

NHS Workforce Disability Equality Standard (WDES) Annual Report 2020



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1. WDES Introduction

- The Workforce Disability Equality Standard (WDES) was launched in 2019 and aims to improve the workplace and career experiences of disabled colleagues in the NHS.
- WDES is a set of ten specific measures (metrics) that will enable the Trust to compare the experiences of disabled and non-disabled staff. This information will then be used to develop action plans which will enable the organisation to demonstrate progress against the indicators of disability equality.
- The WDES has been commissioned by the Equality and Diversity Council (EDC). It is mandated through the NHS Standard Contract and is restricted to NHS trusts and foundation trusts for the first two years of implementation.
- Metrics 5,6,7, 8 & 9a are based on staff survey results. As a Trust we facilitate a full census from all staff, the 2019 staff survey had 43% staff participation across the Trust.
- At The Dudley Group (DGFT), we have a workforce of 5,300 staff. Our Electronic Staff Record (ESR) data shows that 3.2% (171) of our workforce has declared themselves as having a disability. However, 42% of the workforce has not declared their disability status and data from the 2019 staff survey results states that 346 of responders who completed the survey declared that they have a disability (20%). ESR monitoring information therefore is not accurate and action need to be taken to encourage this staff to update their information. This is also a national issue.

2. WDES Executive Summary (1/2)

- Embedding an inclusive culture where diversity is valued and, therefore, championed at all levels is essential to delivering high quality services to patients (better patient care, satisfaction and outcomes), as well as developing a capable, innovative and effective workforce for our future at DGFT. Research shows that organisations that have diverse leadership are more successful and innovative. Staff who feel valued are more likely to be engaged with their work, and diversity at senior levels increases productivity and efficiency in the workplace.
- Our submission for 2020 shows the ratio of disabled staff at different bands across the Trust with some areas under represented. On this basis, we will be taking steps to encourage the 43% of staff who have not declared to update their status on ESR to provide a more robust and accurate picture of the Trust's disabled staff profile.
- Key findings include:
 - Disabled candidates are 2.15 times less likely to be appointed from shortlisting compared to non-disabled candidates.
 - The perception of equal opportunities for career progression or promotion within the Trust is lower amongst disabled staff (74.8% disabled; 83.7% non-disabled). Disabled staff feel less valued than their non-disabled colleagues although this has improved slightly since 2018.
 - Disabled staff are more likely to experience harassment, bullying or abuse from patients, relatives or the public compared to their non-disabled colleagues (37.9% Disabled; 30.3% Non-disabled), 27.1% of disabled staff who completed the staff survey said they have experienced harassment, bullying or abuse from their manager and 28% from other staff members. Incidents of bullying or harassment are more likely to be reported in 2019 compared to 2018.

2. WDES Executive Summary (2/2)

- There was a reduction in the percentage of disabled staff feeling under pressure to come to work, despite not feeling well enough. 2018 was 39.7% and 2019 was 35.8% albeit there is still a significant amount of work to improve this further. 66.2% of disabled staff feel like the organisation has made adequate adjustments to enable them to carry out their work. Finally, the engagement score for disabled staff has improved from 6.2 in 2019 to 6.3 in 2020. The non-disabled staff figure has remain unchanged at 6.8.
- On this basis DGHFT is committed to taking an ambitious approach to developing and embedding a culture of inclusivity which promote, protects and champions a diverse workforce. This will include:
 - Actively listening and learning from staff networks and champions from across the Trust. Investing time, energy and capacity in establishing range of self-directed staff networks for diverse communities, which will engage with, inform and materially influence the Trust's strategy, leadership, culture and environment;
 - Critically reviewing progress and delivery against our statutory requirements, i.e. public sector equality duty (the equality duty), as well as a set of more ambitious objectives for embedding equality and inclusion across DGFT;
 - Being agile - adapting our approaches and plans, to deliver greatest impact for our staff from all diverse communities.
 - Role modelling the Trust's Behaviour Framework every day, and in doing so challenging ourselves and colleagues from across the Trust to 'call out' and address unacceptable behaviours.
 - Equipping our all of our managers across the organisation to be highly effective people managers, and leaders who demonstrate compassionate and kind leadership.

3. WDES – Annual Submission Measures (Metrics)

Workforce Disability Equality Standard

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of Disabled and non-disabled staff.

WDES provides a high-level view, we have therefore completed a more detailed analysis to inform our conclusions and action plans.

- 1. Workforce Representation**
- 2. Recruitment**
- 3. Capability**
- 4. Harassment, Bullying & Abuse**
- 5. Career Progression**
- 6. Presenteeism**
- 7. Feeling Valued**
- 8. Workplace Adjustments**
- 9. Disabled Staff Engagement**
 - 9b. Facilitate Disabled Voices**
- 10. Board Representation**

Sources: ESR data at 31 March 2020, TRAC recruitment data, HR Casework, and Staff Survey Results from Oct 2019

3. WDES – Metric 1, Non-Clinical Banding Comparison 2019 - 2020

W D E S Comparison: 2019 v 2020

	Banding	Submitted Figure 2019			Submitted Figure 2020			Change		
		Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown
Non Clinical	Under Band 1	0	0	0	6	43	13	6	43	13
	Band 1	5	138	171	0	0	0	-5	-138	-171
	Band 2	6	71	89	5	98	39	-1	27	-50
	Band 3	1	120	132	14	188	146	13	68	14
	Band 4	2	30	39	9	146	91	7	116	52
	Band 5	3	35	22	3	41	36	0	6	14
	Band 6	2	29	12	4	36	10	2	7	-2
	Band 7	0	18	13	3	31	9	3	13	-4
	Band 8a	0	5	5	1	25	9	1	20	4
	Band 8b	0	4	8	0	10	7	0	6	-1
	Band 8c	0	3	2	0	7	6	0	4	4
	Band 8d	0	0	0	0	8	0	0	8	0
	Band 9	0	2	7	0	10	3	0	8	-4
	VSM	1	24	20	0	0	0	-1	-24	-20

NB: Staff reported under 'VSM' in 2019 are now reported across other bands as per new guidance.

3. WDES – Metric 1, Clinical Banding Comparison 2019 – 2020

W D E S Comparison: 2019 v 2020

	Banding	Submitted Figure 2019			Submitted Figure 2020			Change		
		Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown
Clinical	Under Band 1	0	0	0	2	10	5	2	10	5
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	13	288	525	13	338	154	0	50	-371
	Band 3	2	42	104	10	177	304	8	135	200
	Band 4	1	52	57	2	67	44	1	15	-13
	Band 5	24	371	522	35	484	416	11	113	-106
	Band 6	14	295	547	22	486	417	8	191	-130
	Band 7	9	131	246	15	224	181	6	93	-65
	Band 8a	2	32	43	5	61	42	3	29	-1
	Band 8b	0	9	20	0	18	18	0	9	-2
	Band 8c	0	3	3	0	5	2	0	2	-1
	Band 8d	0	5	4	0	9	4	0	4	0
	Band 9	0	0	0	1	1	0	1	1	0
	VSM	0	0	0	0	0	0	0	0	0
	Consultants	0	46	169	1	85	144	1	39	-25
	Doctor career grade	0	31	45	0	46	19	0	15	-26
	Doctor trainee grades	4	158	33	5	169	40	1	11	7
	Other	0	28	2	0	0	2	0	-28	0

3. WDES – Metrics 2,3 and 10 comparison 2019 - 2020

The table below shows the difference between the 2019 and 2020 submissions for the key indicators. TRAC (recruitment) data collection methodologies have changed since the 2019 submission, and we have interpreted this year's numbers to ensure a like-for-like comparison.

	WDES DATA Submission			
	2019		2020	
	Headcount	%	Headcount	%
DISABLED Staff Employed	87	1.8%	156	3.2%
DISABLED Staff Shortlist to Recruited	20	13.4%	14	8.6%
Relative Likelihood of Non-Disabled being Recruited V DISABLED	1.23		2.15	
NON-DISABLED Staff Entering Capability Process	33	1.7%	33	1.3%
DISABLED Entering Capability Process	1	1.1%	2	1.3%
DISABLED Staff Entering Capability Relative Likelihood	0.69		1.1	
DISABLED Board Representation	1 (of 15)	6.7%	1 (of 19)	5.3%

3. WDES – Metric's 4,5,6,7,8 and 9a – Staff Survey comparison 2018 -2019

43% of staff at DGFT completed the 2019 survey, representing 43%. DGFT ESR data shows 171 (3.2%) staff with disabilities (as at July 2020).

2,157 staff at DGFT have 'not declared' if they have a disability or not. However staff recruited in the last 2 years are less likely to 'not declare' and the disabled representation is 4.6% in this more recently recruited group.

				DGFT Staff Survey			
				2018		2019	
		Metric Description		Score	Responses	Score	Responses
S T A F F S U R V E Y	4a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	WDES: Disabled	37.6%	295	37.9%	346
			WDES: Non-Disabled	26.7%	1,329	30.3%	1,598
		Percentage of staff experiencing harassment, bullying or abuse from manager in last 12 months	WDES: Disabled	21.2%	292	21.7%	345
			WDES: Non-Disabled	12.7%	1,326	15.8%	1,591
		Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months	WDES: Disabled	27.8%	295	28.0%	346
			WDES: Non-Disabled	18.0%	1,325	19.4%	1,593
	4b	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	WDES: Disabled	44.7%	150	47.8%	180
			WDES: Non-Disabled	45.9%	447	46.5%	643
	5	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	WDES: Disabled	76.3%	186	74.8%	214
			WDES: Non-Disabled	84.2%	888	83.7%	1,069
	6	Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	WDES: Disabled	39.7%	194	35.8%	279
			WDES: Non-Disabled	22.4%	652	24.7%	914
	7	Percentage of staff satisfied with the extent to which their organisation values their work	WDES: Disabled	27.7%	296	30.0%	350
			WDES: Non-Disabled	37.5%	1,329	39.6%	1,602
	8	Percentage of disabled staff saying their employer has made adequate adjustment(s) to enable them to carry out their work	WDES: Disabled	69.7%	155	66.2%	210
	9a	Staff engagement score	WDES: Disabled	6.2	297	6.3	350
			WDES: Non-Disabled	6.8	1,334	6.8	1,605

3. WDES - Metric 9b

Has your trust taken action to facilitate the voices of disabled staff in your organisation to be heard? Please provide at least one practical example of action taken in the last 12 months to engage with disabled staff.

In 2019, we started an inclusion group and worked on the 1st WDES submission together as a group, forming the first plan. We ran an anti-bullying campaign for all staff with our Freedom to Speak Up guardians. We launched a toolkit to support staff and managers which contains:

- Flow chart of how to address behaviour problems
- Behaviour Framework
- Bullying and harassment factsheet
- How to give and receive feedback.

These were printed and went out on a 'Make it happen' staff engagement trolley for a week and distributed to all staff and managers along with refreshments.

Following feedback from the staff during engagement events, we made Improvements in waiting time to be referred to an occupational health nurse and physician, this has assisted staff and managers in getting specialist advice sooner enabling them to make reasonable adjustments with help and support.

We took action throughout 2019 to improve disability declaration rates by creating an online form attached to our payslip system that can be accessed from any device, anywhere. We undertook a communications campaign to all staff to update / complete their data and why it was so important. We started in late 2018 and had the following results in Nothing Declared: 2018 - 63.62%, 2019 - 58.28%, 2020 - 42.10%

4. WDES Conclusion and Next Steps

- Our 2020 WDES results starkly highlight the need for the Trust to prioritise positive action to improve the experience of staff with disabilities. One of the most important steps in this is for us to establish a Disability Inclusion Network. This has been an immediate priority. Diversity and inclusion networks provide a forum for staff to come together, to share ideas, raise awareness of challenges and provide support to each other. When working effectively these networks provide a key mechanism for driving change and making a difference, as well as giving staff the opportunity to grow personally and professionally.
- There is overwhelming evidence that staff inclusion networks provide a supportive and welcoming space for staff from diverse backgrounds, as well as bringing deep expertise and lived experience across all areas of equality, diversity and inclusion, which is hugely important to NHS boards, executive and leadership teams. During September 2020, we created a Staff Disability Network with a chair and executive and non-executive sponsors; budget and dedicated time for the network chairs and network members to meet. The network chair will work closely with other network chairs and meet with the board once a quarter to contribute to and inform decision-making.
- The forming of the network will ensure we can focus on all element of the report and deliver on actions to really improve the working lives of our staff who have a disability. Actions will be developed with the network members, managers, directors and by consulting with supportive agencies such as Employers Network for Equality and Inclusion (ENEI), Stonewall and NHS governing bodies.

Leadership and cultural transformation:

- Cultural Intelligence training for all senior leaders across the Trusts, clinical and non-clinical
- Targeted career discussion for under representative groups with actions plans, support plans and training packages offered.
- Mentoring schemes offered to under represented groups including reverse mentoring with executive and senior level management.
- Executive and non-executive directors to play an active role in mentoring and sponsoring staff with disabilities that have the potential to get to senior / executive role within three years.
- Support the leaders of the staff networks and trade union representatives to raise the visibility of their work, and to provide a source of meaningful and sustained engagement with the WDES programmes of work.
- All managers to complete manager essential training to understand how to create an Inclusive and compassionate culture
- Further develop support package aimed at supporting staff from under represented groups to progress and have equal opportunities.

4. WDES Actions (2/3)

Positive action and practical support:

- Engage with agencies to target recruitment campaigns to under presented groups i.e. Stonewall, Employers Network for Equality and Inclusion etc.
- Implement targeted Talent Management programme for diverse staff groups
- All recruitment panels to become diverse and have a under representative staff groups on all panels.
- Develop WDES experts within the Trust within the equality team and the Disability Network.
- Develop and launch a 'Supporting Staff with Disabilities' guidance document for all staff and managers to utilise
- Take immediate next steps to secure 'Disability Confident' level 3
- Encourage all staff with more than 2 years service to re-visit their data and update.

4. WDES Actions (3/3)

Accountability and assurance:

- Regularly report on progress of WDES measures for all staff groups and all divisions, monitor performance.
- Embed WDES performance and progress within performance objectives and appraisals of senior leaders.

Monitoring progress and benchmarking:

- Live Performance data against WDES is monitored and published as part of the monthly KPI pack to help aid concerted support to improve measures.