



Lincolnshire Community
Health Services
NHS Trust

Workforce Disability Equality Standard

Action Plan and WDES results

August 2019

Introduction to the Workforce Disability Equality Standard

In response to findings that indicate disabled staff have a less favourable experience of working for the NHS than their non-disabled colleagues, NHS England have initiated a Workforce Disability Equality Standard (WDES). The first round of reporting on the WDES is underway in 2019, based on the 2018/19 financial year.

The WDES comprises of ten specific metrics to compare the profile and experiences of disabled and non-disabled staff within an NHS organisation. The purpose of the metrics is to inform a local action plan that will target specific areas within a given organisation where the treatment or experience of Disabled staff is poor. The WDES metrics will also enable the organisation to demonstrate progress in areas where the treatment of disabled staff needs to improve; and facilitate challenge where progress is not being made.

By the 1st August 2019, NHS Trusts and Foundation Trusts and Foundation Trusts are required to

- complete a pre-populated WDES spreadsheet and submit data to NHS England via the Strategic Data Collection Service
- and complete and submit the WDES online reporting form.

An action plan and the metrics can then be ratified at the next available Board meeting after 1st August, to be published on the Trust's website no later than 30 September 2019.

Workforce Metrics For the following 3 workforce metrics, compare the data for Disabled and non-disabled staff	
Domain 1	Percentage of staff in AfC pay bands or medical and dental subgroups and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff.
Domain 2	Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.
Domain 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.
National NHS Staff Survey Metrics For each of the following 4 staff survey Metrics, compare the responses for Disabled and non-disabled staff	
Domain 4	Q15. a)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. ii. Managers iii. Other colleagues 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.
Domain 5	Q14 Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

Domain 6	Q11 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.
Domain 7	Q5 Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.
The following NHS Staff Survey Metric only includes the responses of Disabled staff	
Domain 8	Q28b Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.
For part a) of the following Metric, compare the staff engagement scores for Disabled, non-disabled staff and the overall trust's score For part b) add evidence to the trust's WDES Annual Report	
Domain 9	a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation. b) Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (yes) or (no)
Board representation Metric For this Metric, compare the difference for Disabled and non-disabled staff	
Domain 10	Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated: <ul style="list-style-type: none"> • By Voting membership of the Board • By Executive membership of the Board

The WDES metrics and data

Metric 1: Pay Bands

WDES Description of 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.

Narrative for metric 1:

At the 31st March 2019, Disabled staff made up 4.2% of Lincolnshire Community Health Services NHS Trust (LCHS) substantive workforce of known disability status (75/1777) declared on ESR; disability status was 'not known' or 'unspecified' at 4.9% of the substantive workforce. By comparison, in LCHS's 2018 Staff Survey 20.7% of a total of 924 who completed NSS identified as having a disability. Therefore 191 LCHS staff disclosed they have a disability in the NSS in 2018. Thus, data held in the Electronic Staff Record probably underestimates the percentage of disabled staff in the organisation. Notably, the NHS Staff Survey collects equality monitoring information anonymously. By contrast, whilst equality monitoring information held in the Electronic Staff Record is held confidentially, this information is linked to the individual's record in an identifiable manner.

Disabled staff had the highest levels of representation at non-clinical pay band 2. Disabled staff had the lowest levels of representation at non-clinical pay bands 8a to 8c (0%) and at clinical pay bands 8b and above. However, there was a trend for the percentages of staff of unknown disability status to be highest in the pay bands where the representation of Disabled staff was lowest.

Almost all substantive staff for whom there was no information on disability selected the "prefer not to say" option, rather than the record being blank. Before reliable inferences can be drawn about the disability profile of staff based on information held in the Electronic Staff Record, there is a need to address the incompleteness of this equality monitoring information.

Table 1: Metric 1: The disability profile of substantive staff at Lincolnshire Community Health Services NHS Trust, at 31 March 2019.

See below chart:

WDES Indicator 1	Yes		No		Not Declared		Unspecified		Total Headcount	Total %age
	Headcount	%age	Headcount	%age	Headcount	%age	Headcount	%age		
Clinical	47	3.3%	1297	91.9%	39	2.8%	28	2.0%	1411	100.0%
Band 2	6	2.7%	207	92.4%	9	4.0%	2	0.9%	224	100.0%
Band 3	8	4.0%	184	92.5%	3	1.5%	4	2.0%	199	100.0%
Band 4		0.0%	39	95.1%	2	4.9%		0.0%	41	100.0%
Band 5	12	3.8%	280	89.5%	10	3.2%	11	3.5%	313	100.0%
Band 6	13	3.8%	317	92.4%	6	1.7%	7	2.0%	343	100.0%
Band 7	5	2.5%	184	93.4%	5	2.5%	3	1.5%	197	100.0%
Band 8 - Range A	2	3.6%	49	87.5%	4	7.1%	1	1.8%	56	100.0%
Band 8 - Range B		0.0%	17	100.0%		0.0%		0.0%	17	100.0%
Band 8 - Range C		0.0%	1	100.0%		0.0%		0.0%	1	100.0%
Medical & Dental Consultant		0.0%	4	100.0%		0.0%		0.0%	4	100.0%
Medical & Dental Non-Consultant Career Grade		0.0%	11	100.0%		0.0%		0.0%	11	100.0%
Senior Medical Manager		0.0%	1	100.0%		0.0%		0.0%	1	100.0%
VSM		0.0%	1	100.0%		0.0%		0.0%	1	100.0%
Other	1	33.3%	2	66.7%		0.0%		0.0%	3	100.0%
Non-Clinical	28	7.7%	318	86.9%	12	3.3%	8	2.2%	366	100.0%
Band 1	2	10.5%	15	78.9%	2	10.5%		0.0%	19	100.0%
Band 2	12	10.4%	96	83.5%	6	5.2%	1	0.9%	115	100.0%
Band 3	8	9.5%	74	88.1%	2	2.4%		0.0%	84	100.0%
Band 4		0.0%	43	100.0%		0.0%		0.0%	43	100.0%
Band 5	1	3.1%	29	90.6%		0.0%	2	6.3%	32	100.0%
Band 6	2	8.7%	20	87.0%		0.0%	1	4.3%	23	100.0%
Band 7	2	14.3%	12	85.7%		0.0%		0.0%	14	100.0%
Band 8 - Range A		0.0%	9	90.0%	1	10.0%		0.0%	10	100.0%
Band 8 - Range B		0.0%	10	100.0%		0.0%		0.0%	10	100.0%
Band 8 - Range C		0.0%	3	100.0%		0.0%		0.0%	3	100.0%
Band 8 - Range D		0.0%	4	100.0%		0.0%		0.0%	4	100.0%
VSM	1	33.3%	2	66.7%		0.0%		0.0%	3	100.0%
Other		0.0%	1	16.7%	1	16.7%	4	66.7%	6	100.0%
Grand Total	75	4.2%	1615	90.9%	51	2.9%	36	2.0%	1777	100.0%

Metric 2: Recruitment

Description of metric 2:

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

Narrative for metric 2:

In 2018/19 people who were not disabled and Disabled people were similarly likely to be appointed from amongst those shortlisted (not disabled people were 1.4 times as likely as Disabled people to be appointed from shortlisting). Please refer to Table 2.

Table 2: Metric 2: The relative likelihood of not disabled and Disabled people being appointed from amongst those shortlisted at Leicestershire Partnership NHS Trust during 2018/19.

Disability status	Shortlisted 2016/17	Appointed (% out of number shortlisted)	Relative likelihood	Shortlisted 2017/18	Appointed (% out of number shortlisted)	Relative likelihood
Yes	152	7.70%	0.085	143	6.28%	0.068
No	1792	90.73%	11.79	2095	92.05%	14.65
Undisclosed	31	1.57%		38	1.67%	
Total	1975			2276		

Metric 3: Formal capability process

Description of 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.

Narrative for metric 3:

At LCHS we presently do not collect this data. An action is now in place to collect this data with regards to formal capability proceedings.

NATIONAL STAFF SURVEY QUESTIONS

Metric 4: Harassment, bullying or abuse

Description of metric 4:

4 a) 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, ii) Managers, iii) Other colleagues;

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.

Narrative for metric 4a, parts i, ii, and iii:

In the 2018 NSS results, Disabled staff were more likely than staff who were not disabled to suffer harassment, bullying or abuse from:

(i) patient/service users. Their relatives or other members of the public

Disabled staff	27.2%
Non-disabled staff	21.8%

(ii) Managers

Disabled Staff	17.6%
Non-disabled staff	10.3%

(iii) other colleagues

Disabled staff	21.5%
Non-disabled staff	13.8%

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.

Narrative for metric 4b)

In the 2018 NSS results, 56.8% of disabled staff said they reported the last time they experienced harassment, bullying or abuse if they or a colleague report it. This is 1.2% more than a non-disabled member of staff at 55.6%.

Disability status	%
Disabled staff	56.8%
Non-disabled staff	55.6%

Additional information for metric 4:

The WDES technical guidance recommends comparing the WDES metrics on harassment, bullying or abuse with internal records of complaints about such behaviour. The figures quoted above in terms of the numbers who experienced bullying, harassment and abuse, and the numbers reporting these incidents, do not match the overall numbers or patterns observed in the organisation’s internal records of formal bullying and harassment cases.

Metric 5: Equal opportunities for career progression or promotion

Description of metric 5:

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

Narrative for metric 5

In the 2018 NSS results, Disabled staff were less likely than staff who were not disabled to feel that the organisation provides equal opportunities for career progression or promotion: Disabled: 85.2 vs Not disabled: 92.1%

Disability Status

Disabled staff	85.2%
Non-disabled staff	92.1%

Metric 6: Pressure from a manager to come to work, despite not feeling well enough

Description of 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.

Narrative for metric 6:

In the 2018 NSS results, Disabled staff were more likely than staff who were not disabled to have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties: Disabled: 30.1% vs Not disabled: 22.3%.

Disability status

Disabled staff	30.1%
Non-disabled staff	22.3%

Metric 7: Satisfaction with the extent to which the organisation values their work

Description of 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.

Narrative for metric 7:

In the 2018 NSS results, Disabled staff were less likely than staff who were not disabled to be satisfied with the extent to which the organisation valued their work: Disabled: 52.65vs Not disabled: 55.6%.

Disability status

Disabled staff	51.6%
Non-disabled staff	55.6%

Metric 8: Adequate adjustments

Description of metric 8:

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

Narrative for metric 8:

In the 2018 NSS results, amongst Disabled staff at LCHS 74.5% reported that their employer had made adequate adjustment(s) to enable them to carry out their work.

Disabled staff 74.5%

Metric 9: Staff engagement and facilitating the voices of Disabled staff

Description of metric 9:

9 a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation; 9 b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (yes or no)

Narrative for metric 9a:

In the 2018 NSS results, disabled staff scored lower than staff who were non-disabled on

- the overall engagement score (Disabled staff: 7.1; Non-disabled staff: 7.4),

Organisation av.	7.3	from 977 staff
Disabled staff	7.1	from 191 staff
Non-disabled staff	7.4	from 732 staff

Metric 9b: Action taken by the Trust to facilitate the voices of Disabled staff in the organisation to be heard:

Lincolnshire Community Health NHS Trust has an active support group for disabled staff, which goes by the name MAPLE (Mental and Physical Life Experience). MAPLE drives change within the Trust to improve the experiences of Disabled staff in the workplace. For example, MAPLE acknowledged the low disclosure of a person's disability on ESR and is working towards raising awareness how to disclose and why you need to. They have planned an event for the 3rd December to raise awareness on the 'day of persons with disabilities'.

Metric 10: Board representation

Description of metric 10:

Percentage difference between the organisation's Board membership and its organisation's overall workforce, disaggregated: by Voting membership of the Board; by Executive membership of the Board

Narrative for metric 10:

At the 31st March 2019, compared to their level of representation in the workforce overall, Disabled people were proportionally represented amongst board members overall 4.2% of Trust Workforce is Disabled, 20% of Exec Board is disabled, therefore, $20\% - 4.2\% = 15.8\%$.

WDES Indicator 10	Disability								Total Headcount	Total %age
	No		Yes		Not Declared		Unspecified			
	Headcount	%age	Headcount	%age	Headcount	%age	Headcount	%age		
Executive Director	4	80.0%	1	20.0%		0.0%		0.0%	5	100.0%
Senior Manager	97	92.4%	2	1.9%	5	4.8%	1	1.0%	105	100.0%
Other	1514	90.8%	72	4.3%	46	2.8%	35	2.1%	1667	100.0%
Grand Total	1615	90.9%	75	4.2%	51	2.9%	36	2.0%	1777	100.0%

Indicator Outcome 4.2% of Trust Workforce is Disabled, 20% of Exec Board is Disabled
therefore:
20% -
4.2% = **15.8%**

LCHS WDES Action plan 2019/20

Below is the Lincolnshire Community Health NHS Trust, WDES action plan for 2019/20.

Domain	Lead	timescales	Actions	Grade
Domain 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. Organisations should undertake this calculation separately for non-clinical and for clinical staff.	RH AS KL	March 2020	Increase staff disability disclose on ESR through awareness raising and discussions with staff – EDI Lead/Staff Side/People and Innovation	
	RH Maple staff Network	July 2019	Promotional film 'This is me'. <ul style="list-style-type: none"> • Chief Exec weekly news • Apprentice induction • Mandatory Induction • Induction 	
Domain 2 Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts. Note: i) This refers to both external and internal posts.	RH	September 2019	Focus groups around the county aimed at staff with disabilities and long term conditions have commenced – discussing NSS WDES results, personal stories and asking the question, 'if you were sat in front of Trust Board, how would you ask for their support, supporting staff with disabilities and long term conditions'. 13.5.19 Beech House 20.5.19 Louth Hospital 28.5.19 Venture House, Boston. 11.7.19 Fibromyalgia Support Group – Horncastle 2.8.19 Grantham HC 6.8.12 JCH Gainsborough	

<p>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 online reporting form to ensure comparability between organisations.</p>			<p>16.8.12 Sleaford 22.8.12 Spalding</p> <p>A report will be compiled and actions given. This will go to Workforce Delivery, EHRG and PEG in September 2019 and reviewed by the MAPLE staff network.</p>	
<p>Domain 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. Note: i) This Metric will be based on data from a two-year rolling average of the current year and the previous year. ii) This Metric is voluntary in year one.</p>	RH	December 18	LCHS is a disability confident employer.	
	RH	March 20	To work with the Disability staff network to become a Disability Confident Leader	
	RH	December 19	<p>LCHS has a guaranteed interview scheme To ensure the disability confident symbol is on website and all documentation</p>	
	RH/KS	April 2020	<p>Ensure collection of equality monitoring data, particularly in this domain for the capability process.</p> <ul style="list-style-type: none"> • Raising awareness on Induction & Mandatory • MAPLE (mental and physical lived experience) Staff Network – promoting with colleagues and new staff <p>Raising awareness of ‘why disclose’. Slide for discussion on Induction and Mandatory Training.</p>	

	AT/RH	March 2020	Develop reasonable adjustment guidance. Working in collaboration with staff side. To launch 3 rd December – event for ‘day of persons with disabilities	
<p>Domain 4 Staff Survey Q13 a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:</p> <ul style="list-style-type: none"> i. Patients/service users, their relatives or other members of the public ii. Managers iii. Other colleagues <p>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.</p>	KS DM	March 2020	<p>KS & DM are developing an anti-bullying and harassment document, ‘Our Approach’, which will include the LCHS approach for improvement.</p> <p>KS has met with staff side; speak up guardian and EDI Lead for input.</p>	
<p>Domain 5 Staff Survey Q14 Percentage of Disabled staff compared to non-disabled staff</p>	KS DM	March 2020	<p>KS & DM are developing an anti- bullying and harassment document, ‘Our Approach’, which will include the LCHS approach for improvement.</p> <p>KS has met with staff side; speak up guardian and EDI Lead for input.</p>	

<p>believing that the Trust provides equal opportunities for career progression or Promotion.</p> <p>Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</p>				
<p>Metric 6 Staff Survey Q11 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>KS DM</p>	<p>March 2020</p>	<p>KS & DM are developing an anti- bullying and harassment document, 'Our Approach', which will include the LCHS approach for improvement.</p> <p>KS has met with staff side; speak up guardian and EDI Lead for input.</p>	
<p>Metric 7 Staff Survey Q5 Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which</p>	<p>RH</p>	<p>March 2020</p>	<p>To underpin data with actual feedback through the disability focus groups</p>	

their organisation values their work.				
Metric 8 Staff Survey Q28b Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	AS RH	March 2020	Extra question being placed in the Quarterly FFT regarding disability, disclosure and reasonable adjustments. Date to be confirmed.	
Metric 9 a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation. b) Has your Trust taken action to facilitate the voices of Disabled staff	AS RH DM	March 2020	Extra question being placed in the Quarterly FFT regarding disability, disclosure and reasonable adjustments Compare the 2018 to the 2019 NSS results	
			Mental and Physical Lived Experience (MAPLE) Staff network set up.	

<p>in your organisation to be heard? (Yes) or (No) Note: For your Trust's 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>MAPLE Involved with WDES action plan. Planning event in December to raise awareness of disclosure.</p>	
<p>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.</p>	RH	March 2020	<p>Raise awareness to Trust Board. EDI Lead attending quarterly to deliver update. Consider idea of Executive sponsor for disability</p>	