the Gender Pay Gap Report (GPG) and the NHS Staff Survey (NHSSS), as well as monitored locally across the city of Leeds and wider Yorkshire Region. You can view our LTHT data here; [Equality and Diversity \(leedsth.nhs.uk\)](https://www.leedsth.nhs.uk/equality-and-diversity)

Whilst LTHT has made some improvements in our workforce equality measures, we still have a long way to go to reach our aspiration of being fully inclusive. This action plan outlines how we will strive to build on that progress and embed NHS England's EDI Improvement plan Hi Impact Actions for 2023/2024. [NHS equality, diversity, and inclusion improvement plan \(england.nhs.uk\)](https://www.england.nhs.uk/equality-diversity-inclusion-improvement-plan)

All actions are underpinned by the Equality Act 2010 and designed in collaboration with our five LTHT Equality Staff Networks, (the Disabled Staff Network (DSN), Black, Minority Ethnic Staff Network (BME), Leeds Female Leaders Network (LFLN), Lesbian, Gay, Bisexual & Trans+ Network (LGBT+) Faith & Belief Network), and are approved by a Trust Equality, Diversity & Inclusion (EDI) Strategic Group, which reports to the Trust Board via the LTHT Workforce Committee.

At LTHT we have agreed a 'Three Strand Approach' to addressing workforce inequalities. These are to:

- De-bias our processes

- Embed a culture of Inclusion

- Take positive action

All our activity within the improvement plan will fall within one of these strands and align with the 6 NHSE Hi Impact Actions.

These actions will respond to both the metrics we can see in our reported data, but also address areas where staff have shared their lived experiences.

## **2022/ 2023 LTHT Equality Data Measures - Summary;** (from WRES / WDES, NHSSS/ GPG reports)

- Slow but steady improvement in BME representation across AfC Bands 4-7 (clinical & non clinical)
- Disability representation at AfC Band 6 (clinical & non clinical) has improved but senior representation is not improving and in some areas, is in decline
- Mean pay gap in favour of men at 19.97%. Median gap of 20.23%. Slight year on year improvement.
- There is no data to demonstrate BME or Disabled Trust Board Representation
- Experiences of both BME and Disabled Staff remain worse than colleagues. (Where gaps in experiences have narrowed, its due to a deterioration in the experience of staff who are not BME or disabled, rather than improvement in those who are).
- Shortlisting to appointment figures across both BME and Disabled staff are declining
- Medical workforce representation of BME staff is in decline – although still above the Trust overall representation
- BME staff and LGBT+ staff belief is not improving in regards of LTHT offering equal career opportunities

## **2023/2024 LTHT Key Equality Priorities;**

- Take action to improve recruitment processes to embed practices which are inclusive; which applicants believe are fair and transparent and which could impact successful conversions from application to appointment for under represented staff, including within our Executive and Non Executive Trust Board positions.
- Continue sharing and developing further measures which build the LTHT culture of Inclusion; where staff feel they belong, are empowered to use their voice, share their experiences and feel safe to raise concerns and challenge poor workplace behaviours in the knowledge they will be listened to.

## Over arching Commitment;

**Measurable objectives on EDI for Chairs Chief Executives and Board members.**

### Success metric

1a. Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).



## Committed Action April 2023 - March 2024

- The NHSE EDI Improvement plan is shared and discussed with the Trust Chair and Executives and objectives identified for each member
- Executive Team Sponsorship is put in place for each of our 5 Equality Staff Networks
- Executive Team invited to attend, participate in and take action in support of our positive action programmes

## Success Measure March 2024

- ✓ Every Board member has an EDI objective which they are held accountable for
- ✓ Each Equality Staff Network has an active and involved Executive Sponsor to promote and support their work
- ✓ Every Positive Action programme has had Trust Board involvement and engagement

**Overhaul recruitment processes and embed talent management processes.**

### Success metric

2a. Relative likelihood of staff being appointed from shortlisting across all posts

2b. NSS Q on access to career progression and training and development opportunities

2c. Improvement in race and disability representation leading to parity

2d. Improvement in representation senior leadership (Band 8C upwards) leading to parity

2e. Diversity in shortlisted candidates

2f. NETS Combined Indicator Score metric on quality of training



- Trust Board to agree the key principles of LTHT recruitment, based on evidenced best practice recommendations, from which an LTHT Recruitment & Selection Policy will be actioned. Including;
  - I. Training requirements for managers advertising and selecting for roles
  - II. Evolving the Inclusion ambassador role to ensure Inclusion considered throughout process with measures of evaluation of impact incorporated
  - III. Standardising how adverts and selection criteria are set.

- ✓ LTHT Recruitment & Selection Policy in place
- ✓ LTHT Recruitment & Selection Toolkit to support training and guide managers is in place
- ✓ Inclusion Ambassador role for positions >8a is phased out, with all recruiting managers undergoing training to evolve principles of inclusion in every recruitment process- all roles- all times.
- ✓ Improvement in both the WDES & WRES metrics regarding interview to appointment
- ✓ Improvement in NHSS responses regarding belief in fair career opportunities.
- ✓ Improvement in Trust IQPR\* measures re representation of BME staff, LGBT+ staff and disabled staff across all roles

\*IQPR Integrated Quality & Performance Report; a bi monthly update report on progress towards targets set and actions to address

## Over arching Commitment;

**Eliminate total pay gaps with respect to race, disability and gender.**

### Success metric

3a. Improvement in gender, race, and disability pay gap



**Address Health Inequalities within their workforce.**

### Success metric

4a. NSS Q on organisation action on health and wellbeing concerns

4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training

4c. To be developed in Year 2



## Committed Action April 2023 - March 2024

- Promote leadership & development opportunities for female staff and utilise the LFLN to engage with staff to explore barriers to career & learning opportunities
- Promote the LTHT Flexible Working from day 1, embedding in all recruitment and promotion activity
- Deliver Positive Action programmes targeted across BME, Disabled, LGBT+ and Female staff to support personal and professional development

- Introduce a universal measure to monitor the experiences of all learners at LTHT
- Embed Health & Wellbeing Conversations within good people management practices
- Embed actions affecting the workforce that come out of the Core20PLUS5^ Leeds Public Health group, within the LTHT EDI agenda

## Success Measure March 2024

- ✓ Further decrease in the GPG data in March 2024
- ✓ Baseline pay gap report in place for ethnicity with plans in place to report on disability in 2025
- ✓ Trust IQPR/WDES & WRES measures to show improvement in representation of minority groups across leadership positions
- ✓ 130 staff to have been part of a positive action programme in 23/24.
- ✓ NHSSS results show improvement in staff reporting their line manager takes an interest in their health & wellbeing
- ✓ Areas are identified where learners report less favourably in their experiences and actions to address are put in place
- ✓ Staff support measures through the Health & Wellbeing service are evaluated and show positive impact following intervention
- ✓ Staff absence % through ill health reduces
- ✓ Declaration of staff protected characteristics on ESR (employee staff record) reflect locally held information
- ✓ Initiatives outlined as the Trust being an Anchor\*\* Institute are supported and grown
- ✓ Actions to support the CORE20PLUS5 are identified and in place

\*\*Anchor Institute; large organisations whose long-term sustainability is tied to the wellbeing of the populations they serve.

^CORE20PLUS5; a national NHS England approach to support the reduction of health inequalities at both national and system level

## Over arching Commitment;

**Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.**

### Success metric

6a. Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)

6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)

6c. NETS Bullying & Harassment score metric (NHS professional groups)



**Comprehensive Induction and onboarding programme for International recruited staff.**

### Success metric

5a. NSS Q on belonging for IR staff

5b. NSS Q on bullying, harassment from team/line manager for IR staff

5c. NETS Combined Indicator Score metric on quality of training IR staff



## Committed Action April 2023 - March 2024

- Deliver opportunities for staff to navigate good people management fundamentals, where behaviours are addressed and challenged in line with the Leeds Way Values including:
  - I. Management Fundamentals Toolkit
  - II. Kindness and Civility Toolkit
  - III. Report for Support Resources
- Promote all the routes for concerns being raised (Freedom To Speak Up, Dignity at Work, EDI Champions etc) and provide assurance that information is captured, irrespective of route.
- Engage with staff supporting speaking up routes to identify development and support needs.
- Grow the number of staff who are trained to facilitate inclusive conversations in the workplace
  
- LTHT Recruitment & Selection Policy to be introduced with specific guidance associated with international recruitment
- Create a multidisciplinary working group who review international recruits feedback, identify areas to improve and seek to expand access where successful measures have already been introduced
- Embed a method of identifying overseas recruits who are joining the Trust outside of a cohort process, so individuals receive access to bespoke orientation support where needed.

## Success Measure March 2024

- ✓ Improvement in WDES / WRES & NHSS reporting regarding bullying & harassment
- ✓ Evidence that Toolkits provided are being accessed and used within teams with evaluated outcomes
- ✓ A universal measure in place to monitor the experiences of learners at LTHT and identify areas of disparity and link to any minorities
- ✓ Community of Practice in place to support staff who have agreed to take on the champion role modelling escalation best practice and evidencing where their listening has had positive impact.
- ✓ 6000 staff to have accessed the stories LTHT staff have shared in the Amplifying Voices Mending Divides book
- ✓ 100 staff are trained in 23/24 to facilitate Inclusive Conversations at work.
  
- ✓ LTHT Recruitment & Selection Policy in place
- ✓ LTHT Recruitment & Selection Toolkit to support training and guide managers is in place
- ✓ Method of identifying individuals joining the Trust from overseas is in place
- ✓ Standard operating Guidelines to support international recruitment are in place and include guidance for recruiting managers is signposting and delivering support
- ✓ Improvement in NHSS results in terms of belonging
- ✓ Baseline measure to compare experiences of learners who join us from overseas with those from UK.