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**Workforce Disability Equality Standard (WDES) – Action Plan 2020/2021**

**Introduction**

Bradford Teaching Hospitals NHS Foundation Trust is committed to meeting the requirements of the Workforce Disability Equality Standard for NHS Trusts and this is our second publication against this standard.

The Trust submitted its workforce data against the standard, to the national WDES team, on 19th August 2020, as per our contractual requirements.

Having considered the 2019/2020 data, alongside data from last year; there has been some improvement for disabled staff on six of the ten metrics (metrics 2, 3, 4, 6, 7 & 8). However, it is evident that indicators require further improvement. Subsequently, this year’s action plan will contain few, yet more focussed objectives than in previous action plans. This is to ensure that focussed attention is given on a key number of Metrics which, if addressed in detail and positively, will have the biggest impact. In doing this, it is anticipated that this will bring about positive change across the Trust resulting in an improvement in all WDES Metrics.

The Trust’s Enable Staff Network has been instrumental in the development of this action plan which has been grouped into five themes to reflect both the **WDES requirements**, and the **Trust’s People Strategy** including the **revised National People Plan 2020/2021** which places significant focus and attention to the wider system diversity and inclusion agenda.

The NHS People Plan, which was launched in July 2020, focuses on 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.

**BTHFT People Strategy 2017 – 2020 Objectives:**

* **Attract** – We attract and recruit quality people, representative of our communities, who share our values
* **Develop** – We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it.
* **Retain** – Our people are proud to work for our Trust, working together putting patients first
* **Happy, Health and Here** – Our people feel valued, motivated and engaged.
* **Lead** – Our people feel supported and well led

**Monitoring and Evaluation**

The action plan will be monitored by the Diversity & Inclusion Steering Group (DISG) on a bi-monthly basis and through the People Academy and Trust Board on a 6-monthly basis as part of their regular Equality, Diversity & Inclusion update. The Enable Staff Network will adopt this action plan as a basis for their work programme. The network will play a key role in supporting and influencing the actions going forward. Both the Chair and Deputy Chair will also be represented on the newly developed Diversity & Inclusion Steering Group which will be chaired by the Chief Executive going forwards.

**Workforce Disability Equality Standard (WDES): The 10 Metrics**

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| --- | --- |
| **Metric 1** | Percentage of disabled 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. |
| **Metric 2** | Relative likelihood of disabled staff being appointed from shortlisting across all posts. |
| **Metric 3** | Relative likelihood of disabled staff entering the formal capability procedure (performance and not-ill health). |
| National Staff Survey Responses (Metrics 4-9 only) | |
| **Metric 4** | Q13a: Percentage of disabled staff experiencing harassment, bullying or abuse from patients, relatives or the public.  Q13b: Percentage of disabled staff experiencing harassment, bullying or abuse from their manager.  Q13c: Percentage of disabled staff experiencing harassment, bullying or abuse from colleagues. |
| **Metric 5** | Q14: Percentage of disabled staff who believe the Trust provides equal opportunities for career progression or promotion. |
| **Metric 6** | Q11e: Percentage of disabled staff who say they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties. |
| **Metric 7** | Q5f: Percentage of disabled staff saying they are satisfied with the extent to which their organisation values their work. |
| **Metric 8** | Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work. |
| **Metric 9** | Comparison of the engagement scores for disabled and non-disabled staff. |
| **Metric 10** | Comparison of disabled and non-disabled members of the board (voting membership/ Exec membership) against the overall workforce. |

**Workforce Disability Equality Standard: Summary of Actions 2020-2021**

This table provides an overview of the actions identified for this year’s WDES action plan and demonstrates how these actions align with the Trust People Strategy objectives and the requirements of the recently launched NHS People Plan. A more detailed action plan is provided on page 7 of this report.

| **BTHFT WDES Objective** | | **NHS People Plan, WDES Metric and Trust People Strategy Objectives** | **Further Details** |
| --- | --- | --- | --- |
| 1.0 | **Attract: We attract and recruit quality people, representative of our communities, who share our values** | | |
| 1.1 | **Further focus on Recruitment & Selection:**  Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment. | **WDES Metric 2**  **NHS People Plan 2020:**   * Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.   **Summary of BTHFT Actions:**   * Take a proactive approach to recruiting disabled staff and consider positive action and targeted recruitment approaches. * Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers. * Hold recruitment/ career days for disabled candidates to apply for roles, including awareness sessions on application/ interview skills. * Monitor and understand workforce data in relation to protected characteristics of all our staff and work to improve R&S data quality for reporting and improvement purposes. * Aspiring to level 3 Disability Confident Leader. * Continue to lead the way with our pioneering Project Search Initiative which is targeted at people with learning disabilities. | Pages 7-8 |
| 1.2 | **To hold comprehensive workforce data on all protected characteristic staff.** |
| 2.0 | **Develop: We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it** | | |
| 2.1 | **Increased focus on disabled staff in leadership roles** – to have enabling strategies that support disabled staff to succeed | **WDES Metrics 1, 2 & 5**  **NHS People Plan 2020:** Leadership Diversity  **Summary of BTHFT Actions:**   * Reciprocal Mentoring Scheme to be rolled out before December 2020. * Identify opportunities to overcome barriers to progression and career development (particularly band 5 upwards) in conjunction with disabled staff through targeted engagement with disabled staff. * Equality Impact Assessment and monitoring of Education & Training opportunities. * We will adopt NHS England NHS Improvement resources, guides and tools about having productive conversations about difference with a focus on making tangible progress on disability equality. * To raise the profile of disability equality across the Trust with a focus on celebrating diversity and exploring the power of lived experiences and stories. | Pages 8-9 |
| 3.0 | **Retain: Our people are proud to work for our Trust, working together putting patients first** | | |
| 3.1 | **Managers equipped with having meaningful and compassionate conversations** | **WDES Metrics – all**  **NHS People Plan 2020:**  Health and Wellbeing conversations: line managers to discuss equality, diversity and inclusion as part of the health and wellbeing conversation with the overall focus on **‘Looking after our people’**.  **Summary of BTHFT Actions:**   * To ensure risk assessments for vulnerable staff, including disabled colleagues are conducted and action taken where needed. * Managers empowered to have compassionate and inclusive conversations and any actions followed up in a timely manner. * Continue to have meaningful engagement with all disabled staff across the Trust and to ensure the Trust’s Enable staff network is a “thriving” network aligned to key decision making structures. | Page 9 |
| 3.2 | **Staff equality networks reviewed and refreshed with staff represented at key decision making forums** |
| 4.0 | **Happy, Health and Here: Our people feel valued, motivated and engaged** | | |
| 4.1 | **Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities** | WDES Metrics: 3, 4, 6, 7 & 8  **NHS People Plan 2020:**   * Prevent and tackle bullying harassment and abuse against staff, and create a culture of civility & respect. * Ensure that all staff have access to psychological support. * Discuss equality, diversity and inclusion as part of health and wellbeing conversations. * Roll out the new working carers’ passport to support people with caring responsibilities.   Summary of BTHFT Actions:   * Development of an EDI strapline which will signal a positive message on our approach to EDI. * Work with key stakeholders to raise the profile of disability equality in the Trust, including the development of ‘Allies/ Ambassadors’ across the Trust. * Roll out training for managers around the new Disability Equality & Disability leave policy, and work on embedding the policy within the culture of the organisation. * Work with key stakeholders to develop training and development around the diversity & Inclusion agenda with a focus on our responsibilities in creating and sustaining a culture of civility & respect in the workplace. * Provide “safe spaces” for open, but uncomfortable discussions around “lived experience”. * Review and refresh the role of the Staff Advocacy service and work to ensure staff feel supported in the workplace and there is a sense of belonging and respect. * Develop & roll out a ‘Staff Diversity Census’ with focus on informing staff of the importance of equality monitoring; providing reassurances on confidentiality and the importance of declaring information on protected characteristics on ESR. * To conduct Equality Impact Assessments on all Health & Wellbeing Services as and when they are reviewed to ensure these are fit for purpose for disabled staff. | Pages 10-12 |
| 4.2 | **Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours** |
| 4.3 | **Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect** |
| 4.4 | **All disabled staff have confidence in declaring their status on ESR** |
| 4.5 | **Ensure the Health & Wellbeing Service reflects the needs of disabled staff** |
| **5.0** | **Lead: Our people feel supported and well led** | | |
| 5.1 | **Commitment to embedding & mainstreaming diversity & inclusion in everything we do** | WDES Metrics 1,2, 9 & 10  NHS People Plan 2020:   * Review governance arrangements to ensure staff networks are able to contribute to and inform decision making processes. * Increased emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment.   Summary of BTHFT Actions:   * Establishment of Strategic Diversity & Inclusion Steering Group, ensuring the group is represented across the Trust. * Review of governance arrangements in decision making forums in relation to disabled staff. * Review and Refresh the Enable staff network; through consultation and engagement with disabled staff in alignment with the NHS England ambitions for staff networks. * Use positive action and targeted recruitment measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population. | Page 12 |
| 5.2 | **Ensure we have a “thriving” Enable staff network** |
| 5.3 | **Ensure diversity balance on decision making forums:**  Increasing the proportion of disabled Executive Board members with the aim of being representative of the of the proportion of disabled staff in the workforce. |

**Workforce Disability Equality Standard: Action Plan 2020-2021**

This table provides the detailed actions to be taken by the Trust against our 2020/2021 WDES objectives as outlined in the table above.

| **No** | **Objective** | **Specific action** | **Lead** | **Timeline** | **2020/2021 WDES Data submission** | |
| --- | --- | --- | --- | --- | --- | --- |
| **1** | **Attract: We attract and recruit quality people, representative of our communities, who share our values** | | | | |
| **1.1** | **Further focus on Recruitment & Selection:**  Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment. | Review of the Recruitment & Selection Policy and our Trust recruitment practices in relation to our ambitions around EDI. | Head of EDI/ Asst Director of HR | October 2020 | **Metric 2:** Likelihood of disabled applicants being appointed from shortlisting across all posts:  Shortlisted   |  |  | | --- | --- | | Disabled | Non-Disabled | | 263 | 5489 |   Insufficient information around confirmed interview attendance.  Appointed   |  |  | | --- | --- | | Disabled | Non-Disabled | | 57 | 1507 |   Likelihood of appointment from shortlisting   |  |  | | --- | --- | | Disabled | Non-Disabled | | 22% | **27%** | | 0.22 | **0.27** |  |  | | --- | | Relative likelihood of Non-Disabled staff being appointed from shortlisting | | **1.27** |   1.0 = equal; non-disabled staff more likely. Narrowing of gap since 2019/2020 but continues to be an issue for disabled staff | |
| Explore and examine a range of recruitment, selection and retention processes from an equality & diversity perspective. | Head of EDI/ Asst Director of HR | January 2021 |
| Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.  To develop a community engagement plan with co-ordinated activity. | Head of EDI/ Asst Director of HR | March 2021 |
| Review recruitment and promotion practices (including materials and where adverts are placed) to make sure that staffing reflects the diversity of the community. | Asst Director of HR/  Head of EDI | February 2021 |
| Consider positive action schemes and targeted recruitment to encourage a greater number of disabled applicants. | Head of EDI/ Asst Director of HR | January 2021 |
| Hold recruitment/ career days for disabled applicants to apply for roles. Including sessions on application/ Interview skills by having a co-ordinated approach to community engagement. | Head of EDI/ Asst Director of HR | March  2021 |
| Aspiring to Disability Confident Leader (Level 3). | Head of EDI/ Asst Director of HR | Ongoing |
| **1.2** | **To hold comprehensive workforce data on all protected characteristic staff** | Work to improve data quality in NHS Jobs and improve declaration rates on protected characteristics in ESR for reporting purposes. | Recruitment & Contracts/ Workforce Information/ OD/ EDI/ Training & Development/ HR | January 2021 |
| Diversity & Inclusion Steering group to monitor our position in relation to disabled workforce data, with annual reporting to the Trust Board and mandated reports to NHS England:   * Applications/ shortlisting. * Promotion/ career progression/ secondment. * Pay and reward. * Employee relations case work. * Access to training & development. * Staff satisfaction. * 10-year plan. | Every 6 months |
| **2** | **Develop: We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it** | | | | |
| **2.1** | **Increased focus on disabled staff in leadership roles** – to have enabling strategies that support disabled staff to succeed | Re-start the reciprocal mentoring scheme, aimed at disabled staff at band 8a and above, in partnership with the Trust Board of Directors. | Head of EDI | December 2020 | **Metric 2** (see data above)  **Metric 1:** % of disabled staff in each of the AFC bands 1-9 or Medical & Dental subgroups and VSM (including exec board members) compared with the % of staff in overall workforce.  Overall workforce (declared disability status)   |  |  | | --- | --- | | Trust Headcount | | | 6240 (5690) | | | Disabled | Non-Disabled | | 215 | 5475 |   % overall workforce   |  |  |  | | --- | --- | --- | | Disabled | Non-Disabled | Not Declared | | 4% | 96% | **550 (9%)** |   **9%** of overall workforce are not declaring whether they have a disability.  % at Cluster 4: Band 8a+ (incl VSM) – Clinical Staff   |  |  |  | | --- | --- | --- | | Disabled | Non-Disabled | Not Declared | | 0% | 86.36% | **13.64%** |   Of all the staff group clusters this group has the lowest rate for declaring disability status (13.64%)  **Metric 5:** % staff believing Trust provides equal opportunities for career progression or promotion   |  |  | | --- | --- | | Disabled | Non-Disabled | | **78.8%** | 85.5% |   Improvement for non-disabled staff. Satisfaction remains lower for disabled staff. | |
| Explore personal development opportunities for band 5 upwards. | Head of EDI/ Head of OD | December 2020 |
| Diversity & Inclusion Steering Group to work with the Enable staff network to identify opportunities to overcome barriers to progression and career development. | Chief Executive  Director of HR | January 2021 |
| Review development programmes from an inclusion perspective to ensure disabled staff needs are being met:   * In the virtual training room (e.g. WebEx). * In the training room, incl. accessible venues, materials, equipment. * To access learning and development opportunities and ensure EDI and Human Rights principles are embedded into training. | Head of Education & Training | December 2020 |
| Monitor take-up of Learning & Development opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars. | Head of Education & Training | December 2020 |
| **3** | **Retain: Our people are proud to work for our Trust, working together putting patients first** | | | | |
| **3.1** | **Managers are equipped with having meaningful and compassionate conversations** | To ensure risk assessments for vulnerable staff are conducted and action taken where needed. | all Line Managers and Team Leaders | Ongoing | **All Metrics apply** | |
| Provide managers with the necessary, training, tools and strategies to enable them to be inclusive, compassionate leaders. | Head of OD/ Head of EDI | November 2020 |
| **3.2** | **Staff equality networks reviewed and refreshed with staff represented at key decision making forums** | Continue to have meaningful engagement with all disabled staff across the Trust and to ensure the Trust’s Enable staff network is a “thriving” network aligned to key decision making structures. | Head of EDI/ Chair of Enable Network | Ongoing |
| **4** | **Happy, Healthy and Here: Our people feel valued, motivated and engaged** | | | | |
| **4.1** | **Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities** | Work with the communications team and our staff networks to develop equality, diversity & inclusion strapline to be used as a branding tool and positive message on all EDI related publications (including recruitment information). | Head of EDI/ Head of Corporate Communication | October 2020 | **Metric 3:** likelihood of disabled staff entering the formal capability process, compared to non-disabled staff (performance, not ill-health)  Number of staff entering formal capability process   |  |  | | --- | --- | | Disabled | Non-Disabled | | 2 | 20 |  |  | | --- | | Relative likelihood of disabled staff entering the formal capability process | | **2.55** |   Disabled staff 2.55 times more likely (1.0 = equal). Decrease from 2019/2020 but continues to be a significant problem.  **Metric 4: National Staff Survey Metrics**  Q13a % staff experiencing harassment, bullying or abuse from patients, relatives or public in last 12 months   |  |  | | --- | --- | | Disabled | Non-Disabled | | **33.9%** | 25.5% |   Slight increase for non-disabled staff, but continues to be higher for disabled staff, despite a decrease from 2019/2020.  Q 13b % staff experiencing harassment, bullying or abuse from their manager in last 12 months   |  |  | | --- | --- | | Disabled | Non-Disabled | | **16.7%** | 9.5% |   Decreasing overall but still remains higher for disabled staff  Q13c % staff experiencing harassment, bullying or abuse from colleagues in last 12 months   |  |  | | --- | --- | | Disabled | Non-Disabled | | **25.3%** | 15.2% |   Increasing for disabled staff and continues to be a significant issue for disabled staff  **Metric 6:** % staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties   |  |  | | --- | --- | | Disabled | Non-Disabled | | **32.7%** | 18.3% |   Gradual decrease over the last 3 years, but remains significantly higher for disabled staff  **Metric 7:** % staff saying they are satisfied with the extent to which the Trust values their work   |  |  | | --- | --- | | Disabled | Non-Disabled | | **41.7%** | 55.7**%** |   Increase for both groups of staff over the last 3 years, but continues to a concern for disabled staff with less than half feeling assured of this.  **Metric 8:**   |  | | --- | | % Disabled staff saying the Trust has made adequate adjustments | | **69.1%** |   Increase from 2019/2020 but still requires action | |
| Produce a dedicated EDI intranet page in partnership with the communications team and staff equality networks. | Head of EDI/ Head of Corporate Communication | November 2020 |
| Roll out training for managers around the new Disability Equality & Disability leave policy, and work on embedding the policy within the culture of the organisation. | Head of EDI | December 2020 |
| Continue to work with Health & Wellbeing, HR & Procurement to provide support to managers and staff around implementing reasonable adjustments. | Head of EDI/ Procurement Service | Ongoing |
| **4.2** | **Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours.** | Develop training with the Organisational Development team around Civility and Inclusive Leadership | Head of EDI/ Head of OD | October 2020 |
| Review and promote the mandatory equality & diversity training for managers. Ensuring this training incorporates examples of staff “lived experience”, and allows a “safe space” for open, but uncomfortable discussion and promotes a culture of dignity & respect and emphasises their role in creating a culture of dignity & respect | Head of EDI/ Head of OD | November 2020 |
| **4.3** | **Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect** | Develop and implement a trust wide campaign on Dignity & Respect in the workplace. | Head of EDI/ Head of OD/ Head of Corporate Comms | March 2021 |
| Review and refresh of the role and remit of the Staff Advocates with the development of strategies and tools in developing approaches to informal conflict resolution. | Head of EDI | December 2020 |
| Introduction of a “Peer Support: Listening” scheme to provide support to disabled colleagues. | Head of OD | November 2020 |
| **4.4** | **All disabled staff have confidence in declaring their ethnicity on ESR** | Develop a communications campaign so that staff feel confident about self-recording their protected characteristic on ESR. | Head of EDI/ Asst Director of HR | January 2021 |
| **4.5** | **Ensure the Health & Wellbeing Service reflects the needs of disabled staff** | Undertake Equality Impact Assessments on the Health and Wellbeing Service and related policies as and when they are reviewed to ensure the needs of disabled staff are met and fit for purpose. | Head of Health & Wellbeing/ Head of EDI | January 2021 |
| Roll out the new working carers’ passport to support people with caring responsibilities. | Associate Director HR | November 2020 |
| **5** | **Lead: Our people feel supported and well led** | | | | |
| **5.1** | **Commitment to embedding & mainstreaming diversity & inclusion in everything we do** | Development of a Diversity & Inclusion Steering Group to include key managers across core functions and staff network leads. | Chief Executive  Director of HR/ Head of EDI | November 2020 | **Metrics 1 & 2** (see data above)  **Metric 9: NHS Staff Survey:** engagement score   |  |  | | --- | --- | | Disabled | Non-Disabled | | **6.8%** | 7.3% |   Engagement has remained fairly static across the board, but continues to be lower for disabled staff  **Metric 10:** %difference between the Trust board and the workforce in terms of disability.   |  |  | | --- | --- | | % Exec Board members with Disability | **0%** | | % Voting Board members with Disability | 8% | | % Trust’s declared disability | 4% |   It’s clear that there is an issue for disability representation with Exec Team members. However, unclear whether this is under-representation or lack of declaration (25% Execs and 29% voting members did not declare their status) | |
| Engagement with disabled staff to positively influence the WDES action plan. | Director of HR/ Head of EDI | September 2020 |
| **5.2** | **Ensure we have a “thriving” Enable staff network** | Review and refresh the role and remit of the Enable staff network. | Head of EDI/ Chair of Enable Staff Network | Ongoing |
| Hold a series of consultation meetings with disabled staff around how we can ensure we have a “Thriving Staff Network”. | Head of EDI/ Chair of Enable Staff Network | Ongoing |
| Set up a Core Group for the Enable network to explore and examine the views of the network and to align network activity to this action plan. | Head of EDI/ Chair of Enable Staff Network | October 2020 |
| **5.3** | **Ensure diversity balance on decision making forums:**  Increasing the proportion of disabled Executive Board members with the aim of being representative of the of the proportion of disabled staff in the workforce. | Review governance arrangements to ensure the Enable staff network is able to contribute to, and inform decision making processes. | Board Secretary/ Head of EDI | November 2020 |
| To review every appointment as it arise and seek to ensure that we continue to strive to have a Board of Directors that reflects the diversity of the local population. Using positive action measures within the scope of the Equality Act, as appropriate. | Director of HR/ Head of EDI | Ongoing |