Barnsley Hospital NHS
NHS Foundation Trust

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2021

Barnsley Hospital NHS Foundation Trust

CONTENTS

1   Introduction

The Workforce Disability Equality Standard (WDES) is a set of 10 specific measures (metrics) that will enable NHS organisations to compare the experiences of disabled and non-disabled staff.

The WDES is important, because research shows that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety.

The benefits of retaining an experienced, skilled employee who has acquired an impairment are usually greater than recruiting and training new staff. It is also good for the individual and helps create a workforce that reflects the diverse range of patients it serves.

This is the third year for NHS Trusts and Foundation Trusts to report mandated workforce disability metrics data and develop an action plan to better understand and improve the experiences of their disabled staff. This will support positive change for existing employees, and enable a more inclusive environment for disabled people working in the NHS. Like the Workforce Race Equality Standard on which the WDES is in part modelled, it will also allow us to internally measure our progress since last year, also identify good practice and compare performance regionally, nationally and by type of trust.

The actions within our WDES plan support our emerging People and Organisational Development strategy and capability to harness people's unique and diverse talents and develop a positive workplace culture.

Similar to the Workforce Race Equality Standard, the WDES has been included in the NHS standard contract, and performance outcomes may well be considered during Care Quality Commission's (CQC) inspections / reviews under their 'Well Led' domain theme.

There is a statutory requirement to publish our metrics data and action plan internally and externally on the Trust's website. It should be noted that this Annual Report 2021 (which consists of the metrics data and action plan) is presented to the People Committee on 28th September for approval to be submitted to the Trust Board meeting on 7th October for final ratification before it is published.

2   Executive Summary

The overall percentage of reported Disabled staff working in the Trust in 2021 is 3.94%, 2020 was 4.07% and 3.8% in 2019.

The key findings from the WDES 2021 metrics data are as follows:

Metric 1 – Workforce representation

Overall in 2021, 4.11% of the non-clinical and 3.78% of the clinical workforce declared a disability through the Electronic Staff Record (ESR) compared to 6.35% of non-clinical and 2.38% of clinical workforce in 2020. The majority of Disabled staff are in non-clinical workforce cluster 3 (bands 8a – 8b) at 10% compared to 5.4% in 2020. There is a 5% increase in reported Disabled staff in 2021 in non-clinical workforce cluster 4 (bands 8c-9 & VSM) compared to 0% in 2020.

This is a slight decline in our disability declaration rates through ESR however we know that there are considerably more staff declaring they have a disability within the anonymised NHS staff survey. The 2020 survey results show 409 disabled staff participated in the survey out of 1927 total staff respondents, which equates to 21%.

Because of these disparities it is hard to obtain a true picture of disabled staff representation by pay clusters, so we need to encourage staff to declare disability through ESR.

Metric 2 - Recruitment

Non-disabled job applicants are 1.08 times more likely to be appointed from shortlisting compared to disabled job applicants (compared to 1.61 times more likely in 2020). Although the gap has narrowed, there is still work to do to ensure equal access to jobs for disabled applicants.

We need to build into our action plan to continue to promote ourselves as a 'Disability Confident Employer' in our recruitment initiatives and in our manager interview training. Also, to scope the work required to upgrade our accreditation to become a 'Disability Confident Leader' organisation.

Metric 3 – Capability

Our submitted data shows that Disabled staff are more likely to go through formal capability processes on performance grounds than non-disabled staff. However, the number of formal capability cases overall in the period in which the metric is based are very low and therefore any fluctuation will make a significant change but it might not reveal anything significant.

The very small number of capability cases shows the proactive effort which is put in by managers to intervene and support staff to prevent escalation to the formal process.

Metric 4 – Harassment, bullying and abuse

Disabled staff are more likely to experience harassment, bullying and abuse.

Disabled staff are 6.4 percentage points more likely from patients (30.9% vs 24.5%), 8.5 percentage points more likely from managers (19.3% vs 10.8%) and 9.1 percentage points more likely from colleagues (26.9% vs 17.8%) compared to non-disabled staff. Disabled staff reporting harassment, bullying or abuse at work in the last 12 months has increased from 38% in 2019 to 47% in 2020.

Work has commenced with managers, staff and trade union colleagues, to develop a positive workplace culture. This work will address some of the findings from our staff survey results. In particular, the work will focus on addressing values and behaviours, with a strong focus on bullying and harassment. There is work required to help staff with disabilities (and other protected characteristics) and managers to focus on their contribution and the benefits there are to have diverse people including those with disabilities in the workplace.

Metric 5 – Career progression

Disabled staff are 6.7 percentage points less likely to believe that their Trust provides equal opportunities for career progression or promotion compared to non-disabled staff (79.6% vs 86.3%). However, the results show overall high positive response rates on career progression from both staff groups.

Metric 6 – Presenteeism

Disabled staff are 9.6 percentage points more likely compared to non-disabled staff to feel pressurised to come into work despite not feeling well enough to perform their duties (33% vs 23.4%).

This may be disabled staffs' perception based on how they are feeling rather than a reality. Actions for the other metrics (4, 7 and 9) will help towards this.

Metric 7 – Feeling valued

Disabled staff are 11.9 percentage points less likely to say that they feel their organisation values their work when compared to non-disabled staff (37.4% vs 49.3%).

To increase disabled staffs' feeling of being valued through strong engagement, compassionate and inclusive leadership and line manager support requires incremental cultural change. This report helps the conversations to start to take place to enable this change to happen.

Metric 8 – Workplace adjustments

76.5% of disabled staff felt that their employer has made adequate adjustments to enable them to carry out their work which has stayed the same since last year.

This is an encouraging result and suggests that the reasonable adjustments Guidance for managers, a new person- centred capability policy which ensures managers take account of any disability, CEO listening event and pro-active engagement with the Disabled staff network during last year has been favourably received and acted upon.

Metric 9 – Disabled staff engagement

Disabled staff are less likely to feel engaged with an NHS staff engagement score of 6.7 compared to 7.1 for non-disabled staff. This is a difference in score of 0.4 which is negligible. Overall for staff, one of the Trust objectives this year is to increase our staff engagement score. A score of 10 is the maximum score possible.

Metric 10 – Board representation

No board members have a declared disability in 2021 compared to 3.94% of declared disabled staff in the wider workforce. One of our actions this year will be to invite board members to check and refresh their personal details recorded in ESR including their disability data.

3   WDES progress in 2020/21

In the past 3 years we have set up and run our Disability Staff Network which has become a helpful forum in which to enable us to engage and listen to the experiences of disabled staff and act upon them. We will be consulting with network members in developing our WDES planning and in monitoring progress.

We launched our new website with Accessable, helping us making our Trust more accessible for people with disabilities. We renewed our partnership with the Barnsley Equality Forums called Your Voice Barnsley, where we and other local Barnsley organisations have given a commitment to support the effective operation of a network of Service User & Equality Forums in Barnsley so that they can involve a wide and diverse number of interested people to ensure their needs are met.

We attended Job Fairs to promote and signpost disabled people to access jobs and training, engaging with multi-agency events hosted by Department of Work and Pensions.

We undertook a local Trust survey following the NHS staff survey 2018 results to gather further information on staffs' experiences of bullying and harassment. Following the survey results an action plan was produced which included the setting up of a working group to focus on creating a positive workplace culture.

We have updated the staff health and wellbeing policy, capability and sickness absence management policies to signpost employees to our employee assistance programmes (EAP) services, Remploy scheme and wellbeing workshops, with increased coverage of our staff health and wellbeing offer made available on our intranet site and Trust news feed. Also, within the capability policy, we have strengthened the section and guidance for managers to consider any disability needs of staff and how this may impact on their performance at work. We have also responded to individual requests from the Disabled Staff Network with regards to equipment needs, access to car parking etc.

We have produced a guidance for managers and staff to improve the reasonable adjustments process, in which we involved and consulted on with our Disability Staff Network. The aim of this guidance is to help managers understand the Trust responsibilities under the Equality Act 2010 in relation to removing the barriers that may deny disabled people equality of outcome in the workplace. The guidance also covers suggestions and examples of good practice that will help the Trust create the best working environment in which all staff with a disability are able to reach their full potential.

We continue to promote ourselves as the holders of level 2 accredited 'Disability Confident Employer' status in our recruitment initiatives, with work commencing to achieve level 3 'Disability Confident Leader' status.

The Trust is a member of the disability pioneers network and a Diversity and Inclusion partners programme alumni status after having previously completed the programme for 3 years running through NHS Employers.

In 2020 – 2021, we have also responded to supporting our staff's health and wellbeing needs and continue to support their recovery from the COVID-19 pandemic. This is reflected in our action plan which includes specific actions to offer support to staff identified as suffering with Long Covid (LC) symptoms, to increase the number of staff completing wellbeing workshops, and to establish a network of HWB Champions across the Trust.

4   Conclusion and next steps

Three years of WDES metrics data collection and reporting starts to provide us with some comparative data from which we can take forward our work in reducing disparities between disabled and non-disabled staff.

Our action plan which accompanies this report focuses on the need to continue to improve our data quality and disability declaration rates via a staff communications and engagement plan in order for us to accurately monitor and report our workforce disability representation and help identify areas for improvement.

The People Committee is asked to approve the WDES Annual Report 2021 before submission to the Trust Board on 7th October to be ratified. The report will then be published on the Trust's website.

Appendix 1   WDES metrics report

Detailed below is the organisation's WDES data which was submitted in August 2021 covering the period 1 April 2020 to 31 March 2021.

Metric 1   Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including executive board members) compared with the percentage of staff in the overall workforce.

(Data source: ESR).
Unknown/null staff are those who have not responded to the disability monitoring question, or have indicated that they prefer not to say, on ESR

1a.   Non-clinical workforce

	Disabled staff in 2020	Disabled staff in 2021	Disabled staff in 2020/2021	Non-disabled staff in 2020	Non-disabled staff in 2021	Non-disabled staff in 2020/2021	Unknown/null staff in 2020	Unknown/null staff in 2021	Unknown/null staff in 2020/2021	Total staff in 2020	Total staff in 2021
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	3.2	3.9	+0.7	94.6	93.9	-0.7	2.2	2.2	same	592	593
Cluster 2 (Band 5 - 7)	4.1	3.4	-0.7	93.6	94.3	+0.7	2.3	2.3	same	172	176
Cluster 3 (Bands 8a - 8b)	5.4	10	+4.6	94.6	87.5	-7.1	0.0	0.0	same	37	40
Cluster 4 (Bands 8c – 9 & VSM)	0	5	+5.0	100	85	-15.0	0.0	0.0	same	17	20

1b. Clinical workforce

	Disabled staff in 2020	Disabled staff in 2021	Disabled staff in 2020/2021	Non-disabled staff in 2020	Non-disabled staff in 2021	Non-disabled staff in 2020/2021	Unknown/null staff in 2020	Unknown/null staff in 2021	Unknown/null staff in 2020/2021	Total staff in 2019	Total staff in 2020
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	3.54	3.1	-0.44	92.8	93.5	+0.7	3.66	4.2	+0.54	851	847
Cluster 2 (Band 5 - 7)	4.96	5.1	+0.14	92.42	94.3	+1.88	2.62	2.2	-0.42	1415	1452
Cluster 3 (Bands 8a - 8b)	0	2	+2.0	100.0	87.5	-12.0	0.0	0	same	93	95
Cluster 4 (Bands 8c – 9 & VSM)	0.0	0.0	same	100.0	85	-15.0	0.0	0	same	14	14
Cluster 5 (Medical and Dental staff, Consultants)	0.59	0.5	-0.09	97.04	97.2	+0.16	2.37	2.2	-0.17	168	169
Cluster 6 (Medical and Dental staff, Non-consultant career grade)	2.0	1.0	-1.0	98.78	98.9	+0.12	1.22	1.1	-0.12	55	82
Cluster 7 (Medical and Dental staff, Medical and Dental trainee grades)	2.0	1	-1.00	88.68	95	+6.32	4.0	5.9	+1.19	113	106

Metric 2 – Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts

(Data source: Trust's recruitment data)
a) This refers to both external and internal posts employed by the trust
b) A figure below 1.00 indicates that Disabled staff are more likely than non-disabled staff to be appointed from shortlisting.
c) The greater the number, the larger the inequality in shortlisting.

	Relative likelihood in 2020	Relative likelihood in 2021	Relative likelihood difference (+-)
Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff	1.61	1.08	-0.53

Metric 3 – Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.

(Data source: Trust's HR data)
  a)   A figure above 1.00 indicates that disabled staff are more likely than non-disabled staff to enter the formal capability process (on grounds of performance).
  b)   This metric is based on data from a two-year rolling average of the current year and the previous year.
  c)   The number of formal capability cases overall in this period are very low and therefore this statistically distorts the result (1 Disabled staff and 9 non-disabled staff).

	Relative likelihood in 2019/20	Relative likelihood in 2020/21	Relative likelihood difference (+-)
Relative likelihood of Disabled staff entering formal capability process compared to non-disabled staff	2.54	0.00	-2.54

Metric 4 – Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse.

(Data source: Question 13, NHS Staff Survey)

	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019	Disabled staff responses to 2020 NHS Staff Survey	Non-disabled staff responses to 2020 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2020
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
4a) Staff experiencing harassment, bullying or abuse from patients/ service users, their relatives or other members of the public in the last 12 months	22.8	25.4	-2.6	30.9	24.5	+6.4
4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months	8.7	7.7	+1.0	19.3	10.8	+8.5
4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	14.4	15.1	-0.7	26.9	17.8	+9.1
4d) Staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months	38	47.3	-9.3	47.0	45.8	+1.2

Metrics 5 – 8

(Data source: Questions 14, 11, 5, 28b, NHS Staff Survey)

	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019	Disabled staff responses to 2020 NHS Staff Survey	Non-disabled staff responses to 2020 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2020
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion.	87.3	90.9	-3.6	79.6	86.3	-6.7
Metric 6 - 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.	24.9	20.1	+4.8	33.0	23.4	+9.6
Metric 7 - Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	40.5	54.2	-13.7	37.4	49.3	-11.9
Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	76.5	N/A	N/A	76.5	N/A	N/A

Metric 9 – Disabled staff engagement

(Data source: NHS Staff Survey)
a) The staff engagement score is based on the responses to nine (9) NHS Staff Survey questions.
b) A score of ten (10) is the maximum score possible.

	Disabled staff engagement score for 2019 NHS Staff Survey	Non-disabled staff engagement score for 2019 NHS Staff Survey	Difference (+/-) between disabled staff and non-disabled staff engagement scores 2019	Disabled staff engagement score for 2020 NHS Staff Survey	Non-disabled staff engagement score for 2020 NHS Staff Survey	Difference (+/-) between Disabled staff and non-disabled staff engagement scores 2020
a) The staff engagement score for Disabled staff, compared to non-disabled staff.	6.7	7.2	-0.5	6.7	7.1	-0.4

b) Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? Yes

Please provide at least one practical example of action taken in the last 12 months to engage with Disabled staff.

Example 1: We launched a Disability Staff Network Listening event with our Chief Executive.

Example 2: We put together guidance for managers. The aim of this guidance is to raise awareness of disabilities and help managers understand the Trust responsibilities under the Equality Act 2010 in relation to removing the barriers that may deny disabled people equality of outcome in the workplace.

Metric 10 – Percentage difference between the organisation's board voting membership and its organisation's overall workforce

(Data source: NHS ESR and/or trust's local data)

For the % points difference columns, this includes data on total percentage of Board known to be disabled, the % of Disabled staff in overall workforce in the trust, and the points difference between these two figures.

	Disabled Board members in 2019	Non-disabled Board members in 2019	Board members with disability status unknown in 2019	% points difference (+/-) between Disabled Board members and Disabled staff in overall workforce	Disabled Board members in 2020	Non-disabled Board members in 2020	Board members with disability status unknown in 2020	% points difference (+/-) Between Disabled and non-disabled Board members and Disabled staff in overall workforce
	Percentage (%)	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	Percentage (%)	
Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated by Exec/non-exec and Voting/non-voting.	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Exec = 0.14% Non-exec = 0.19% Voting = 0.14% Non-voting = 0.19%	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Total Board = 0.32% Overall workforce = 3.82% Difference =-3.50%	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Exec = 0.14% Non-exec = 0.18% Voting = 0.14% Non-voting = 0.18%	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Total Board = 0.31% Overall workforce = 4.07% Difference = -3.76% percentage points

APPENDIX 2 - WDES action plan 2021/22

Metric	Objective	Action/s	Timescales	Lead/s	Why	RAG
1	Increase the number of staff declaring their disability status via ESR.	Work with the Disabled staff network to develop a communications campaign highlighting the benefits of declaring. Hold an engagement session with colleagues to explore any challenges that they may have encountered in using ESR.	31 March 2022	Workforce Information Manager Head of I&WB Communications Lead Disabled staff network Lead	Necessary to improve the data quality	Amber
2	Reduce the inequality in recruitment shortlisting.	Review training offer provided to recruiting managers and interview panels. Undertake annual review of recruitment equal opportunities activity and present analysis to People & Engagement Group. Scope the work required to upgrade our accreditation to 'Disability Confident Leader' organisation.	30 Sept 2022	HR Resourcing Manager Head of I&WB	To improve recruitment prospects for Disabled staff	Amber
3	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure	Continue to monitor if Disabled staff enter formal capability process/reference workplace adjustment guidance for managers	30 Sept 2022	HRBP Head of I&WB	To prevent Disabled staff from entering formal capability because of disability.	Amber
4	Reduce the incidence of Disabled colleagues experiencing harassment, bullying and abuse from patients, managers and colleagues.	Hold workshops with 'Creating a Positive Workplace Culture' Group to explore what further work can be done to build an inclusive, compassionate and culturally sensitive workplace that supports a zero tolerance policy of harassment, bullying and abuse. Evaluate the effectiveness of the Equality & Diversity, Bullying & Harassment Passport to Management Training Course to deliver the required manager skills and capabilities	30 May 2022	Creating a Positive Workplace Culture Working Group Chair Head of I&WB HRBP	Part of the overall organisational goal to create an inclusive culture	Amber
5	Percentage of Disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion.	Create more visibility of disabled staff with career progression or promotion	30 May 2022	Creating a Positive Workplace Culture Working Group Chair Head of I&WB HRBP	To increase percentage of staff believing trust provides equal opportunities for career progression or promotion.	Amber
6	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.	More communication and training for managers on presenteeism/guidance for managers updated	30 Sept 2022	Head of I&WB HRBP	To reduce the gap between disabled staff and non disabled staff feeling pressure from managers to come in when not feeling well enough.	Amber

7	Increase percentage of Disabled staff satisfaction rate and actions to facilitate the voices of Disabled staff in the organisation to be heard.	Work with Disabled staff network to produce a staff stories Comms Hub highlighting staff who are positive about working in the trust and feel valued. Explore staff sharing their stories at Trust Board of lived experiences of working with long term conditions and disability.	30 Sept 2022	Head of I&WB Communications Lead Disabled staff network Lead	See action 4 above	Amber
8	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	Communications to managers and staff re workplace adjustments	30 Sept 2022	Head of I&WB Communications Lead Disabled staff network Lead	Disabled staff will be able to carry out their role with workplace adjustments in place	Amber
9(a)	The staff engagement score for Disabled staff, compared to non-disabled staff.	Disabled Staff network TORs drafted/ H&WB champions encouraged to engage with Disabled staff.	30th Sept 2022	Head of I&WB Communications Lead Disabled staff network Lead	Disabled staff will feel more heard	Amber
9(b)	Action to facilitate the voices to be heard of Disabled staff in the organisation	Publish Disabled staff stories/patient experiences at Board	30th Sept 2022	Head of I&WB Communications Lead Disabled staff network Lead	Disabled staff will view the organisation as a caring organisation	Amber
10	Reduce the gap between Board representation and overall representation of Disabled staff in the workforce	Invite board members to check and refresh their personal details recorded in ESR including their disability data, since it was last recorded on their appointment into post. Undertake gap analysis and action planning following the data cleansing exercise.	31 January 2022	Workforce Information Manager Head of I&WB	To demonstrate visible leadership in this area at senior levels	Amber
Metric	**Objective**	**Action/s**	**Timescales**	**Lead/s**	**Why**	
Applies to all	**To offer support to staff identified as suffering with Long Covid (LC) symptoms**	Set up LC Peer Support Group via Teams Promote Peer Support group in partnership with Communications Department Identify staff with diagnosis of LC Signpost staff to further sources of information / support Raise awareness across the Trust of LC and its symptoms Ensure info/support is updated in line with national and local guidance	31 June 2021 Summer 2021	Head of I&WB Communications Lead HWB Coordinator Occupational Health Managers	To ensure staff feel supported & access relevant services	Amber
Applies to all	**To increase number of staff completing Wellbeing Workshops, range of areas including:** • **Communication** • **Stress Management** • **Conflict / Change management**	Develop range of workshops relating to identified issues across the Trust Promote workshops across the Trust through variety of forums e.g. Intranet, Team meetings, HWB events Collate data relating to staff accessing workshops, report to PEG through HWB Dashboard	30 Sept 2021	Occupational Health HWB Coordinator Head of I&WB	To contribute to the creation of a positive and inclusive workplace culture To increase knowledge in these areas and equip staff with additional skills	Amber

	• **Team Building/ Positive Relationships**					
Applies to all	**To establish a network of HWB Champions across the Trust**	Create training programme to support the development of HWB Champions identified (in BFS initially) Deliver training to equip Champions with relevant knowledge and skills to undertake the new role Create and disseminate promotional materials outlining Champions role and areas of responsibility Provide contact details of identified Champions to BFS staff through range of forums e.g. Notice boards, intranet, Newsletters, Team meetings Evaluate role of HWB Champions Replicate HWB Champions model across the Trust	30 June 2021 Dec 2021 Mar 2022	HWB Coordinator Head of I&WB BFS Training Lead Communications Team	To contribute to the creation of a positive and inclusive workplace culture To improve access for staff to HWB information & support	Amber