



*We are Bradford: we value diversity and champion inclusion*

## Workforce Disability Equality Standard (WDES) – Action Plan 2022/2023

### 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 fourth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WDES team, on 30<sup>th</sup> August 2022, as per our contractual requirements. **You can review our 2022 WDES data and analysis [here](#).**

Having considered the 2021/2022 data, alongside data from last year; there has been some improvement for disabled staff on three of the ten metrics, which are; the three metrics relating to “harassment & bullying” (4a, b & c), “belief that the Trust provides equal opportunity in career progression & promotion” (Metric 5) and a reduction in “feeling pressure to attend work when feeling unwell” (Metric 6). Despite these improvements we know that *some* of these metrics still require further development.

This action plan has been developed to reflect targeted focus for *all* the metrics that require improvement, with the aim of bringing about positive change across the Trust in terms of disability equality. In developing this action plan, consideration has also been made to the Equality, Diversity & Inclusion activity taking place at both regional and place level and the BTHFT [Corporate Strategy](#), which was launched in 2022. It also aims to reflect the objectives outlined in the [National NHS People Plan 2020/21](#) and the [People Promise](#) which places significant focus and attention to the wider system diversity and the 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.

The Trust’s Disability Equality Staff Network (Enable) has been involved in the development of this action plan which this year has been grouped into three key themes to reflect those **WDES Metrics** where the data is telling us we need to focus our action.



## Monitoring and Evaluation

The Trust's Disability Equality Staff Network (Enable) will adopt this action plan as a basis for their work programme and will play a key role in monitoring and influencing the actions going forward. The Chair of the network will work closely with the Head of Equality, Diversity and Inclusion, and will attend the Trust Equality and Diversity Council where regular updates on the action plan will be provided. Key updates will also be provided to the Trust People Academy and assurance provided to the Trust Board on an annual basis.

### 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>	<b>4a)</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>4b)</b> Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
<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 Action Plan 2022/2023 – Key Themes

The Workforce Disability Equality Standard (WDES) objectives and actions are presented under the following thematic areas;

### Our People Ambition

We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture that is inclusive of all

1

Workforce Representation, Recruitment & Retention  
WDES Metrics: 1, 2, 5 & 10

2

Leadership, Learning & Development  
WDES Metrics: 4, 5, 6, 7, 8 & 9

3

Staff Experience (Inclusion & Belonging)  
WDES Metrics: 4, 5, 6, 7 & 9

## Workforce Disability Equality Standard: Actions 2022-2023

This table provides an overview of the actions identified for this year's WDES action plan, which has been developed with Enable (our Disability Equality Staff Network), and demonstrates how these actions align to the WDES Indicators and the NHS People Promise.

### Workforce Representation, Recruitment & Retention

**WDES Metrics: 1, 2, 5 & 10**

**Aligns with the following People Promise ambitions:**

We are compassionate and inclusive

We work flexibly

We are always learning

We are a team

	Objective	Action	Lead	Time-scale	Status
1	<b>Continued focus on ensuring our recruitment &amp; selection processes are inclusive</b> Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment	Finalise and launch the new recruitment & selection toolkit for managers with focus on reducing bias in recruitment & selection, and ensuring our processes are inclusive.	Asst Dir HR/ Rec & Contracts Mgr/ EDI team	March 2023	In Progress
		Continue with 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 with the aim of raising the profile of the Trust as an Employer of Choice and our commitment of ensuring our workforce is representative of the communities we serve.	Rec & Contracts Mgr/ Head of EDI/ Place based workforce leads	Sept 2023	In Progress
		Work towards level 3 Disability Confident Leader	Head of EDI with support from Recruitment	July 2023	

2	<b>To hold comprehensive workforce data on all protected characteristic staff</b> (ensuring all disabled staff have confidence in disclosing their status on ESR)	Continue to work with Enable Staff Equality Network in raising the profile of disability equality across the Trust	EDI Manager/ Enable core group	Ongoing	In Progress
		Continue to roll out our 'Staff Diversity Census' with focus on information and communication, ensuring we reach <u>all</u> staff groups (roll out at least twice a year)	Head of EDI All Network Chairs	Sept 2023	In Progress
3	<b>Increase the diversity balance at Trust Board level</b>	Utilise positive action principles 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	As vacancies arise

## Leadership, Learning & Development

**WDES Metrics: 4, 5, 6, 7, 8 & 9**

**Aligns with the following People Promise ambitions:**

We are compassionate and inclusive

We are always learning

We each have a voice that counts

We are safe and healthy

We are a team

	Objective	Action	Lead	Timescale	Status
1	<b>Commitment to embedding &amp; mainstreaming diversity &amp; inclusion in everything we do</b>	Development and implementation of a Trust wide equality, diversity & inclusion strategy with a refreshed set of strategic equality objectives accompanied by an action plan	Head of EDI	March 2023	In progress
		Following the launch the WDES innovation fund disability equality video (which captures positive lived stories of physical and hidden disabilities); we will formally launch and promote the travelling photography exhibition, with a “living libraries carousel event” to raise the profile of disability equality across the Trust.	EDI Manager/ Enable Core Group	March 2023	In progress
2	<b>Managers equipped with having meaningful and compassionate conversations</b>	Continue to engage with the refreshed Enable Staff Equality Network, utilising their lived experience to co-produce an EDI training course for line managers. providing them with the necessary tools and strategies to enable them to be inclusive and compassionate leaders, and with focus on creating and sustaining a culture of Civility & Respect, Inclusion & Belonging and with focus on ensuring managers are empowered to provide the best support around reasonable adjustments	EDI Manager	January 2023 (with first pilot)	In progress
		Provide monthly drop-in sessions on the main concourse, with opportunity for individuals and managers to discuss any queries they may have about the support available for disabled staff and those with long-term health conditions.	EDI Manager	September 2023	Sessions to commence November 2022

3	<b>Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity &amp; inclusion priorities</b>	Discussion at CSU/ Management level meetings about EDI – raising the profile of disability equality, detailed analysis of service level equality data, empowering managers to agree their own priority areas for action and influencing operational plans, which would consider equality, diversity & inclusion actions.	Head of EDI	July 2023	In Progress
		Executive to CSU meetings to explore the possibility of including disability data as part of existing bi-monthly performance reporting mechanisms			
		Continue to develop the dedicated EDI intranet page and 'Thrive' platform with EDI related information	EDI Manager/ Head of OD	Ongoing	In Progress
4	<b>Take positive action to ensure our diverse staff have equal opportunity for personal development, career progression and promotion</b>	Evaluate the success of the Trust Reciprocal Mentoring Scheme, and launch the second cohort.	Head of EDI/ Head of OD	April 2023	
		Pilot "Scope for Growth – Career Conversations" as part of an approach to talent management and consider how this can be rolled out within the organisation with particular consideration towards a targeted approach for disabled staff	Head of OD	August 2023	
		Equality Impact Assessment and monitoring of Education & Training opportunities to ensure our diverse staff needs are being met.	Head of Education	May 2023	

## Staff Experience (Inclusion & Belonging)

WDES Metrics: 4, 5, 6, 7 & 9

Aligns with the following People Promise ambitions:

We are compassionate and inclusive

We are always learning

We each have a voice that counts

We are safe and healthy

We are a team

	Objective	Action	Lead	Timescale	Status
1	<b>Prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect</b>	<p>Increased focus on civility in the workplace. Including;</p> <ul style="list-style-type: none"> <li>Continued roll out of a Trust wide campaign on Civility in the Workplace</li> <li>Continuing to embed the refreshed values and staff charter</li> <li>Expand the Staff Advocacy Service, recruiting and training further staff across the Trust</li> <li>Wider promotion of the Trust Workplace Mediation service</li> <li>Review of the Trust harassment &amp; bullying policy</li> <li>Encourage staff to report instances of discrimination and micro-aggression</li> </ul>	Head of OD/ Dep Dir HR/ Head of EDI	August 2023	In progress
2	<b>Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours</b>	Enable the provision of “safe spaces” for open discussions around disability related topics and encourage our disabled colleagues to share their lived experiences with others so they can effectively influence disability equality across the Trust	Head of OD/ Head of EDI	Ongoing	In progress
3	<b>Work to develop a culture of inclusion and belonging</b>	Review the appraisal documentation, training and guidance to ensure managers are equipped to have meaningful wellbeing conversations with all staff	EDI Manager/ Head of OD	January 2023	Pending



		Work with system colleagues and staff equality networks to develop a cultural calendar, promoting this widely to ensure all staff are informed and able to get involved in celebrating important Inclusion and diversity days with focus on exploring the power of lived experiences and stories	EDI Manager	June 2023	
		Continue to roll out the widely recognised Sunflower Lanyard scheme (support for hidden disabilities) for both patients and staff who wish to participate. To provide guidance and training to our workforce to educate around the purpose of the Sunflower Lanyard scheme and in how they can help those who choose to wear the lanyard	Head of EDI/ Head of Patient Experience	Ongoing	In progress
3	<b>Ensure all Staff have access to a “thriving” Equality Network, providing our diverse staff with a mechanism to influence change</b>	Continue to raise the profile and increase the membership of the Trust’s Disability Staff Equality Network (Enable) supporting them to develop work plans aligned to Trust strategic EDI objectives and both regional and national ambitions around EDI.	EDI Manager/ Enable core group	January 2023	In progress