NHS Workforce Disability Equality Standard (WDES)

Annual Report 2021 & Action Plan

Contents

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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 2020 staff survey had 46% staff participation.

- At The Dudley Group (DGFT), we have a workforce of 5,605 staff. Our Electronic Staff Record (ESR) data shows that 3.6% (201) of our workforce has declared themselves as having a disability. However, 35.8% of the workforce has not declared their disability status. Data from the 2020 staff survey states that 418 of responders who completed the survey declared that they have a disability (19.5%). 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.

- The report provides an overview of key areas and should direct action – it has been used in previous years to focus development areas.

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 2021 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 35.8% 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 for 2021 include:

- Disabled candidates are 1.09 times less likely to be appointed from shortlisting compared to non-disabled candidates. This is a 1.07 improvement from 2020 which was 2.15.

- 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 is improving year on year.

- Disabled staff are more likely to experience harassment, bullying or abuse from patients, relatives or the public compared to their non-disabled colleagues (32.3% Disabled; 24.4% Non-disabled), 21.1% of disabled staff who completed the staff survey said they have experienced harassment, bullying or abuse from their manager and 29.4% from other colleagues.

2. WDES Executive Summary (2/2)

- There continues to be a reduction in the percentage of disabled staff feeling under pressure to come to work, despite not feeling well enough. 2018 was 39.7%, 2019 was 35.8% and 2020 was 33.1% albeit there continues to be a significant amount of work to improve this further. 73.4% 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 continues to improve from 6.2 in 2018, 6.3 in 2019 and 6.5 in 2020 . The non-disabled staff figure has also improved from 6.8 to 6.9.

- The Dudley Group (DGFT) has made a clear commitment to the ambition of developing and embedding a culture of inclusivity which promotes, protects and champions a diverse workforce. This year in particular, this has included:

- Empowering the voice of the staff by actively listening and learning from staff networks and inclusion champions from across the Trust. Supporting our self-directed staff networks to inform and materially influence the Trust's strategy, leadership, culture and environment;

- Critically reviewing progress and delivery against 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 through both the response to WRES and WDES and the NHS People Plan;

- 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 and inclusive people managers, and leaders who demonstrate compassionate and kind leadership through development, awareness raising and targeted support.

3. WDES – Annual Submission Measures (Metrics)

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

Workforce Disability Equality Standard Metrics:

- 1. Workforce Representation
- 2. Recruitment
- 3. Capability
- 4. Harassment, Bullying and Abuse from Patients / Public, Managers and other Colleagues
- 5. Career Progression
- 6. Feeling pressure to come to work
- 7. Value of work
- 8. Adequate Adjustments
- 9. Engagement score
- 10. Board Representation

W D E S Comparison: 2020, 2021

	Banding	Submitted Figures 2020			Submitted Figures 2021			Change 2020 to 2021		
		Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown
Non-Clinical	Under Band 1	6	43	13	9	37	1	3	-6	-12
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	5	98	39	14	216	116	9	118	77
	Band 3	14	188	146	13	123	55	-1	-65	-91
	Band 4	9	146	91	8	173	76	-1	27	-15
	Band 5	3	41	36	3	59	33	0	18	-3
	Band 6	4	36	10	6	48	11	2	12	1
	Band 7	3	31	9	4	38	8	1	7	-1
	Band 8a	1	25	9	1	32	11	0	7	2
	Band 8b	0	10	7	0	12	1	0	2	-6
	Band 8c	0	7	6	0	8	6	0	1	0
	Band 8d	0	8	0	0	6	1	0	-2	1
	Band 9	0	10	3	1	5	2	1	-5	-1
	VSM	0	0	0	0	6	1	0	6	1

W D E S Comparison: 2020, 2021

	Banding	Submitted Figures 2020			Submitted Figures 2021			Change 2020 to 2021		
		Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown	Disabled	Non Disabled	Unknown
Clinical	Under Band 1	2	10	5	1	15	4	-1	5	-1
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	13	338	154	21	548	359	8	210	205
	Band 3	10	177	304	7	102	71	-3	-75	-233
	Band 4	2	67	44	4	115	48	2	48	4
	Band 5	35	484	416	43	572	342	8	88	-74
	Band 6	22	486	417	33	550	350	11	64	-67
	Band 7	15	224	181	18	268	159	3	44	-22
	Band 8a	5	61	42	5	74	36	0	13	-6
	Band 8b	0	18	18	0	17	17	0	-1	-1
	Band 8c	0	5	2	0	5	1	0	0	-1
	Band 8d	0	9	4	0	4	3	0	-5	-1
	Band 9	1	1	0	0	3	0	-1	2	0
	VSM	0	0	0	1	0	0	1	0	0
	Consultants	1	85	144	0	103	140	-1	18	-4
	Doctor career grade	0	46	19	2	109	76	2	63	57
	Doctor trainee grades	5	169	40	7	140	32	2	-29	-8
	Other	0	0	2	0	3	41	0	3	39

The table below shows the difference between the 2020 and 2021 submissions for the key indicators.

Concept	At 31st March 2020					At 31st March 2021				
	# Disabled	# Non-disabled	# Unknown	% Disabled	Total	# Disabled	# Non-disabled	# Unknown	% Disabled	Total
Disabled Staff Employed	156	2823	2161	3.0%	5140	201	3399	2005	3.6%	5605
Number of shortlisted applicants	162	3142	58			211	4512	83		
Number appointed from shortlisting	14	585	35			40	930	15		
Likelihood of shortlisting/appointed	0.09	0.19	0.60			0.19	0.21	0.18		
Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff	2.15					1.09				
Average number of staff entering the formal capability process over the last 2 years. (i.e. Total divided by 2.)	2	33	2			3	29	17		
Relative likelihood of Disabled staff entering the formal capability process compared to Non-Disabled staff	1.10					1.75				
Total Board members	1	11	7	5.3%	19	1	11	6	5.6%	18

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3. WDES – Metric's 4,5,6,7,8 and 9a – Staff Survey comparison 2019 -2020

46% of staff at DGFT completed the 2020 survey. DGFT ESR data shows 201 (3.6%) staff with disabilities. 35.8% staff at DGFT have 'not declared' if they have a disability or not.

		Metric Description		2019		2020	
				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	37.9%	346	32.3%	418
			WDES: Non-Disabled	30.3%	1,598	24.4%	1,722
		Percentage of staff experiencing harassment, bullying or abuse from manager in last 12 months	WDES: Disabled	21.7%	345	21.1%	417
			WDES: Non-Disabled	15.8%	1,591	13.0%	1,720
		Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months	WDES: Disabled	28.0%	346	29.4%	418
			WDES: Non-Disabled	19.4%	1,593	18.4%	1,720
	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	47.8%	180	52.9%	206
			WDES: Non-Disabled	46.5%	643	49.6%	587
	5	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	WDES: Disabled	74.8%	214	79.7%	295
			WDES: Non-Disabled	83.7%	1,069	86.4%	1,215
	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	35.8%	279	33.1%	305
			WDES: Non-Disabled	24.7%	914	28.7%	842
	7	Percentage of staff satisfied with the extent to which their organisation values their work	WDES: Disabled	30.0%	350	35.2%	432
			WDES: Non-Disabled	39.6%	1,602	44.2%	1,781
	8	Percentage of disabled staff saying their employer has made adequate adjustment(s) to enable them to carry out their work	WDES: Disabled	66.2%	210	73.4%	271
	9a	Staff engagement score	WDES: Disabled	6.3	350	6.5	432
			WDES: Non-Disabled	6.8	1,605	6.9	1,785

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.

Over the last 12 months we have established the Disability Staff Network and have developed a live culture dashboard in order to ensure we track progress in relation to all WDES actions. We have significantly moved the agenda forwards as we have also obtained Disability Confident Leader status this year, this is testament to the work of the Staff Network.

We have developed a support package for the Disability Staff Network which includes the following:

- Established an EDI Steering group to give more senior leadership time to focus on each strand of inclusion, including Disability which the Disability Network Chair is attending

- Executive and Non-Executive sponsor for the Disability Staff Network

- Ring fenced budget to support marketing, promotional and events

- Budget for releasing staff for lead roles in the Network

- Cherron Inko-Tariah, Author of Power of Staff Networks, commissioned to provide mentoring, leadership and coaching support for Chair and Deputy Chair

- Regular attendance at Workforce Staff Engagement Committee Meeting (Subcommittee of Board)

- Network attendance at Board meetings

We first took action in 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% The work to build Trust continues and 2021 saw this figure fall further to 35.8%. There is further work needed here to match the declaration % reflected in the NHS Staff Survey.

The WDES actions for 2021/22 have been identified as part of the workplan for the Disability Network which has identified the key actions for focus. This will continue to be developed during the remainder of 2021/22 to ensure it is targeted to meet the areas for improvement within the WDES indicators and is linked to the priorities of the staff through the Disability Network. This focussed action plan will sit alongside the Dudley People Plan which has highlighted actions for equality and diversity.   The Dudley People Plan sets out DGFT's ambitious Equality, Diversity and Inclusion (EDI) commitment and work plan which are actively supported by the Trust's Disability Staff Network and the Trust's Engagement Model.

Board Leadership and Inclusion

- Active planning to recruit more diverse workforce into senior leadership and Board roles (including Executive and Non-Executive Director roles) during the next 24-36 months.

- Board members and Senior leaders are undertaking Cultural Intelligence training during the next 12 months as part of the Developing Leaders training programme.

- All Board members will support the mentoring for inclusion programme;

- The dynamic Culture Dashboard to be further developed in giving real time information to support implementation of WRES, WDES, GPG, and the Dudley People Plan;

- Senior leaders and board members to have performance objectives on workforce equality built into their appraisals;

- Staff Networks continue to grow and inform the Trust's decision making, including regular attendance at Board meetings and direct engagement with Executive and Non-Executive Directors.

Representation and support to achieve potential

- Disability Network to focus activity on providing support and advice on the improvement of representation and declaration rates of Disabled staff across all levels of the organisation.

- Disability Network to support disabled colleagues in the activity and participation in the network to achieve their full potential at work through development opportunities specifically for members of the Network.

- Promote access to career conversations across all sites giving staff the opportunity to discuss internal development or career opportunities available to them. Promote this support for disabled colleagues to encourage and assist them in applying for internal promotion.

- Target recruitment to and take-up of development opportunities such as apprenticeships, any internal training opportunities and work experience/ placement opportunities.

- Continue to roll out Inclusive mentoring programme providing more staff members with the opportunity to be mentored and progress in their career alongside our most senior managers. Disability network members given priority with Inclusive reciprocal mentoring and targeted communications undertaken to encourage participation.

- Continue to overhaul recruitment and promotion practices to ensure the workforce reflects the diversity of communities, and regional and national labour markets.

- Encourage Network members to become Inclusion Champions and sit on recruitment panels for positions 8a and above in order to influence the recruitment process and upskilling panel members specifically in recruiting staff with disabilities.

- Gain feedback from Network members on how recruitment panels are operating and how they can be improved and feedback to Heads of service specifically around encouraging applications and recruiting staff with disabilities.

- Develop WDES experts within the Trust within the Equality team and the Disability Network through enhanced training and support from external organisations.

- Undertake an ongoing campaign to encourage staff to review their ESR record to update it regarding any protected characteristics to allow them to access any support they may require. This should be communicated in a positive and supportive manner.

Positive action and practical support:

- Implement lead disability network posts for events, communications and co-chair arrangements to provide an opportunity for disability network members to develop other skills outside their normal job role.

- Engage with agencies to assess and benchmark our progress on the Equality, Diversity and Inclusion (EDI) agenda. Sign up to and complete the Tidemark with the Employers Network for Equality and Inclusion (enei), Stonewall Index, top 50 Inclusive employers and the RACE code. Ensure that quality standards are used to inform work – for example, Disability Confident principles.

- Reach out to community groups, Job Centre Plus and organisations in order to target advertisement of job vacancies as well promoting NHS careers in local schools, colleges and universities.

- Develop a strong feedback loop from the disability network through the Network Chair through to Board. Using the network to inform and influence organisational activity.

- Expertise and members of the disability network to support the campaign and educate about bullying and harassment and ensure messages are relevant and targeted.

- Ensuring that the disability network has sight of all Workforce Policies, Guidelines and procedural documents to review and provide critical feedback in reasonable adjustments and disability considerations.

- Work with HR and other parts of the organisation to ensure that policies and practices do not adversely impact Disabled colleagues or patients.

- Improve education for managers by reviewing Inclusion session within Manager Essentials in conjunction with the Network on a regular basis. Network members to experience and co-facilitate sessions with Divisions.

- Develop more effective mechanisms to listening to colleagues, encouraging membership and participation in the disability network meetings, creating a safe space for people to share.

Monitoring progress, measures of success and benchmarking:

Our success will be measured through successful implementation of key actions outlined within the Delivery Plan. These will include:

- To grow the network membership and celebrate relevant events throughout the year.

- Staff with disabilities or long-term conditions represented at senior positions and professions at all levels;

- Implementation of a four-conversation model incorporating stay, remain, itchy feet and exit conversations, including a diverse target group that will include long-serving staff and new staff.

- Our career clinics will enable all staff to speak to a member of the team about their aspirations and learn more about career development opportunities open to them;

- We will report the number of applicants with a disability successfully appointed to posts band 6+ in comparison to the number of staff with a disability who apply and who are shortlisted so that the internal promotion of staff with disabilities or long-term conditions are closely monitored.

- Work closely with the Disability Staff Network on the overall health and wellbeing of staff with disabilities or long-term conditions to ensure they are supported with adjustments and feel supported by their manager.

- Comprehensive data relating to capability procedures will be collated, recorded, reported on a quarterly basis.

- We expect to see year on year improvements in bullying and harassment as well as employee relations cases.

4. WDES Conclusion and Next Steps

- Our 2021 WDES results continue to 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 last year was to establish a Disability Staff Network. The network has been running for 10 months and we have made significant improvements moving the EDI agenda forward ensuring we engage and involve staff with disabilities or long-term conditions in our key decision making.

- An immediate priority has been to improve access to help, support and guidance for managers and staff to be able to make any reasonable adjustments. We developed and launched a set of helpful guidance called 'supporting colleagues with disabilities guideline' which incorporates a useful adjustment passport for colleagues to utilise. Our staff survey results for 2020 showed a significant improvement in staff feeling that we make adequate adjustments from 66.2% in 2019 to 73.4% in 2020.

- We continue to work with supportive agencies such as Employers Network for Equality and Inclusion (ENEI), Stonewall, The Job Centre plus and NHS governing bodies. This year we have been awarded level 3 Disability Confident Leader status which is a testament to the work of the Trust alongside the Disability Staff Network.

- Many of the actions held within the organisation's WRES action plan, presented to our Workforce Committee in April 2021, are equally applicable to the experience of disabled staff. For 2021, the action plan will be reviewed to reflect actions to promote equitable treatment for both BAME staff and disabled staff.   The current actions in response to the WDES metrics, are a result of the review of priorities by the disability network. These priorities will form the main actions for this year – supported by a wider equality and diversity action plan and embedding the actions within the Dudley People Plan (which is aligned to the national NHS People Plan).

- Declaration of disabilities through ESR is an ongoing challenge – especially as there is a significant difference in declaration in the staff survey. This is a priority piece of work during 2021 and beyond and this links with the work of the networks and trust building amongst disabled staff.