Workforce Disability Equality Standard (WDES) – Action Plan 2023/2024

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 31st May 2023, as per our contractual requirements. **You can review our 2023 WDES data and analysis here.**

Having considered the 2022/2023 data, alongside data from previous years; there has been *some* improvement for disabled staff on eight of the ten metrics, which are the metrics relating to;
- Metric 2: "likelihood of appointment from shortlisting"
- Metric 4a: "harassment & bullying – from patients/ visitors"
- Metric 4b: "reporting harassment & bullying when it occurs"
- Metric 6: "feeling pressure to attend when unwell"
- Metric 7: "satisfaction that the organisation values their work"
- Metric 8: "satisfactory reasonable adjustments being made"
- Metric 9: "staff engagement score"
- Metric 10: "Disabled representation on the Trust Board"

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, 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.
- Disability Disparity Ratio and other analysis shared with us by the National WDES team**.**

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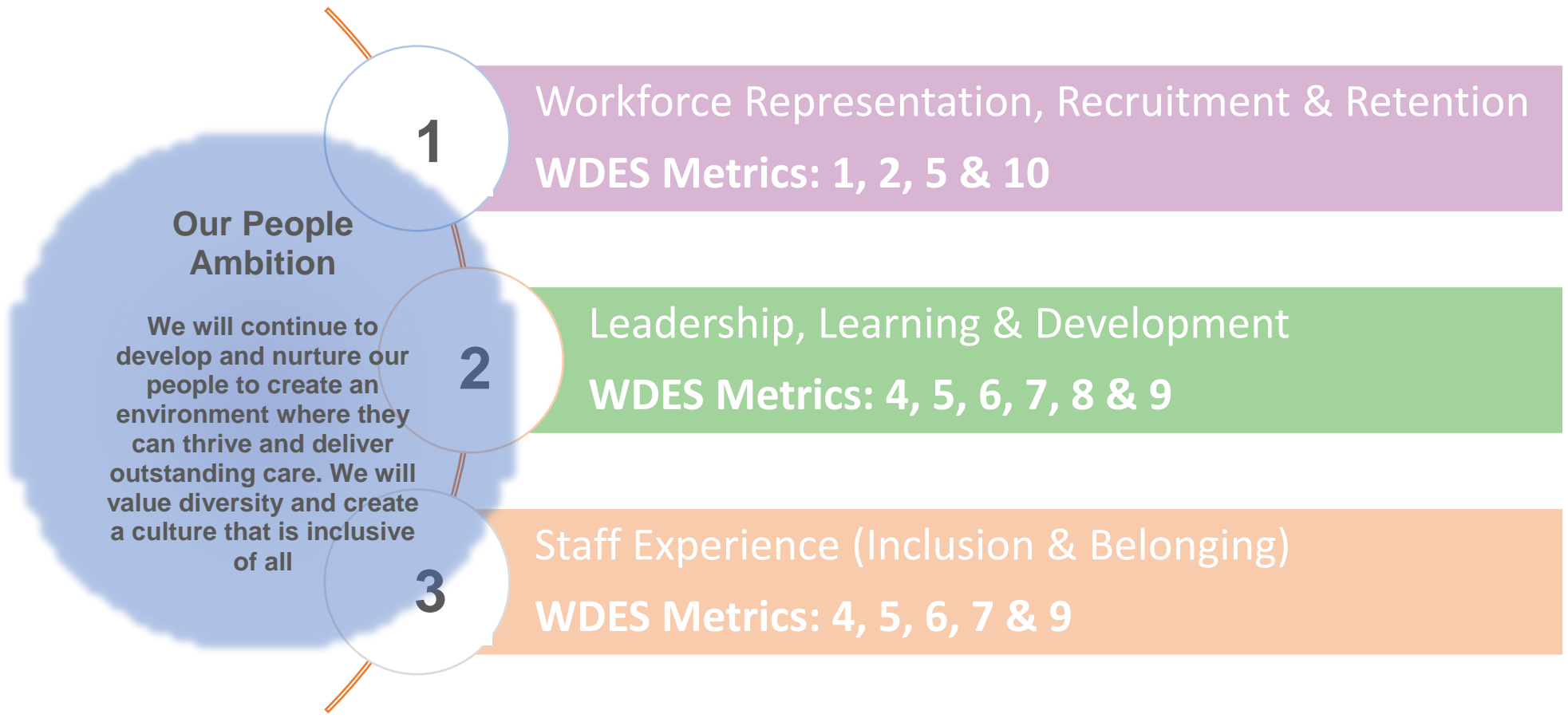
Monitoring and Evaluation

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

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 Action Plan 2023/2024 – 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 2023-2024

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, the NHS People Promise, the NHS EDI Improvement Plan and our Strategic EDI Objectives.

Workforce Representation, Recruitment & Retention

Aligns with the following:
WDES Metrics: 1, 2, 5 & 10
People Promise ambitions: We are compassionate and inclusive, We work flexibly, We are always learning, We are a team
Strategic EDI Objectives: Reflective & Diverse Workforce
EDI Improvement Plan: Overhaul Recruitment Processes, Address health inequalities in the workforce, Embed talent management, Eliminate total pay gaps with respect to race/ disability/ gender

	Objective	Action	Lead	Time-scale	Status
1	**Continued focus on ensuring our recruitment & selection processes are inclusive** Raising the profile of the Trust as an "Employer of Choice" and reducing inequality in recruitment	Establish a task and finish group (Recruitment Programme Board), with focus on; • Developing an 'Improving recruitment experience charter', ensuring a positive experience for all job applicants especially those with a protected characteristic • Further review and refresh of the recruitment & selection training for managers (with an EDI lens) • Finalising and launching a new Recruitment & Selection toolkit for managers, providing tools, templates, guidance and protocols on e.g. reducing bias in recruitment & selection decisions and developing a clear process for ensuring appropriate reasonable adjustments are made • Reviewing our approaches to consistently applying positive action where there is under-representation in our workforce • Reviewing the language used in all recruitment & selection communications/ guidance ensuring this is as inclusive as possible	Asst Dir HR	April 2024	

| | | | Continue to widen recruitment opportunities within local communities and across place, attracting a more diverse range of people into health and social care careers and growing a representative workforce for the future with focus on;

 • Community engagement; through hosting and attending local careers fairs and providing application/ interview workshops as needed
 • Engaging with schools, colleges, universities and local communities, using positive action and targeted engagement to raise the profile of the Trust as an 'Employer of Choice'
 • Promoting all available NHS career pathways, including e.g. apprenticeships, work experience and other opportunities
 • Increasing the number and diversity of 'Careers Ambassadors' (volunteers who facilitate the sharing of NHS careers information in schools at grass roots level, with particular focus on areas where there is a greater recruitment need)

 Success will be measured through quarterly reporting of work experience data (numbers and outcomes by protected characteristic) and through improvements to both the regional careers heat map and our BTHFT workforce representation data | Asst Dir HR/ Widening Participation lead | October 2024 | |
| | | | Review and refresh our approaches to the Disability Confident Employer standard; laying the foundations to progress as a Disability Confident Leader and with specific focus on ensuring our recruitment and selection processes are fully inclusive and accessible | Asst Dir HR | April 2024 | |

2	**To hold comprehensive workforce data on all protected characteristic staff** (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	
		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 2024	
3	**Increase the diversity balance at Trust Board level**	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	
		With a targeted approach for our diverse staff; finalise and pilot the 4th Leadership Development pathway for senior leaders ('advancing leaders'). A 12 month programme aimed at developing compassionate leaders who are both 'culturally' and 'self' aware	Leadership & Team Dev Mgr	April 2024	
4	**Eliminate pay gaps in relation to disability** (taking into account the Mend the Gap recommendations)	Carry out a pay-gap audit based on disability to identify any key areas of focus	EDI Manager/ Workforce Information Manager	Oct 2024	
		Continue to Implement the refreshed flexible working policy, promoting opportunities across the Trust and including flexible working options on all recruitment campaigns	Asst & Assoc Dir HR/ People Promise Mgr	March 2024	

Leadership, Learning & Development

Aligns with the following:
WDES Metrics: 4, 5, 6, 7, 8 & 9
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
Strategic EDI Objectives: Education, Empowerment & Support
EDI Improvement Plan: Measurable objectives on EDI for Chairs Chief Executives and Board Members, Embed talent management, Address Health Inequalities in the Workforce

	Objective	Action	Lead	Timescale	Status
1	**Commitment to embedding & mainstreaming diversity & inclusion in everything we do**	Engage with CSU/ Department managers on their role and remit as part of the newly launched EDI Strategy	Head of EDI	Ongoing	
		Continue to share the WDES innovation fund video and travelling photography exhibition with colleagues across the Trust and wider system, sharing the learning with other NHS colleagues and raising the profile of disability equality	EDI Manager/ Enable Core Group	September 2024	
2	**Managers equipped with having meaningful and compassionate conversations**	Continue to roll out the ½ day face-to-face EDI training for team leaders/ managers. Providing them with the necessary tools and strategies to empower them to be inclusive and compassionate leaders, and with focus on creating and sustaining a culture of Civility & Respect, Inclusion & Belonging	EDI Manager	Ongoing	
		Continue to seek out opportunities to engage with managers and staff to increase understanding and awareness around the provision of reasonable adjustments and what support is available	EDI Manager	September 2024	
3	**Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our**	Review and refresh the "Thrive Offer" through stakeholder engagement groups ensuring this offer reflects our progress on the Thrive journey and our continued focus on EDI *The refresh will include re-branding and re-launching the Thrive web based platform (expected December 2024) and*	OD (Thrive lead)/ EDI Manager/ People Promise Manager	June 2024	

	diversity & inclusion priorities	*will involve working collaboratively with the on-boarding task and finish group in how information is shared with potential job applicants/ new starters.*			
4	**Take positive action to ensure our diverse staff have equal opportunity for personal development, career progression and promotion**	Continue with plans to launch the second cohort of the Trust Reciprocal Mentoring Scheme as a positive action programme for groups that are under-represented at senior levels of the organisation	Head of EDI/ Head of OD	February 2024	
		Pilot and implement the 'Scope for Growth' career conversations framework with the aim of integrating the offer of a career conversation into <u>all</u> "Time to Thrive" appraisals, ensuring our diverse staff are fully aware of this and what a 'career conversation' might include	Senior OD Mgr/ Enable staff network	April 2024	
		Continue to explore barriers and opportunities for career & personal development for our diverse staff at Bands 2-7 and encourage staff with a disability to access learning & development opportunities via our Enable staff network	Head of OD/ Head of Education/ Enable staff network	September 2024	
		Continue to Equality Impact Assess and monitor education and training opportunities to ensure our diverse staff needs are being met (with consideration of protected characteristics, including neuro-diverse staff and those students who have additional needs accessing learning & development opportunities)	Head of Education	September 2024	
5.	**Ensure Senior Leaders are empowered with the understanding and compassion to create inclusive cultures that sustain a diverse workforce**	Every Trust Board member to have SMART EDI objectives which they are assessed against as part of their annual appraisal process	Director of HR/ Assoc Dir Corporate Governance/ CEO	March 2024	
		Trust Board members to review relevant data (such as that shared by the Trust Strategic Equality & Diversity Council) and establish EDI areas of concern and prioritise actions that will be tracked and monitored via the Board Assurance Framework	Director of HR/ Assoc Dir Corporate Governance	March 2024	

		Roll out of the 'Reach-in Reach-out' programme for Leaders and Managers providing them with cultural insight and understanding of the diverse communities and patients we serve, and raising the profile of EDI in the Trust	Head of OD	December 2024	

Staff Experience (Inclusion & Belonging)

Aligns with the following:

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

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

Strategic EDI Objectives: Education empowerment & support, Promoting inclusive behaviours

EDI Improvement Plan: Address Health Inequalities within our Workforce, Comprehensive Induction and on-boarding programme for International recruited staff, Eliminate conditions and environment in which bullying, harassment and physical harassment occurs

	Objective	Action	Lead	Timescale	Status
1	**Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence occur at work and develop a culture of civility and respect**	Increased focus on civility in the workplace. Including; ▪ Expanding the scope of the Civility Programme Board/ Civility Advisory Panel to include our collective vision around the development of a "Just & Learning Culture" and developing a refreshed work plan ▪ Roll out training sessions to teams and departments around workplace civility & respect (utilising case studies and train the trainer videos and offering bespoke solutions to help resolve poor team cultures) ▪ Review, refresh and re-launch the Trust Harassment & Bullying policy with focus on Respect, Civility and Resolution ▪ Training for managers in methods of informal resolution such as facilitated conversations. ▪ Review and refresh the Workplace Civility Toolkit to include guidance around professional behaviours and self-compassion, exploring new ways to bring the toolkit to life ▪ Embed Mediation as an established option for staff experiencing conflict or inappropriate behaviours in the workplace ▪ Further expand the Staff Advocacy Service, recruiting and training a diverse range of staff and working to promote the service across the Trust, specifically targeting groups where we know that positive action is required (e.g. medical & dental)	Head of OD/ Dep Dir HR/ Head of EDI	October 2024	

		▪ Review the Trust' approach to psychological safety in reporting issues anonymously (see also below)		
		Work to create an environment where staff feel able to speak up and raise concerns with focus on: • Training for staff, managers, senior leaders around understanding their role in FTSU • Comms and engagement (providing reassurance for staff and sharing success stories) • Improving and encouraging confidence to share protected characteristic data; working with staff equality networks to develop comms and increasing the number of diverse FTSU ambassadors across the Trust • Signposting to psychological and other support mechanisms within the Trust (e.g. CIC/ Psychology/ Occupational Health/ Staff Advocacy Service/Workplace Mediation and other approaches for informal resolution via the Civility, Respect & Resolution Policy/ Workplace Civility Toolkit) Measuring success through quarterly and annual anonymous reporting of data to Trust Board *(increasing the number of reports and reducing the number who prefer not to share their personal data), improvement in staff survey responses around FTSU reporting and bullying & harassment metrics by protected characteristic, including WRES, WDES & EDS22*	March 2024	Ass Chief Nurse, Quality & Improvement (FTSU Guardian)/ Head of OD/ Head of EDI
		Establish a violence and aggression task and finish group with focus on capturing and reviewing the data by protected characteristic and putting in place an achievable action plan to address the issue of bullying, harassment & victimisation from patients and the public with emphasis on protected characteristics	Violence Prevention Reduction Lead	August 2024

| | | Work to eliminate the risk of sexual harassment and sexual violence in the workplace; establishing a task and finish group to ensure the Trust is achieving the 10 actions (as agreed in the NHSE sexual safety charter), with focus on policy, practice, training, staff support, comms and engagement

Successful outcomes will be measured through the staff survey data and via datix reporting | Asst Chief Nurse (Adult Safeguarding) | July 2024 | |
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| 2 | **Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours** | 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 | |
| 3 | **Work to develop a culture of inclusion and belonging and cultural competence** | Progress the initial stages of the NHSE 'Thriving Together' cultural development programme, using stakeholder engagement and diagnostic tools to determine our priorities, ensuring we are ready to develop an action plan around improving the leadership and culture within the organisation. | Head of OD | September 2024 | |
| | | Provide learning for staff on cultural competence;

▪ Develop a Cultural Dashboard as part of the diagnostic work undertaken by the NHSE Thriving Together cultural development programme
▪ Ensure cultural competency and awareness is a core component of our leadership and development pathways/ management development offers
▪ Continue to develop/ share the learning from patient experience stories and case studies | Leadership & Team Dev Mgr/ Head of EDI | June 2024 | |
| | | Work to ensure national, local and regional equality, religious and cultural days are celebrated across the Trust | EDI Manager/ Enable Core Group | June 2024 | |

		Focus on 'Hidden Disabilities' (including neuro-diversity) and how we can support patients and staff e.g. through exploring reasonable adjustments and any other support mechanisms, including raising the profile of the widely recognised Sunflower Lanyard scheme (support for hidden disabilities) for both patients and staff who wish to participate.	Head of EDI/ Head of Patient Experience	Ongoing	