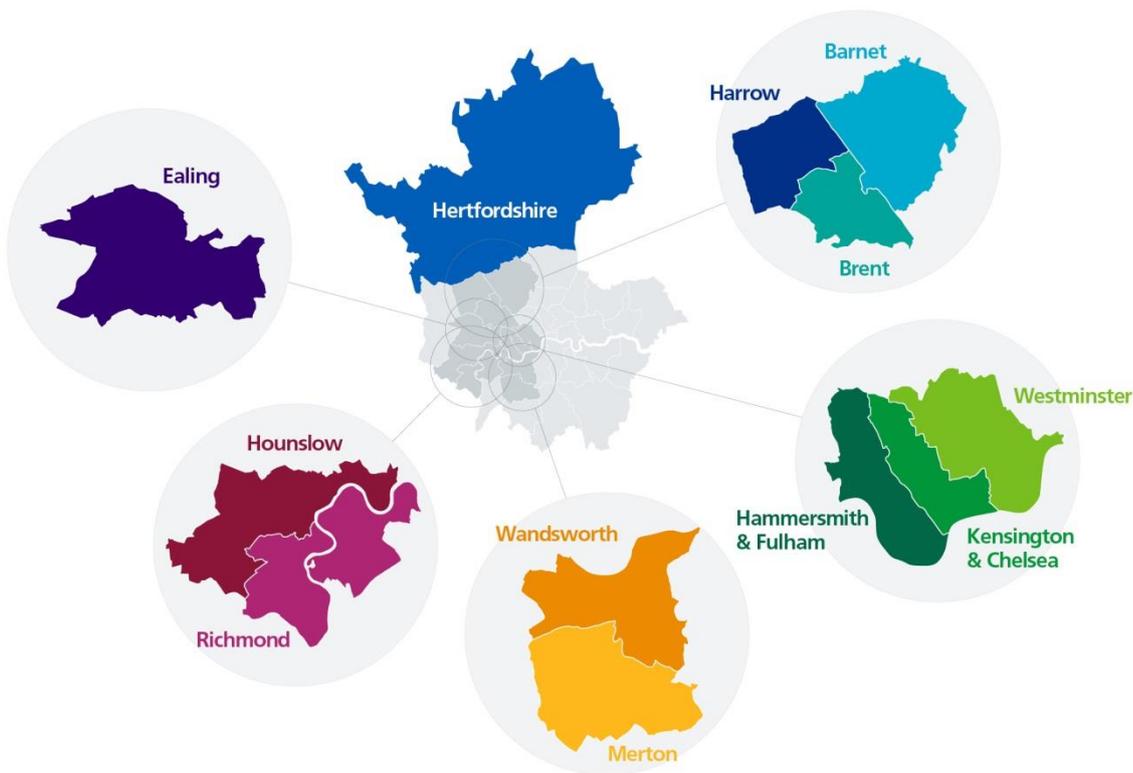




Central London
Community Healthcare
NHS Trust

Workforce Disability Equality Standard Report 2018-19



September 2019

Introduction:

The National Workforce Disability Equality Standard (WDES) is a benchmarking framework, made up of 10 metrics that will help healthcare providers compare experiences of Disabled and Non-Disabled staff. The purpose of the framework is to develop an evidence-based action plan that would measure progress on disability equality year on year. The standard was developed following a study by Middlesex and Bedfordshire Universities into the experiences of Disabled staff within the NHS workforce. This is the first year of the standard – from 2020 it will be included in the Care Quality Commission’s inspection framework.

The WDES will help Trusts have a better understanding of the experiences of Disabled staff, support positive change and build an inclusive environment for people working in the NHS.

The WDES is mandated through the NHS Standard Contract and is restricted to NHS Trusts and Foundation Trusts for the first two years of implementation. Like the WRES, it will identify good practice and compare performances regionally and by Trust type.

As this is the first year that the WDES is being implemented, it is not required to do a comparison with the previous year or with comparator Trusts. However, for the Staff survey results, we have done a comparison with the previous year’s results to understand changes in perceptions among Disabled staff.

Note: whilst similar to the WRES Indicators, the WDES Metrics are slightly different in what they measure and how they calculate the metric.

Metric 1: Percentage of staff in each AfC Bands 1-9 and Medical and VSM grades compared with overall workforce

The data for this metric is drawn from the Electronic Staff Records as at March 31st 2019. As Table 1 shows, overall 3.5% of staff in the Trust declared a disability, 64.16% declared they were not Disabled (overall declaration rate: 67.66%) and for 32.34%, their disability status is unknown or undeclared.

The 2018-19 data on disability is worse than the national ESR disability declaration rate of 73.5%, with 14% of the data unknown, and 12.5% of the data ‘not declared’ (total unknown or undeclared: 26.5%)¹.

Metric 1 analyses the workforce by Non-clinical and Clinical staff (including medical and dental) and, within each of those by clusters, of Agenda for Change and Medical / Dental grades and VSM grades. Table 1 overleaf shows the categories and the verified data submitted by Central London Community Healthcare NHS Trust (CLCH).

¹ <https://www.england.nhs.uk/wp-content/uploads/2019/06/wdes-technical-guidance-v2.pdf>, Page 17

Table 1: WDES 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.

		31st MARCH 2019						
		DISABLED		NON-DISABLED		DISABILITY UNKNOWN		Overall STAFF
		Total Disabled	% Disabled / ratio	Total Not Disabled	% Not Disabled / ratio	Total Unknown or Null	% Unknown or Null / ratio	Total
MEASURE		Verified data	Verified data	Verified data	Verified data	Verified data	Verified data	Verified data
1a) Non Clinical Staff								
Cluster 1 (Bands 1 - 4)	Total	28	6%	263	58%	165	36%	456
Cluster 2 (Band 5 - 7)	Total	7	4%	116	69%	45	27%	168
Cluster 3 (Bands 8a - 8b)	Total	4	6%	49	79%	9	15%	62
Cluster 4 (Bands 8c - 9 & VSM)	Total	2	4%	32	67%	14	29%	48
1b) Clinical Staff								
Cluster 1 (Bands 1 - 4)	Total	10	2%	390	66%	187	32%	587
Cluster 2 (Band 5 - 7)	Total	63	3%	1160	63%	613	33%	1836
Cluster 3 (Bands 8a - 8b)	Total	4	2%	148	74%	49	24%	201
Cluster 4 (Bands 8c - 9 & VSM)	Total	0	0%	15	68%	7	32%	22
Cluster 5 (Medical & Dental Staff, Consultants)	Total	0	0%	3	50%	3	50%	6
Cluster 6 (Medical & Dental Staff, Non-Consultants career grade)	Total	2	6%	19	54%	14	40%	35
Cluster 7 (Medical & Dental Staff, Medical and dental trainee grades)	Total	0	0%	0	0%	0	0%	0

The information in Table 1 is illustrated in the two charts overleaf.

Chart showing the percentage of non-clinical staff by WDES clustering that are disabled, not disabled or disability is unknown / null

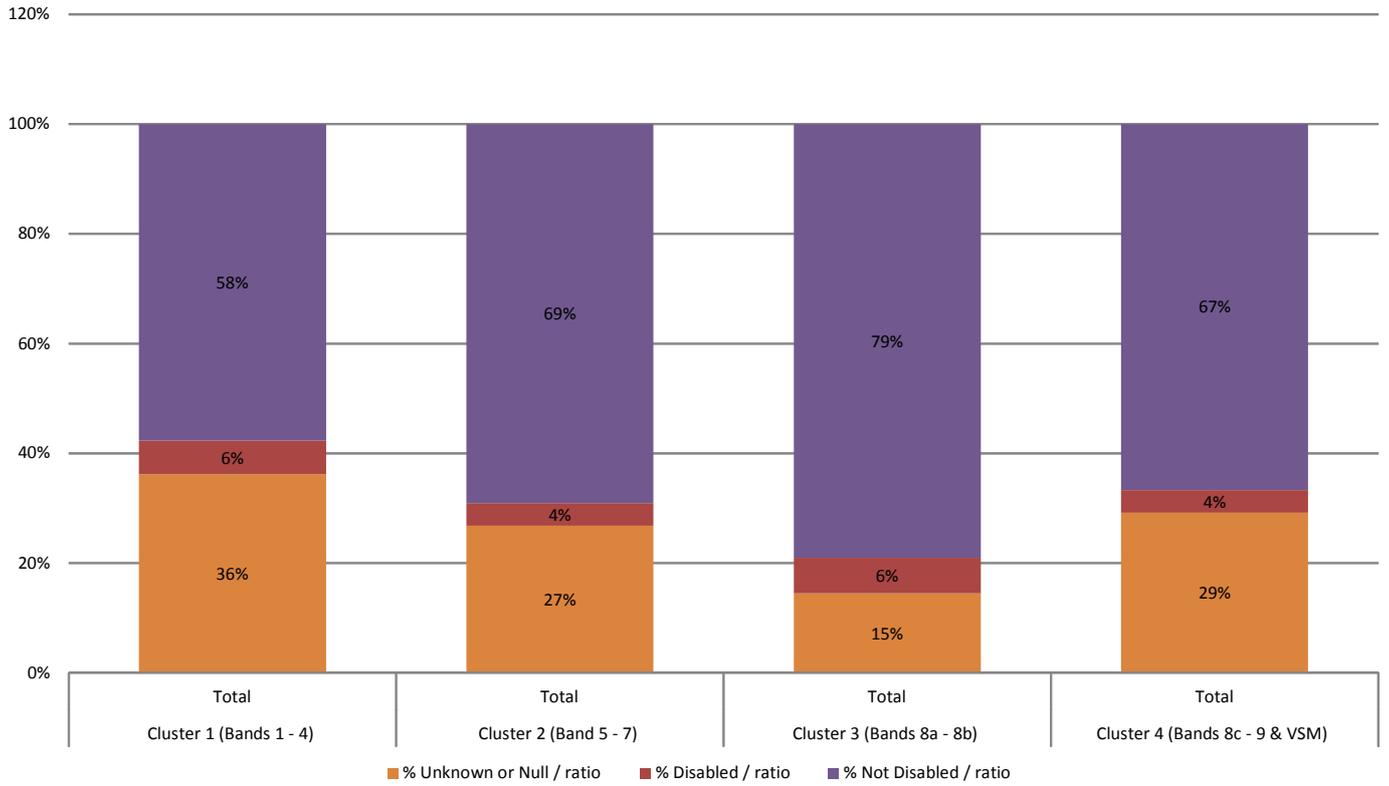
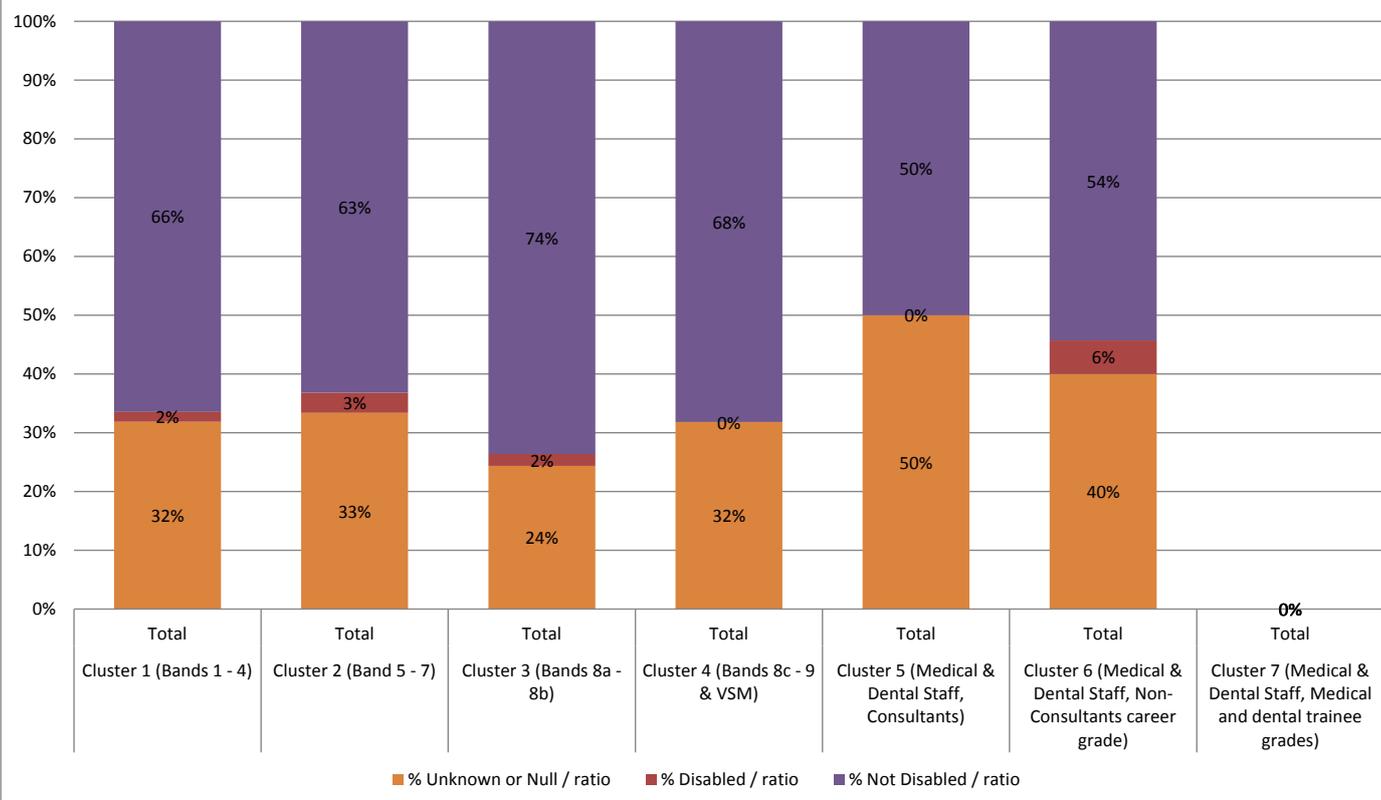


Chart showing the percentage of clinical staff by WDES clustering that are disabled, not disabled or disability is unknown / null



Metric 2: Relative likelihood of Disabled staff compared to Non-Disabled staff being appointed from shortlisting across all posts.

The data drawn from ESR shows that Disabled staff were 1.23 times more likely to be appointed when compared with Non-Disabled staff.

Please note that the wording and calculation are taken from the national WDES template; the comparative ratio is calculated by the template automatically. On cross-checking the results with the formula, it was found that the WDES descriptor for this metric does not match the formula on the WDES template. The national WDES team have been informed about this – and they are likely to amend it for the future (2019 is the pilot year for WDES). The correct descriptor for this metric should be: Relative likelihood of Non-Disabled staff compared to Disabled staff being appointed from shortlisting from all posts.

Table 2: Relative Likelihood of Disabled staff being appointed from shortlisting, March 31st 2019

	12 months to 31.03.19	
	Disabled	Not Disabled
Shortlisted (row A)	152	2667
Appointed (row B)	25	541
Row C = Row B divided by Row A	0.1645	0.2028
Comparative Ratio = Row C Not Disabled Divided by Row C for Disability	1.23	

Metric 3: Relative likelihood of Disabled staff compared to Non-Disabled staff entering the formal capability process, measured by entry into the formal capability procedure

According to the employee relations data over the past 2 years, no Disabled staff had entered the formal capability processes compared with those without a disability, as shown in Table 3 below.

Table 3: Relative likelihood of Disabled staff entering formal capability processes compared with Non-Disabled staff

	24 months to 31.03.19	
	Disabled	Not Disabled
Staff in formal Capability	0	7
Staff in Trust Population	120	2202
Comparative Ratio	0.0000	0.0032
Comparative Ratio of Disabled Staff being in formal capability against Non-Disabled Staff	0.00	

*The data given is only of those who have declared their disability status.

The following six metrics (overleaf) are taken from the NHS Staff Survey 2018. This is the first year this data is being gathered for the three points below under Metric 4. The analysis includes comparisons with 2017 and benchmark averages where available to help identify trends.

Metric 4 - Bullying harassment and abuse

Metric 4 measures staff experience of bullying harassment and abuse (part a) and where they have had that experience, the extent to which it has been reported (part b).

Part a) is broken down into the percentage of Disabled staff experiencing bullying, harassment or abuse from the following groups, as compared to Non-Disabled staff:

- i) Patients/Service users, their relatives or other members of the public
- ii) Managers
- iii) Other colleagues

Part b) looks at the percentage of Disabled staff respondents compared to Non-Disabled staff respondents saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

The results are set out in the table below.

Table 4: Metric 4		Disabled staff			Non-Disabled staff		
% of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months	Number of Respondents/%	181	34.8%	1165	24.6%		

% of staff experiencing harassment, bullying or abuse from managers in the last 12 months	Number of Respondents/%	179		22.3%		1162		12.5%
% of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	Number of Respondents/%	177		23.7%		1153		15.1%
% 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 months	Number of Respondents/%	80		48.8%		343		55.1%

- i) In 2018, 34.8% of Disabled staff (2017: 30.1%) experienced harassment, bullying or abuse from patients/service users, relatives or the public, compared with 24.6% of Non-Disabled staff (2017: 26.1%). The proportion of Disabled staff experiencing harassment, bullying or abuse in 2018 was higher (worse) than 2017. Nearly 10% more Disabled staff reported abuse when compared with Non-Disabled staff in 2018.
- ii) In 2018, 22.3% of Disabled staff (2017: 19.4%) experienced harassment, bullying or abuse from their managers, compared with 12.5% of Non-Disabled staff (2017: 12.6%). This is a 10% adverse difference for Disabled staff. The proportion of Disabled staff experiencing harassment, bullying or abuse from managers was 3% higher (worse than) 2017. In comparison, the proportion of Non-Disabled staff experiencing harassment was similar to last year.
- iii) In 2018, 24% of Disabled staff (2017: 20%) experienced bullying, harassment and abuse from other colleagues, compared with 15% of Non-Disabled staff (2017: 13%) - a 9% difference. The 2018 results were worse than 2017 for both staff groups, with a 4% increase for Disabled staff and a 2% increase for Non-Disabled staff.
- iv) In 2018, 49% of Disabled staff (2017: 48%) said the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it, compared with 55% of Non-Disabled staff (2017: 56%). There was a marginal increase (improvement by 1%) in reporting from Disabled staff and a marginal reduction in reporting (by 1%) from Non-Disabled staff since 2017. For this metric, higher reporting indicates greater confidence of staff and it is notable that the proportion of reporting was 6% higher for Non-Disabled staff than Disabled.

Metric 5 Percentage of Disabled staff compared to Non-Disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

Table 5: Metric 5		Disabled		Not Disabled	
% of staff believing that the Trust provides equal opportunities for career progression or promotion.	Number of Respondents/%	115	72.2%	711	77.6%

In 2018, 72% of Disabled staff (2017: 81%) said they believed the Trust provided equal opportunities for career progression, compared with 78% of Non-Disabled staff (2017: 82%). The results show that the proportion of Disabled staff who felt the Trust provided equal opportunities was 6 per cent lower than Non-

Disabled staff. The results were lower (worse) than 2017 for both groups – with the drop being larger for Disabled staff (by about 9%), compared with Non-Disabled staff (which dropped by 4%).

Metric 6: Experiencing pressure from your manager to attend work when unwell

According to the Staff Survey 2018, 31% of Disabled staff (2017: 27%) said they experienced pressure from their manager to come to work when unwell, compared with 19% of Non-Disabled staff (2017: 17%). The results were worse than 2017 for both Disabled (upwards by 4%) and Non-Disabled staff (upwards by 2%). This is shown in the table below.

Table 6: Metric 6		Disabled		Not Disabled	
% of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	Number of Respondents/%	132	31.1%	652	19.3%

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.

In 2018, 34.2% of Disabled staff (2017: 40.3%) said they were satisfied with the extent to which their organisation valued their work, compared with 47.3% of Non-Disabled staff (2017: 50.4%) – a difference of 13%. The results were lower (worse) than 2017 for both Disabled and Non-Disabled staff (by 6% and 3% respectively) and the gap between their experiences has widened by about 3% since last year.

Table 7: Metric 7		Disabled		Not Disabled	
% staff saying that they are satisfied with the extent to which their organisation values their work.	Number of Respondents/%	184	34.2%	1164	47.3%

Metric 8: Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work

66% Disabled staff said the Trust had made reasonable adjustments to enable them to carry out their work in 2018, compared with 72.6% in 2017. The results were lower (worse than) 2017 – with a 6.6% drop in

perception rates. The results were also lower than the benchmark group average for this metric, which was 76.9% (a 10% difference). This is shown in Table 8 below.

Table 8: Metric 8		Disabled	
% of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	Number of Respondents/%	103	66.0%

Metric 9 (a): The staff engagement scores for Disabled staff, compared to Non-Disabled staff and the overall engagement score for the organisation.

The staff engagement score for Disabled staff was 6.6, while Non-Disabled staff had a score of 7.2 and the organisation score (and benchmark average) was 7.1 – showing a lower engagement score for Disabled staff, in comparison with the scores for Non-Disabled staff and the organisation.

Metric 9: Table 9		Disabled		Not Disabled	
The staff engagement score for Disabled staff, compared to Non-Disabled staff and the overall engagement score for the organisation.	Number of Respondents/Score	185	6.6	1180	7.2

Metric 9(b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? Yes or No.

Yes, the Trust has taken action to facilitate the voices of Disabled staff in our organisation being heard. It facilitates the Disability and Wellness Network (DAWN), which plays an active role in advocating for Disabled staff.

Metric 10: 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

Of the 12 Board members (executive and non-executive) in place on 31.03.19 none have declared a disability, 8 (67%) have declared no disability and 4 (33%) have not declared or are not known.

Of the 12 Board members, 11 are voting members. Of the 11, none have declared a disability, 7 (64%) have declared no disability and 4 (36%) have not declared or are unknown.

Of the 6 Executive members of the Board in place on 31.03.19, none have declared a disability, 4 (67%) have declared no disability and 2 have not declared or are unknown.

3% of CLCH staff have declared a disability and 64% have declared no disability and 32% have not declared or unknown. For metric 10, by voting membership of the Board, the % difference for Disabled staff was -3%; and the same by Executive membership of the Board.

Metric 10: Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated	Disabled	Not Disabled	Unknown
Difference (Total Board - Overall workforce)	0%-3%= -3%	67%-64% = 3%	33%-32%= 1%
Difference (Voting membership - Overall Workforce)	0%-3%= -3%	64%-64%= -1%*	36%-32%= 4%
Difference (Executive membership - Overall Workforce)	0%-3%= -3%	67%-3%= 3%*	33%-32%= 1%

* May be due to rounding of percentages in pre-populated template

Summary

Metric 1: Percentage of staff in each AFC Bands 1-9 and Medical (VSM) compared with overall workforce

The data for this metric is drawn from the Electronic Staff Records as at March 31st 2019. Overall 3.5% of staff in the Trust declared a disability, 64.16% declared they were not Disabled (overall declaration rate: 67.66%) and for 32.34%, their disability status is unknown or undeclared. The pre-populated template which auto-calculates the metrics, rounds up or down to the nearest percentage point.

The 2018-19 data on disability is worse than the national ESR disability declaration rate of 73.5%, with 14% of the data unknown, and 12.5% of the data 'not declared' (total unknown or undeclared: 26.5%)

Due to the low levels of declaration, a clear analysis by band is difficult.

Metric 2: Relative likelihood of Disabled staff compared to Non-Disabled staff being appointed from shortlisting across all posts.

The data drawn from ESR was entered into the national WDES template which has auto-calculated this metric. The template shows that Disabled staff were 1.23 times more likely to be appointed when compared with Non-Disabled staff. However, this ratio has been clarified with the National WDES team, as the formula in the automated template national applies to Non-Disabled staff. The descriptor is likely to be amended to reflect that in 2020.

Metric 3: Relative likelihood of Disabled staff compared to Non-Disabled staff entering the formal capability process, measured by entry into the formal capability procedure

According to the employee relations data over the past 2 years, no Disabled staff had entered the formal capability processes compared with those without a disability.

Metric 4 measures staff experience of bullying harassment and abuse (part a) and where they have had that experience, the extent to which it has been reported (part b).

Part a) is broken down into the percentage of Disabled staff compared to Non-Disabled staff experiencing harassment, bullying or abuse from:

(i) Patients/Service users, their relatives or other members of the public in 2018, 34.8% of Disabled staff (2017: 30.1%) experienced harassment, bullying or abuse from patients/service users, relatives or the public, compared with 24.6% of Non-Disabled staff (2017: 26.1%) – a 10% difference.

ii) Managers In 2018, 22.3% of Disabled staff (2017: 19.4%) experienced harassment, bullying or abuse from their managers, compared with 12.5% of Non-Disabled staff (2017: 12.6%) – a 10% difference.

iii) Other colleagues: In 2018, 24% of Disabled staff (2017: 20%) experienced bullying, harassment and abuse from other colleagues, compared with 15% of Non-Disabled staff (2017: 13%) – a 9% difference.

Metric 4(b) 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.

In 2018, 49% of Disabled staff (2017: 48%) said the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it, compared with 55% of Non-Disabled staff (2017: 56%) – a 6% difference.

Metric 5 Percentage of Disabled staff compared to Non-Disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

In 2018, 72% of Disabled staff (2017: 81%) said they believed the Trust provided equal opportunities for career progression, compared with 78% of Non-Disabled staff (2017: 82%) a 6% difference, compared with only a 1% difference in 2017.

Metric 6: Experiencing pressure from your manager to attend work when unwell

31% of Disabled staff (2017: 27%) said they experienced pressure from their manager to come to work when unwell, compared with 19% of Non-Disabled staff (2017: 17%) – a 12% difference. The results were worse than 2017 for both Disabled (up by 4%) and Non-Disabled staff (up by 2%).

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.

In 2018, 34.2% of Disabled staff (2017: 40.3%) said they were satisfied with the extent to which their organisation valued their work, compared with 47.3% of Non-Disabled staff (2017: 50.4%) – a difference of 13%.

Metric 8: Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work

66% Disabled staff said the Trust had made reasonable adjustments to enable them to carry out their work in 2018, compared with 72.6% in 2017 over a 6% difference.

Metric 9 (a): The staff engagement score for Disabled staff, compared to Non-Disabled staff and the overall engagement score for the organisation.

The staff engagement score for Disabled staff was 6.6, while Non-Disabled staff had a score of 7.2 and the organisation score (and benchmark average) was 7.1 – showing a lower engagement score for Disabled staff, in comparison with the scores for Non-Disabled staff and the organisation.

Indicator 9 (b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? Yes or No.

Yes, the Trust has taken action to facilitate the voices of Disabled staff in your organisation to be heard. It facilitates the Disability and Wellness Network (DAWN), which advocates for Disabled staff.

Metric 10: Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated by disability:

- By voting membership of the Board: the % difference was -3%
- By Executive membership of the Board: the % difference was -3%

WDES Action Plan

The Disability and Wellness Network has reviewed and discussed the WDES metrics for 2019 and have recommending prioritisation of the following metrics over the next year (till August 2020):

- Metric 1: Percentage of staff in each AFC Bands 1-9 and Medical (VSM) compared with overall workforce
- Metric 8: Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work

The action plan related to these two specific indicators is given in the infographic in Appendix 1. This will be monitored and implemented in partnership with the network. The network will be represented on the disability sub-group of the newly established Equality Delivery Group, which has evolved from the Workforce Race Equality Standard Taskforce. The DAWN Network has also supported the development and implementation of the WRES Action Plan.

The prioritisation of these actions complement and reinforce the focus on interventions set out in the refreshed Equality, Diversity and Inclusion Strategy 2019-22 relating to improving disability declaration, reducing undefined declarations and responding to reasonable adjustments in a timely manner. The infographic sets out indicative timescales for responding to reasonable adjustment requests. These will be finalised following further engagement with managers and staff.

There are other actions that are already in train and have been reflected in the recently refreshed Equality, diversity and inclusion strategy 2019 to 2022. Those actions also form part of the WDES action plan and are summarised below.

What we are already doing to support staff with disabilities:

- We have a Disability Policy and Code of Practice, which includes a section on reasonable adjustments and a flow chart on how to make Access to Work applications.
- We established the Disability and Wellness Network in January 2018 – the network has steadily grown in influence and actively advocates for staff with disabilities in a range of areas, such as Agile Working. The network is playing an active role in raising awareness of disabilities and promoting engagement among staff with disabilities through bi-monthly meetings and an annual conference. It works closely with the Race Equality and Rainbow Networks, the Trust's Freedom to Speak Up

Guardian and the Shared Governance Councils on Bullying and Harassment and Violence and Aggression.

- All HR policies are now reviewed by the DAWN, along with the other staff networks, staff side representatives and approved by the HR Policy Group before being ratified and published by the Policy Ratification Group. Any change proposal or new policy or proposal undergoes an equality analysis to assess risks to any protected group and take steps to mitigate likely adverse impact.
- The DAWN has identified the priorities for the WDES Action Plan – focussing on awareness-raising on disabilities, improving ESR self-declaration and reasonable adjustments in 2019-20.
- As part of the refreshed Equality, Diversity and Inclusion Strategy 2019-22 – we are developing targets to ensure managers are responding to reasonable adjustment requests in a timely manner. Further engagement will take place in 2019 to agree standards and targets in relation to this metric.
- The Trust’s Employee Health (EH) team offers a range of training programmes to prevent poor mental health among staff. These include:
 - Building resilience in the work place – aimed at managers who want to help staff with workplace changes. Currently the EH team is working with 6 teams.
 - Palliative care initiatives for staff.
 - Mental health training for managers to better respond to mental health issues in the work place – The EH team is offering 9 sessions for this popular course.
 - Stress reduction workshops for teams identified as high stress environments (in the staff survey).
 - Coping with difficult clinical conversations – this is an ongoing and successful programme.
- The EH team also offer individual psychotherapy/counselling aimed at supporting staff and helping them to remain at work, where appropriate. In 2018-19, the counselling service received 323 referrals, of the total sample group, 93% were supported to remain at work.
- The Trust has signed up to the Time to Change Pledge which aims to end discrimination and stigma related to mental health. The Trust has trained 24 mental health minders to respond to and support colleagues experiencing stress or anxiety in the work place. They are recruited through The Hub and word of mouth and come from a range of backgrounds, age groups and professions. Six of the minders are men, which is a positive sign, as recent research has established that young men are at greater risk of suicide. The mental health minders belong to different divisions and professional groups. Some have lived experience of mental health, supported people with mental health conditions or have an interest in emotional well-being and supporting their own health and that of colleagues.
- The Trust offers volunteering opportunities for people with learning disabilities in partnership with Mencap.
- The Trust has been accredited as Disability Confident Committed (Level 1) and is aiming for Level 2 (Disability Confident Employer) in October 2019.

WORKFORCE DISABILITY EQUALITY STANDARD

Action plan

Raising awareness and disclosure

ACTION

Campaign to encourage self-declaration and general awareness raising on disability

DELIVERABLES

- Awareness raising on disability through videos on staff stories
- Related publicity, such as blogs, posters, webinars and face-to-face training sessions.
- Posters and video on updating personal information on ESR
- Disability network video to increase membership and raise awareness of disclosure

TARGET

Reduce undefined disability declaration by 6% by March 2020. Aim to have 100% disability declaration by September 2020.

Support and reasonable adjustments

ACTION

Develop guidance on how to support staff with reasonable adjustments

DELIVERABLES

- Awareness raising for managers on reasonable adjustments
- Set targets with managers on responding to reasonable adjustment requests
- Update Disability Policy with an appendix on guidance on reasonable adjustments.
- This would include timescales for responding to requests, information on Access to Work applications, reasonable adjustment passport for staff with disabilities and contact details for more information. Posters and other messaging promoting examples of reasonable adjustments made.

TARGET

Suggested target for responding to reasonable adjustments: Managers to respond to reasonable adjustment requests within 2 days, meet with staff to discuss details with 10 days and action request within 1 month of request being made (*timescales TBC*).