



We are Bradford: we value diversity and champion inclusion

Appendix 2

Workforce Disability Equality Standard (WDES) – Action Plan 2021/2022

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 third publication against this standard.

The Trust submitted its workforce data against the standard, to the national WDES team, on 4th August 2021, as per our contractual requirements.

Having considered the 2020/2021 data, alongside data from last year; there has been some improvement for disabled staff on three of the ten metrics (metrics 2, 3, & 8). However, there still remains evident that some indicators require further improvement. Subsequently, this year's action plan will continue to develop some of the focussed objectives from last year and with a few key additions that, if addressed in detail and positively, will have a significant 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 involved in the development of this action plan which has been grouped into five themes to reflect both the **WDES requirements** (and in what this years' data is telling us), but also the objectives outlined in the **Trust's People Strategy** and the **revised National People Plan 2021/2022** 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, 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 Trust's Equality & Diversity Council (EDC) 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 Equality & Diversity Council and will work closely with the Head of Equality, Diversity & Inclusion.

Workforce Disability Equality Standard (WDES): The 10 Metrics

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: Actions 2021-2022

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 NHS People Plan.

1	Attract: We attract and recruit quality people, representative of our communities, who share our values 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.			
	Objective	Actions	Lead	Timescale
1.1	Further focus on Recruitment & Selection: Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment.	Implement the refreshed recruitment & selection policy and training ensuring EDI is embedded and becomes mandatory for all recruiting managers.	Asst Dir HR	Mar 22
		Develop a managers toolkit and review job applicant guidance to reflect our ambitions around EDI	Asst Dir HR/ Rec & Contracts Mgr/ Support from EDI	Jan 22
		Contribute to place based engagement plans to attract a more diverse range of people into health and care careers (including recruitment/ career days and application/ interview skills sessions). Engaging with schools, colleges, universities and local communities. Using positive action and targeted engagement to recruit ethnic minority staff.	Rec & Contracts Mgr/ Head of EDI/ Place based workforce leads	Jul 22
		Aspiring to level 3 Disability Confident Leader.	Head of EDI with support from Recruitment Team	Ongoing
		Continue to lead the way with our pioneering Project Search Initiative which is targeted at people with learning disabilities and to explore other related schemes for people with disabilities.	Head of EDI	Ongoing
1.2	To hold comprehensive workforce data on all protected characteristic staff.	Continue to roll out our 'Staff Diversity Census' with focus on improving disability disclosure (roll out at least twice a year).	Head of EDI	Jul 22
		Review and agree new People Academy dashboard metrics for EDI indicators.	Head of EDI	Nov 21

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 WDES Metrics: 1, 2 & 5 NHS People Plan 2020: Leadership Diversity			
	Objective	Actions	Lead	Timescale
2.1	Increased focus on disabled staff in leadership roles – to have enabling strategies that support disabled staff to succeed	Disabled staff to be included in our pool of diverse staff who provide representation on recruitment & selection panels on all post at band 8a and above.	Head of EDI	Sep 22
		Reciprocal Mentoring Scheme to be rolled out January 2022	Head of EDI	Jan 22
		Implement and develop the newly launched Career Development Pathway for staff “Your Career Starts with You”, which is embedded into the “Aspiring Leaders” pathway but is also a standalone resource. Using targeted engagement with our diverse staff.	Head of OD	Jan 22
		Equality Impact Assessment and monitoring of Education & Training opportunities to ensure disabled staff needs are being met.	Head of Education	May 22
		Monitor take-up of non-mandatory learning & development opportunities by protected characteristic to identify any potential inequalities.	Head of Education	Mar 22
		Raise the profile of disability equality across the Trust with a focus on celebrating diversity and exploring the power of lived experiences and stories.	Head of EDI	Jan 22

3	Retain: Our people are proud to work for our Trust, working together putting patients first WDES Metrics: all NHS People Plan 2020: <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 ‘Looking after our people’			
	Objective	Actions	Lead	Timescale
3.1	Managers equipped with having meaningful and compassionate conversations	To ensure risk assessments for vulnerable staff, including disabled colleagues are conducted and action taken where needed	Head of EDI /Head of OD	Ongoing
		Continue to develop and provide managers with the necessary training, tools and strategies to enable them to be inclusive, compassionate leaders.	Head of OD	Aug 22
3.2	Staff equality networks are thriving in line with national ambitions	Continue to have meaningful engagement with disabled staff across the Trust and ensure the Trust’s disabled staff equality network (Enable) is ‘thriving’ and aligned to key decision making structures, with focus on reviewing and refreshing the work of the network and ensuring we reach all levels of staff	Head of EDI/ Chair & dep chair (Enable)	Aug 22

4	Happy, Health and Here: Our people feel valued, motivated and engaged WDES Metrics: 3, 4, 6, 7 &8 NHS People Plan 2020: <ul style="list-style-type: none"> ▪ 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. 			
	Objective	Actions	Lead	Timescale
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 system colleagues and staff equality networks to develop a cultural calendar, informing staff and celebrating important Inclusion and diversity days	Head of EDI	Aug 22
		Develop and 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 / HRBP’s	Aug 22 and ongoing

		Continue to develop the dedicated EDI intranet page and 'Thrive' platform with EDI related information	Head of EDI/ Head of OD	Ongoing
		Continue to raise awareness of the new carer's passport	Dep Dir HR	Mar 22
4.2	Staff are empowered and engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours	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. Providing "safe spaces" for open, but uncomfortable discussions around "lived experience".	Head of OD/ Head of EDI	Ongoing
		Review and promote EDI training offer for managers and staff with a focus on our responsibilities in creating and sustaining a culture of dignity & respect in the workplace.	Head of OD/ Head of EDI	Jul 22
4.3	Prevent and challenge bullying harassment and abuse against staff, and create a culture of civility & respect	<p>Develop and implement a Trust wide campaign on Civility in the Workplace utilising the NHSE/ I Civility and respect toolkit and to include:</p> <ul style="list-style-type: none"> ▪ A review and refresh of the role of the Staff Advocacy service ▪ Development and launch of a Workplace Mediation service (December 21) 	Head of OD/ Dep Dir HR/ Head of EDI	Apr 22
4.4	All disabled staff have confidence in declaring their status on ESR	Continue to work with the Enable staff equality network in raising the profile of disability equality in the Trust and the importance of equality monitoring.	Head of EDI	Ongoing
4.5	Ensure the Health & Wellbeing Service reflects the needs of disabled staff	Conduct Equality Impact Assessments on all Health & Wellbeing Service and related policies as and when they are reviewed to ensure these are fit for purpose for disabled staff.	Head of Health & Wellbeing/ Head of EDI	Ongoing

5	Lead: Our people feel supported and well led WDES Metrics: 1, 2, 9 & 10 NHS People Plan 2020: <ul style="list-style-type: none"> 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. 			
	Objective	Actions	Lead	Timescale
5.1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	Development of a Trust wide equality, diversity & inclusion strategy with a refreshed set of strategic equality objectives accompanied by an implementation plan	Head of EDI	Dec 21
		Continue to develop the role of the Equality & Diversity Council in tackling workforce inequalities and wider population health inequalities	Head of EDI	Mar 22
		Work with key stakeholders to raise the profile of disability equality in the Trust, including the development of 'Allies/ Ambassadors' across the Trust.	Head of EDI/ Enable core group	Sep 22
5.2	Ensure we have a “thriving” Enable staff network	Continue to work with the refreshed Enable staff equality network core group to; <ul style="list-style-type: none"> Raise the profile of the network to maximise network membership Ensure work plans are aligned to the Trust ambitions for EDI 	Head of EDI/ Enable core group	Jun 22
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 proportion of disabled staff in the workforce.	Use positive action and targeted recruitment/ engagement measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population.	Dir of HR/ Asst Dir Corp Governance and Board Secretary	Ongoing