

Workforce Disability Equality Standard (WDES) Annual Report and Action Plan

October 2021



**Safe & compassionate care,
every time**

How we approaching this

In order to turn the tide on systemic bias and create meaningful changes which will reduce disadvantage and improve equity at BHT, our core objectives are:

Accountability & ownership – The work to create and sustain a truly inclusive organisation must be a priority for all staff, not just those within ED&I roles. We are working to increase ownership of inclusion through providing localised data intelligence, and holding those with decision-making authority to account for advancing inclusion.

Debiasing systems & processes - We know that colleagues with a disability or a Long Term Condition continue to face systemic disadvantage both in their personal worlds and at work. We will continue to incrementally review our People systems and processes to remove or reduce opportunities for bias.

Engage in allyship –there are still many colleagues and decision makers who do not understand or see the systemic disadvantages faced by people with a disability or a Long Term condition. Starting with our leaders and key decision makers, we are working to engage and educate all of our staff around bias with regard to Disability to shift the mindsets and behaviours which uphold systems of disadvantage and lead to bias. We will continue to support our staff to become active allies to promote a truly inclusive culture.

Equality of opportunity & experience – Whilst we work to change the systems and processes which disadvantage disabled colleagues, we will concurrently enhance opportunities across our organisation for those who have repeatedly experienced systemic disadvantage using positive action across all aspects of the employee life cycle.

Safe & compassionate care,

every time

Core Principles

The work required to create a truly inclusive organisation is difficult and longitudinal. To give us the best opportunity to create improvements, the following principles will guide our work:

Evidence-based – Our interventions and actions will be grounded in the wealth of evidence from academic research, healthcare case studies and industry best practice. We will use this evidence to identify the most effective actions to take to drive change.

Co-design – Our interventions and actions to improve racial equity will be co-designed by our BAME colleagues and grounded in their lived experiences. We will take an approach which is rooted in the needs and experiences of our staff.

Take ownership & Evaluate – We will continually evaluate our approach for it's impact on behaviour change and the WRES indicators, and take steps to amend our actions if the desired impact is not achieved within a timely manner. We commit driving forward a dynamic plan which meets it's aims of improving racial equity. All colleagues with management responsibility will be accountable for the delivery of this plan

donate care,

every time

Our People Promise

At BHT we have made a promise to ensure that our people are

- **Safe**
- **Supported**
- **Listened to**

Our WDES action plans will deliver.

- **A culture of inclusion & Zero tolerance to discrimination**
- **Equality of experience for all staff at BHT**
- **Equality of opportunities for all staff at BHT**



**Safe & compassionate care,
every time**

CEO Objectives

BHT is committed to building an inclusive culture that is intolerant of discrimination, bullying and harassment. We want to create an environment where everyone feels included, supported and treated fairly. We do not tolerate bullying, harassment, discrimination or other negative behaviours.

In 2020 our CEO set the following Objective for the Trust to progress our WDES Agenda. Here's how we have progressed:-

CEO's Trust Objective	2021 Progress
Our Recruitment processes will be fair, with equal outcomes for disabled and non-disabled applicants by the end of 2021	Since 2020 we have started using a de-biased Recruitment process which is designed to eliminate bias from our process. We are on track to achieve parity within Recruitment for both disabled and non disabled applicants by the end of 2021

are,

every time

What is the Workforce Disability Equality Standard?

The Workforce Disability Equality Standard was launched in 2019, and is now well established as a measure of the experience of our Colleagues with a Disability or Long Term Condition, within the Trust.

There are 10 indicators against which Trusts are measured, including workforce data as at 31 March 2021, and outcomes from a number of questions from the most recent staff survey data (therefore data from the 2020 Staff Survey).

This year, all Trusts were required to submit data by 31 August 2021. There is then a further requirement to submit an action plan for each standard, approved by the Board by 31 October 2021.

WDES Data 2020

Relative likelihood of staff being appointed from Shortlisting – 1.06x higher for non-disabled candidates*

The relative likelihood of disabled staff entering formal capability process is 0.0 compared to that of non-disabled colleagues*

Percentage of Disabled staff saying the Trust has made adequate reasonable adjustments for them = 75.2%

Percentage of staff who have formally declared a disability is 3%, compared to 16.2% in the staff survey



* Whilst these figures currently indicate parity between disabled and non-disabled colleagues, there is a chance that the low declaration rate of disabled colleagues may be skewing this data.

Safe & compassionate care,

every time

WDES Data 2021 (comparison to 2020 data)

Relative likelihood of staff being appointed from Shortlisting –
1. 27x higher for non-disabled candidates*

Percentage of Disabled staff saying the Trust has made adequate reasonable adjustments for them has increased slightly to 77%

The relative likelihood of disabled staff entering formal capability process remains at 0.0 compared to that of non-disabled colleagues*

Percentage of staff who have formally declared a disability is 3%, compared to 16.2% in the staff survey



* Again, in 2020-21 there were no capability cases involving someone with a declared disability. Whilst these figures currently indicate parity between disabled and non-disabled colleagues, there is a chance that the low declaration rate of disabled colleagues may be skewing this data.

Safe & compassionate care,

every time

Workforce Disability Equality Standard (WDES) Progress

The Workforce Disability Equality Standard (WDES) is a set of ten specific metrics which requires all NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. The WDES enables BHT to better understand the experiences of our disabled staff and supports positive change for all existing employees by creating a more inclusive environment for disabled people working and seeking employment in the NHS. Year on year comparisons enables us to measure progress against the indicators of disability equality.

In 2020 BHT created two specific objectives in relation to disability equality within the Trust:

1. Our recruitment processes will be fair, with equal outcomes for disabled and non-disabled applicants by the end of 2021
2. All disabled staff will be provided with reasonable adjustments where needed by end of 2022

Summary of WDES Progress in 2021

The recruitment ratio for disabled vs non-disabled applicants deteriorated this year, suggesting that disabled applicants were less likely to be appointed at interview compared to non-disabled applicants.

There have been no significant changes to any other WDES indicators this year. This was anticipated as our enhanced WDES action plan was put in place in October 2020; the same time period in which the survey data was collected. We are confident that our WDES action plan will support significant improvements in these areas in the future.



Comparison of WDES Indicators between 2020 data and 2021 data

Key

- = Improvement
- = No significant change
- = Deterioration

The below data covers the period from the 1st of April 2020 to 31st March 2021.

Metric	2019/20 Score	2020/21 Score	Progress 2021	Parity between groups 0.8-1.2
2) Recruitment. Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	1.06	1.27	Deteriorated	No
3) Performance management. Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.	0	0	No change	Comparisons not possible.
4a) Bullying & Harassment. Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: i. Patients/Service users, their relatives or other members of the public	Disabled =29% Non-disabled =26.8%	Disabled = 31.9% Non-disabled = 23.3%	*No change	There is no national benchmark for parity between groups for these indicators
ii. Managers	Disabled =17.7% Non-disabled =10.7%	Disabled =18.4% Non-disabled =10.3%	*No change	
iii. Other colleagues	Disabled =24.8% Non-disabled =15.9%	Disabled =21.9% Non-disabled =16.3%	*No change	
4b) Reporting harassment. 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.	Disabled =42.3% Non-disabled =46.7%	Disabled =46.3% Non-disabled =45.4%	*No change	

* = Despite visual changes in the data compared to previous years, advanced statistical analysis was undertaken on these results which demonstrated that the observed changes are not statistically significant, and instead are considered normal data variation. As such the results have been labelled as 'no significant change'.

Comparison of WDES Indicators between 2020 data and 2021 data (sheet 2)

Key		
█	= Improvement	
█	= No significant change	
█	= Deterioration	

The below data covers the period from the 1st of April 2020 to 31st March 2021.

Metric	2019/20 Score	2020/21 Score	Progress
5) Career progression perceptions. Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	Disabled =80.4% Non-disabled =86.1%	Disabled =83.9% Non-disabled =87.3%	*No change
6) Pressure to work. Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	Disabled =26.3% Non-disabled =18.1%	Disabled =26.4% Non-disabled =20.8%	*No change
7) Feeling valued. Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	Disabled =37.2% Non-disabled =48.3%	Disabled =40.3% Non-disabled =48.8%	*No change
8) Reasonable adjustments. Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	75.2%	77%	*No change
9a) Engagement. The staff engagement score for Disabled staff, compared to non-disabled staff.	Disabled =6.7 Non-disabled =7.2	Disabled =6.8 Non-disabled =7.2	*No change
9b) Engagement. Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (Yes) or (No)	Yes	Yes	No change but benchmark achieved
10) Board representation. Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated: • By voting membership of the Board. • By Executive membership of the Board.	% Voting Disabled = 9% % Executive Disabled = 0% % Workforce Disabled = 2%	% Voting Disabled = 9% % Executive Disabled = 0% % Workforce Disabled = 3%	

* = Despite visual changes in the data compared to previous years, advanced statistical analysis was undertaken on these results which demonstrated that the observed changes are not statistically significant, and instead are considered normal data variation. As such the results have been labelled as 'no significant change'.

WDES Progress – Workforce Representation of Colleagues who have declared a Disability

Indicator 1 - Workforce representation. Percentage of disabled vs non-disabled staff in AfC pay-bands, medical subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.

WDES Indicator 1 - 31 March 2020 Disability declared				WDES Indicator 1 - 31 March 2021 Disability declared			
	No	Yes	Total	No	Yes	Total	
Band 1-7	4927 98%	151 3%	5078	4981 97%	152 3%	5133	
Band 8A+	343 98%	6 2%	349	369 98%	8 2%	377	
Total							

What does this tell us?

The above tables highlight that the number of staff declaring a disability has stayed approximately the same over the last two years. Buckinghamshire Census data 2021 will support us to better understand the profile of our staff in relation to the population of the county.

WDES Action Plan 2021-2024

Action	Who	When	Measure	Progress
Accountability and Ownership				
Exec engagement in WDES Plan and sponsorship of staff networks	CPO	12 October 2020	Exec sponsors for each of the Staff Networks	Our Disability Network now has an Executive Sponsor
WRES Metrics to form part of the Divisions' Performance Frameworks	COO and Head of Inclusivity	30 Dec 2021	Local action plans monitoring and interventions and impacting Divisional data	Recruitment and Disciplinary Data have been shared with Divisions and discussed at Board Meetings
Increase the diversity of the Freedom to Speak Up Guardian role	CEO + FTSU Guardian	30 Nov 2020	Increased number of FUTSUGs	There are four new FUTSUGs in post from a number of different backgrounds
Ensure that the Board composition continues to represent our Workforce	CEO and CPO	Ongoing	Number of Board Members with a Long Term Condition or Disability	Our Board is comprised of 6.25% of voting members with a declared disability, this exceeds our overall workforce percentage of disabled colleagues, which is around 3%. There are no non-voting Board members who have declared a disability.

WDES Action Plan 2021-2024

Action	Who	When	Measure	Progress
Equality of Experience and Opportunity				
Adopt a 'Just Culture' model	CPO + CN	1 December 2020	Communication of model & guidelines to all managers	<p>Evidence from Merseycare NHS Trust is that this will take a number of years to fully embed.</p> <p>Our original target to start this work in December 20 was delayed due to COVID-19. However, our plan is on target.</p> <p>We are now reporting progress to the Board. An MDT team attended the JC Training July/Aug 21, and further training is underway for key members of the HR Team. key metrics have been developed, a triage form reviewed, Trust policy reviewed including behavioural agreements implemented. Trust Staff Side is engaged.</p>
Suspension of staff to be signed off by Chief Nurse or Chief People Officer	CN + CPO	1 December 2020	All disciplinary cases that may need suspension need to be approved by the CPO or the CN	Implemented in December 2021 - the ER Case Tracker shows that there have been three authorised suspensions since this date.
Co-create an action plan to tackle bullying and harassment	DCPO HR + Network	Within 6 months	Evidence of plan being developed and customised initiatives in place	Two Task Groups have been set up, one focussed on colleague to colleague bullying and harassment, and one on service user to colleague bullying and harassment. A poster competition has enabled a publicity campaign and a group of Champions is now being developed. There is ongoing work to identify the drivers that cause bullying and harassment to enable appropriate initiatives to be put in place
Launch enhanced Peak 1 training for all first line managers with a greater focus Inclusion	DCPO OD + Head of Inclusivity, Talent & Leadership	30 Jan 2021	Evaluation of management competence in inclusive leadership	We have developed training in conjunction with an external consultancy and launched the first programme in July 2021 and by the end of September 2021 we had trained three cohorts..
Carry out a Publicity Campaign to encourage colleagues to declare a Disability, and launch a clear guide on how to implement Reasonable Adjustments	CPO + Head of Talent, Inclusivity and Leadership	01 Feb 2021	Programme advertised to staff and first cohort recruited	Staff in 'majority' positions become more active advocates of inclusion and change behaviours to create greater equity.

WDES Action Plan 2021-2024

Action	Who	When	Measure	Progress
De-biasing our processes - Recruitment				
Conduct a comprehensive Review of the whole recruitment process (JD to appointment)	CPO	Within 6 months	Audit / review report + recommendations	The Recruitment Team have run a number of successful Inclusive Recruitment trial processes this year, where we have used unbiased processes in shortlisting and fully involved stakeholders from our Staff Networks. We aim to replicate this going forward along with a full review of the process
In collaboration with our BHTAbility network, co-design & co-deliver a value based & Inclusive interview skill course	DCPO / Network	31 December 2020	Course available & marketed across the trust	First Training Scheduled for October 2021. Quarterly training solution (training videos) to be implemented for Quarter 3 and Quarter 4 2021
Analyse sample job descriptions and adverts for sensitivity to candidates with a disability or long term condition	WRES experts + Recruitment Team	1 December 2020	Analysis Report and Recommendations available	A process has been put in place for this centrally within the Recruitment Team, and is will be reviewed in the Autumn of 2021
Positive Action Statements in all Band 8B and Above Job Descriptions	Recruitment Team	31 March 2021	Evidence of Positive Action Statements appearing in relevant Job Descriptions	Positive Action Statements for job advertisements have been approved and will be implemented in October 2021
Progress towards Disability Confident Level 2 standards	Exec Sponsor + Recruitment manager + BHT Ability Network	30 April 2021	Update to ED&I Steering Group on progress and outstanding actions to meet standards	This has been paused due to COVID-19 but will recommence in the coming year.
Continue relationship with Stony Dean School (a school for disabled children) and facilitate permanent recruitment to roles in the Trust via this route	DCPO HR + Recruitment manager	31 Dec 2020	Number of interns Recruitment of Interns into permanent roles	This has been paused due to COVID-19, but will recommence in the coming year

WDES Action Plan 2021-2024

Action	Who	When	Measure	Progress
Engage in Allyship				
Launch 'All In' Allyship Programme	Learning and Development Team	01 Feb 2021	Programme advertised to staff and first cohort recruited	Resources have been prioritised to support a trust wide behaviour framework which will have a positive impact. We have also submitted a bid to a National Charitable Fund. We are awaiting the outcome in October 2021.
National Actions				
Complete the National/NSEI Actions in relation to Engagement	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates
Complete the National/NSEI Actions in relation to Recruitment	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates
Complete the National/NSEI Actions in relation Talent Management	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates