

Meeting Title	Regulation Committee		
Date	14 October 2020	Agenda item	RC.10.20.16

## 2020/2021 Action Plans for Workforce Race Equality Standard and Workforce Disability Equality Standard

Presented by	Pat Campbell, Director of Human Resources		
Author	Kez Hayat, Head of Equality, Diversity and Inclusion		
Lead Director	Pat Campbell, Director of Human Resources		
Purpose of the paper	The purpose of this report is to: <ul style="list-style-type: none"> <li>Present the Trusts WRES and WDES proposed action plans to take forward in 2020/21</li> </ul>		
Key control	To be in the top 20% of NHS Employers		
Action required	For approval		
Previously discussed at/ informed by	Diversity & Inclusion Steering Group People Academy Staff Network Meetings		
Previously approved at:	Academy/Group	Date	
	People Academy	30.09.2020	
	Executive Team Meeting	05.10.2020	

### Key Options, Issues and Risks

The WRES and WDES are both included in the NHS standard contract and we are required to publish our performance against these standards on an annual basis. The Trust has been reporting our progress since 2015 for the WRES and since May 2019 for the WDES. There is a requirement to publish the Trust's action plans for both standards by 31<sup>st</sup> October 2020.

The data is collated for both standards from workforce information held in the Electronic Staff Record (as at 31<sup>st</sup> March 2020) and from the most recent NHS Staff Survey (results from the survey as at September 2019). A range of analysis has been carried out on the data to identify our key priorities for action against specific metrics/ indicators for the coming year (2020/2021).

As part of this process; existing WRES/WDES action plans have been reviewed alongside this new data to ensure the 2020/2021 action plans will respond to and improve our overall position for both standards, and raise the profile of equality, diversity and inclusion across the Trust. The 2020/2021 action plans have also been devised to ensure these are aligned to regional and national priorities on equality, diversity and inclusion (EDI) including the ambitions of the Chief People Officer around having "thriving" staff networks, the priorities of the West Yorkshire and Harrogate Health and Care Partnership, and the revised NHS People Plan, which has a renewed focus on EDI and the Belonging agenda.

The Head of EDI will take a lead role in ensuring our activity is aligned and co-ordinated with the regional and national ambitions and priorities and will work in collaboration with the Trusts staff equality networks and the newly developed Diversity and Inclusion Steering Group (DISG) in taking the actions forward.

Both action plans have undergone a consultation process with key stakeholders across the Trust. Our efforts in engaging with our diverse staff over the last few months has meant that staff have been able to influence the development of the action plans, both plans have been welcomed by members of the staff equality networks.

The newly developed Diversity and Inclusion Steering Group (DISG) will be chaired by Mel Pickup, CEO. DISG will comprise of key representatives from a cross section of the organisation who are also able to influence and embed new policy and practice around the wider Equality, Diversity & Inclusion agenda.

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Both action plans will be monitored by the Diversity and Inclusion Steering on a bi-monthly basis and through the People Academy and Trust Board on a 6 –monthly basis. Both action plans were presented to the People Academy on 30<sup>th</sup> October 2020 and were approved.

### Analysis

Improved performance for both standards is essential in ensuring the Trust is reducing the gap where workforce inequalities are evident. We have infra-structure and strong foundations in place which will enable us to improve our performance over the next 12 months.

Over recent years, although some progress has been made, we have remained fairly static on some indicators, such as shortlisting (recruitment & selection), under-representation at senior leadership levels, reduced disclosure rates for disabled staff and increasing levels of bullying & harassment from colleagues for both disabled and BAME staff.

#### WRES Action Plan – Key themes and actions

- Increased focus on BAME staff in leadership roles.
- Implementation of mentoring schemes.
- Explore personal development opportunities for Band 5 upwards
- Increased focus on dignity & respect in the workplace and raising the profile of race equality across the Trust.
- Renew and refresh the role of the BAME Staff Network

#### WDES Action Plan – Key themes and actions

- Develop and roll out diversity census exercise to improve disability declaration rates
- Roll out the reciprocal mentoring scheme for disabled staff
- Renew and refresh the role of the Enable Staff Network
- Increased focus on dignity & respect in the workplace and raising the profile of disability equality across the Trust.
- Continue to roll out the training on the Disability Equality and Disability Leave policy

#### Please see attached:

- Workforce Race Equality Standard Action Plan – Appendix 1
- Workforce Disability Equality Standard Action Plan – Appendix 2

### Recommendation

It is recommended that the Regulation Committee:

1. Note the contents of this report.
2. Support the proposed actions and themes for 2020/21.
3. Approve the finalised action plans on behalf of the Board of Directors to enable publication by the 31.10.2020 deadline.

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Regulation, Legislation and Compliance relevance
<b>NHS Improvement: (please tick those that are relevant)</b>
<input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain: Well Led</b>
<b>Care Quality Commission Fundamental Standard: Dignity &amp; Respect</b>
<b>NHS Improvement Effective Use of Resources: People</b>
<b>Other (please state):</b>

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Workforce Race Equality Standard (WRES) – Action Plan 2020/2021

### 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 sixth publication against this standard.

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

Having considered the 2019/2020 data, alongside data from previous years, there has been some improvement for our Black, Asian and minority ethnic (BAME) staff on three of the WRES Indicators (Indicators 1, 5 & 7). However, we still have progress to make and there is still work to be done to improve our performance on the other indicators. 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 indicators 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 WRES indicators.

The Trust's Black, Asian and Minority Ethnic (BAME) Staff Network has been instrumental in the development of this action plan which has been grouped into five themes to reflect both the WRES requirements, the Trust's People Strategy including the revised National People Plan 2020/21 and 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 – 2022 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, Healthy 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 Trust's 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 BAME 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 and Inclusion Steering Group which will be chaired by the Chief Executive going forwards.

## Workforce Race Equality Standard (WRES): The 9 Indicators

Indicator 1	Percentage of BAME 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 BAME staff being appointed from shortlisting across all posts
Indicator 3	Relative likelihood of BAME 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 BAME 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: Summary of Actions 2020-2021

This table provides an overview of the actions identified for this year's WRES 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 6 of this report.

BTHFT WRES Objective		NHS People Plan, WRES Indicator 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 with emphasis on:  Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment.	<u>WRES Indicator 2</u>  <u>NHS People Plan 2020:</u> <ul style="list-style-type: none"><li>Overhaul recruitment and promotion practices to ensure staffing reflects the diversity of the local community, and regional and national labour markets.</li></ul> <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>Take a proactive approach to recruiting BAME staff and consider positive action and targeted recruitment approaches.</li><li>Actively work alongside schools, colleges, universities and local communities and partners to attract a more diverse range of people into health and care careers.</li><li>Hold recruitment/career days for BAME community to apply for roles, including awareness sessions on application/interview skills.</li><li>Monitor and understand workforce data in relation to protected characteristics of all our staff and work to improve R&amp;S data quality for reporting and improvement purposes.</li></ul>	Pages 6 - 7
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 BAME staff in leadership roles – to have enabling strategies that support BAME staff to succeed	<u>WRES Indicators 1, 4 &amp; 7</u>  <u>NHS People Plan 2020:</u> “Publish progress and plans against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce”.  <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>Reciprocal Mentoring Scheme to be rolled out by December 2020.</li><li>Pilot an External Mentoring scheme for up to 6 BAME staff on bands 8a and above. (delivered by External Management Consultancy).</li><li>BAME staff representation on recruitment &amp; selection panels on all post at band 8a and above.</li><li>Identify opportunities to overcome barriers to progression and career development (particularly band 5 upwards) in conjunction with BAME staff.</li><li>Networking &amp; collaborating with regional and national BAME forums within the wider system.</li></ul>	Pages 7 - 8



BTHFT WRES Objective		NHS People Plan, WRES Indicator and Trust People Strategy Objectives	Further Details
		<ul style="list-style-type: none"><li>▪ Equality Impact Assessment and monitoring of Education &amp; Training opportunities.</li><li>▪ We will adopt NHS England and NHS Improvement resources, guides and tools about having productive conversations about race with a focus on making tangible progress on equality, diversity and inclusion for all staff.</li><li>▪ To raise the profile of race equality across the Trust with a focus on celebrating diversity and exploring the power of lived experiences and stories.</li></ul>	
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	<b><u>WRES Indicator 8</u></b>  <b><u>NHS People Plan 2020:</u></b> <u>Health and Wellbeing conversations:</u> line managers to discuss equality, diversity and inclusion as part of the health and wellbeing conversations with the overall focus on ‘ <b>Looking after our people</b> ’  <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>▪ To ensure risk assessments for vulnerable staff, including BAME colleagues are conducted and action taken where needed.</li><li>▪ Managers empowered to have compassionate and inclusive conversations and any actions followed up in a timely manner.</li><li>▪ Continue to have meaningful engagement with all BAME staff across the Trust and to ensure the Trust’s BAME staff network is aligned to the national NHS ambitions on BAME staff networks ensuring the network is a ‘thriving’ network aligned to key decision making structures.</li></ul>	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 the Trust values and expectations on behaviours including our wider diversity and inclusion priorities.	<b><u>WRES Indicators 1, 2 8, 5 &amp; 6</u></b>  <b><u>NHS People Plan 2020:</u></b> <ul style="list-style-type: none"><li>▪ Prevent and challenge bullying, harassment and abuse against staff, and create a culture of civility &amp; respect.</li><li>▪ Work to eliminate the ethnicity gap when entering formal disciplinary processes (Trust position improved from previous years).</li><li>▪ Ensure that all staff have access to psychological support.</li><li>▪ Discuss equality, diversity and inclusion as part of health and wellbeing conversations.</li></ul> <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>▪ Development of an EDI corporate strapline which will signal a positive message on our approach to EDI.</li><li>▪ Work with key stakeholders to raise the profile of race equality across the Trust, including the development of ‘Allies/Ambassadors’ across the trust.</li></ul>	Pages 9-10
4.2	Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours		




BTHFT WRES Objective		NHS People Plan, WRES Indicator and Trust People Strategy Objectives	Further Details
4.3	Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect	<ul style="list-style-type: none"><li>▪ Work with key stakeholders to develop training and development around the diversity &amp; Inclusion agenda with a focus on our responsibilities in creating and sustaining a culture of dignity &amp; respect in the workplace.</li><li>▪ Provide “safe spaces” for open, but uncomfortable discussions around “lived experience”.</li><li>▪ Review and refresh the role of the Trust’s Staff Advocacy service and work to ensure staff feel supported in the workplace, and there is a sense of belonging and respect.</li><li>▪ Develop and roll out a ‘Staff Diversity Census’ with focus on informing staff of the importance of equality monitoring and providing reassurances on confidentiality and the importance of declaring information on protected characteristic on ESR.</li><li>▪ To conduct Equality Impact Assessments on all health &amp; wellbeing services, as and when they are reviewed, to ensure these are fit for purpose.</li></ul>	
4.4	All BAME staff have confidence in declaring their ethnicity on ESR		
4.5	Ensure the Health & Wellbeing Service reflects the needs of BAME staff		
5.0	Lead: Our people feel supported and well led		
5.1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	<u>WRES Indicators 1, 2, 5, 6, 7, 8 &amp; 9</u>  <u>NHS People Plan 2020:</u> <ul style="list-style-type: none"><li>▪ Review governance arrangements to ensure staff networks are able to contribute to and inform and influence decision making processes.</li><li>▪ Increased emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment.</li><li>▪ Publish progress against the Model Employer goals to ensure the workforce leadership is representative of the overall BAME workforce (see also 2.1).</li></ul> <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>▪ Establishment of a strategic Diversity and Inclusion Steering Group, ensuring the group is represented across the Trust.</li><li>▪ Review of governance arrangements in decision making forums in relation to BAME staff.</li><li>▪ Review and Refresh the BAME staff network; through consultation and engagement with BAME staff and in alignment with the NHS England ambitions for BAME staff networks.</li><li>▪ Use positive action and targeted recruitment measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population.</li></ul>	Pages 10 - 11
5.2	Ensure we have a “thriving” BAME staff network		
5.3	Ensure BAME diversity balance on decision making forums: Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce.		



## Workforce Race 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 WRES 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	<b>Ind2:</b> Likelihood of staff being appointed from shortlisting across all posts:  Shortlisted <table><tr><td>White</td><td>BAME</td></tr><tr><td>2894</td><td>2841</td></tr></table> Appointed <table><tr><td>White</td><td>BAME</td></tr><tr><td>940</td><td>616</td></tr></table> Likelihood of appointment from shortlisting <table><tr><td>White</td><td>BAME</td></tr><tr><td>32.48%</td><td>21.68%</td></tr><tr><td>0.33</td><td>0.22</td></tr></table> <table><tr><td colspan="2">Relative likelihood of white staff being appointed from shortlisting</td></tr><tr><td colspan="2">1.5 ↑</td></tr></table> White staff more likely and increase from 2019/2020 (1.0 = equal)	White	BAME	2894	2841	White	BAME	940	616	White	BAME	32.48%	21.68%	0.33	0.22	Relative likelihood of white staff being appointed from shortlisting		1.5 ↑	
		White	BAME																				
		2894	2841																				
		White	BAME																				
		940	616																				
		White	BAME																				
		32.48%	21.68%																				
0.33	0.22																						
Relative likelihood of white staff being appointed from shortlisting																							
1.5 ↑																							
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 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 BAME applicants.	Head of EDI/ Asst Director of HR	January 2021																					
Hold recruitment/ career days for BAME community 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																					
1.2	To hold	Work to improve data quality in NHS Jobs and	Recruitment &	January																			

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission												
	comprehensive workforce data on all protected characteristic staff	improve declaration rates on protected characteristics in ESR for reporting purposes.	Contracts/ Workforce Information/ OD/ EDI/ Training & Development/ HR	2021													
		Diversity & Inclusion Steering group to monitor our position in relation to BAME workforce data, with annual reporting and recommendations to the Trust Board and mandated reports to NHS England: <ul style="list-style-type: none"><li>▪ Applications/ shortlisting</li><li>▪ Promotion/ career progression/ secondment</li><li>▪ Pay and reward</li><li>▪ Employee relations case work</li><li>▪ Access to training &amp; development</li><li>▪ Staff satisfaction</li><li>▪ 10-year plan</li></ul>		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 BAME staff in leadership roles – to have enabling strategies that support BAME staff to succeed	Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.	Head of EDI	Ongoing	<b>Ind1:</b> % of 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 ethnicity) <table><tr><th colspan="2">Trust Headcount</th></tr><tr><td colspan="2">6240 (6111)</td></tr><tr><th>White</th><th>BAME</th></tr><tr><td>4148</td><td>1963</td></tr></table> % overall workforce <table><tr><th>White</th><th>BAME</th></tr><tr><td>67.88%</td><td>32.12% </td></tr></table> Not representative but improvement from 2019/2020  Bands 8a+ incl VSM (declared	Trust Headcount		6240 (6111)		White	BAME	4148	1963	White	BAME	67.88%	32.12% 
		Trust Headcount															
		6240 (6111)															
		White	BAME														
		4148	1963														
White	BAME																
67.88%	32.12% 																
Continue to ensure all posts from 8a and above have a BAME member of staff as an active recruitment panel member. This will be reviewed as part of the wider recruitment and selection policy review.	Head of EDI	December 2020															
Re-start the reciprocal mentoring scheme, aimed at BAME staff at band 8a and above, in partnership with the Trust Board of Directors.	Head of EDI	December 2020															
Pilot the external REACH mentoring scheme for up to six BAME staff at Bands 8a and above with a focus return on investment.	Head of EDI	November 2020															
Explore personal development opportunities for band 5 upwards.	Head of EDI Head of OD	December 2020															

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission								
					ethnicity)								
		Diversity & Inclusion Steering Group to work with the BAME staff network to identify opportunities to overcome barriers to progression and career development	Director of HR	January 2021	<table><tr><th colspan="2">Trust Headcount</th></tr><tr><td colspan="2">323 (317)</td></tr><tr><th>White</th><th>BAME</th></tr><tr><td>271</td><td>46</td></tr></table>	Trust Headcount		323 (317)		White	BAME	271	46
		Trust Headcount											
		323 (317)											
		White	BAME										
271	46												
EDI/ HR/ Staff Network Leads to connect with regional and national BAME staff networks/ and collaborate.	Head of EDI	Ongoing	<p>% Bands 8a+ Incl VSM</p> <table><tr><th>White</th><th>BAME</th></tr><tr><td>85.5%</td><td>14.5% ↑</td></tr></table> <p>Not representative but improvement from 2019/2020</p>	White	BAME	85.5%	14.5% ↑						
White	BAME												
85.5%	14.5% ↑												
Review development programmes from an inclusion perspective to ensure BAME staff's needs are being met: <ul style="list-style-type: none"><li>▪ In the virtual training room (e.g. WebEx).</li><li>▪ In the training room, incl. accessible venues, materials, equipment.</li><li>▪ To access learning and development opportunities and ensure EDI and Human Rights principles are embedded into training.</li></ul>	Head of Education & Training	December 2020	<p><b>Ind4:</b> Likelihood of white staff accessing non mandatory training &amp; CPD compared to BAME staff</p> <table><tr><th colspan="2">likelihood of white staff accessing non mandatory training compared to BAME staff</th></tr><tr><td colspan="2">1.22 ↔</td></tr></table>	likelihood of white staff accessing non mandatory training compared to BAME staff		1.22 ↔							
likelihood of white staff accessing non mandatory training compared to BAME staff													
1.22 ↔													
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	<p>White staff more likely, non-significant increase from 2019/2020, 1.00 = Equal.</p> <p><b>Ind7:</b> % staff believing Trust provides equal opportunities for career progression or promotion</p> <table><tr><th>White</th><th>BAME</th></tr><tr><td>88.9% ↓</td><td>68.6% ↑</td></tr></table> <p>Increasing but remains a significant issue for BAME staff</p>	White	BAME	88.9% ↓	68.6% ↑						
White	BAME												
88.9% ↓	68.6% ↑												
3	Retain: Our people are proud to work for our Trust, working together putting patients first												

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission				
3.1	Managers are equipped with having meaningful and compassionate conversations	To ensure risk assessments for vulnerable staff, including BAME colleagues are conducted and action taken where needed.	All Line Managers and Team Leaders	Ongoing	<b>Ind8:</b> In last 12 months; have you personally experienced discrimination at work from any of the following; Manager, team leader or other colleague <table><tr><th>White</th><th>BAME</th></tr><tr><td>4.9% </td><td>14.4% </td></tr></table> Increasing and continues to be a significant issue for BAME staff	White	BAME	4.9%	14.4%
		White	BAME						
4.9%	14.4%								
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 BAME staff across the Trust and to ensure the Trust's BAME staff network is aligned to the national NHS ambitions on BAME staff networks ensuring the network is a 'thriving' network aligned to key decision making structures.	Head of EDI Chair of BAME 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 staff equality 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 Communications	October 2020	<b>Ind 1, 2 &amp; 8</b> (see data above)  <b>Ind5:</b> % staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months <table><tr><th>White</th><th>BAME</th></tr><tr><td>28.1% </td><td>24.53% </td></tr></table> Remains an issue across the board, but improvement for BAME staff	White	BAME	28.1%	24.53%
		White	BAME						
28.1%	24.53%								
Produce a dedicated EDI intranet page in partnership with the communications team and staff equality networks.	Head of EDI/ Head of Corporate Communications	November 2020							
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 in the Workplace and Inclusive Leadership.	Head of EDI/ Head of OD	October 2020	<b>Ind6:</b> % staff experiencing harassment, bullying or abuse from staff in last 12 months <table><tr><th>White</th><th>BAME</th></tr><tr><td>15.6% </td><td>21.3% </td></tr></table> Increasing and significant disparity	White	BAME	15.6%	21.3%
		White	BAME						
15.6%	21.3%								
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 with emphasises on roles and responsibilities in creating a culture of dignity & respect.	Head of OD Head of EDI	November 2020							
4.3	Prevent and	Develop and implement a trust wide campaign on	Head of EDI/	March					

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission						
	challenge bullying harassment and abuse against staff, and create a culture of civility & respect	Dignity & Respect in the workplace.	Head of OD/ Head of Corporate Communications	2021							
		Review and refresh 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 BAME colleagues.	Head of OD	November 2020							
4.4	All BAME 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 Assistant Director of HR	January 2021							
4.5	Ensure the Health & Wellbeing Service reflects the needs of BAME staff	Undertake an Equality Impact Assessment on the Health and Wellbeing Service and related policies as and when they are reviewed, to ensure the needs of BAME staff are met and fit for purpose.	Head of Health & Wellbeing/ Head of EDI	January 2021							
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 of the Trust and staff network leads.	Chief Executive Director of HR Head of EDI	November 2020	<b>Indicators 1, 2, 5, 6, 7 &amp; 8</b> (see data above)  <b>Ind9:</b> %difference between board voting membership and overall workforce. <table><tr><th colspan="2">Voting membership</th></tr><tr><th>White</th><th>BAME</th></tr><tr><td>78.6%</td><td>21.4% ↓</td></tr></table> Not representative of the ethnic diversity of the workforce	Voting membership		White	BAME	78.6%	21.4% ↓
		Voting membership									
White	BAME										
78.6%	21.4% ↓										
Engagement with BAME staff to positively influence the WRES action plan.	Director of HR Head of EDI	September 2020									
5.2	Ensure we have a “thriving” BAME staff network	Review and refresh the role and remit of the BAME staff network.	Head of EDI Chair of BAME network	October 2020							
		Hold a series of consultation meetings with BAME staff around their reflections on the 5 NHS England National Ambitions and how we can ensure we have a “Thriving Staff Network”.	Head of EDI Chair of BAME network	Ongoing							
		Set up a Core Group for the BAME Network explore and examine the views of the Network around the 5 National Ambitions and to align	Head of EDI Chair of BAME network	October 2020							
				<table><tr><th colspan="2">Exec Membership</th></tr><tr><th>White</th><th>BAME</th></tr></table>	Exec Membership		White	BAME			
Exec Membership											
White	BAME										

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission
		network activity with these ambitions			<div> <div>100%</div> <div>0% </div> </div> <p>Not representative of the ethnic diversity of the workforce. Trust 2021/22 return to show positive progress</p>
5.3	<b>Ensure BAME diversity balance on decision making forums:</b> Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce	Review governance arrangements to ensure the BAME staff network is able to contribute to and inform decision making processes.	Board Secretary/ Head of EDI	November 2020	
		To review appointments as they arise and seek to ensure that we continue to strive to have a Board of Directors that reflects the diversity of the local population. Utilising positive action measures within the scope of the Equality Act, as appropriate.	Director of HR/ Head of EDI	Ongoing	





## **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 19<sup>th</sup> 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

<b>Metric 1</b>	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.
<b>Metric 2</b>	Relative likelihood of disabled staff being appointed from shortlisting across all posts.
<b>Metric 3</b>	Relative likelihood of disabled staff entering the formal capability procedure (performance and not-ill health).
National Staff Survey Responses (Metrics 4-9 only)	
<b>Metric 4</b>	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.
<b>Metric 5</b>	Q14: Percentage of disabled staff who believe the Trust provides equal opportunities for career progression or promotion.
<b>Metric 6</b>	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.
<b>Metric 7</b>	Q5f: Percentage of disabled staff saying they are satisfied with the extent to which their organisation values their work.

<b>Metric 8</b>	Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.
<b>Metric 9</b>	Comparison of the engagement scores for disabled and non-disabled staff.
<b>Metric 10</b>	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.	<u>WDES Metric 2</u>  <u>NHS People Plan 2020:</u> Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.  <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>Take a proactive approach to recruiting disabled staff and consider positive action and targeted recruitment approaches.</li><li>Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.</li><li>Hold recruitment/ career days for disabled candidates to apply for roles, including awareness sessions on application/ interview skills.</li><li>Monitor and understand workforce data in relation to protected characteristics of all our staff and work to improve R&amp;S data quality for reporting and improvement purposes.</li><li>Aspiring to level 3 Disability Confident Leader.</li><li>Continue to lead the way with our pioneering Project Search Initiative which is targeted at people with learning disabilities.</li></ul>	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	<u>WDES Metrics 1, 2 &amp; 5</u>  <u>NHS People Plan 2020:</u> Leadership Diversity  <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>Reciprocal Mentoring Scheme to be rolled out before December 2020.</li><li>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.</li><li>Equality Impact Assessment and monitoring of Education &amp; Training opportunities.</li></ul>	Pages 8-9

BTHFT WDES Objective		NHS People Plan, WDES Metric and Trust People Strategy Objectives	Further Details
		<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ 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.</li></ul>	
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	<b><u>WDES Metrics – all</u></b>  <b><u>NHS People Plan 2020:</u></b> <u>Health and Wellbeing conversations:</u> line managers to discuss equality, diversity and inclusion as part of the health and wellbeing conversation with the overall focus on ‘ <b>Looking after our people</b> ’.  <b><u>Summary of BTHFT Actions:</u></b> <ul style="list-style-type: none"><li>▪ To ensure risk assessments for vulnerable staff, including disabled colleagues are conducted and action taken where needed.</li><li>▪ Managers empowered to have compassionate and inclusive conversations and any actions followed up in a timely manner.</li><li>▪ 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.</li></ul>	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	<b><u>WDES Metrics: 3, 4, 6, 7 &amp; 8</u></b>  <b><u>NHS People Plan 2020:</u></b> <ul style="list-style-type: none"><li>▪ Prevent and tackle bullying harassment and abuse against staff, and create a culture of civility &amp; respect.</li><li>▪ Ensure that all staff have access to psychological support.</li><li>▪ Discuss equality, diversity and inclusion as part of health and wellbeing conversations.</li><li>▪ Roll out the new working carers’ passport to support people with caring responsibilities.</li></ul> <b><u>Summary of BTHFT Actions:</u></b> <ul style="list-style-type: none"><li>▪ Development of an EDI strapline which will signal a positive message on our approach to EDI.</li><li>▪ Work with key stakeholders to raise the profile of disability equality in the Trust, including the development of ‘Allies/ Ambassadors’ across the Trust.</li></ul>	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		




BTHFT WDES Objective		NHS People Plan, WDES Metric and Trust People Strategy Objectives	Further Details
	bullying harassment and abuse against staff, and create a culture of civility & respect	<ul style="list-style-type: none"><li>▪ Roll out training for managers around the new Disability Equality &amp; Disability leave policy, and work on embedding the policy within the culture of the organisation.</li><li>▪ Work with key stakeholders to develop training and development around the diversity &amp; Inclusion agenda with a focus on our responsibilities in creating and sustaining a culture of civility &amp; respect in the workplace.</li><li>▪ Provide “safe spaces” for open, but uncomfortable discussions around “lived experience”.</li><li>▪ 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.</li><li>▪ Develop &amp; 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.</li><li>▪ To conduct Equality Impact Assessments on all Health &amp; Wellbeing Services as and when they are reviewed to ensure these are fit for purpose for disabled staff.</li></ul>	
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	<u>WDES Metrics 1,2, 9 &amp; 10</u>  <u>NHS People Plan 2020:</u> <ul style="list-style-type: none"><li>▪ Review governance arrangements to ensure staff networks are able to contribute to and inform decision making processes.</li><li>▪ Increased emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment.</li></ul> <u>Summary of BTHFT Actions:</u> <ul style="list-style-type: none"><li>▪ Establishment of Strategic Diversity &amp; Inclusion Steering Group, ensuring the group is represented across the Trust.</li><li>▪ Review of governance arrangements in decision making forums in relation to disabled staff.</li><li>▪ Review and Refresh the Enable staff network; through consultation and engagement with disabled staff in alignment with the NHS England ambitions for staff networks.</li><li>▪ Use positive action and targeted recruitment measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population.</li></ul>	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	<b>Metric 2:</b> Likelihood of disabled applicants being appointed from shortlisting across all posts:  Shortlisted <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>263</td><td>5489</td></tr></table> Insufficient information around confirmed interview attendance.  Appointed <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>57</td><td>1507</td></tr></table> Likelihood of appointment from shortlisting <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>22%</td><td>27%</td></tr><tr><td>0.22</td><td>0.27</td></tr></table> <table><tr><th>Relative likelihood of Non-Disabled staff being appointed from shortlisting</th></tr><tr><td>1.27 ↓</td></tr></table> 1.0 = equal; non-disabled staff more likely. Narrowing of gap since 2019/2020 but continues to be an issue for disabled staff	Disabled	Non-Disabled	263	5489	Disabled	Non-Disabled	57	1507	Disabled	Non-Disabled	22%	27%	0.22	0.27	Relative likelihood of Non-Disabled staff being appointed from shortlisting	1.27 ↓
		Disabled	Non-Disabled																		
		263	5489																		
		Disabled	Non-Disabled																		
		57	1507																		
		Disabled	Non-Disabled																		
		22%	27%																		
		0.22	0.27																		
		Relative likelihood of Non-Disabled staff being appointed from shortlisting																			
1.27 ↓																					
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.	Head of EDI/ Asst Director of HR	March 2021																			
To develop a community engagement plan with co-ordinated activity.																					
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	Work to improve data quality in NHS Jobs and	Recruitment &	January																	

No	Objective	Specific action	Lead	Timeline	2020/2021 WDES Data submission														
	comprehensive workforce data on all protected characteristic staff	improve declaration rates on protected characteristics in ESR for reporting purposes.	Contracts/ Workforce Information/ OD/ EDI/ Training & Development/ HR	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: <ul style="list-style-type: none"><li>▪ Applications/ shortlisting.</li><li>▪ Promotion/ career progression/ secondment.</li><li>▪ Pay and reward.</li><li>▪ Employee relations case work.</li><li>▪ Access to training &amp; development.</li><li>▪ Staff satisfaction.</li><li>▪ 10-year plan.</li></ul>		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	<b>Metric 2</b> (see data above)  <b>Metric 1:</b> % 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) <table><tr><th colspan="2">Trust Headcount</th></tr><tr><td colspan="2">6240 (5690)</td></tr><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>215</td><td>5475</td></tr></table> % overall workforce <table><tr><th>Disabl ed</th><th>Non-Disabl ed</th><th>Not Declared</th></tr><tr><td>4% </td><td>96%</td><td>550 (9%)</td></tr></table> 9% of overall workforce are not declaring whether they have a disability.	Trust Headcount		6240 (5690)		Disabled	Non-Disabled	215	5475	Disabl ed	Non-Disabl ed	Not Declared	4% 	96%	550 (9%)
		Trust Headcount																	
		6240 (5690)																	
		Disabled	Non-Disabled																
		215	5475																
Disabl ed	Non-Disabl ed	Not Declared																	
4% 	96%	550 (9%)																	
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: <ul style="list-style-type: none"><li>▪ In the virtual training room (e.g. WebEx).</li><li>▪ In the training room, incl. accessible venues, materials, equipment.</li><li>▪ To access learning and development opportunities and ensure EDI and Human Rights principles are embedded into training.</li></ul>	Head of Education & Training	December 2020																	
Monitor take-up of Learning & Development opportunities by protected characteristic, including	Head of Education &	December 2020																	

No	Objective	Specific action	Lead	Timeline	2020/2021 WDES Data submission										
		at events designed to improve learning e.g. conferences, seminars.	Training		<p>% at Cluster 4: Band 8a+ (incl VSM) – Clinical Staff</p> <table><tr><th>Disabled</th><th>Non-Disabled</th><th>Not Declared</th></tr><tr><td>0% </td><td>86.36%</td><td><b>13.64%</b></td></tr></table> <p>Of all the staff group clusters this group has the lowest rate for declaring disability status (13.64%)</p> <p><b>Metric 5:</b> % staff believing Trust provides equal opportunities for career progression or promotion</p> <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td><b>78.8%</b></td><td>85.5% </td></tr></table> <p>Improvement for non-disabled staff. Satisfaction remains lower for disabled staff.</p>	Disabled	Non-Disabled	Not Declared	0% 	86.36%	<b>13.64%</b>	Disabled	Non-Disabled	<b>78.8%</b>	85.5% 
Disabled	Non-Disabled	Not Declared													
0% 	86.36%	<b>13.64%</b>													
Disabled	Non-Disabled														
<b>78.8%</b>	85.5% 														
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	Work with the communications team and our staff networks to develop equality, diversity & inclusion	Head of EDI/ Head of	October 2020	Metric 3: likelihood of disabled										

No	Objective	Specific action	Lead	Timeline	2020/2021 WDES Data submission				
	that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities	strapline to be used as a branding tool and positive message on all EDI related publications (including recruitment information).	Corporate Communication		staff entering the formal capability process, compared to non-disabled staff (performance, not ill-health)				
		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	Number of staff entering formal capability process <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>2</td><td>20</td></tr></table>	Disabled	Non-Disabled	2	20
		Disabled	Non-Disabled						
		2	20						
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	<table><tr><td>Relative likelihood of disabled staff entering the formal capability process</td></tr><tr><td>2.55 ↓</td></tr></table>	Relative likelihood of disabled staff entering the formal capability process	2.55 ↓				
Relative likelihood of disabled staff entering the formal capability process									
2.55 ↓									
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	Disabled staff 2.55 times more likely (1.0 = equal). Decrease from 2019/2020 but continues to be a <u>significant</u> problem.						
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	<b>Metric 4: National Staff Survey Metrics</b>  Q13a % staff experiencing harassment, bullying or abuse from <u>patients, relatives</u> or <u>public</u> in last 12 months <table><tr><th>Disabled</th><th>Non-Disabled</th></tr><tr><td>33.9% ↓</td><td>25.5% ↑</td></tr></table> Slight increase for non-disabled staff, but continues to be higher for disabled staff, despite a decrease from 2019/2020.	Disabled	Non-Disabled	33.9% ↓	25.5% ↑
		Disabled	Non-Disabled						
33.9% ↓	25.5% ↑								
	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		Q 13b % staff experiencing harassment, bullying or abuse from <u>their manager</u> in last 12 months				
4.3	Prevent and challenge bullying harassment and	Develop and implement a trust wide campaign on Dignity & Respect in the workplace.	Head of EDI/ Head of OD/ Head of	March 2021					

No	Objective	Specific action	Lead	Timeline	2020/2021 WDES Data submission	
	abuse against staff, and create a culture of civility & respect		Corporate Comms		Disabled <b>16.7%</b> ↓	Non-Disabled 9.5% ↓
		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	Decreasing overall but still remains higher for disabled staff	
		Introduction of a "Peer Support: Listening" scheme to provide support to disabled colleagues.	Head of OD	November 2020	Disabled <b>25.3%</b> ↑	Non-Disabled 15.2% ↓
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	Increasing for disabled staff and continues to be a significant issue for disabled staff	
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	Disabled <b>32.7%</b> ↓	Non-Disabled 18.3% ↓
		Roll out the new working carers' passport to support people with caring responsibilities.	Associate Director HR	November 2020	Gradual decrease over the last 3 years, but remains significantly higher for disabled staff	
					<b>Metric 6:</b> % staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties Disabled <b>41.7%</b> ↑      Non-Disabled 55.7% ↑	
					<b>Metric 7:</b> % staff saying they are satisfied with the extent to which the Trust values their work Disabled <b>41.7%</b> ↑      Non-Disabled 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.  <b>Metric 8:</b> % Disabled staff saying the Trust has made adequate adjustments <b>69.1%</b> ↑	

No	Objective	Specific action	Lead	Timeline	2020/2021 WDES Data submission										
					<div></div> Increase from 2019/2020 but still requires action										
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	<b>Metrics 1 &amp; 2</b> (see data above)  <b>Metric 9: NHS Staff Survey:</b> engagement score <table><tr><td>Disabled</td><td>Non-Disabled</td></tr><tr><td>6.8% </td><td>7.3% </td></tr></table> Engagement has remained fairly static across the board, but continues to be lower for disabled staff  <b>Metric 10:</b> %difference between the Trust board and the workforce in terms of disability.  <table><tr><td>% Exec Board members with Disability</td><td>0% </td></tr><tr><td>% Voting Board members with Disability</td><td>8% </td></tr><tr><td>% Trust's declared disability</td><td>4%</td></tr></table> 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)	Disabled	Non-Disabled	6.8%	7.3%	% Exec Board members with Disability	0%	% Voting Board members with Disability	8%	% Trust's declared disability	4%
		Disabled	Non-Disabled												
6.8%	7.3%														
% Exec Board members with Disability	0%														
% Voting Board members with Disability	8%														
% Trust's declared disability	4%														
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											