

Workforce Disability Equality Standard (WDES) Report 2021



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1. Introduction

What is the Workforce Disability Equality Standard (WDES)?

The Workforce Disability Equality Standard (WDES) is a set of specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of Disabled and Non-disabled staff. It was introduced in 2019 and the WDES allows our organisation to better understand the experiences of disabled staff so that we can support them and make positive changes, creating a more inclusive workforce that feels valued and included. At Alder Hey Children's NHS Foundation Trust, we are committed to improving employee experience for all staff with a disability. We will continue to work hard to monitor all aspects of attraction, retention and recruitment processes making sure that they are equitable and free from prejudice. The Trust is relaunching its disability & wellbeing network and introducing new initiatives to enhance the experiences of our staff and nurturing a culture of inclusivity.

Background

Completeness of data:

A significant number of staff have not self-reported if they have a disability and so the data may not truly reflect the number of employees at Alder Hey who have a disability. We will continue to communicate to all staff the importance of reporting and updating their personal data in Employee Self Service.



According to staff in post on 31st March 2021, 70.5% of the workforce at Alder Hey have disclosed this information on the Employee Self Reporting System

WE COLLECTED OUR DATA ON 31ST MARCH 2021 WHEN OUR WORKFORCE CONSISTED OF A TOTAL OF 4013 STAFF. 3.3% OF OUR STAFF HAVE REPORTED THAT THEY ARE DISABLED.

Indicator 1

Representation of staff with a disability within the organisation compared to non-disabled

Non-Clinical	% Disabled 20/21	% Non-Disabled 20/21	% Unknown 20/21	Clinical	% Disabled 20/21	% Non-Disabled 20/21	% Unknown 20/21
Band 1	0.0%	50.0%	50.0%	Band 1	0.0%	0.0%	0.0%
Band 2	2.1%	57.7%	40.2%	Band 2	2.7%	60.5%	36.7%
Band 3	6.6%	68.0%	25.4%	Band 3	5.0%	64.2%	30.8%
Band 4	4.2%	67.5%	28.3%	Band 4	5.7%	64.2%	30.1%
Band 5	7.6%	69.6%	22.8%	Band 5	3.0%	74.2%	22.7%
Band 6	4.3%	71.0%	24.6%	Band 6	3.1%	66.4%	30.5%
Band 7	2.7%	79.5%	17.8%	Band 7	3.4%	67.8%	28.9%
Band 8a	1.6%	77.8%	20.6%	Band 8a	2.6%	60.8%	36.6%
Band 8b	8.0%	80.0%	12.0%	Band 8b	3.1%	53.1%	43.8%
Band 8c	0.0%	92.3%	7.7%	Band 8c	0.0%	78.9%	21.1%
Band 8d	0.0%	40.0%	60.0%	Band 8d	0.0%	66.7%	33.3%
Band 9	0.0%	0.0%	0.0%	Band 9	100.0%	0.0%	0.0%
Medical	0.0%	0.0%	0.0%	Medical	0.60%	64.7%	34.6%
VSM	0.0%	85.7%	14.3%	VSM	0.0%	100.0%	0.0%

The proportion of staff with disabilities has increased within the trust although there is still work to be done to ensure that our workforce feels comfortable reporting disabilities. In some clinical groups numbers are small and there is a high percentage of unknown which will make it difficult to confirm accurate data collection.

Actions:

- Increase the declaration rate of staff with a disability
- Building collaborative relationships with community organisations, such as Greenbank
- Introduce Inclusive behaviour training

- Hold educational talks/webinars regarding disabilities/unseen disabilities to provide the workforce with a greater awareness
- Utilise our existing staff (with their agreement) to showcase job roles, working for the trust, developing videos, staff profiles, webinars, staff experience talks
- Review and ensure all policies articulate the expectations of the trust regarding consequences of discriminatory behaviour, building a culture of inclusivity
- Implement targeted campaigns, with consistent messaging and imagery that is inclusive for all for example #WeThe15
- Develop a Diversity & Inclusion library which all staff can access, providing resources which educate staff about Diversity & Inclusion
- Introduction of a Disability Passport to support staff and their managers
- Work closely with the disability and wellbeing network to encourage and support staff to share their views and ideas

Indicator 2

Likelihood of appointment from shortlisting

Disabled Staff
1.65

(A figure below 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to be appointed from shortlisting)

We must consider the numbers of applications from candidates who declare a disability which is significantly smaller. There is a current review of the recruitment processes being undertaken. Following on from this review a number of positive action approaches will be implemented.

Actions:

- Work towards being a level 3 disability confident leader
- Introduction of staff profiles/videos which will be shared on social media and trust website
- Open days to promote the directorates and the current job roles, applicants can come and find out all about the trust, job roles etc

- Applicant support, development of a resource offering advice around completion of application, interview masterclass etc
- Collaborative working with organisations to promote job roles within the organisation
- Develop partnership working with organisations such as Leonard Cheshire to explore work experience/youth forums etc

Indicator 3

Likelihood of entering the disciplinary process

Relative likelihood of staff entering the formal disciplinary process as measured by entry into a formal disciplinary investigation. This indicator will be based on data from the 2-year rolling average of current and previous year data.

Non-Disabled Staff	Disabled Staff
n/a	n/a

The numbers are very low, therefore we are unable to generate a likelihood score.

Actions:

- Review the incident reporting processes ensuring staff have adequate support and guidance
- Working with the Disability and Wellbeing Network to allow them to have a voice in supporting and guiding the trust regarding Disabilities and wellbeing issues.
- Supporting managers and the wellbeing team, providing training and support so they better understand the needs of staff
- Reasonable adjustments policy

Indicator 4

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: service user, managers, other colleagues

Percentage of staff experiencing harassment, bullying, or abuse from service users in the last 12 months

	2018	2019	2020
Staff with a Disability or Long-Term Condition	33.1%	21.9%	22.2%
Staff without a Disability or Long-Term Condition	22.7%	20.2%	17.1%

Percentage of staff experiencing harassment, bullying, or abuse from managers in the last 12 months

	2018	2019	2020
Staff with a Disability or Long-Term Condition	14.5%	12.8%	12.8%
Staff without a Disability or Long-Term Condition	7.3%	7.6%	6.6%

Percentage of staff experiencing harassment, bullying, or abuse from other colleagues in the last 12 months

	2018	2019	2020
Staff with a Disability or Long-Term Condition	24.6%	23.8%	17.4%
Staff without a Disability or Long-Term Condition	13.9%	14.7%	11.6%

Percentage of staff experiencing harassment, bullying, or abuse at work, they or a colleague reported it

	2018	2019	2020
Staff with a Disability or Long-Term Condition	47.0%	53.1%	51.6%
Staff without a Disability or Long-Term Condition	50.0%	47.7%	47.9%

Nationally, the incidents of harassment that staff experienced from the public reduced in 2020, possibly as a result of fewer patients and services having been reduced due to the COVID 19 pandemic. Locally, there is a significant reduction in the percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public since 2018, although this year has seen a slight increase

from last year's data. The data also highlights a decrease in the number of staff with a disability experiencing harassment, bullying or abuse from manager or colleagues which is very encouraging, although there is more that needs to be done to change behaviours.

Actions:

- Development of disabilities passport
- Working closely with Disability & Wellbeing Network
- Introduction of training/education sessions regarding disabilities/unseen disabilities
- Inclusive behaviour training
- Continuation of staff training and support
- Reduce timeframes in regards actioning incidents
- Continue to display positive messaging around the trust with regards to anti discriminatory behaviour disability campaigns e.g., #WeThe15
- Train & support our wellbeing colleagues to give them confidence to talk about disabilities, improving the support they offer to staff

Indicator 5

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

	2018	2019	2020
Staff with a Disability or Long-Term Condition	75.8%	76.2%	83.1%
Staff without a Disability or Long-Term Condition	88.8%	86.1%	91.3%

Our organisational data is well over the national average and it is encouraging that we have made significant progress year on year, although we still need to work hard to ensure all staff consider that the organisation provides parity and equal opportunities for career progression and/or promotion. We want our staff to feel valued and respected, implementing more support and equal opportunities for all staff will help strengthen a culture of inclusivity.

Actions:

- Continuation of staff training and support for those that are unfortunately still subject to abuse
- Reduce timeframes in regards actioning incidents
- Continue to display positive messaging around the trust with regards to anti discriminatory behaviour
- Work closely with the Disability & Wellbeing network to ensure that colleagues have the confidence to speak up safely about issues
- Strengthen links between Disability & Wellbeing network and occupational health and wellbeing services
- Work closely with community organisations to engage, support, and consult about workforce disability issues

Indicator 6

Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their managers to come to work, despite not feeling well enough to perform their duties

	2018	2019	2020
Staff with a Disability or Long-Term Condition	26.5%	31.6%	31.1%
Staff without a Disability or Long-Term Condition	18.3%	19.7%	18.0%

Despite being below the national average these figures still demonstrate the need for more work to be done in this area.

Actions:

- Engage with the Disability & Wellbeing staff network to plan initiatives to support staff
- Work with managers to provide support and training to help them understand staff disabilities and long-term conditions
- Collaborate with NHS trusts to learn and share best practice
- Engage with community and professional organisations to build relationships, support, and guidance regarding workforce disability issues

- Ensure the reasonable adjustment policy is reviewed and relaunched to raise awareness and support staff
- Introduce a disability passport which will support and staff and manager to understand the needs of their staff, allowing staff to move around the trust more easily

Indicator 7

Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which the organisation values their work

	2018	2019	2020
Staff with a Disability or Long-Term Condition	43.6%	40.2%	43.5%
Staff without a Disability or Long-Term Condition	54.7%	50.1%	53.8%

Our data for the Trust is above the national average for the percentage of staff with a disability feeling satisfied that the organisation values their work, although we do need to work hard to support staff and bring the figures in line with staff without a disability.

Actions:

- Working closely with communications and marketing to promote Alder Hey as a 'Great Place to Work'
- Work to empower the Disability & Wellbeing staff network to identify areas for development within the trust which meet the needs of our staff with disabilities
- Collaboration with professional and community organisations to attract a diverse workforce and gain insight into the needs of staff and workforce disability issues
- Introduction of staff profiles which will be shared on appropriate platforms focusing on our staff with disabilities, showcasing Alder Hey as a 'Great place to work'

Indicator 8

Percentage of disabled staff saying that the organisation has made adequate adjustment(s) to enable them to carry out their work

	2018	2019	2020
Staff with a Disability or Long-Term Condition	73.2%	69.5%	80.5%

The data is reassuring, highlighting a significant increase in staff stating the organisation has made adequate adjustments to enable them to carry out their work, this is well above the national average.

Actions:

- A priority will be to engage with the Disability & Wellbeing staff network to launch the disability passport
- Ensure the reasonable adjustment policy is reviewed and relaunched to support the disability passport
- Launch the disability passport to support staff and managers

Indicator 9

The staff engagement score for disabled staff, compared to non-disabled staff

The staff engagement scoring is from 0-10

	2018	2019	2020
Staff with a Disability or Long-Term Condition	6.9%	6.8%	7.0%
Staff without a Disability or Long-Term Condition	7.4%	7.3%	7.5%

Again, the staff engagement score is well above the national average, although we still need to work towards increasing this score and ensure all staff feel included, valued, and respected.

Actions:

- Work with the Disability & Wellbeing network to ensure they are supported and empowered to make changes which will benefit the staff, organisation, and service users

Indicator 10

Board Representation

	Disabled	Non-Disabled	Unknown
Total Board Members	0% (0)	78.95% (15)	21.05% (4)
of which: Voting Board Members	0% (0)	78.57% (11)	21.43% (3)
: Non-Voting Board Members	0% (0)	80.00% (4)	20.00% (1)
of which: Exec Board Members	0% (0)	83.33% (10)	16.67% (2)
: Non-Executive Board Members	0% (0)	71.43% (5)	28.57% (2)

The disclosure of disability status is high compared to some other staff groups. We want to develop a board who are representative of our workforce and service users and who can understand, champion, and influence the requirements of our workforce.

Actions:

- Work closely with the recruitment ensure we are being as diverse and inclusive as possible in recruiting Board members
- Encourage board members and our staff with disabilities to take part in the relaunch of the reciprocal mentoring program

Conclusion & Reflection

This past year has been challenging, extraordinary and incomprehensible. It has had a huge impact on the NHS, service users, not to mention the workforce who have worked tirelessly to ensure patient care has not been compromised during the pandemic. Our staff survey continues to positively highlight Alder Hey as a great place to work, although we recognise that there is still work to be done and areas which need improvement.

We have begun to build a culture of inclusivity and this needs to continue, constantly embedding equality, diversity & inclusion throughout our whole organisational planning. Alongside our new Equality, Diversity and Inclusion Lead, and newly developed staff networks, together we will work to collectively build and maintain a positive experience for our patients, carers and our dedicated workforce, making Alder Hey a 'Great Place To Work'. Our Action Plan outlines our plans and ambitions for the next 12 months.

Action Plan

Metric	EDI Objective	Action	Details	Responsible
All	-	Inform Trust about WDES results	Inform Disability Networks Inform Trust Board/WOD Inform Divisions Inform Staff Inform Staffside	EDI Lead Chief People Officer HRBP's Communications/HR Chief People Officer
1	3	Increase declaration rate of disabled staff Consider how we can better attract and retain disabled staff	Report on and monitor declaration rate compared to disabled staff survey response rate Review starters and leavers data in ESR to see if there are any trends and report on this Further promote Alder Hey's benefits to attract disabled staff Regularly review Exit Interview data to understand trends and themes, implement actions accordingly	EDI Lead Workforce Analyst/ESR Team Workforce Analyst/ESR Team and EDI Lead Recruitment HRBP's and EDI Lead
2	3	Work towards being a level 3 disability confident leader	Continue and build on workplace initiatives to support application to this membership Liaise with other Trusts & external community organisations to share best practice and successful initiatives	Recruitment Manager with support from HRBP's and EDI Lead EDI Lead
3	5	Continue to report staff on capability processes separately for reason of illness and performance on ESR	Review this data on a monthly basis to understand any trends themes and any areas of intervention required	EDI Lead Workforce Analyst HRBP's/HRA's

4	1	<p>Improve year on year staff survey results relating to bullying and harassment of staff by staff and the by the public to be better than the sector median</p>	<p>Scope other datasets to support this metric e.g. Freedom to Speak Up data</p> <p>Continue to Promote the 'Freedom to Speak Up' role to disabled staff</p> <p>Continue to encourage more disabled staff to take up 'Freedom To Speak Up' roles</p> <p>Support the implementation of the revised Bullying and Harassment Policy, which includes encourage resolution at an early stage.</p> <p>Provide training to leaders and managers to understand the impact and signs of bullying and harassment</p> <p>Promote the revised Policy, now called Respect at Work, which highlights that the abuse of staff will not be tolerated, implications and contact details to report and seek help.</p>	<p>Deputy Chief People Officer FTSU Guardian / LIA Lead</p> <p>HRBP's/HRA's and staffside</p> <p>FTSU Guardian / LIA Lead</p> <p>HRBP's/HRA's and EDI Lead</p> <p>OD Team</p> <p>HRBP's and EDI Lead</p>
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5	2	<p>Improve disabled staff support for career development opportunities</p> <p>Monitor and evaluate promotion opportunities for disabled staff in the Trust</p>	<p>Evaluate the reciprocal mentorship programme</p> <p>Evaluate the take up by disabled staff of the pre-employment programme</p> <p>Continue to promote the 'Time to Change' Pledge</p> <p>Promote the Step into Work Programme, Offer rotational healthcare and administrative placements within Paediatric services that could progress onto apprenticeships or other positions.</p> <p>Evaluate what percentage of disabled employees gain promotions at the Trust, identify any trends/barriers.</p> <p>Gain feedback from the Networks</p>	<p>EDI Lead Recruitment Manager</p> <p>HRBP's and EDI Lead</p> <p>Recruitment Manager</p> <p>Recruitment Manager</p> <p>EDI Lead</p>
6 to 8 and 9	4 and 5	Continue to resource and involve the disability network	To evaluate the effectiveness of the disability network so far and steps have to be taken to make this work better going forward	EDI Lead/Chief People Officer/ Disability Network/Staff Side

6 to 8	5	<p>Monitor and review reasonable adjustments and their implementation</p> <p>Continue to Provide training and development to leaders and managers on how to better meet the individual needs of disabled staff</p>	<p>Promote the renewed Sickness Absence Policy, which contains advice and guidance about reasonable adjustments for staff Consider how we can successfully monitor reasonable adjustments, across the Trust, Introduce a disabilities passport.</p> <p>Evaluate feedback from the 'Being an inclusive Leader' module of the leadership programme to devise assess impact and effectiveness</p> <p>Evaluate feedback from the Trust Sickness Absence management Training session</p>	<p>EDI Lead, HRBP, Health and Safety Adviser, Disability Network Representatives, Occupational Health Representative, Staff Side</p> <p>L&D and OD team in addition to above</p> <p>Wellbeing Lead/ HRBP's</p>
10	3	<p>Increase the diversity of board members</p>	<p>Work with executive team recruitment agency</p> <p>Encourage disabled staff and board members to participate in the reciprocal mentorship programme</p>	<p>Director of Corporate Affairs Chief People Officer</p> <p>EDI Lead/Network Chair</p>