

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

Workforce Race Equality Standard and Workforce Disability Equality Standard Action Plans

Presented by	N/A		
Author	Ruth Haigh, Equality & Diversity Manager		
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"> Present the Trust's 2022/2023 WRES and WDES action plans as part of our contractual requirements 		
Key control	To be in the top 20% of NHS Employers		
Action required	For information		
Previously discussed at/ informed by	N/A		
Previously approved at:	Committee/Group	Date	
	People Academy	26.10.22	

Key Options, Issues and Risks

The Trust has been reporting progress on the **Workforce Race Equality Standard (WRES)** since 2015 and the **Workforce Disability Equality Standard (WDES)** since May 2019 for WDES.

In accordance with the NHS standard contract we are required to report annually our data around the WRES and WDES and formulate agreed action plans. This years' data submission, along with detailed analysis and our recommendations were brought to People Academy in May 2022 and approved. The report also provided feedback on our current position and performance from the previous years' action plans. It was agreed that our action plans, which have been developed in response to the data analysis are presented to People Academy for review and approval.

A range of analysis has taken place, with established action plans in place in response to improving our overall positions for WRES and WDES, and more importantly raising the profile of equality, diversity and inclusion (EDI) across the Trust and improving the working lives of our diverse staff. Existing action plans have been reviewed ensuring these address any issues highlighted by the recent data analysis. The action plans have been aligned to regional and national priorities on equality diversity and inclusion including the NHS People Plan and the NHS People Promise which focusses on EDI and the Belonging & Inclusion agenda. The Trust' staff survey response forms a significant part of the WRES/ WDES analysis. For the first time, in 2021, in order to provide a metric for progress, the staff survey questions were aligned with the [NHS People Promise](#), which sets out in the words of NHS staff the things that would most improve their working experience.

This years WRES action plan also takes into account the detailed data analysis and recommendations shared with us by the national WRES team which include the need to focus on our Trust Board representation, on Career Development (particularly for Clinical roles) and to ensure we include a specific targeted action in response to the disparity ratio data for Nursing &

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

Midwifery staff (see appendix 1).

The Trust has continued its efforts over the last 12 months to further engage with diverse staff across the Trust, with the aim of providing a safe space, responding to risks, concerns and issues and with a view to understanding their lived experience and using this to bring about a change in the culture of the organisation. Recent examples include; the re-launch of the three staff equality networks in September, the Filipino nurse appreciation event and the celebrations for Black History Month, all of which were well attended.

There has also been significant focus on reviewing and refreshing the role and remit of our staff equality networks to ensure they are 'thriving', with regular meetings taking place and providing them with a voice at key strategic decision making meetings.

Our wider focus continues to be around instilling 'Inclusion & Belonging' in line with the NHS National People Plan. Demonstrating our commitment to building a workforce in which each colleague can enjoy a strong sense of belonging and inclusion, and where diversity, difference and uniqueness are truly valued.

Analysis

Improved performance for both WRES and WDES is essential in ensuring the Trust is reducing the gap in some of the workforce inequalities that are evident. We have good 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, for example achieving our 35% target of having a representative workforce. We are aware we have work to do to progress on some of the indicators, , such as shortlisting (recruitment & selection), representation at senior leadership levels, disclosure rates for disabled staff, engagement, fairness in career development opportunities and improving levels of dignity & respect in the workplace for both disabled and ethnic minority staff.

There will be key focus this year on ethnic minority staff accessing non-mandatory training and for WDES increased focus on ensuring staff feel supported and valued, with appropriate reasonable adjustments made where possible.

Recommendation

It is recommended that the Board receives this report for information.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	See k	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 type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input 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	
NHS Improvement: (please tick those that are relevant)	
<input type="checkbox"/> Risk Assessment Framework	<input type="checkbox"/> Quality Governance Framework
<input type="checkbox"/> Code of Governance	<input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led	

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

Care Quality Commission Fundamental Standard: Staffing
NHS Improvement Effective Use of Resources: People
Other (please state): NHS Standard Contract

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

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

1 PURPOSE/ AIM

The purpose of this report is to:

- Present the Trust's 2022/2023 WRES and WDES action plans as part of our contractual requirements

2 BACKGROUND/CONTEXT

2.1 Current Position – Key achievements for WRES and WDES

There has been considerable focus and efforts in embedding EDI across the Trust over the last twelve months. There has been particular focus on engaging with our diverse staff across the Trust, with the aim of providing a safe space, responding to risks, concerns and issues. Through engagement with staff networks and focus groups involving a diverse range of staff we are developing approaches and strategies to address the inequalities highlighted by both the WRES and the WDES with an emphasis on co-production, engagement and involvement. A range of actions have been progressed over the last 12 months as part of the WRES and WDES existing action plans, There are:

- 1.1.1 **Staff Equality Networks:** Throughout 2021/2022 we have focussed our efforts on reviewing and refreshing the role and remit of the three staff equality networks (LGBT+, Race Equality and Enable). This has involved reviewing and refreshing existing terms of reference, developing marketing material around the role and remit of networks and providing opportunity for wider interest generated from staff across the Trust in expressing their interest in joining the staff equality networks. An extensive recruitment campaign and a re-launch event took place in May 2022 to coincide with National Staff Networks day (as part of equality, diversity and human rights week).

Lots of work has taken place to ensure all core groups within all three networks are engaged and actively influencing a range of areas from their respective groups. All three staff networks are represented at the Equality and Diversity Council and the Trust's People Academy. We are continuing to work network members in using their lived experiences to raise the profile of EDI across the Trust and to inform the development of EDI related training.

Next steps are to support each network to develop work plans that align with the wider EDI ambitions for the Trust.

- 2.1.2 **Recruitment & Selection:** There has been a complete review of the recruitment & selection policy and refresh and roll out of the managers training on recruitment & selection. This includes increased focus on EDI in reducing bias and ensuring our recruitment & selection processes are inclusive. This training is now mandatory for managers (renewable on a 3 yearly basis). We have introduced positive action principles to arrange of roles and targeted engagement over the last 12 months. We have also widened our pool of diverse panellists who provide representation on panels for all roles at Band 8a+. We have opened this development opportunity up to staff with a disability or long-term health condition at Band 7 and above.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

Next steps are to develop an inclusive recruitment & selection toolkit for managers. This will be in line with the West Yorkshire Health and Care Partnership recruitment toolkit in which colleagues in the Trust have been involved in developing and shaping this. Our staff equality networks will be involved in influencing the development of the toolkit.

2.1.3 Civility in the Workplace: Pat Campbell, HR Director is leading the work of the Civility in the Workplace Programme Board which provides a bi-monthly update to People Academy. A Civility and Respect Advisory Panel has been set up, which comprises a group of diverse staff who are providing some valuable insights around civility in the workplace and how this has a wider impact on patient experience. The civility work plan for the next 6 months will focus on 3 key areas:

- Engagement and education, including a launch and awareness campaign
- Launch of a behaviour framework, which has been developed in line with our organisational values and provides examples of acceptable behaviours
- Developing manager confidence and capability when dealing with challenging poor/ inappropriate behaviours with supportive resources also under development.

2.1.4 Launch of the Trust Mediation Service: 7 staff have been trained as accredited mediators and the new Trust workplace mediation service has been operational since December 2021. Initial feedback is positive and the progress of the mediation service will be monitored (on a 6 monthly basis) via the Trust's People Academy dashboard. The service will be further promoted as part of the Trust's work on Civility in the workplace.

2.1.5 WDES Innovation Fund Project: The EDI Team were successful in securing a WDES Innovation Fund (£15k) to help raise the profile of Disability Inclusion Trust wide. 6 BTHFT staff have contributed "their lived stories" to the production and launch of a video to raise the profile of disability equality across the Trust.

Next steps will be to promote and launch a travelling photography exhibition to accompany the video capturing hidden disabilities, physical disabilities, long term health conditions, learning disabilities and disability by association (carer's). The project will also enable us to create Disability Equality Training for our BTHFT staff as part of the refresh of our EDI training module for managers.

2.1.6 Reciprocal Mentoring: We have successfully rolled out an internal Reciprocal Mentoring scheme where Executive and Non-Executive colleagues have been partnered with aspiring leaders from across the organisation. The scheme has been targeted to staff from an ethnic minority background and those with a disability or long-term health condition. The first review of the scheme is due to be completed in January 2023 with plans to launch the second cohort by April 2023.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

- 2.1.7 **Review of the Disability Equality & Disability Leave policy:** We have undertaken a review of the Disability Equality & Disability Leave policy in partnership with the Enable staff network. The policy has now been approved.

Next steps will be to incorporate this into the newly developed EDI training for managers and provide wider opportunity for guidance and support to managers and staff.

- 2.1.8 **Equality Census:** We successfully launched the 'Equality Census' exercise to improve disability disclosure, including production of a screensaver and an FAQ booklet in both paper and electronic format.

Next steps will be to ensure this is rolled out on a 6 monthly basis.

- 2.1.9 **Reporting of Harassment & Bullying/ Hate Crime:** We have maintained the hate crime reporting functionality on Datix and continue to ensure staff reporting harassment & bullying issues via Datix are made aware of the support that is available to them.

- 2.1.10 **Project Search:** We continue to support and host Project Search, an initiative aimed at young disabled people with learning difficulties and continue to meet our target of employing at least a third of all graduates from the scheme.

2.2 The 2021/2022 WRES and WDES Data Submissions

- 2.3 Our WRES and WDES data (as at March 2021) was submitted on 20th August 2022 in line with our contractual duty.

- 2.4 In addition to the data submission, there is a requirement for the Trust to publish 2022/2023 action plans in response to the 2021/2022 data and to reflect area's where we need to improve the experience for our diverse staff. These action plans should be published on the Trust website no later than 31st October 2022.

- 2.5 This year's data and analysis (along with an outline of areas for action, key improvements and an overview of our focus for 2022/2023) can be found in appendices 1 & 2 and will be published alongside our action plans on the Trust website.

3 PROPOSAL

3.1 The 2022/2023 WRES and WDES Action Plans

- 3.1.1 Having considered the 2021/2022 data, alongside data from previous years, there has been some improvement for our Ethnic Minority staff on four of the WRES Indicators, which are; Overall representation of the workforce (Indicator 1), likelihood of ethnic minority staff entering the formal disciplinary procedure (Indicator 3), experience of harassment & bullying from patients/ public (Indicator 5)

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

and experience of discrimination at work (Indicator 8). Despite these improvements we know that *some* of these indicators still require further development.

- 3.1.2 In terms of the WDES data for 2021/2022; 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.
- 3.1.3 Both action plans have been developed to reflect targeted focus for *all* the indicators that require improvement, with the aim of bringing about positive change across the Trust in terms of race and disability equality. In developing these action plans, 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.
- 3.1.4 The WRES action plan also supports our [Model Employer](#) aspirations and we have considered the Race Disparity Ratio and other analysis shared with us by the National WRES team in the formulation of our WRES action plan.
- 3.1.5 The Trust’s Race Equality Staff Inclusion Network (RESIN) and the Trust’s Disability Equality Staff Network (Enable) have been involved in the development of each action plan which this year have been grouped into three key themes; These are: “Workforce Representation, Recruitment & Retention”, “Leadership, Learning & Development” and “Staff Experience (Inclusion & Belonging)” The themes reflect those **WRES Indicators/ WDES Metrics** where the data is telling us we need to focus our action. The WRES action plan can be found at Appendix 3 and the WDES action plan can be found at Appendix 4.

3.2 Implementation, Monitoring and Evaluation

- 3.2.1 The Trust’s Race Equality Staff Inclusion Network (RESIN) and Disability Equality Staff Network (Enable) will adopt each 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 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.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.43

4	RECOMMENDATIONS
----------	------------------------

It is recommended that the Board receives this report for information.

5	Appendices
----------	-------------------

Appendix 1: WRES 2022 Data Summary and Analysis

Appendix 2: WDES 2022 Data Summary and Analysis

Appendix 3: Workforce Race Equality Standard Report and Action Plan 2022/2023

Appendix 4: Workforce Disability Equality Standard Report and Action Plan 2022/2023