



Harrogate and District
NHS Foundation Trust

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2020

Harrogate and District NHS Foundation Trust

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1 Introduction

The Workforce Disability Equality Standard (WDES)

Welcome to our WDES Annual Report 2020 which includes a metrics data report for 2019/20 and an action plan for 2020/21.

The WDES was introduced in 2019 and is designed to improve workplace and career experiences for Disabled people working, or seeking employment, in the NHS.¹

Commissioned by the NHS Equality and Diversity Council, the WDES is mandated through the NHS Standard Contract.

It consists of ten metrics, based on workforce data and staff feedback from the NHS Staff Survey, which enables NHS organisations to compare the workplace and career experiences of Disabled and non-disabled staff. The data highlights areas which require improvement and it is used to develop and publish an action plan which can then be tracked year on year to demonstrate progress.

The WDES supports our compliance with the Public Sector Equality Duty, as part of the Equality Act 2010.² It reinforces the improvements set out in the NHS Long Term Plan; to champion the insight and strengths of people with lived experience and, to become a model employer of people with a learning disability and of autistic people.³ Its function is integral to the NHS People Promise within the NHS People Plan 2020/21, a promise we must all make to each other – to work together and improve the experience of working in the NHS for everyone.⁴

The WDES complements the existing Workforce Race Equality Standard (WRES) and both are vital to ensuring that the values of equality, diversity and inclusion lay at the heart of the NHS. It is important because it enables NHS organisations to better understand the experiences of their Disabled staff and supports positive change for all employees by creating a more inclusive environment for Disabled people working and seeking employment in the NHS.

Our Values

Whether you're a patient, a visitor or a member of staff, our Vision sets out what you can expect from us – 'You Matter Most.'⁵

Our values describe and define our culture. In everything we do, we aim to be:

- Respectful
- Responsible
- Passionate

Our Commitment

It is clear from our WDES data analysis that we need to improve the experience for our colleagues with disabilities and long-term conditions.

We are committed to delivering our robust WDES action plan as part of the Equality, Diversity and Inclusion strategy; a golden thread which runs through our newly developing and exciting 'Culture Change Programme'.

We all need to treat each other with kindness, civility and compassion and we know that improving the experience of all our colleagues will lead to better care for our patients.

We have introduced Staff Networks during 2019/20, a catalyst to empower, encourage, and promote equitable opportunities for staff with disabilities, and a safe and supportive space for colleagues to come together, share their experiences and provide feedback on a wide range of actions and decisions. Our Disability and Long-Term Illness Staff Network is still in its infancy, but it will play a vital role in supporting and guiding the organisation to drive forward WDES improvements over the coming months and beyond.

The WDES was developed and continues to be underpinned by the ethos of 'Nothing About Us Without Us'; focussing on the lived experience of our Disabled colleagues and the importance that any decisions that impact Disabled people must involve them in the decision-making process.

Staff across the organisation have been given the opportunity to input to the development of the action plan along with the Disability and Long-Term Illness Staff Network who have focussed on the WDES in detail.

We are very grateful to those who shared their experiences and to everyone who have engaged in our WDES journey. We now look forward to working together throughout 2020/21 to deliver the actions in the plan and improve workplace and career experiences for Disabled people across **#teamHDFT**.

1. <https://www.england.nhs.uk/about/equality/equality-hub/wdes/>
2. <https://www.gov.uk/government/publications/public-sector-quick-start-guide-to-the-public-sector-equality-duty>
3. <https://www.england.nhs.uk/long-term-plan/>
4. <https://www.england.nhs.uk/ourhospitals/people/>
5. <https://www.hdft.nhs.uk/about/trust/this-is-us/>

2 Executive summary

'The NHS is founded on a core set of principles and values that bind together the diverse communities and people it serves – the patients and public – as well as the staff who work in it.' *NHS Constitution* ⁶

Our organisation is made up of over four and a half thousand people who care for the population in Harrogate and the local area as well as across North Yorkshire and Leeds. We also provide children's services in the North East in County Durham, Darlington, Middlesbrough, Stockton-on-Tees, Gateshead and Sunderland.

Based on workforce data and feedback from the NHS Staff Survey, detailed in Appendix 1, we have developed a robust WDES action plan, described in Appendix 2, which will be progressed over the next twelve months to help reduce the barriers that impact most on the career and workplace experience of our Disabled staff.

Key headlines from the WDES data shows:

- Under representation of Disabled staff, particularly at senior levels.
- Inequalities in recruitment – non-disabled people are more likely to be appointed from shortlisting than Disabled people.
- 28.1% of Disabled staff who completed the NHS Staff Survey said that they had experienced harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months.
- 25.7% of Disabled staff who completed the NHS Staff Survey said that they had experienced harassment, bullying or abuse from staff in the last 12 months.
- 26.5% of Disabled staff who completed the NHS Staff Survey said that they felt pressure from their manager to come to work despite not feeling well enough to perform their duties.

The WDES highlights the importance of how we must all treat each other with kindness, civility and compassion, and through our newly developing and exciting 'Culture Change Programme', we can all make a difference towards the Trust becoming a more inclusive and equitable place to work.

We are very proud this year to have launched our Disability and Long-Term Illness Staff Network who, along with our Black and Minority Ethnic (BME) Staff Network and our Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network, will have a vital role to play in driving forward equality, diversity and inclusion and celebrating the best of everyone in our organisation. They will also have an important role in overseeing progress of the WDES action plan and strengthening collaboration between the Board and staff with disabilities and long-term conditions across the

organisation. The WDES will be a standard item on the network's monthly meetings and network members will continually seek updates on its progress and welcome innovative ideas for further improvements.

The Trust has also appointed an Equality, Diversity and Inclusion (EDI) Lead this year who will have a key role in working with the networks to support and guide the organisation in improving the experience for people who access and work within our services.

Let's take action!

The action plan focuses on the steps we need to take to reduce the barriers that impact most on the career and workplace experiences of Disabled staff; driving changes in attitude, increasing employment and career opportunities and implementing long-lasting change for Disabled people.

Help us in championing an organisation which is committed to an open culture, reducing bullying, and improving staff wellbeing.

“It's vital that staff are able to contribute to the WDES action plan. It's all about ensuring the Trust is a place to work that is truly inclusive and supportive. We need to be able to work through challenges and make sure this is an action plan which translates words to deeds! We are committed to making changes which are meaningful and deliver positive change. This will improve care for each other and in turn, care for our patients. We welcome more members to the network, please join us.” *Member of Disability and Long-Term Illness Staff Network*

6, <https://www.gov.uk/government/publications/the-nhs-constitution-for-england>

3 WDES progress in 2019/20

Throughout 2019/20 the number of Disabled staff across the workforce increased from 2.9% to 3.2%. There were also a number of improvements in the workforce data and from feedback in the NHS Staff Survey in relation to Disabled staff, these included:

- No Disabled member of staff entered the formal capability process, as measured by entry into the formal capability procedure.
- A reduction in the number of Disabled staff experiencing harassment, bullying or abuse from patients, service users, their relatives or other members of the public, managers, and other colleagues. Although these figures had reduced from the previous year, there is still a lot to do to work towards eliminating such behaviour.
- An increase in the number of Disabled staff who believe the Trust provides equal opportunities for career progression or promotion.
- An increase in the number of Disabled staff saying the Trust has made adequate adjustments to enable them to carry out their work.

The appointment of an EDI Lead and the development and launch of staff networks, including the Disability and Long-Term Illness Staff Network, has been pivotal in prioritising the EDI agenda, improving staff engagement, and driving the focus on improving the experience and outcomes for our staff.

Other ways we have supported workforce disability and improved staff disability data include:

- The new starter form enables the Trust to capture disability related declarations for all new starters.
- The ESR self-service portal gives all staff the ability to update their personal details as required.
- We promote our Disability Confident accreditation on job adverts welcoming Disabled people to apply.
- We have actively promoted the Freedom to Speak Up Guardians and our network of Fairness Champions has grown from strength to strength; promoting the Trust values and behaviours, an open culture and speaking up, and specifically addressing undermining and bullying behaviours and unfairness.

- We have continued to improve the reasonable adjustments process including increased support available for staff with rapid access to physio treatment and complimentary therapies, flexibility around absence triggers and improving the managing work pressures toolkit to support employees in the workplace

4 Conclusion and next steps

We acknowledge there is a lot more to do to continue making improvements and bring positive changes for our Disabled staff, and to welcome more Disabled people into **#teamHDFT**.

Our senior leaders and the Disability and Long-Term Illness Staff Network will be sighted on the progress of our action plan. We will continue to communicate the WDES to all staff across the organisation so we can all be involved in celebrating our achievements.

The WDES will continue, with other work streams, to help ensure that there is momentum and continuous improvement in the workforce disability equality agenda. It will help drive our Culture Change Programme and help meet the goals set out in the People Plan 2020/21.

Having a diverse workforce who feel engaged and supported within the workplace is critical; research shows that how we treat and value our minority staff is a good barometer of how well patients are likely to feel cared for.⁷ Our staff experience impacts on patient care, patient safety as well as organisational efficiency.

We will continue to listen with fascination to what our staff with lived experience have to say, we will capture the richness in their stories, and ensure these inform how we deliver the actions in this plan and shift the culture so we can say - Harrogate and District NHS Foundation Trust is the best place to work.

7. <https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/>

Appendix 1 WDES metrics report

Detailed below is the organisation's WDES data which was submitted in August 2020 covering the period 1 April 2019 to 31 March 2020

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

(Data source: ESR).

1a. Non-clinical workforce

| | Disabled staff in 2019 | Disabled staff in 2020 | Disabled staff in 2019/2020 | Non-disabled staff in 2019 | Non-disabled staff in 2020 | Non-disabled staff in 2019/2020 | Unknown/null staff in 2019 | Unknown/null staff in 2020 | Unknown/null staff in 2019/2020 | Total staff in 2019 | Total staff in 2020 |
|---|------------------------|------------------------|-----------------------------|----------------------------|----------------------------|---------------------------------|----------------------------|----------------------------|---------------------------------|---------------------|---------------------|
| | Percentage (%) | Percentage (%) | % points difference (+/-) | Percentage (%) | Percentage (%) | % points difference (+/-) | Percentage (%) | Percentage (%) | % points difference (+/-) | Headcount | Headcount |
| Cluster 1 (Bands 1 - 4) | 4.0% | 3.6% | -0.4% | 82.0% | 81.1% | -0.9% | 14.0% | 15.5% | +1.5% | 176 | 533 |
| Cluster 2 (Band 5 - 7) | 2.0% | 1.4% | -0.6% | 81.0% | 81.4% | +0.4% | 17.0% | 17.1% | +0.1% | 124 | 140 |
| Cluster 3 (Bands 8a - 8b) | 4.0% | 3.6% | -0.4% | 86.0% | 85.5% | -0.5% | 10.0% | 10.9% | +0.9% | 49 | 55 |
| Cluster 4 (Bands 8c - 9 & VSM) | 0% | 0% | No change | 81.0% | 80.0% | -1.0% | 19.0% | 20.0% | +1.0% | 21 | 25 |

1b. Clinical workforce

| | Disabled staff in 2019 | Disabled staff in 2020 | Disabled staff in 2019/2020 | Non-disabled staff in 2019 | Non-disabled staff in 2020 | Non-disabled staff in 2019/2020 | Unknown/null staff in 2019 | Unknown/null staff in 2020 | Unknown/null staff in 2019/2020 | Total staff in 2019 | Total staff in 2020 |
|---|------------------------|------------------------|-----------------------------|----------------------------|----------------------------|---------------------------------|----------------------------|----------------------------|---------------------------------|---------------------|---------------------|
| | Percentage (%) | Percentage (%) | % points difference (+/-) | Percentage (%) | Percentage (%) | % points difference (+/-) | Percentage (%) | Percentage (%) | % points difference (+/-) | Headcount | Headcount |
| Cluster 1 (Bands 1 - 4) | 3.0% | 3.3% | +0.3% | 77.0% | 78.84% | +1.84% | 20.0% | 17.85% | -2.15% | 1303 | 969 |
| Cluster 2 (Band 5 - 7) | 3.0% | 3.36% | +0.36% | 77.0% | 79.47% | +2.47% | 20.0% | 17.17% | -2.83% | 2194 | 2202 |
| Cluster 3 (Bands 8a - 8b) | 5.0% | 5.79% | +0.79% | 71.0% | 73.55% | +2.55% | 24.0% | 20.66% | -3.34% | 111 | 121 |
| Cluster 4 (Bands 8c – 9 & VSM) | 18.0% | 0% | -18.0% | 45.0% | 66.67% | +21.67% | 36.0% | 33.33% | -2.67% | 11 | 6 |
| Cluster 5 (Medical and Dental staff, Consultants) | 1.0% | 1.28% | +0.28% | 71.0% | 68.59% | -2.41% | 29.0% | 30.13% | +1.13% | 161 | 156 |
| Cluster 6 (Medical and Dental staff, Non-consultant career grade) | 1.0% | 0% | -1.0% | 74.0% | 76.92% | +2.92% | 25.0% | 23.08% | -1.92% | 195 | 195 |
| Cluster 7 (Medical and Dental staff, Medical and Dental trainee grades) | 0% | 3.87% | +3.87% | 81.0% | 88.39% | +7.39% | 19.0% | 7.74% | -11.26% | 187 | 155 |

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

(Data source: Trust's recruitment data)

| | Relative likelihood in 2019 | Relative likelihood in 2020 | Relative likelihood difference (+-) |
|--|-----------------------------|-----------------------------|-------------------------------------|
| Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff | 1.26 | 1.55 | +0.29 |

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

(Data source: Trust's HR data)

| | Relative likelihood in 2018/19 | Relative likelihood in 2019/20 | Relative likelihood difference (+-) |
|---|--------------------------------|--------------------------------|-------------------------------------|
| Relative likelihood of Disabled staff entering formal capability process compared to non-disabled staff | 13.18 | 0.00 | -13.18 |

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

(Data source: Question 13, NHS Staff Survey)

| | Disabled staff responses to 2018 NHS Staff Survey | Non-disabled staff responses to 2018 NHS Staff Survey | % points difference (+/-) between Disabled staff and non-disabled staff responses 2018 | Disabled staff responses to 2019 NHS Staff Survey | Non-disabled staff responses to 2019 NHS Staff Survey | % points difference (+/-) between Disabled staff and non-disabled staff responses 2019 |
|---|---|---|--|---|---|--|
| | Percentage (%) | Percentage (%) | | Percentage (%) | Percentage (%) | |
| 4a) Staff experiencing harassment, bullying or abuse from patients/ service users, their relatives or other members of the public in the last 12 months | 32.1% | 22.8% | +9.3% | 28.1% | 24.1% | +4% |
| 4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months | 19.4% | 10.4% | +9.0% | 20.0% | 10.6% | +9.4% |
| 4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months | 27.1% | 14.8% | +12.3% | 25.7% | 17.6% | +8.1% |
| 4d) Staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months | 51.0% | 47.0% | +4.0% | 54.3% | 45.9% | +8.4% |

Metrics 5 – 8

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

| | Disabled staff responses to 2018 NHS Staff Survey | Non-disabled staff responses to 2018 NHS Staff Survey | % points difference (+/-) between Disabled staff and non-disabled staff responses 2018 | Disabled staff responses to 2019 NHS Staff Survey | Non-disabled staff responses to 2019 NHS Staff Survey | % points difference (+/-) between Disabled staff and non-disabled staff responses 2019 |
|---|---|---|--|---|---|--|
| | Percentage (%) | Percentage (%) | | Percentage (%) | Percentage (%) | |
| Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion. | 83.4% | 91.8% | -8.4% | 85.6% | 88.5% | -2.9% |
| Metric 6 - Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties. | 28.0% | 21.1% | +6.9% | 26.5% | 19.5% | +7.0% |
| Metric 7 - Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work. | 43.3% | 52.0% | -8.7% | 46.1% | 55.0% | -8.9% |
| Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work. | 72.1% | N/A | N/A | 81.8% | N/A | N/A |

Metric 9 – Disabled staff engagement

(Data source: NHS Staff Survey)

| | Disabled staff engagement score for 2018 NHS Staff Survey | Non-disabled staff engagement score for 2018 NHS Staff Survey | Difference (+/-) between disabled staff and non-disabled staff engagement scores 2018 | Disabled staff engagement score for 2019 NHS Staff Survey | Non-disabled staff engagement score for 2019 NHS Staff Survey | Difference (+/-) between Disabled staff and non-disabled staff engagement scores 2019 |
|---|---|---|---|---|---|---|
| a) The staff engagement score for Disabled staff, compared to non-disabled staff. | 6.9 | 7.2 | -0.3 | 6.9 | 7.3 | -0.4 |

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

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

Example 1: The Trust has launched a new Disability and Long-Term Illness Staff Network who have looked at the WDES data in detail and co-produced the WDES Action Plan.

Example 2: Communications have been sent to all staff across the organisation to raise the awareness of the importance of the WDES and to ensure the voices of all staff are included in developing the WDES Action Plan, in particular Disabled staff who are not members of the network and staff who do not wish to declare their disability status. This has included:

- Black and Minority Ethnic (BME) Staff Network
- Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network
- All staff via the weekly email bulletin
- Directorate Leads
- Staff Governors
- Occupational Health Department
- Freedom to Speak Up Guardians / Fairness Champions
- Trade Union Colleagues
- Equality Stakeholder Group members

Example 3: The Equality Stakeholder Group - Through insights of people with disabilities across the workforce, many of whom will be patients or service users, and with stakeholders from the community, we are able to think in new and innovative ways about how to deliver high quality compassionate care that have inclusion at their heart.

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

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

| | Disabled Board members in 2019 | Non-disabled Board members in 2019 | Board members with disability status unknown in 2019 | % points difference (+/-) between Disabled Board members and Disabled staff in overall workforce | Disabled Board members in 2020 | Non-disabled Board members in 2020 | Board members with disability status unknown in 2020 | % points difference (+/-) Between Disabled and non-disabled Board members in 2020 |
|---|---|--|--|--|---|--|--|--|
| | Percentage (%) | Percentage (%) | Percentage (%) | | Percentage (%) | Percentage (%) | Percentage (%) | |
| Percentage difference between the organisation’s Board voting membership and its organisation’s overall workforce, disaggregated by Exec/non-exec and Voting/non-voting. | Exec = 0% Non-exec = 0% Voting = 0% Non-voting = n/a | Exec = 67.0% Non-exec = 86.0% Voting = 77.0% Non-voting = n/a | Exec = 33.0% Non-exec = 14.0% Voting = 23.0% Non-voting = n/a | Total Board = 0% Overall workforce = 2.9% Difference = 2.9 percentage points | Exec = 0% Non-exec = 0% Voting = 0% Non-voting = n/a | Exec = 83.0% Non-exec = 75.0% Voting = 79.0% Non-voting = n/a | Exec = 17.0% Non-exec = 25.0% Voting = 21.0% Non-voting = n/a | Total Board = 0% Overall workforce = 3.2% Difference = 3.2 percentage points |

APPENDIX 2 - WDES action plan 2020/21

| Metric | Objective | Action/s | Timescales | Lead/s | Why |
|--------|---|---|--|---|--|
| 1 | <p>Improve our disability declaration rates to build a more accurate picture of the diversity of our workforce.</p> <p>Improve diverse representation across the workforce, at all levels of Agenda for Change and profession.</p> | <ol style="list-style-type: none"> 1. Work with the Staff Network to raise awareness of the WDES and encourage existing staff to feel confident in declaring their disability status on ESR. 2. Review our recruitment processes to promote our commitment to be an inclusive workplace that welcomes disabled people. 3. Complete detailed analysis of data by directorate and profession to identify areas of under-representation and barriers to career progression. 4. Continue to work with our existing volunteering and work experience programmes, and our Youth Forum, to promote the wide range of career opportunities across the Trust. 5. Review models for supported internships for young people with Learning Disabilities. | <p>March 2021</p> <p>October – December 2020</p> <p>October 2020</p> <p>Apr/Jul 2021</p> <p>April 2021</p> | <p>Director of W&OD EDI Lead Staff Network Communications and Marketing Manager</p> <p>Recruitment Lead</p> <p>HR Analyst EDI Lead Directorate Leads</p> <p>EDI Lead Corporate Affairs and Membership Manager Volunteer Services Manager</p> <p>Director of W&OD W&OD Lead EDI Lead</p> | <p>To build a more accurate picture of the diversity of our workforce.</p> <p>To celebrate the diversity of our workforce and encourage everyone to bring their whole-self to work.</p> <p>To understand where we have gaps/under representation.</p> <p>To become a model employer, be compassionate and inclusive, and improve how we recruit, retain and develop disabled people.</p> |
| 2 | <p>Reduce the inequality in recruitment shortlisting from 1.55 to 1.00.</p> <p>Review recruitment practices and improve awareness of disability and long-term health conditions to ensure the process is equitable and inclusive where everyone can thrive.</p> | <ol style="list-style-type: none"> 1. Engage in the review of our recruitment practices to ensure the lived experiences of staff with disabilities and long-term health conditions are taken into account. 2. Disabled staff to be trained to participate on recruitment panels. 3. Staff Network to receive regular review of recruitment activity and provide feedback. 4. Review training and education, including 'Pathway to Management', to improve managers' awareness and understanding of disability and long-term health conditions. | <p>October – December 2020</p> <p>November 2020 – January 2021</p> <p>Jan/April/Jul 2021</p> <p>January 2021</p> | <p>Director of W&OD Recruitment Lead Staff Network</p> <p>Recruitment Lead Staff Network</p> <p>Recruitment Lead Staff Network</p> <p>HR Lead</p> | <p>To improve career progression prospects for Disabled staff (see action 5 below).</p> <p>To ensure the lived experiences of staff with disabilities and long-term health conditions are taken into account – 'We have a voice that counts'.</p> <p>To ensure diversity in thought when decisions are being made.</p> |

| | | | | | |
|---|--|--|---|--|---|
| | | <ol style="list-style-type: none"> Continue to promote awareness and understanding of unconscious bias through the First Line Leaders programme. Take the next step to progress from Disability Confident Committed to Disability Confident Employer (Level 2). | <p>January 2021</p> <p>November 2020</p> | <p>W&OD Lead</p> <p>EDI Lead</p> | <p>To improve awareness and understanding of disability and long-term health conditions.</p> |
| 3 | <p>Promote active engagement and consultation in policy review ensuring that any decisions that impact people with a disability involve them in the decision-making process.</p> | <ol style="list-style-type: none"> Review progress of relative likelihood of Disabled colleagues entering the capability process (on the grounds of performance) and provide update to Staff Network. Engage with the Staff Network when reviewing the Capability policy in Feb/March 2021. Invite Staff Network member on to the Trust's Partnership Advisory Group. Review training and education, including 'Pathway to Management', to improve managers' awareness and understanding of disability and long-term health conditions. Continue to promote awareness and understanding of unconscious bias through the First Line Leaders programme. | <p>February 2021</p> <p>February 2021</p> <p>September 2020</p> <p>January 2021</p> <p>January 2021</p> | <p>Director of W&OD HR Lead Staff Network</p> <p>HR Lead Staff Network</p> <p>HR Lead Staff Network</p> <p>HR Lead</p> <p>W&OD Lead</p> | <p>To increase the confidence of staff entering into the capability process that they will be treated fairly.</p> <p>To ensure that any decisions that impact people with a disability or long-term health condition involve them in the decision-making process.</p> <p>To improve awareness and understanding of disabilities and long-term health conditions.</p> |
| 4 | <p>Reduce the incidence of Disabled colleagues experiencing harassment, bullying and abuse.</p> <p>Support staff to feel confident in reporting incidents of harassment, bullying and abuse.</p> | <ol style="list-style-type: none"> To promote the Culture Change Programme and work together to drive the importance of the WDES throughout the current work streams and future initiatives. To continue listening across a variety of platforms where colleagues feel safe to share their lived experiences. Focus on the drive to eliminate harassment, bullying and abuse and reassure staff that concerns will be acted on appropriately. Raise awareness of the WDES with the Council of Governors and the Equality Stakeholder Group in relation to Metric 4a. Support staff by producing zero-tolerance materials. | <p>October 2020</p> <p>Oct 2020/Jan/Apr/Jul 2021</p> <p>January 2021</p> | <p>Culture Change Programme Leads Staff Network EDI Lead</p> <p>Director of W&OD Staff Network EDI Lead</p> <p>EDI Lead Staff Network Communications and Marketing Manager</p> | <p>Part of the overall organisational goal to create an inclusive culture.</p> <p>To ensure that that people with a disability or long-term condition are involved in the Culture Change Programme and are valued in making a difference.</p> <p>To build on the culture of the organisation in order to drive initiatives to reduce harassment, bullying and abuse from members of the public.</p> |

| | | | | | |
|---|---|---|---|---|---|
| | | <p>4. Encourage colleagues to participate and provide feedback in the NHS Staff Survey.</p> <p>5. Work closely with the Freedom to Speak Up Guardians, Fairness Champions, Staff Governors and Bullying and Harassment Advisors to triangulate learning from themes in relation to the experiences of people with disabilities and long-term health conditions and feedback to senior management team.</p> <p>6. In line with the NHS People Plan, focus on work streams to ensure that we create a culture where everyone feels they belong.</p> | <p>November 2020</p> <p>Oct 2020 / Jan/Apr/Jul 2021</p> <p>January 2021</p> | <p>Director of W&OD HR Lead Staff Network</p> <p>EDI Lead Freedom to Speak Up Guardians Staff Governors</p> <p>Culture Change Programme Leads</p> | <p>To encourage people to speak up and be supported in doing so.</p> <p>To promote belonging to #teamHDFT.</p> |
| 5 | <p>Reduce inequality in career progress opportunities (between Disabled and non-disabled colleagues).</p> <p>Raise awareness of the value in having inclusive and diverse teams and retain and motivate our talented, experienced, and knowledgeable staff.</p> | <p>1. Monitor selection processes for acting up and secondment positions to identify any potential adverse impact on Disabled staff.</p> <p>2. Staff Network to host listening events focussing on career development to help the organisation understand where support is needed.</p> <p>3. Raise awareness of the Social Model of Disability.</p> | <p>January 2021</p> <p>April 2021</p> <p>April 2021</p> | <p>Director of W&OD Recruitment Lead</p> <p>Staff Network</p> <p>Culture Change Programme Leads Staff Network EDI Lead</p> | <p>See action 2 above.</p> <p>Understand the lived experience behind the data.</p> <p>Understand and learn why people are disabled by barriers in society, not by their impairment or difference.</p> |
| 6 | <p>Reduce level of presenteeism experienced by Disabled staff.</p> <p>To look after our people and ensure we are safe and healthy.</p> | <p>1. Engage with the Staff Network when reviewing policies including the Managing Attendance & Promoting Health and Wellbeing Policy.</p> <p>2. Continue training and education, including 'Pathway to Management' and First Line Leaders', to improve managers' awareness and understanding of disability and long-term health conditions.</p> <p>3. Continue to promote staff health and wellbeing resources and support our colleagues including health and wellbeing conversations and the Employee Assistance Programme (EAP).</p> | <p>July 2021</p> <p>January 2021</p> <p>Oct 2020 / Jan/Apr/Jul 2021</p> | <p>Director of W&OD HR Lead Staff Network</p> <p>HR Lead W&OD Lead</p> <p>Health and Wellbeing Group Communications and Marketing Manager Line Managers</p> | <p>Create a healthier workplace for staff and improve wellbeing for all.</p> <p>To ensure that any decisions that impact people with a disability or long-term health condition involve them in the decision-making process.</p> <p>To improve awareness and understanding of disabilities and long-term health conditions.</p> |

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| 7 | <p>Increase percentage of Disabled staff satisfaction rate.</p> <p>To ensure staff feel that their work and contributions are valued.</p> | <ol style="list-style-type: none"> 1. Invite Board Champion on to the Staff Network. 2. Arrange a series of focus groups to listen to staff who do not feel satisfied with the extent to which the organisation values their work. These will be structured to ensure lived experience informs actions as appropriate. | <p>October 2020</p> <p>December 2020</p> | <p>Staff Network EDI Lead</p> <p>Staff Network</p> | <p>Inclusive leadership is key in recognising and valuing the contribution that Disabled people can make.</p> <p>Insight into lived experience of Disabled staff.</p> |
| 8 | <p>Increase percentage of Disabled staff that feel that their request/s for reasonable adjustments have been adequately managed.</p> <p>Ensure disabled staff are given the opportunity to discuss what they need and the support to receive reasonable adjustments in order for them to carry out their work.</p> | <ol style="list-style-type: none"> 1. Engage with the Staff Network when reviewing the Managing Attendance & Promoting Health and Wellbeing Policy regarding reasonable adjustments. 2. Promote reasonable adjustment resources that are available and encourage conversations between the line manager and member of staff where a disability or long-term health condition might impact upon their work. | <p>July 2021</p> <p>October 2020</p> | <p>Director of W&OD HR Lead Staff Network</p> <p>HR Lead</p> | <p>To ensure that any decisions that impact people with a disability or long-term health condition involve them in the decision-making process.</p> <p>To improve awareness and understanding of disabilities and long-term health conditions.</p> <p>Compliance with the Equality Act 2010.</p> |
| 9 | <p>Continue to promote the Staff Network and the WDES and ensure the voices of our staff with disabilities and long-term health conditions are heard.</p> | <ol style="list-style-type: none"> 1. Actively promote the Staff Network and report on their work to the Trust's Senior Management Team. 2. Learn and share good practice through the NHS Employers Diversity and Inclusion Partners Programme. 3. Continue to raise the profile of the Equality Stakeholder Group and focus on removing any social model barriers that may impact on the delivery of high-quality patient care. | <p>Jan/Apr/Jul 2021</p> <p>Jan/Apr/Jul 2021</p> <p>Oct 2020 / Jan/Apr/Jul 2021</p> | <p>Staff Network EDI Lead</p> <p>EDI Lead BME Staff Network Co-Chair Non-Executive Directors</p> <p>EDI Lead</p> | <p>Create a culture and environment where Disabled staff feel able to speak up and have a voice</p> <p>Opportunity to report into the organisation's governance structure.</p> <p>Through insights of people with disabilities across the workforce, many of whom will be patients or service users, and with community stakeholders, we will be able to think in new and innovative ways about how to deliver high quality compassionate care that have inclusion at their heart.</p> |

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| 10 | <p>Reduce the gap between Board representation and overall representation of Disabled staff in the workforce.</p> <p>Increase diversity of Board.</p> | <ol style="list-style-type: none"> 1. Ensure the process for appointment of Executive and Non-Executive Directors encourages diverse applicants, including those who identify as Disabled. 2. As a demonstration of Trust commitment to 'Nothing about us without us' and inclusion, include reciprocal mentoring programme for Disabled staff network members to have mentoring relationship with Board members. | <p>July 2021</p> <p>July 2021</p> | <p>Director of W&OD Recruitment Lead</p> <p>Director of W&OD Board Champion Staff Network</p> | <p>To demonstrate visible leadership in this area at senior levels.</p> <p>Importance of leadership role models.</p> <p>From hearing insights and lived experiences, Board members will be better informed in making decisions that benefit all staff and patients</p> |
| All Metrics | <p>To close the gaps between the workplace and career experiences of Disabled and non-disabled staff.</p> | <p>Across all, or multiple metrics, the following actions will champion positive WDES outcomes and improved staff experience:</p> <ol style="list-style-type: none"> 1. Recognition of the value of the Staff Network across the organisation – benefits the organisation as much as the individual: <ul style="list-style-type: none"> • Resources • Time – facility time for Network Chairs and time for staff to attend, • Support 2. The WDES will be a standard item on the staff network monthly agenda. 3. Listening with fascination and sharing lived experience – story telling to bring the lived experience alive, which along with the data and the feedback through the Staff Survey gives a whole perspective and has such a powerful impact, e.g. Schwartz Round, Board of Directors' meetings, People and Culture Committee. 4. Reciprocal mentoring – using this model to raise awareness of disabilities and long-term health conditions and promote diversity of thought. 5. Integrate the WDES within mainstream business and governance structures including regular reporting via the Integrated Board Report and as part of the Culture Change Programme. 6. Adopt the principles of the 'Social Model of Disability' and 'Nothing About Us Without Us'. | <p>Oct 2020 / Jan/Apr/Jul 2021</p> <p>Oct 2020 – July 2021</p> <p>Oct 2020 – July 2021</p> <p>July 2021</p> <p>January 2021</p> <p>October 2020</p> | | <p>Improve the experience of Disabled staff.</p> <p>Improve the culture of the organisation.</p> <p>Compliance with:</p> <ul style="list-style-type: none"> • Public Sector Equality Duty, - Equality Act 2010. • NHS Standard Contract. • NHS Long Term Plan. • NHS People Plan, <p>Value in listening to the lived experience of staff to drive change.</p> <p>Raise awareness of WDES and the importance of regular monitoring to track improvements.</p> |

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| | | <p>7. Regular communications to bring WDES alive and celebrate achievements. Produce innovative ways to communicate e.g. infographics.</p> <p>8. Sharing good practice:</p> <ul style="list-style-type: none"> • Resources and guidance via NHS Employers • Networks – Yorkshire and Humber Regional EDI Leads Network • Staff Networks in other Trusts | <p>Oct 2020 – July 2021</p> <p>Oct 2020 – July 2021</p> | | |
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Note: Explain how Disabled staff have been involved in developing and delivering the actions.

Consultation has been undertaken with the Disability and Long-Term Illness Staff Network members, and Disabled staff across the organisation who are not members of the Staff Network, to review the metrics data and develop the action plans within this report.