

Equality Diversity and Inclusion Implementation Committee

14 November 2019

Workforce Disability Equality Standard Action Plan

Report Prepared By:	Tina Daniels	
Contact Details:	57375	
Date of Report:	November 2019	
Purpose of Report:		
To monitor data about the Trust's staff to ensure recruitment, promotion and career development processes and procedures are fair to all, particularly towards staff who have a disability or long term health condition.		
1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>
For Information	For Discussion	For Approval
Recommendations:		
<ol style="list-style-type: none"> 1. Continue monitoring to identify any ongoing trends or problems for disabled staff accessing training or promotional opportunities; 2. Promote local, regional and national training schemes for disabled staff 3. Support disabled staff to attend training schemes 		
Sensitivity Level:		
1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>
Not sensitive: For immediate publication	Sensitive in part: Consider redaction prior to release	Wholly sensitive: Consider applicable exemption

Purpose of paper

To provide an annual report which can be benchmarked against the Trust's own work to promote career opportunities for staff who have a long term disability or long term health condition, with that of other Trust's both locally and nationally.

Background

The WDES is an NHS Employers initiative to assist Trust's to identify problems in processes and procedures relating to the career progression of staff who have a long term health condition or disability across all levels of the organisation. The WDES will also assist Trust's to review their recruitment and selection processes.

Current position

This is the first year in which the Workforce Disability Standard (WDES) has been implemented. The report is based on data from ESR as at the 31 March 2019. NHS England will ensure reporting is completed and their templates populated by the 1st August 2019, in order for them to produce a national report.

Key issues

- Representation at VSM, Board and Non-Executive levels not clear due to poor data
- Poor disclosure figures on ESR by staff
- Identifying staff who have a long term health condition or disability
- Low return rate for the staff survey may bring into question the reliability of the results/data
- Lack of understanding on working with a disability or long-term condition particularly a hidden disability
- Perception of people with a disability or long-term condition and what they can do

Actions

- Monitor and compare reports to identify any ongoing problems for career progression or accessing training opportunities for staff who are disabled;
- Produce a guide for recruiting managers to support staff with a disability or long term health condition and include staff in creating the guide;
- Promote leadership, training and development options to employees with disabilities including courses from NHS Leadership Academy;
- Consider having case studies to publish on NHS Employers website to showcase our work;
- Create a stall for the Staff ED&I Ambassadors be use at staff events/AGM/development days etc;
- Communications Team to assist with promotional information on declaring protected characteristics on ESR

Recommendations

- Continue monitoring and reporting to identify any ongoing trends or problems for staff with a long term health condition or disability in accessing training or promotional opportunities;
- Promote local, regional and national training schemes for staff with a long term health condition or disability;
- Note the contents of this report;
- Receive an update on the Action Plan in May 2020

WORKFORCE DISABILITY EQUALITY STANDARD (WDES)-ACTION PLAN 2019/2020

WDES Indicators	Action to be Taken/Considered	By Whom	Outcome and Completion Date	RAG Rating
<p>1. Percentage of staff in AfC bands or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce.</p> <p>Organisations should undertake this calculation separately for clinical and non-medical staff.</p> <p>Note: Definitions for these categories are based on ESR occupation codes with the exception of medical and dental staff, which are based upon grade codes.</p>	<ol style="list-style-type: none"> 1. Consider stretch targets for representation at Bands 8 and above to address disproportionate representation of Disabled staff. 2. Consider reverse mentoring scheme i.e. a Disabled member of staff mentors a member of the senior team. 3. Succession planning that considers positive action for all board and Snr positions. 4. Talent monitoring for Disabled staff to identify potential career advancement to Executive Directors and VSM. 5. A reverse mentoring programme i.e. Disabled staff mentors a member of the senior team. 6. Encourage staff update their equalities information-including why it is important to declare disability status and how it might be beneficial 7. Get Executive Sponsorship to support WDES 8. Communications Team to help raise the need to declare on ESR 	<p>SA & OD Team</p>	<ol style="list-style-type: none"> 1. New succession planning approach including staff with a disability to be part of this. 2. Increased number of Disabled staff representation at Bands 8a, 8b-9 to address any disproportion. 3. Increased number of Disabled staff to achieving career advancement to Executive Directors and VSM. 4. Named Executive Sponsor for the WDES 	

<p>2. Relative likelihood of Disabled staff compared to that of non-disabled staff being appointed from shortlisting across all posts.</p> <p>Note: i) This refers to both external and internal posts. ii) If your organisation implements a guaranteed interview scheme, the data may not be comparable with organisations that do not operate such a scheme. This information will be collected on the WDES return form to ensure comparability between organisations.</p>	<ol style="list-style-type: none"> 1. Audit of the recruitment process 2. Review reasons for non-appointment/appointment of Disabled applicants 3. Investigate if any difference between professions in relation to the success of Disabled applicants. 4. Are there any barriers preventing Disabled applicants attending interview? 5. E&D training, to include unconscious bias for interview panels. 6. Link in with engagement events with local Disability Groups to encourage applications. 7. Closer working with the local Disability Organisations to improve the levels of Disabled staff in employed. 8. Review wording on adverts for Band 8-9 and VSM to include clear statement encouraging applicants with a Disability to apply. 9. Identify if there are any barriers preventing Disabled applicants attending interview. 10. Monitor applications to identify any differences between professions in relation to the success of Disabled applicants. 11. Improve recruiting managers awareness of employing people with a disability or long term health condition 12. Work with the Project Search Team to identify suitable candidates for vacancies 13. Review all job adverts and where advertised 14. Ensure recruitment processes are accessible to those with a Disability – test process with ‘mystery shopper’ 15. Improve recruitment managers awareness of employing people with a long-term health condition and disability 	<p>LT & Talent Acquisition Team</p>	<ol style="list-style-type: none"> 1. TRAC system has auditable information and we are regularly reviewing the data to ensure the process is fair to all applicants. 2. Improved support for all candidates if they require alternative arrangements for interview i.e. an all task based interview, using SKYPE to facilitate interviews. 3. Increased number of staff with a disability employed across the Trust. 4. Trust signed the NHS Learning Disability Employment Pledge (LDEP) and working with Blackpool Council Project Search Team to help people with a LD gain permanent employment. 5. Trust selected by NHSE LDEP Team to be one of the pilot sites for the Easy Read Application form. 8. Improved engagement with local Disabled communities/schools to encourage applications. 9. Alternative interview processes e.g. work based assessments; video/skype interviews to reduce stress and stay in familiar surroundings. <p>Recruitment work is ongoing as we are constantly trying to reach out to new possible candidates.</p>	<p>5</p>
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	<p>16. Provide work experience/work trials for disabled people and promote the work done across the Trust</p> <p>17. Promote what support is available for manager to facilitate placements/ workers</p>			
<p>3. Relative likelihood of Disabled staff compared to non-disabled staff entering the formal disciplinary process, as measured by entry into a formal capability investigation*</p>	<p>1. Identify if any common themes across disciplinary cases involving Disabled staff.</p> <p>2. Check for significant differences between the Disabled staff entering the disciplinary process and those receiving sanctions.</p> <p>3. Arrange 'Big Conversation' style meetings for Disabled staff to discuss issues and find potential solutions</p> <p>4. Develop a communications campaign to inform staff what the WDES is, what is a disability – mental, physical hidden or seen, and information about reasonable adjustments; promote the positive work of the Staff ED&I Ambassadors</p>	<p>HRBP & HR Team/ Divisional input</p>	<p>1. Action plan created to address common themes found.</p> <p>2. Reviewed disciplinary process</p> <p>3. Outcomes from Big Conversation meetings included as part of the action plan</p> <p>4. Increased number of reasonable adjustments impacts on disciplinary and sickness absence figures</p>	
<p>4a. (Q13a-c) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:</p> <p>a) Patients/Service Users, their relatives or other members of the public.</p> <p>b) Managers</p>	<p>1. Ensure robust systems for collating and analysing data.</p> <p>2. Encourage Disabled staff on to coaching programme.</p> <p>3. Ensure Appraisal system has been Equality Impact assessed to be Learning Disability sensitive.</p> <p>4. Use positive action to encourage Disabled staff onto NW Leadership Academy National programmes (funding permitting).</p> <p>5. Share 'lived experience' stories of staff who have had reasonable adjustments and how these have positively supported them in work</p> <p>Share 'lived experience' stories of staff who have had</p>	<p>SA & OD Team</p>	<p>1. OLM system development allows the recording of all training. ESR enhance will support this further.</p> <p>2. EIA completed and published</p> <p>3. Increased number of disabled people on NWLA programmes</p> <p>4. Record staff 'lived experience' stories; use at Trust events e.g. AGM, EDS2</p>	

<p>c) Other Colleagues</p> <p>4b. (Q13d) Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.</p>	<p>reasonable adjustments and how these have positively supported them in work</p> <p>Share 'lived experience' stories of staff who have had reasonable adjustments and how these have positively supported them in work</p>			
<p>5. (Q14) Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</p>	<ol style="list-style-type: none"> 1. Action plan to improve rate for staff survey 2018 to improve validity of data. 2. Engage with Disabled staff to understand responses from Disabled staff e.g. use survey monkey to maintain confidentiality. 3. Make reasonable adjustments in order to support the above staff group stay in work and progress their careers 4. Promote leadership, training and development options to employees with disabilities including courses from NHS Leadership Academy 5. Get Staff Side on board with promoting WDES, declaring a disability or long term health condition, training etc. 6. The Trust currently hold the Disability Confident – Employer level of the scheme and should work towards achieving the top level of 'Leader' 7. Introduce Job Carving where feasible to do so 	<p>SA & OD Team/ Divisional input</p>	<ol style="list-style-type: none"> 1. Improved declaration rates on ESR 2. Breakdown data by department/profession if possible to gain better understanding of responses between Disabled and non-disabled groups. 3. Improved promotion rates for staff with a disability or long term health condition 4. Improvement in number of staff with a disability or long term health condition accessing OD and CPD courses linked to career paths 5. Visible involvement by members of Staff Side 6. Arrange 'Big Conversation' meetings then formulate an action plan to address issues raised 	

	<p>8. Short accessible training session for staff about disabilities and long term conditions and include:</p> <ul style="list-style-type: none"> ○ WDES information/ importance of updating ESR/ information about support available to staff 			
<p>6. (Q11e) 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.</p>	<p>1. Get Staff Side on board with promoting WDES, declaring a disability or long term health condition, training etc. 2. Introduce Job Carving where feasible to do so 3. Make reasonable adjustments in order to support the staff group stay in work 4. Short accessible training session for staff about disabilities and long term conditions and include:</p> <ul style="list-style-type: none"> ○ WDES information/ importance of updating ESR/ information about support available to staff 	HRBP& HR Team/ OH	<p>1. Staff Engagement working group monitor results of pulse check surveys and national staff survey information. 2. Absence Management Procedure includes information for managers on how to support staff with a disability or long term health condition e.g. disability leave 3. New training course being designed to cover Deaf and disability Awareness.</p>	
<p>7. (Q5f) Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.</p>	<p>1. Engage with Disabled staff to gain better understanding of staff survey results e.g. survey monkey. 2. The Trust currently hold the Disability Confident – Employer level of the scheme and should work towards achieving the top level of ‘Leader’</p>	SA & OD Team	<p>1. Staff Engagement working group monitor results of pulse check surveys and national staff survey information bi-monthly. 2. Specific focus groups to address this.</p>	
<p>8. (Q28b) Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</p>	<p>1. Analyse cases to identify any common themes/issues or hot spots. 2. Identify corrective action to be taken e.g. E&D and unconscious bias training. 3. Facilitate regular management training session on reasonable adjustments and link/include with attendance management training 4. Share ‘lived experience’ stories of staff who have</p>	HR & OD Teams/ E&D Lead	<p>1. Staff Survey Results – use to review any themes, issues or hot spots. 2. Develop E&D and Unconscious Bias Training – particularly for all interview panel members.</p>	

	had reasonable adjustments and how these have positively supported them in work			
<p>9a) the staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.</p> <p>b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (yes) or (no)</p> <p>Note: For your response to b): If yes, please provide at least one practical example of current action being taken in the relevant section of your WDES annual report. If no, please include what action is planned to address this gap in your WDES annual report. Examples are listed in the WDES Technical Guidance.</p>	<p>1. Take positive action to encourage diverse applicants.</p> <p>Yes</p>	<p>Directors of HR & OD</p>	<p>1. Review appointments process for Board appointments 2. Non-Executive Director timeframe for appointment have been provided to the Recruitment team so that recruitment campaigns can be undertaken as/when NED appointments become vacant.</p> <p>Big Conversations will allow the voices of Disabled Staff to be heard. Share 'lived experiences' good or bad</p>	
10. Percentage	1. Use Positive Action for all recruitment to vacancies		1. Increased applications from people with	

<p>difference between the organisation's Board voting membership and its overall workforce, disaggregated:</p> <ul style="list-style-type: none"> • By voting membership of the Board; • By Executive membership of the Board. 	<p>at Executive level including Non-Executives and the Chair. 2. Promote the good work the Trust is doing within this action plan to support 'Great Place to Work' project.</p>		<p>a disability 2. Increased acknowledgement locally and nationally of the work carried out by the Trust</p>	
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