Workforce Disability Equality Standard (WDES) – Action Plan 2025/2026

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 fifth publication against this standard.

The Trust submitted its workforce data against the standard, to the national WDES team, on 28th May 2025, as per our contractual requirements. **You can review our 2025 WDES data and analysis here.**

Having considered the 2025 data, alongside data from previous years; Despite some significant positives in this years' data, there is room for improvement on one or two key areas for the WDES which we propose to focus on this year

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, including the wider system diversity and inclusion agenda.
- The BTHFT **EDI Strategy,** which was launched in 2023
- The objectives outlined in the **National NHS People Plan 2020/21** and the **People Promise**, which places significant focus and attention to the belonging & inclusion agenda and 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 **NHS Equality, Diversity & Inclusion Improvement Plan** which was launched in June 2023 and provides some focus for NHS Trusts with the introduction of 6 high impact actions that will work to address the widely-known intersectional impacts of discrimination and bias. This plan has been developed in conjunction and alignment with the National EDI plan.

The EDI improvement plan will focus on improving the experiences of our workforce, benefiting retention and the attraction of new talents to the NHS, which is a key enabler to the **Long Term Workforce Plan**, which will focus on the future size, shape, mix and number of staff needed in all parts of the country to deliver high quality and productive care in the future.

- **The NHS 10-year health plan "Fit for the Future"**

This years' WDES action plan has been developed with colleagues from across the Trust and reflects the need to focus on those WDES metrics where the data is telling us we need to take action.

Monitoring and Evaluation

An EDI development session is planned to take place in December 2025 with all colleagues in the HR Directorate. The session will be aimed at providing an overview of our current position and the role and remit of the HR Department with focus on improving our performance on this standard. Further targeted actions may be developed as a result of this session.

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

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	**4a)** 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.
	4b) 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.

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 2025-2026

Objectives	Actions	Lead	Timeline
Improve confidence for colleagues to declare a disability or long-term health condition, ensuring engagement with disabled staff remains a key priority.	Achieve our target of 10% disability declaration by 2027 aligned to the Trust People Strategy	Head of EDI	April 2027
	Continue to engage with our Enable Staff Equality Network (for staff with a disability or long-term health condition), providing opportunity to share their lived experience which will feed into the wider work around this objective.	Head of EDI	Ongoing
	To become a Disability Confident Leader (level 3), with focus on: • Data analysis and transparency in sharing our workforce data (as per the Department for Work & Pensions guidance "Voluntary Reporting on Disability, Mental Health & Wellbeing") • A review and refresh of the Trust Disability Equality & Disability Leave Policy and the development of an accessible on-line toolkit, ensuring there is clarity around the role and remit of line managers and the support available to colleagues who have a disability or long-term health condition • Raising the profile of disability equality across the Trust through drop in-sessions and information sessions for managers and staff.	Asst Dir HR/ EDI Manager	Sept 2026
	A representative from Occupational Health to attend the Enable staff equality network to allow immediate signposting/ advice within the remit of confidentiality.	Workplace Health & Wellbeing Mgr	April 2026
	Establish a 'Digital Education Forum' to facilitate a consistent approach to ensuring training & education across the Trust is accessible/ inclusive	Informatics/ Education/ Enable/ EDI Manager	April 2026
	Development of a Neurodiversity booklet (outlining key information and support available)	EDI Manager/ Enable Network	June 2026
Improve the overall experience of disabled staff working at the Trust and in relation to recruitment &	Occupational Health to assist the EDI/ HR Management team in strengthening the offer of support to managers around the implementation of reasonable adjustments (training/ advice etc.) and in developing open and compassionate relationships.	EDI/ HR Manager/ Health & Wellbeing Mgr	Aug 2026

Objectives	Actions	Lead	Timeline
selection/ career development.	Improve data analysis at all stages of the recruitment & selection process: - to introduce a targeted approach to widening participation and recruitment events in the community - to identify any funnelling and to target further training needs	Asst Dir HR	May 2026
	Widening participation events, including careers (schools and HEI's) and over 25-year old's	Asst Dir HR	July 2026
	To share interview questions in advance to enable candidates to provide richer, more detailed answers, giving recruiters deeper insights into their thought processes and competencies.	Asst Dir HR	Feb 2026
	Revision of generic job descriptions ensuring they are non-discriminatory (including the use of gender-neutral language throughout).	Asst Dir HR	July 2026
	Ongoing focus on succession planning and talent management (aligned to the NHS EDI Improvement plan), including launch of the newly developed career development platform 'STEP' (supporting talent, empowering progression).	Head of OD	May 2026
	Launch and roll out of the new Respect, Civility & Resolution policy/ managers toolkit, accompanied by an implementation plan (to include comms and engagement). Develop a new 'Facilitated Conversation Lead' role (trained in offering support with informal conflict resolution), and a refresh of both the mediation and staff advocacy services, which provide support to colleagues in 'nipping issues in the bud' at an informal level	Head of EDI/ Dep Dir HR	March 2026
	Launch and roll out of the new Sexual Misconduct policy and associated comms plan (accompanied by on on-line training module). Continue to promote the Trust Sexual Safety Charter, which, along with the policy/ procedure helps to prevent sexual misconduct in the workplace, ensuring colleagues have easy access to appropriate support and an effective means of reporting when it does occur.	Head of EDI/ FTSU Guardian	Dec 2025
	Continue to deliver the Trust Workplace Civility training (including bespoke sessions to departments where needs are identified).	Head of EDI/ Head of OD	Ongoing
	Further focus on Inclusive and compassionate leadership. Providing monthly training to all line managers around the newly launched Dynamic Conversations tool (including some bespoke sessions where needs are identified).	Head of OD	Aug 2026
	Continue to deliver the 'Leading at a Higher Level' training for managers	Head of OD	Ongoing

Objectives	Actions	Lead	Timeline
Embedding the EDI Strategy, including everyone's role in raising the profile of EDI.	Analyse colleague feedback from the recent EDI Conference and arrange 'listening events' to establish clear EDI priorities for the next 3 years for our patients and communities. This will feed into the review and refresh of the EDI Strategy and objectives.	Head of EDI	March 2026
	Targeted engagement with CSU/ Department managers on their role and remit in the refreshed EDI Strategy. Encouraging them to regularly explore and monitor their departmental equality data with focus on developing measurable local action plans.	Head of EDI/ COO	Ongoing
	Continue to engage with our disabled colleagues, empowering them to use their lived experience to raise the profile of disability equality across the Trust, and influence change.	EDI Manager	Ongoing