

Workforce Disability Equality Standard (WDES) Report and way forward

1. Summary and background

The purpose of this paper is to provide an update on progress against the Workforce Disability Equality Standard indicators and propose future actions. These actions will form part of the Trust's Equality Objectives and overarching Equality Diversity & Inclusion Work Plan for 2021 and beyond.

The WDES was first mandated in July 2018 and it builds on the Workforce Race Equality Standard (WRES), which was introduced in 2015 however focuses on disability. The WDES seeks to promote the concept of disability as an asset, as research has found that disabled people have poorer experience of working in the NHS in England than non-disabled colleagues. The WDES standard is also cross referenced to the Equality Delivery System 2 (EDS2) to support performance review, set equality objectives and deliver on the Public Sector Equality Duty (PSED). The PSED sets out the 'general' and 'specific' duties on public authorities as indicated below:

2 The General Duty to:

- Eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

3 The Specific Duty to:

- Publish equality information at least once a year to show how they've complied with the equality duty.
- Prepare and publish equality objectives at least every 4 years.

To put the WDES into context the NHS People Plan states that in order...

'... to embed the important interventions that improve the experience of our people, we will develop a new offer with our people setting out explicitly the support they can expect from the NHS as a modern employer...'

This will be framed around the broad themes of:

'... creating a healthy, inclusive and compassionate culture, enabling great development and fulfilling careers, and ensuring everyone feels they have voice, control and influence...'

The interim plan then expands on 'Creating a healthy, inclusive and compassionate culture' by setting out 'action to improve equality will need to run through all elements of the work on this new offer. This will include further action to embed the Workforce Disability Equality Standard.....'.

4 Essentially implementing the WDES will help the Trust to:

- Improve understanding of inequalities experienced by disabled staff
- Create fairer, more anti-discriminatory environments and culture which foster the engagement, involvement, inclusivity of disabled staff
- Provide better workplaces and services to patients and service users
- Enable the Trusts commitment to meet the Equality Act's 'Public Sector Equality Duty'; and
- Help the NHS to deliver the government's pledge to increase the levels of disabled people in employment.

5 There are 10 WDES indicators which improvements are based on are:

- Workforce data (3 indicators)
- Questions from the NHS Staff Survey (5 indicators)
- Engagement and voices of disabled staff (1 indicator)
- Disability representation on Boards (1 indicator)

6 Recommendations

- 1.1 Adopt a program of review and development to include recommendations for change across all of the ten WDES indicators
- 1.2 Incorporate data from the WDES outcomes and develop a specific WDES action plan indicating all areas that need improvement

1 WDES Metrics

NHS England provides all Trusts with a standard submission template through the NHS Digital's Strategic Data Collection Service (SDCS). The submission of data is made by 31st August, and a narrative report published externally by 31st October.

2. WDES data report for the Trust

The WDES was developed to help NHS organisations make a positive impact for all disabled staff working in the NHS. The WDES aims to inform year on year improvements in reducing those barriers that impact most on the career opportunities and workplace experiences of Disabled staff - driving changes in attitudes, increasing employment and career opportunities, and implementing long-lasting change for Disabled staff.

The Trusts D-Ability Staff Network, HR and Workforce systems Manager helped in gathering data in respect of the 10 indicators. The collated information was discussed at the Human Rights Diversity Inclusion Program Board (HREDIG). Additional feedback was incorporated into the attached action plan, which will be monitored on an ongoing basis by the above group. Any revisions arising as a result

of National discussions and D-Ability network members will be incorporated into the attached action plan to future proof the action plan. The action plan will enable us to measure our progress towards improving the experiences of our disabled staff.

Finally, the actions will be incorporated into the Trust's integrated work plans for equality, diversity and inclusion. These will be further enhanced by any review of the Trust's People Strategy as a result of the publication in August of the NHS People Plan.

The HR Committee and a Committee of the Trust Board is responsible for governance and oversight.

3 Key indicators and way forward

The key finding across all of the metrics are indicated in Appendix 1.

Appendix 2 is the detailed WDES Action Plan.

4 Recommendation

The Board is asked to note the content of this report and agree the WDES Action Plan

Appendix 1

Key Findings: Red indicates less than good → Green indicates getting better → Amber indicates no movement →

WDES Indicators			2018 -19	2019 - 20	2020 - 21	Trajectory	
1	Percentage of Disabled staff in AfC paybands or medical and dental subgroups and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce	Overall	6.5%	5.7%	5.28%		Small Decrease
		VSM	0%	0%	7.7%		Increase
2	Relative likelihood of non-Disabled staff compared to Disabled staff being appointed from shortlisting across all posts.		1.33	1.53	0.3*		Whilst this shows an increase, this is reflective of the number of candidates employed – which was small.
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		*	0.0*	0.01		Static. Overall figures need to be reassessed
4	a) Percentage of disabled staff experiencing harassment, bullying or abuse. b) Percentage of disabled staff compared to non-disabled staff reporting harassment, bullying or abuse at work NB: 42% Staff Survey 2019 response rate						
	<i>In the last 12 months, percentage of staff experiencing harassment, bullying or abuse from:</i>		2018 - 19	2019 - 20	2020 - 21	Trajectory	
	a) Patients/service users, their relatives or other members of the public	Disabled	25%	23%	25%		Increase
		Non Disabled	22%	21%	20%		Slight Decrease
	b) Managers	Disabled	19%	13%	16%		Increase
		Non Disabled	10%	9%	9%		Static
	c) Colleagues	Disabled	24%	25%	24%		Slight Decrease

		Non Disabled	16%	13%	13%		Static
	d) They or their colleague reported it	Disabled	33%	43%	44%		Slight Increase
		Non Disabled	29%	40%	43%		Slight Increase
5	Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	Disabled	83%	84%	83%		Slight Decrease
		Non Disabled	93%	92%	91%		Slight Decrease
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.	Disabled	34 %	34%	34%		Static
		Non Disabled	21%	19%	22%		Slight Increase
7	Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which the organisation values their work.	Disabled	69%	42%	38%		Slight Decrease
		Non Disabled	79%	44 %	51%		Increase
8	Percentage of disabled staff saying that their employer has made adequate adjustments to enable them to carry out their role.	Disabled	81%	85%	75%		Decrease
		Non Disabled	0%	0 %	0%		Static
9	Staff engagement score for disabled staff compared to non-disabled staff and the overall engagement for the organisation (out of 10).	Disabled	6.9%	6.9%	6.9%		Static
		Non Disabled	7.3%	7.3 %	7.3%		Static

For question 4 - Whilst the figures show either an increase or a decrease, the figures are worryingly high, where we should be aiming for zero%

For question 5 – there is a decrease across both groups.

For question 7 – disabled staff do not feel that they receive the same equity compared to white staff

For question 8 – there is decrease in the numbers reporting reasonable adjustments.

10	Percentage difference between the organisation's Board voting membership and the organisation's overall workforce	2018 - 2019			2019 - 2020			2020 - 2021		
		Disabled	Non-Disabled	Disability unknown or Null	Disabled	Non-Disabled	Disability unknown or Null	Disabled	Non-Disabled	Disability unknown or Null
	Total Board	0%	100%	0%	0%	100%	0%	7.7%	92.3%	0%
	Voting Board	0%	100%	0%	0%	100%	0%	7.7%	92.3%	0%
	Non Voting Board	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Executive Board Member	0%	100%	0%	0%	100%	0%	20%	80%	0%
	Non Executive Board Member	0%	100%	0%	0%	100%	0%	0%	100%	0%

Appendix 2

Narrative and action plan in respect of each of the WDES indicators

Key

	<u>Not compliant</u>
	<u>Partially compliant</u>
	<u>Fully compliant</u>
	<u>Exceeding</u>

WDES Indicator 1

Percentage of staff in AfC paybands or medical and dental subgroups and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce

Narrative:

Different occupational groups have different proportions of disabled staff – however there is little differential between Clinical and Non-Clinical staff groups.

As a result of the Covid-19 pandemic and the high risk-factors associated with underlying conditions, the Trusts D-Ability Staff Network group undertook a campaign to increase awareness of the need for employees to declare disabilities. From comparisons to the rates declared in the NHS Staff Survey we need to continue to promote declaration to improve the reliability of equalities monitoring.

Whilst there is a general awareness and understanding in terms of declaring physical disabilities for practical/adjustment purposes or where a disability is visible, there is also the need to promote awareness and ultimately reporting around hidden disabilities. The Health and Wellbeing Steering Group and the D-Ability Network play a key role in increasing awareness and inclusivity across the Trust for all employees with any form of disability.

The Trust has also established an Equality, Diversity and Inclusion Programme Board to support the delivery of Gateshead NHS FT's work on Equality and Diversity which seeks to ensure that all members of staff (Clinical and Non-Clinical) are treated in a fair and equitable manner. The purpose of this Board is as follows:

- Ensure that Gateshead NHSFT is compliant with the Equality Act 2010, Public Sector Equality Duty or any superseding legislation and oversee the EDI agenda and ensure that the functions attributed to EDI are discharged
- Act as champions for monitoring and implementing EDI recommendations arising from National Initiatives e.g. The Workforce Race Equality Standard, The Workforce Disability Equality Standard, Gender and Ethnicity Pay Gaps, The Equality Delivery System.
- Act as the body responsible for ensuring coherence and synchronicity for EDI agenda across the Trust.
- Receive and review equality data presented in respect of recruitment, workforce, service delivery, achievement of staff, potential barriers to achievement and progression.
- Receive reports of collaborative work with partner organisation's / other NHS in equality, diversity and inclusion impacting upon both staff and patients.
- Endorse operational policies and procedures relating to the training which will impact across both staff and service users across Gateshead NHS FT's footprint
- Support and/or commission research on equality, diversity and inclusion issues.
- Ensure that the EDI direction of travel meets the People Plan in line with our service priorities.
- Receive the appropriate reports including annual report for discussion prior to it being tabled at the appropriate committees.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
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<ul style="list-style-type: none"> Continue to work through D-Ability to understand how we can engage staff to self-report and remove any stigma to declaring a disability. 	<ul style="list-style-type: none"> D-Ability staff network group to actively engage staff to self-report and improve demographic profiles 	<ul style="list-style-type: none"> <i>Show case to external applicants that members of the disabled communities are represented within the workforce</i> 	Oct 2021 onwards	Head of People, Planning, Performance and Quality
<ul style="list-style-type: none"> Current engagement in partnership with our neighboring Trusts to deliver a Disability Recruitment Event 	<ul style="list-style-type: none"> Work with colleagues to run joint campaigns across the disability agenda. Explore with the ICS how the Trust can work in a collective manner across the region. 	<ul style="list-style-type: none"> <i>Give applicants the confidence and interest in the scope and work of the Trust and in applying for jobs within the Trust.</i> 	Oct 2021.	As above
<ul style="list-style-type: none"> Links with community groups and local schools, colleges and universities established to increase the profile of the NHS and the Trust as an employer of choice this includes finding placements for young people with learning disabilities 	<ul style="list-style-type: none"> Ongoing: additional job fairs to be established and promoted within local communities served by The Trust once in person and face to face interaction can take place. Further planning and co-delivery of the Disability Recruitment Events, both internally and externally 	<ul style="list-style-type: none"> <i>As above</i> <i>As above</i> 	Oct 2021 onwards – undertaken twice a year for the duration of this plan	Head of Education, Learning and Development
	<ul style="list-style-type: none"> Hold virtual open days for potential candidates, hosted by the Recruitment Team Consider the use of ‘Positive Action’ in future recruitment campaigns either for specific roles, professions or grades. 	<ul style="list-style-type: none"> <i>All recruitment managers will have an increased understanding of the range of disabilities as well why a proactive approach as well as reasonable adjustments might be required.</i> 	Oct 2021.	As above

WDES Indicator 2

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

Narrative

Further examination is needed of the situations where candidates who declare a disability during the recruitment process and are shortlisted but unsuccessful at interview as well as understanding why disabled candidates who had applied had been shortlisted but subsequently not invited to interview. This will enable us to identify any potential issues to address with recruitment processes. Capturing this information will also enable us to identify what 'reasonable adjustments' are required for candidates both at interview stage and once employed. Whilst the Trust has retained its Disability Confident employer status this year, we will start assessing what extra work is required to achieve the next level. This will be monitored and reported on over the period of the action plan.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Recruitment data is captured and monitored and reported Introduction of TRAC (On-line recruitment system) 	<ul style="list-style-type: none"> Review the current recruitment data capture, broken down by Disability and analyse and produce Quarterly workforce data: <ul style="list-style-type: none"> on the numbers of applications for posts on the numbers shortlisted and appointed broken down by disability, banding and profession to be produced as standard metrics. 	<ul style="list-style-type: none"> <i>Information collected will:</i> <ul style="list-style-type: none"> <i>inform the development of specific training in disability competence, understanding where bias can come into play and appropriate interventions required. To be monitored by the HREDIG.</i> 	Starting July / August 2021	Head of People Services
<ul style="list-style-type: none"> Bitesize Recruitment and Selection training offered to all staff involved in recruitment processes. Training includes elements on diversity, inclusion, unconscious bias and fair recruitment practices. 	<ul style="list-style-type: none"> Undertake sample recruitment outcome documentation to identify the contents to assess and /or identify issues for further training and education. Recruitment practices to be reviewed by HR, supported by the D-Ability Network to ensure fair and consistent processes are followed and impact of unconscious bias reduced. Reassess our R and S offer Bitesize training to be replaced by the new managing well at Gateshead Programme 	<ul style="list-style-type: none"> <i>All data collected will inform the WDES reporting, indicating where there may be a detrimental impact and agree positive action undertaken and assess the viability of future training.</i> <i>Consistent review, refresh and update of equality and diversity training available to ensure it is fit for purpose.</i> 	Oct 2021 Onwards	Head of People Services

<ul style="list-style-type: none"> Standardised documentation is used as part of value based recruitment to ensure fair, unbiased and consistent processes are followed. 	<ul style="list-style-type: none"> EDI is threaded throughout the whole process and documentation reflects this. Supported by the D-Ability Network, review a sample of outcome documentation and analyse the data in relation to recruitment to internal and external posts, identifying outcomes by disability as appropriate. Recruitment panels are diverse and representative panellists for secondments and acting up positions are introduced Assess the viability of Including members of the D-Ability network at shortlisting, recruitment and interview at Bands 7 upwards as panel members for a range of post, grades and/or professions reported into the HREDIG 	<ul style="list-style-type: none"> <i>Recruitment and Selection exercise from start to finish incorporates the principles of ‘Best person for the Job’ whilst ensuring there is no detriment to any candidate within the overall process. Any negative detriment noted is shared with HR. Any identified service areas where disabled groups are consistently not appointed should be interrogated to determine why this is the case.</i> <i>Panel membership is more reflective of communities served and staff composition. Application of good practice is followed through. Feedback from the lived experiences of our staff informs process, and addresses cultural/management issues.</i> 	<p>Start August 2021 ongoing for duration of plan</p> <p>Start Sept 2021 ongoing for duration of plan</p>	<p>Head of People Services</p>
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WDES Indicator 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.

Narrative: The Trust's equivalent to a 'Capability Policy' is the Managing Performance Policy. The small number of employees who entered the formal capability process in did not have their disability information recorded in ESR. As outlined in indicator 1, further work needs to take place to ensure staff feel comfortable sharing their disability information and updating this on ESR. **It should be noted however that ESR is currently only used to record employees on step 3 (formal) of the policy, therefore the data captured would not identify those on step 1 and step 2 (informal) of the policy.** In addition we recognise that the level of declaration in ESR does not reflect the number of cases involving underlying medical conditions the Occupational Health (OH) team deal with. For example, an individual is referred to the OH team as a result of the capability process and it then transpires there is an underlying condition that hasn't been previously declared. As managers then become aware of this they can make relevant adjustments however had the condition been known at the outset this would have been considered at the earlier stages.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Anti- Bullying and Harassment resources and Mediation Services are available throughout the organisation for all staff groups and are monitored. 	<ul style="list-style-type: none"> Quarterly report on data from the employee relations tracker provided to business units, broken down by disability to be presented to the HREDIG Implementation of Selenity – on line employee relations management system The HREDIG to review the current resources, information provided and an overview of anonymised case notes and make recommendations 	<ul style="list-style-type: none"> <i>Identify numbers of staff who have accessed resources , specifically by disabled staff</i> <i>Able to report on frequency of Mediation Service use and identify trends. Ensure relevancy and appropriate resources are maintained.</i> 	TBA	Head of People Services
	<ul style="list-style-type: none"> Training regarding grievance and disciplinary process to be offered to the members of staff who may have a disability and are qualified to be part of the disciplinary panel 	<ul style="list-style-type: none"> <i>Help in ensuring no unconscious bias is taking place. The process will also identify strengths and weaknesses of staff management and HR functions to ensure equal process are implemented for all. Staff undergoing disciplinary procedures are confident to engage appropriate support from trained</i> 	Start Sept 2021 ongoing for duration of plan	Head of People Services

		<i>colleagues.</i>		
<ul style="list-style-type: none"> Continue to work collaboratively with our Staff Side partners to conduct sample reviews of some of the cases involving Disabled staff to determine if the action was appropriate and / or to identify any underlying issues. 	<ul style="list-style-type: none"> Anonymised reports of investigations undertaken and lessons learnt to be brought to the HREDIG 	<ul style="list-style-type: none"> <i>Lessons learnt from the anonymised reports are integrated within the staff policies and procedures.</i> 	As above	As above

WDES Indicator 4

a) Percentage of disabled staff experiencing harassment, bullying or abuse.

b) Percentage of disabled staff compared to non-disabled staff reporting harassment, bullying or abuse at work

(NB: 42% Staff Survey 2019 response rate)

Narrative:

The data available from the staff survey for this KPI indicates an **increase** in instances of harassment, bullying or abuse while at work from Managers for staff with disabilities, whilst there is a decrease for non disabled staff.

As part of the range of bitesize training there is a bullying and harassment session. The aim of which is to appreciate the legal background to harassment and bullying, have a shared understanding of the risk factors, triggers, possible warning signs and impact of harassment and bullying, understand the managers role in preventing and dealing with harassment and bullying and to understand how to access information and support when dealing with harassment and bullying.

The Trust's D-Ability Staff Network have a key role in increasing awareness amongst all employees of the different protected characteristics, including what different groups find acceptable and unacceptable. Action to tackle harassment and bullying is not restricted to the issues highlighted through the WDES, it is in line with the Trust's core value of 'respect' for all employees.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
	<ul style="list-style-type: none"> Support for managers in having conversations at an earlier stage to potentially identify sensitive, underlying condition related issues. Cross reference to the conversations that may be had within the Health and Wellbeing offer. 	<ul style="list-style-type: none"> <i>Appropriate support is provided for both manager and disabled colleague to ensure conversations have a positive outcome. This may be linked to reasonable adjustments, organizational systems, clarity around aspects impacting upon mental Health and health and well being.</i> 	Ongoing	Head of People Services
<ul style="list-style-type: none"> D-Ability have encouraged staff to share their stories and experiences to enable lessons to be learnt. 	<ul style="list-style-type: none"> Campaigns to encourage staff to report bullying and harassment at workplace, and ensure support is available to staff who experience or witness this. Quarterly data reports to be presented to the HREDIG for review. 	<ul style="list-style-type: none"> <i>Increase awareness amongst all employees in respect of what is acceptable behaviour. Review of any trust statements and messages that bullying is not tolerated.</i> 	April 2022	Head of People Services

	<ul style="list-style-type: none"> A review of formal complaints received from employees will be undertaken (in conjunction with our staff side colleagues and D-Ability) 	<ul style="list-style-type: none"> <i>Understand any discrepancies and identify initiatives which can be introduced to address any findings.</i> 		Head of People Services
<ul style="list-style-type: none"> D-Ability continue to promote role models, create myth buster, make videos, arrange group discussions to raise awareness and educate staff to be more inclusive and acceptable of differences. 		<ul style="list-style-type: none"> <i>Colleagues understand the background / reasons in respect of disability. Information produced will aid in decision making around disabilities</i> 		
	<ul style="list-style-type: none"> Engage with external development programmes i.e. CWD, NELA stepping up Programme coaching and mentoring scheme to support improvements in career progression for Disabled staff 	<ul style="list-style-type: none"> <i>Increased development of Disabled group of staff groups across the Trust.</i> <ul style="list-style-type: none"> <i>- Stepping up / Mentoring programs will help in cultural change.</i> <i>- Personal effectiveness improving career development and interview skills</i> 	As above	Head Leadership, OD and Staff Experience

WDES Indicator 5

Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

Narrative.

This year's results show a miniscule drop in this particular metric. This is possible related to the COVID pandemic and lack of opportunities for members of staff to access training courses. In respect of any offer of training, our ICORE values are embedded within key workforce policies such as Probation, Performance and Appraisal, enabling us to ensure that all employees are managed consistently and objectively in line with our values and behaviours, which aims to remove the ability to discriminate intentionally or otherwise when decisions are made by managers in respect of individuals progressing through the talent management framework (the next stage of our Talent Management process is in the final stages of development), and alongside training data analysis, will be 'tested' with all of our staff network groups to ensure that it is transparent and inclusive, and offers opportunities for all staff, regardless of disability or any other protected characteristic. **One of the recommendations is for staff members from under-represented groups to be able to self-nominate to progress to Talent Boards.**

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> D-Ability network enable's gives disabled employees a trusted way of raising issues and concerns and an opportunity to share their stories and be heard. 				
	<ul style="list-style-type: none"> Talent Management process in development stage. The process will be 'tested' with the disabled network to for transparency and inclusiveness 	<ul style="list-style-type: none"> <i>Staff members from under-represented (in this case Disabled staff) will enable staff to self-nominate progression on Talent Boards.</i> 	TBA	Head Leadership, OD and Staff Experience
	<ul style="list-style-type: none"> Workforce Development colleagues to ensure that all training opportunities are inclusive and that equality of access is monitored. 	<ul style="list-style-type: none"> <i>Increased uptake for disabled members of staff across the whole of the Trust</i> 	TBA	Head Leadership, OD and Staff Experience
	<ul style="list-style-type: none"> Mentoring of disabled colleagues by executive and non-executive board members to aid progression to senior roles and increase representation. 	<ul style="list-style-type: none"> <i>This two-way process will enable a better understanding of the barriers faced by staff who have a disability and what proactive engagement is required by the Trust.</i> 	TBA	Head Leadership, OD and Staff Experience

WDES Indicator 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.

Narrative:

Staff survey data for the last 3 years shows:

- There has not been any change in disabled staff in **NOT** feeling pressured to come to work
- Small fluctuation (21% to 22%) for disabled staff who have felt pressurized to come to work.

Further work needs to be undertaken to understand the perception of 'pressure' and cross reference this to the Risk assessments that were undertaken in respect of the Pandemic.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Information is collected in relation to sickness absence. 	<ul style="list-style-type: none"> Review the content of the sickness absence, supporting mental wellbeing and encourage courageous conversations with Managers 	<ul style="list-style-type: none"> <i>Equipping managers with the skills to approach conversations about disability and ensuring that advice about how to support staff with disabilities, including invisible disabilities is integrated into the support offered.</i> 	TBA	Head Leadership, OD and Staff Experience
<ul style="list-style-type: none"> The welcome back form and other associated absence management documentation to encourage conversations about underlying conditions and the declaration of those conditions earlier in the absence management process has been reviewed and is undertaken via HWB catchups 	<ul style="list-style-type: none"> Analysis of the H&WB questions by departments/services will be part of the Staff Survey Action Plans. 	<ul style="list-style-type: none"> <i>Appropriate action plans will be produced in respect of the findings of the H and WB Staff survey questions to accelerate change</i> 	Start Sept 2021 ongoing for duration of plan	Head Leadership, OD and Staff Experience

WDES Indicator 7

Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which the organisation values their work.

Narrative

There has been a continuous drop in this indicator for both the disabled and not disabled staff over the last two years. This trend has continued for disabled staff, however it is seen as a positive outcome for non-disabled staff.

The new approach to appraisal, which focuses on the demonstration of our values and behaviours as much as the achievement of task objectives should have a positive impact on this result. Discussions within the new process should focus on an individuals' contribution and aspirations for the future, regardless of disability. This coaching style of conversation may also encourage individuals to be more open about any underlying conditions.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Values and behaviors are integral within the appraisal process 	<ul style="list-style-type: none"> Encourage managers and employees to have open conversations and discussion about disability 	<ul style="list-style-type: none"> <i>Ensure that all employees feel equally valued for their contribution.</i> 	Sept 2021	Head Leadership, OD and Staff Experience

WDES Indicator 8

Percentage of disabled staff saying that their employer has made adequate adjustments to enable them to carry out their role.

Narrative

This years' results show a drop in this particular KPI, as disabled members of staff report that inadequate adjustments have been made to enable them to carry out their work. This however could be linked to the pandemic and / or colleagues, either working from home or shielding.

As part of our absence management process the Occupational Health team will continue to work closely with managers and employees when providing recommendations for reasonable adjustments to be made. Access to Work and Remploy have supported a number of employees with adjustments and equipment to enable them to carry out their role.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> As part of our absence management process the Occupational Health team work closely with managers and employees when providing recommendations for reasonable adjustments to be made. 	<ul style="list-style-type: none"> Through the case review process, understand where reasonable adjustments could not be made and the reasons why to identify any trends/themes/issues. 	<ul style="list-style-type: none"> <i>There is clarity in understanding what barriers need to be addressed adjustments were not carried out. Ensure that all aspects pertaining disability are taken into consideration where reasonable adjustments are required in consultation with the disabled colleague.</i> 		Head of People Services
<ul style="list-style-type: none"> Access to Work and Remploy have supported a number of employees with adjustments and equipment to enable them to carry out their role. 	<ul style="list-style-type: none"> Seek the view's of staff about their experiences of adequate reasonable adjustments to carry out their role and promote good practice. Continue to work with the 'Great place to work programme' and implement disability passports. 	<ul style="list-style-type: none"> <i>As above</i> <i>As above</i> 	TBA	Head of People Services

WDES Indicator 9

Staff engagement score for disabled staff compared to non-disabled staff and the overall engagement for the organisation (out of 10).

Narrative

There has been no change from last year. Typically an engagement score of 7 is average and positive.

It is encouraging to see that the engagement score for both employee groups is very similar. This would indicate that managers are being inclusive in their practice and that at a corporate level all employees feel a high level of engagement with the Trust, its goals and objectives.

As the actions outlined in this report are implemented/embedded we would expect to see a rise in the engagement score of disabled employees. Key to this will be creating a culture of openness and honesty, in line with our values, talking openly and dealing constructively with employees with disabilities.

The D-Ability staff network plays a key role in engaging with our disabled staff community, encouraging feedback and holding listening events to enable the Trust to hear and reflect on staffs lived experiences.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Current engagement score of 7 is seen as average and positive across both categories 	<ul style="list-style-type: none"> Continue to work with our disabled staff community via the D-Ability Staff Network to improve engagement. 	<ul style="list-style-type: none"> <i>Engaging with our disabled staff community, encouraging feedback and holding listening events will enable the Trust to hear and reflect on staffs lived experiences.</i> 		
	<ul style="list-style-type: none"> Analysis of the 3 questions that make up the staff engagement score by services/departments to be part of their Staff Survey Action Plans which are ultimately reported to HR Committee. 	<ul style="list-style-type: none"> <i>Consistent change in the data collected to reflect a positive outcome</i> 		Head Leadership, OD and Staff Experience

WDES Indicator 9b**Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?**

Narrative

The aim of the D-Ability Staff Network is to be a voice for the differently able, and it meets regularly to provide a friendly, safe, inclusive and confidential environment where staff can access support. D-Ability is open to all staff with disabilities or LTC's (long term health conditions), and they activity encourage allies to join and support at network meetings and promotional events.

The network supports the 'not every disability is visible' national campaign. With this in mind, toilets have these signs displayed throughout the trust. The Network:

- communicate and carry out promotional events using their own twitter feed, flyers, leaflets and other written communication, and on line communication.
- arrange and support promotional events to provide easy access to advice and guidance, and to help raise awareness across the trust.
- support Project Choice – a HEE initiative helping individuals in securing placements in different departments for young people with learning difficulties. (The Project Lead is also a member of the D-Ability Staff Network.)
- seeks the views of and engage with disabled staff, and this continued during COVID.
- has conducted a staff survey to obtain data and feedback from disabled staff, and this will be used with national research to inform the D-Ability Staff Network plans for further actions and support.

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> • The D-Ability Staff Network meets regularly to provide a friendly, safe, inclusive and confidential environment where staff can access support and is open to all staff with disabilities or long-term health conditions 	<ul style="list-style-type: none"> • 			
<ul style="list-style-type: none"> • The Network has continued to use their own twitter feed to provide timely and insightful updates, and to promote inclusion for disabled staff and patients. 	<ul style="list-style-type: none"> • Work to continue 			
<ul style="list-style-type: none"> • Toilets have the accessible toilets signs displayed throughout the trust. 				
<ul style="list-style-type: none"> • Promotional events and support to provide easy access to advice and guidance, and to help raise awareness across the trust continue 	<ul style="list-style-type: none"> • The D-Ability Network has conducted a staff survey to obtain data and feedback from disabled staff, and this will be used with 	<ul style="list-style-type: none"> • <i>Overall: Continue to seek and share the views and experiences of disabled staff via surveys, questionnaires, and by sharing staff and</i> 	TBA	Comms / EDI Manager

	national research to inform the D-Ability Staff Network plans for further actions and support.	<i>patient stories to ensure that there is an equitable outcome for colleagues who have any disabilities.</i>		
<ul style="list-style-type: none"> The Trust participates in Project Choice – a HEE initiative (helping disabled individuals to secure placements in different departments for young people with learning difficulties). 				Resourcing Manager

WDES Indicator 10

Percentage difference between the organisation's Board voting membership and the organisation's overall workforce

Narrative

There is a change in our report for this KPI. (7.7%) of our current Trust Board have declared a disability compared to the last survey.

As part of our continuing recruitment and selection process, we will ensure all applicants are made aware of the importance of self-declaration around any disabilities so that appropriate reasonable adjustments can be put into place

WORK UNDERTAKEN TO DATE	WHAT WORK IS STILL REQUIRED	EXPECTED OUTCOME	TIME FRAME	LEAD
<ul style="list-style-type: none"> Ongoing work around capturing disability data continue 	<ul style="list-style-type: none"> Encourage Board and senior colleagues to review declarations of disabilities and if applicable to openly share their stories. 	<ul style="list-style-type: none"> <i>The stance around disabilities will provide a positive impact for other disabled individuals in applying for jobs.</i> 		Company Secretary
	<ul style="list-style-type: none"> Trust Board should consider whether any positive action can be considered in order to improve diversity when further Board positions arise. 	<ul style="list-style-type: none"> <i>Board is reflective of the communities served</i> 		Company Secretary
	<ul style="list-style-type: none"> Recruitment monitoring will enable us to track the numbers of applicants applying for posts and the conversion rate to hire. Human Rights EDI Steering 	<ul style="list-style-type: none"> <i>Recruitment monitoring will help inform if the adverts are attracting a wide range of applications as well as widening</i> 	Start June 2021 ongoing for	Head of People Services

	<p>group to review and analyse any recruitment exercise to help in future recruitment processes</p>	<p><i>recruitment strategies and promote any vacancies through more diverse routes.</i></p> <ul style="list-style-type: none"> • <i>This will facilitate a more diverse range of candidates supply from groups under represented at Board</i> 	<p>duration of plan as and when required</p>	
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