

## **ELFT WORKFORCE DISABILITY EQUALITY STANDARD (WDES) REPORT AND ACTION PLAN 2022/23**

### **Introduction**

East London NHS Foundation Trust is committed to meeting the requirements of the Workforce Disability Equality Standard for NHS Trusts'. ELFT submitted the Trust's workforce data, for disabled and non-disabled staff, to the national WDES team on 31 August 2022 as per our contractual obligations. This WDES action plan focuses on objectives for the financial year 2022/23 where some actions have already been completed.

The Trust's Disability Working Group has been instrumental in the development of this action plan which has been grouped into four themes to reflect the WDES return and the [Trust's People Strategy](#).

- New Ways of Works
- Looking After Our People
- Belonging in the NHS
- Growing and Developing for the Future

### **Monitoring and Evaluation**

The action plan will be monitored by the Trust's Disability Working Group on a bi-monthly basis and by the newly formed Equality Programme Board on a quarterly basis, and through the Trust Appointment and Remuneration Committee for end of year assessment and evaluation.

### **Future Plan**

In summer 2022 an in-depth analysis of the NHS Staff Survey results was undertaken to consider the experience of disabled staff and how this has changed over a five-year period. This analysis will be used to support the development of an integrated and ambitious 3-year WDES action plan for March 2023 to March 2026.



We promise to work together creatively to: learn 'what matters' to everyone, achieve a better quality of life and continuously improve our services.  
**We care . We respect . We are inclusive**

**Chief Executive:** Paul Calaminus  
**Interim Chair:** Eileen Taylor

## WORKFORCE DISABILITY EQUALITY STANDARD REPORT: DATA ON 31 AUGUST 2022

Metric		2021	2022		Comment
<b>Metric 1</b> Percentage of staff in each of the AfC bands 1 - 9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce.	Overall Percentage	5.9%	6.0%	↑	There is an underrepresentation of staff declaring a disability. The Trust has carried out data cleansing exercises to try and capture this data. Improvements have been made in the quality of data on ESR, by encouraging employees to ensure their equalities data is up to date using self-service and specifically targeting: <ul style="list-style-type: none"> <li>- New starters</li> <li>- Disabled staff who become disabled after the recruitment process</li> </ul> Ongoing communications campaign using agreed key messages on disability has supported staff to understand of the importance and value of recording equalities data.
	Band 1 - 4	6.1%	6.7%	↑	
	Band 5 - 7	6.7%	7.0%	↑	
	Band 8A - 8B	4.5%	5.4%	↑	
	Band 8C - VSM	5.3%	4.7%	↓	
	Medical and Dental Consultants	1.8%	0.9%	↓	
	Medical and Dental Non-Consultants	1.2%	5.1%	↑	
	Medical and Dental Trainees	5.2%	2.8%	↓	
<b>Metric 2</b> Relative likelihood of Non-disabled staff being appointed from shortlisting compared to that of Disabled staff being appointed from shortlisting across all posts  <i>(A figure below 1.00 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting)</i>		1.09	1.11	—	There has been no significant change since 2021. We are currently a disability confident employer. Continuous review of the Recruitment and Training Policies has provided greater emphasis on disability awareness.
<b>Metric 3</b> Relative likelihood of disabled staff entering the formal capability process, compared to that of Non-disabled staff, as measured by entry into a formal capability procedure  <i>(A figure above 1.00 indicates that disabled staff are more likely than non-disabled staff to enter the formal capability process)</i>		3.38	8.12	↓	The figure of 8.12 depicts an average of last 2 years (2020-2022) in line with new criteria set for WDES. Total number of staff entered formal capability are 16, disabled =5, not disabled =8 and not stated =3. No disabled staff were dismissed due to their disability under this process.

↓ Needs Improvement

↑ Improved

— No Change

Metric			2021	2022		Comments
<b>Metric 4</b> Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	% experiencing harassment, bullying or abuse from Patients/service user, their relatives or members of the public in the last 12 months	Disabled	36%	34%	↑	The data tells us that disabled staff are less likely to report harassment, bullying or abuse than their non-disabled colleagues. We need to remove some of the barriers that prevent people from reporting.  In summer 2022 we conducted a detailed analysis of the data, key patterns and staff experience of bullying and harassment comparing the specific issues of disabled staff and those from other protected characteristics. A report is currently underway and will inform priority themes.  WDES themed workshops and/or survey to understand staff experience and identify key patterns and practical ideas for improvements have been led by ELFT Ability.
		Non- Disabled	33%	30%	↑	
	% experiencing harassment, bullying or abuse from managers in the last 12 months	Disabled	16%	18%	↓	
		Non- Disabled	11%	9%	↑	
	% of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	Disabled	25%	23%	↑	
		Non- Disabled	16%	14%	↑	
	% of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 month	Disabled	56%	60%	↓	
		Non- Disabled	62%	64%	↓	
<b>Metric 5</b> Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	Disabled	77%	50%	↓		
	Non- Disabled	82%	58%	↓		

↓ Needs Improvement

↑ Improved

— No Change

Metric		2021	2022		Comment
<b>Metric 6</b> 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.	<b>Disabled</b>	26%	23%	↑	Sickness policy has been reviewed in relation to disability related absence, introducing a standardised approach to disability leave and exploring how the Bradford Score disadvantages disabled staff.
	<b>Non- Disabled</b>	17%	17%	—	
<b>Metric 7</b> Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	<b>Disabled</b>	51%	47%	↓	We have published key messages about the importance of managing diversity and being a compassionate and inclusive leader. The Respect and Dignity at Work project was expanded to include disability themes.
	<b>Non- Disabled</b>	60%	56%	↓	
<b>Metric 8</b> Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.		78%	76%	↓	Updated Workplace Adjustment Process and Guidance is available to all staff. A-Z guide ideas for workplace adjustments has been developed by ELFT Ability. Increased use of Access to Work grants via information, training, and inclusion within the new starter process.
<b>Metric 9a</b> The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.	<b>Disabled</b>	7.1	7.0	↓	Continued support and resource of ELFT Ability as a way to engage and hear the experiences of disabled staff; ensuring accessibility in events, projects, initiatives and change management processes by consideration during the planning process.
	<b>Non- Disabled</b>	7.5	7.4	↓	

↓ Needs Improvement

↑ Improved

— No Change

Metric		2021	2022		Comment
<b>Metric 9b</b> Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?		YES	YES	—	ELFT Ability has been empowered to act as a safe supportive space for staff to share their experience, to review policies, constructively challenge and advise on projects which highlight inequalities for disabled staff and work with FTSU Guardian to raise concerns and agree actions.
<b>Metric 10</b> Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:  By Voting membership of the Board  By Executive membership of the Board	<b>Total Board members</b>	10.53%	10.53%	—	Board members are encouraged to declare their disabilities and lead in communication campaigns around this topic.
	<b>Voting Board members</b>	11.76%	11.76%	—	
	<b>Non-Voting Board members</b>	0.00%	0.00%	—	
	<b>Exec Board members</b>	10.00%	10.00%	—	
	<b>Non-Executive Board members</b>	11.11%	11.11%	—	
	<b>Difference (Total Board - Overall workforce)</b>	5%	5%	—	
	<b>Difference (Voting membership - Overall Workforce)</b>	6%	4%	↓	
	<b>Difference (Executive membership - Overall Workforce)</b>	4%	5%	↑	

↓ Needs Improvement

↑ Improved

— No Change

## ELFT WORKFORCE DISABILITY EQUALITY STANDARD ACTION PLAN 2022/23 (Summary)

	Objective	Action	WDES Metrics
<b>1.0</b>	<b>New Ways of Working</b>		
1.1	The Workplace Adjustment Process and Guidance are embedded into the Trust's policies and practices	Review and reference the Workplace Adjustment Process and Guidance in future management training run by the People Relations team	1, 3, 5, 6, 8
1.2	Trust's communication, events and policies are accessible and inclusive from the outskirts	Ensure the Wellbeing Road show events and communications are accessible and inclusive, paying particular attention to staff who are neuro diverse.	2, 3, 5, 7
<b>2.0</b>	<b>Looking After Our People</b>		
2.1	The impact of the cost-of-living crisis on disabled staff who have disability-related costs is minimised.	A responsive and evolving wellbeing offer that develops a trauma informed approach to support the health of staff using the Wellbeing Wheel to support their emotional, environment, social, physical and financial needs	6
2.2	Managers are empowered and supported to have effective conversations about the physical and mental health needs of staff	Using QI methodology to bring scoping information to a Trust-wide working group to agree action points and change management processes.	6, 8
2.3	Long Covid does not create an additional pressure for disabled staff when coming to work.	Provide resources and support to enable the high-risk Covid staff support group to be self-sustaining with at least a quarterly question and answer session with an Executive director	6, 8, 9b
<b>3.0</b>	<b>Belonging in the NHS</b>		
3.1	Trust leaders have a deeper understanding of the issues disabled staff face in relation to harassment, bullying, and abuse.	Examine issues facing disabled staff and improve working experience	3, 4a, 4b, 5
3.2	ELFT Ability continue to thrive as a formal staff network.	Continue to resource and support ELFT Ability network to enable it to run effectively and deliver on network strategy in line with Trust strategy and Equality Plans.	All metrics
<b>4.0</b>	<b>Growing and Developing for the Future</b>		
4.1	To hold comprehensive and accurate workforce data on all protected characteristics for all staff	Ensure that recruitment and selection practices are inclusive for disabled staff and prospective applicants.	1 & 2
4.2	Trust leaders understand the experience of disabled staff in three areas of engagement – motivation to work, involvement in their work and advocacy of Trust.	Produce a report on the review of the staff survey and other experience measures of disabled staff; to be presented to Equality Programme Board and inform future Trust-wide Equality Plan.	2, 3, 4a, 4b, 5, 6, 9a, 9b
4.3	Maximise the accessibility of the ELFT Learning Academy to become the primary home for the Trust's learning content and development processes	Include information on having adequate resources as part of the standard appraisal process. Ensure learning system and courses have been accessibility tested.	5, 6, 7, 8

## ELFT WORKFORCE DISABILITY EQUALITY STANDARD ACTION PLAN 2022/23 (Detailed)

	Objective	Action	WDES Metric	Time	Lead
<b>1.0</b>	<b>New Ways of Works</b>				
<b>1.1</b>	<b>The Workplace Adjustment Process and Guidance are embedded into the Trust's policies and practices</b>	Review and reference the Workplace Adjustment Process and Guidance in future management training run by the People Relations team	<b>6</b>	<b>Ongoing</b>	<b>Head of People Relations</b>
		Embed the Workplace Adjustments process and guidance within the briefings, training and policies delivered by the People Relations team.	<b>3, 8</b>	<b>March 2023</b>	<b>Head of People Relations</b>
		Scope a guidance document for managers to ensure reasonable adjustments and support mechanisms are in place, before disabled staff are put through capability and performance management processes.  Produce a checklist for managers to complete before invoking performance management process for individual staff.	<b>3, 5, 6, 8</b>	<b>March 2023</b>	<b>Head of People Relations ELFT Ability Staff Network</b>
		People Relations Advisors will remind managers of the Workplace Adjustment Process and Guidance along with the Business Disability Forum advice line when considering workplace adjustments.	<b>3, 6, 8</b>	<b>March 2023</b>	<b>Head of People Relations</b>
<b>1.2</b>	<b>Trust's communication, events and policies are accessible and inclusive from the outset</b>	Scope the development of a Disability Leave policy to be embedded in the Special Leaves Policy.	<b>2, 3</b>	<b>March 2023</b>	<b>Head of People Relations Head of Equality Diversity and Inclusion</b>

		ELFT Ability to work with People and Culture to ensure all Trust communications sent out are accessible to all staff	2, 3		Head of People and Culture ELFT Ability Staff Network
		Ensure that events such as the annual Staff Awards, Wellbeing Road show events and communications are accessible and inclusive, paying particular attention to staff who are neuro diverse. Accessibility guidance to include step-free access and live streaming; and seeking advice from ELFT Ability on further adjustments needed.	7	Ongoing	Head of Communications Head of Equality Diversity and Inclusion Head of People and Culture ELFT Ability Staff Network
<b>2.0</b>	<b>Looking After Our People</b>				
<b>2.1</b>	<b>The impact of the cost-of-living crisis on disabled staff who have disability-related costs is minimised.</b>	Trust activities to support staff during the cost-of-living crisis should specifically consider the needs of disabled staff and their disability-related increased costs.	6	Ongoing	Head of Wellbeing and Engagement
<b>2.2</b>	<b>Managers are empowered and supported to have effective conversations about the physical and mental health needs of staff</b>	Mental health scoping webinar to be held with all staff including managers to scope areas of challenge in being supported or supporting people with mental health challenges.	6, 8	March 2023	Head of Wellbeing and Engagement Supported by the ELFT Ability Staff Network
		Using QI methodology to bring scoping information to a Trust-wide working group to agree action points and change ideas.	6	November 2022	ELFT Ability Staff Network
		Undertake a review to ensure that the Trust is continuing to meet expected requirements of workforce disability schemes	6	March 2023	Head of People and Culture ELFT Ability Staff Network
		QI project to reduce the percentage of disabled staff experiencing work-related musculoskeletal (MSK) problems.	6, 8	March 2023	Health, Safety, Security and Emergency Planning Manager Head of People Development



		<p>DSE Training to be relaunched on learning academy. DSE self-assessment form and process to be digitalised via Microsoft Forms</p> <p>Training and form to be published on ELFT Ability webpage and in Trust-wide newsletter</p>			
<b>2.3</b>	<b>Staff who are clinically vulnerable to Covid and those with long Covid have their needs understood and supported by the Trust.</b>	Provide resources and support to enable the high-risk Covid staff support group to be self-sustaining with at least a quarterly question and answer session with an Executive director.	<b>6, 8</b>	<b>Ongoing</b>	<b>Head of Wellbeing and Engagement Head of Resourcing</b>
		Continue to hear and respond to the views and needs of clinically vulnerable staff as and when the pandemic incident response develops.	<b>6, 9b</b>	<b>Ongoing</b>	<b>Head of Wellbeing and Engagement Freedom to Speak Up Guardian Supported by the ELFT Ability Staff Network</b>
		Continue to explore what additional support and resources our workforce with long covid might need.	<b>6, 9b</b>	<b>Ongoing</b>	<b>Head of Wellbeing and Engagement</b>
<b>3.0</b>	<b>Belonging in the NHS</b>				
<b>3.1</b>	<b>Trust leaders have a deeper understanding of the issues disabled staff face in relation to harassment, bullying, and abuse.</b>	Focus groups for disabled staff to discuss the issues they face with senior leaders and Freedom to Speak Up Guardian.	<b>4a, 4b, 5</b>	<b>March 2023</b>	<b>Chief People Officer Freedom to Speak Up Guardian Supported ELFT Ability Staff Network</b>
		ELFT Ability quarterly reports to the Executive sponsor, Chief People Officer, Equality Board, EDI lead and FTSU Guardian will include themes on	<b>3, 4a, 4b</b>	<b>Ongoing</b>	<b>ELFT Ability Staff Network</b>

		harassment, bullying and abuse raised by disabled staff.			
		Use the ELFT Ability activities and central network email address for staff to raise concerns. Signposting and support to escalating bullying and harassment issues to Freedom to Speak up Guardian as required.	<b>3, 4a, 4b</b>	<b>Ongoing</b>	<b>Freedom to Speak Up Guardian ELFT Ability Staff Network</b>
		Proactively monitor reporting rates for harassment, bullying, abuse and physical violence in the Staff Survey and through grievance policy to monitor any further divergence in reporting.	<b>3, 4a, 4b</b>	<b>Ongoing</b>	<b>Head of Equality Diversity and Inclusion Freedom to Speak Up Guardian</b>
		ELFT Ability to continue to host monthly network meetings for all staff and monthly seminars on a variety of different topics	<b>4a, 4b</b>	<b>Ongoing</b>	<b>ELFT Ability Staff Network</b>
		Continue to invest in disability specific networking activities.	<b>4a, 4b, 5</b>	<b>Ongoing</b>	<b>Head of Equality Diversity and Inclusion ELFT Ability Staff Network</b>
		Renew membership of Purple Space and utilise resources, connections, and events	<b>4a, 4b</b>	<b>Ongoing</b>	<b>ELFT Ability Staff Network</b>
<b>3.2</b>	<b>ELFT Ability continue to thrive as a formal staff network.</b>	<p>Continue to resource and support ELFT Ability network to enable it to run effectively and deliver on network strategy in line with Trust strategy and Equality Plans.</p> <p>Continue to fund three members of the leadership team on secondment for one day per week</p> <p>ELFT Ability network to host:</p> <ul style="list-style-type: none"> <li>• an annual conference for all staff</li> <li>• monthly network catch-up sessions</li> <li>• monthly or bi-monthly seminars/webinars.</li> </ul>	<b>All metrics</b>	<b>Ongoing</b>	<b>ELFT Ability Staff Network</b>

		Use ELFT Ability Twitter account to make connections with disabled healthcare professionals and other disabled employee networks to remain informed on disability workforce issues.	4a, 4b	Ongoing	ELFT Ability Staff Network
		Network leads to have quarterly meetings with the Chief Executive to appraise on network priorities and unblock barriers.	4a, 4b, 9a, 9b	Ongoing	ELFT Equality Staff Networks Head of Equality Diversity and Inclusion
<b>4.0</b>	<b>Growing and Developing for the Future</b>				
<b>4.1</b>	<b>To hold comprehensive and accurate workforce data on all protected characteristics for all staff</b>	Increase recording on the disability status section of ESR for senior staff - band 8 and above. The aim is to improve disability disclosure and decrease null entries	1, 2	Ongoing	Chief People Officer Head of Resourcing
<b>4.2</b>	<b>Trust leaders understand the experience of disabled staff in three areas of engagement – motivation to work, involvement in their work and advocacy of Trust.</b>	Produce a report on the review of the staff survey and other experience measures of disabled staff; to be presented to Equality Programme Board and inform future Trust-wide Equality Plan.	2, 3, 4a, 4b, 5, 6, 7	March 2023	Head of Equality Diversity and Inclusion
		Board members to hold network strategic meetings to connect cross-cutting agendas.  Member of the Board to be the network sponsor and an active advocate and attendee of events, supporting the strategic agenda and hold a monthly meeting to understand and unblock challenges.  Network presented to Chief Executive strategic group with an audience of the Trust-wide leadership team.	9	Ongoing	Chief People Officer

<b>4.3</b>	<b>Maximise the accessibility of the ELFT Learning Academy to become the primary home for the Trust's learning content and development processes</b>	Include a question regarding having adequate resources as part of the standard appraisal process, giving an opportunity for Stage 1 Workplace Adjustment Process and Guidance discussions	<b>6, 7, 8</b>	<b>March 2023</b>	<b>Head of People Development</b>
		Facilitate two webinars to support staff with application and interview skills, with 1:1 coaching from senior staff offered.	<b>5</b>	<b>March 2023</b>	<b>Head of People Development ELFT Ability Staff Network</b>

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