

# Workforce Disability Equality Standard Report and Action Plan 2023

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Draft subject to approval at P&CC Committee



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# Introduction

The Workforce Disability Equality Standard (WDES) is a national standard. The purpose of the WDES is to identify inequity and agree action to ensure disabled staff have equal access to career opportunities and receive fair treatment in the workplace. Following the findings from our 2022 report, we conducted a deep dive into the experiences of Disabled staff. We led workshops, focus groups led by our ELFT Ability Network and data dive.

This report covers our WDES data report submitted to NHSE in 2023, however the data in WDES report includes the previous year's Staff Survey results (i.e., 2022 in this report) and staff information as of the 31st of March 2023.

East London NHS Foundation Trust is committed to meeting the requirements of the Workforce Disability Equality Standard for NHS Trusts' and to reporting the outcomes of all equality surveys. ELFT submitted the Trust's workforce data to the national Workforce Equality team in 2023 as per our contractual obligations.

To support this work, the Trust have launched the **Equality Programme Board** to provide a space for equality initiatives to be implemented, monitored, and scrutinised. The system includes functions that will:

- Analytically discuss, review and identify racial discrimination within policy, processes and systems.
- Develop and seek agreement for items of work based on analysis and priority
- Mitigate risk and appropriate management measures which will form the basis of formal recommendations
- Ensure policies and procedures pertaining to racism remain up to date in light of local or national learning
- Oversee the development of training pertinent and its delivery to staff teams

# Our People

At the Trust, the experiences and voices of disabled people are valued and built into the support and initiatives we provide to promote equity.

As a **Disability Confident Employer** and are committed to ensuring our recruitment processes are inclusive and accessible. Through our **PurpleSpace** professional development hub membership, we provide a network and resources for disabled employees, network and resource group leaders and allies from all sectors and trades. In agreement with **Business Disability Forum**, we actively take a person-centred approach when supporting our workforce.

## Data Cleansing

The Trust continues to carry out regular data cleansing exercises. Improvements have been made in the quality of data on ESR, by encouraging employees to ensure their personal details are up to date, by using self-service. Ongoing communications campaign using agreed positive messages on disability has supported staff to understand of the importance and value of recording the data.

## DISABILITY

2022

6.5%

2023

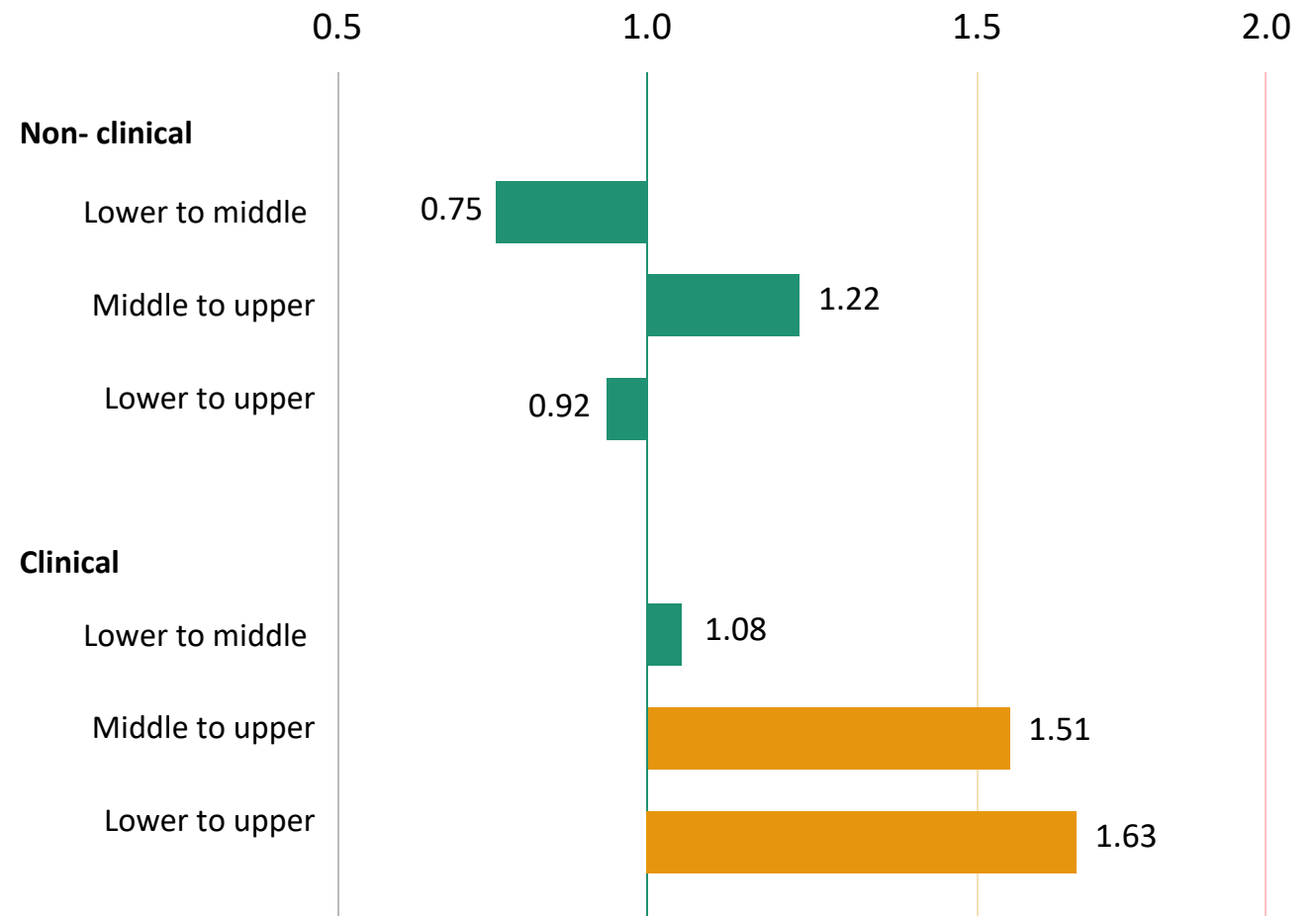
7.3%

# Disability Disparity

The disability disparity ratio compares the progression of non-disabled staff through the organisation with the progression of disabled staff through the organisation. If the disability disparity ratio is greater than "1.0" this means that progression favours non-disabled staff, whilst if the disability disparity ratio is below "1.0", this means that progression favours disabled staff.

Lower	Bands 5 and under
Middle	Bands 6 to 7
Upper	Bands 8a and above

	not significantly different from 1.0 (which is equity)
	higher than "1.0" (or equity) to a small degree
	higher than "1.0" (or equity) to a medium degree
	higher than "1.0" (or equity) to a significant degree



## ELFT WORKFORCE DISABILITY EQUALITY STANDARD (WDES)

The WDES is important, because research shows that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety.

The WDES enables NHS organisations to better understand the experiences of their disabled staff and supports positive change for all staff by creating a more inclusive environment for disabled people working and seeking employment in the NHS.

Indicator	Key findings
1	Disabled staff are underrepresented in Band 8A to VSM roles and Medical and Dental.
2	Relative likelihood of Non-disabled staff being appointed from shortlisting compared to that of Disabled staff being appointed from shortlisting across all posts has improved and show now inequity.
3	The relative likelihood of disabled staff entering the formal capability process is 11.63. Total number of staff entered formal capability is 9 of which 3 had declared a disability.
4-6	Since 2018 the Trust have positioned average or worst in benchmarking group for Metrics 4 to 6. This continues to deteriorate. Overall the Trust requires significant improvement.
8	In the benchmarking group, the Trust has positioned in the bottom 2 for workplace adjustments.

# Our Priorities

## Areas for improvement

In October 2023 the national WDES team sent the Trusts three high priority areas for improvement. These are the areas from amongst the Trust's indicators with the worst percentile rankings against other Trusts. It is impractical to undertake actions to improve all aspects of racial equality, so this will help to target where resources and effort may be best placed.

- Indicator 4a** Percentage experiencing harassment, bullying or abuse from Patients/service user, their relatives or members of the public in the last 12 months
- Indicator 4b** Percentage experiencing harassment, bullying or abuse from managers in the last 12 months
- Indicator 8** Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.

## Areas of best performance

These are the areas from amongst the Trust's indicators with the best percentile rankings against other Trusts, and where the Trust performs in the best 10% of Trusts nationally. In 2023 the Trust performed in the best 10% for the following WDES indicators.

- Indicator 1** Disabled representation in the workplace (Non-Clinical)
- Indicator 1** Disabled representation in the workplace (Medical and Dental)

# Action Plan

This year's action plan focuses on the indicators that have deteriorated and those where the data remains high, so experiences are negative. The National advice is not to necessarily focus on all indicators but on those that require addressing the most. In saying this there will naturally be other organisational interventions that will have a positive impact on experiences of disabled staff.

In order to improve our priority indicators, we have agreed to use guidance from the NHS High Impact Intervention report. We have created a list of actions to support us in achieving the below:

1. Improve the Workplace Adjustment process for all disabled staff regardless of declaration status
2. Ensure all information and facilities are accessible to disabled staff and those who are neurodiverse.
3. Cultural-change campaigns and training to challenge harassment, bullying, and abuse, as well as the attitudes that arise from stigma.

To ensure that this report plays a key role in our journey towards becoming anti-discriminatory organisation, we have also aligned WDES actions with four themes to reflect the [Trust's People Strategy](#).

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



Not Due



Not Started



In Progress



Completed



# Workforce Disability Equality Action Plan 2023/24

	Action	Lead	Due	WRES Metrics	
<b>1.0</b>	<b>New Ways of Working</b>				
1.1	Review and develop guidance to ensure that the reasonable adjustments policy and process is fit for purpose.	Workforce Disability Project Manager	Mar 2024	8	
1.2	Develop Trust-wide guidance for accessible communications	Head of EDI	Mar 2024	8	
1.3	Implement recommendations from the inclusive recruitment and promotion practices programme, and ensure each stage of the recruitment pathway is accessible.	Head of Recruitment	Mar 2024	4, 8	
<b>2.0</b>	<b>Looking After Our People</b>				
2.1	Audit disability checklist This document is completed before disabled staff are referred to capability and performance management processes.	Head of People Relations	Mar 2024	4	
2.2	Collect and analyse disability pay gap data	Informatics Team	Mar 2024	1	
<b>3.0</b>	<b>Belonging in the NHS</b>				
3.1	Resource and support ELFT Ability Network Conference	Network Executive Sponsor	Nov 2023	4, 8	
3.2	Launch EDI feedback form for staff to raise concerns (anonymity is optional)	Head of EDI	Sept 2023	4	
3.3	Launch monthly webinars for all staff, highlighting different aspects of disability.	ELFT Ability Network	May 2023	4	
<b>4.0</b>	<b>Growing and Developing for the Future</b>				
4.1	Promote leadership and career development opportunities specifically tailored to disabled staff, such as the Calibre Leadership programme and Disability Rights UK development programmes.	People Development Team	Mar 2024	5	

# Appendix A

## Workforce Disability Equality Standard (WDES) 2023

## Workforce Metric 1

The following metric shows the representation of Disabled staff. Definitions are based on Electronic Staff Record (ESR) occupation codes, with the exception of medical and dental staff, which are based upon grade codes.

Metric 1 - Staff Representation		2022	2023		Comment
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 BME Percentage	6.5%	7.3%	↑	<p><b>Non-clinical</b> Disabled staff represent 8.7% of the non-clinical workforce. There is underrepresentation at Band 4, whereas Bands 5 and above are proportionately represented.</p> <p><b>Clinical</b> Disabled staff represent 7.1% of the Clinical workforce. Band 4 and under are proportionately represented whereas under representation begins at Band 8A.</p> <p><b>Medical and Dental</b> Disabled staff represent 4.6% of all medical and dental workforce and are proportionately represented by pay band.</p>
	Non-clinical Band 1 - 4	9.2%	7.8%	↓	
	Non-clinical Band 5 - 7	8.1%	9.7%	↑	
	Non-clinical Band 8A - 8B	8%	9%	↑	
	Non-clinical Band 8C - VSM	7%	9%	↑	
	Clinical Band 1 - 4	5.4%	7.8%	↑	
	Clinical Band 5 - 7	6.9%	7.4%	↑	
	Clinical Band 8A - 8B	5%	4.8%	↓	
	Clinical Band 8C - VSM	3%	5.9%	↑	
	Medical and Dental Consultants	2.8%	3.7%	↑	
	Medical and Dental Non-Consultants	5.1%	6.7%	↑	
	Medical and Dental Trainees	2.8%	4.9%	↑	

↓ Needs Improvement

↑ Improved

— No Change

## Workforce Metric 2 & 3

The following metrics compares the difference for Disabled and non-disabled staff.

Metric 2	2022	2023		Comment
<p>Relative likelihood of Non-disabled staff being appointed from shortlisting compared to that of Disabled staff being appointed from shortlisting across all posts</p> <p><i>(A figure below 1.00 indicates that disabled staff are more likely than non- disabled staff to be appointed from shortlisting)</i></p>	1.11	0.7	↑	There has improvement since 2022 reporting. We are currently a disability confident employer. Continuous review of the Recruitment and Training Policies has provided greater emphasis on disability awareness.

Metric 3	2022	2023		Comment
<p>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</p> <p><i>(A figure above 1.00 indicates that disabled staff are more likely than non- disabled staff to enter the formal capability process)</i></p>	8.12	11.65	↓	<p>The figure of 11.63 depicts the number of people in one year, in line with new criteria set for WDES. Total number of staff entered formal capability is 9. This needs further analysis and review in order to make improvements.</p> <p>Disabled =3 Non-Disabled =3 Not stated =3</p> <p>No disabled staff were dismissed due to their disability under this process, and none were related to sickness.</p>

↓ Needs Improvement

↑ Improved

— No Change

## National NHS Staff Survey Metric 4

The following Staff Survey Metrics, compare the responses for both Disabled and non-disabled staff.

Metric 4 – Staff Survey Q.13a-d		2022	2023		Comments	
Percentage of staff experiencing harassment, bullying or abuse	<b>4A</b> % experiencing harassment, bullying or abuse from Patients/service user, their relatives or members of the public in the last 12 months	<b>Disabled</b>	34%	35%	↓	National ranking out of 212 Trusts (proportion not percentage points): 4A ranks 156, within +/-5% of the national average 4B ranks 168 which is more than 5% worse than the national average 4C ranks 126, this is +/-5% of the national average 4D ranks 65, more than 5% better than the national average  Detailed analysis for Disabled Workforce is complete. The report uses data from WDES and NHS staff Survey to identify patterns and staff experience across the Trust since 2018.
		<b>Non- Disabled</b>	30%	30%	—	
	<b>4B</b> % experiencing harassment, bullying or abuse from managers in the last 12 months	<b>Disabled</b>	18%	20%	↓	
		<b>Non- Disabled</b>	9%	12%	↓	
	<b>4C</b> % of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	<b>Disabled</b>	23%	26%	↓	
		<b>Non- Disabled</b>	14%	16%	↓	
	<b>4D</b> % 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	<b>Disabled</b>	60%	56%	↓	
		<b>Non- Disabled</b>	64%	57%	↓	

↓ Needs Improvement

↑ Improved

— No Change

## National NHS Staff Survey Metric 5 & 6

The following Staff Survey Metrics, compare the responses for both Disabled and non-disabled staff

Metric 5 – Staff Survey Q.14		2022	2023		Comment
Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	Disabled	50%	51%	↑	The Trusted ranked 126 of 212. This is +/-5% of the national average (proportion not percentage points).  ELFTs new Learning Academy system transforms the way we access learning across the Trust. The system promotes training opportunities to all staff and encourages disabled staff to apply and to declare their disability.  Although there has been a slow improvement, a targeted approach is required in order to provide disabled staff with career development resources and support.
	Non- Disabled	58%	59%	↑	
Metric 6 – Staff Survey Q.11e		2022	2023		Comment
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.	Disabled	23%	25%	↓	The Trusted ranked 75 of 212, more than 5% better than the national average (proportion not percentage points). Trust wide Policies are being reviewed in relation to disability related absence and formal processes.  Black/ African/ Caribbean/ Black British 26% (Caribbean 35%) whereas Asian is 34% (Indian 39%).
	Non- Disabled	17%	17%	—	

↓ Needs Improvement

↑ Improved

— No Change

## National NHS Staff Survey Metric 7 & 8

The following Staff Survey Metrics, compare the responses for both Disabled and non-disabled staff

Metric 7 – Staff Survey Q.5f		2022	2023		Comment
Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	Disabled	47%	43%	↓	The Trusted ranked 42 of 212, more than 5% better than the national average (proportion not percentage points).  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.  Lowest: Asian 23% (Bangladeshi 17%) Highest BME: Black/ African/ Caribbean/ Black British 42% (African 47%)
	Non- Disabled	56%	54%	↓	
Metric 8 – Staff Survey Q.26b		2022	2023		Comment
Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.		76%	71%	↓	The Trusted ranked 149 of 212, this is +/-5% of the national average (proportion not percentage points).  A lead for Workplace Adjustments has been appointed to scope this work.

↓ Needs Improvement

↑ Improved

— No Change

## NHS Staff Survey and the engagement of Disabled staff – Metric 9a & 9b

Metric 9a compares the difference for Disabled and non-disabled staff (9a); and 9b is collection of evidence.

Metric 9a		2022	2023		Comment
The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.	Disabled	7.0	6.7	↓	The Trusted ranked 60 of 212, this is -/+5% of the national average (proportion not percentage points).  This decline means that the Trusts have ranked below average this year. Trust have previously been in the top 10 of benchmarking group since 2018. In 2022 Trust are ranked 29 of 51.
	Non- Disabled	7.4	7.3	↓	

Metric 9b	2022	2023		Comment
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.

↓ Needs Improvement

↑ Improved

— No Change



## Board Representation - Metric 10

This metric compares the difference for Disabled and non-disabled staff.

Metric 10		2021	2022		Comments
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%	11.11%	↑	Board members are encouraged to declare their disabilities and lead in communication campaigns around this topic.
	<b>Voting Board members</b>	11.76%	12.5%	↑	
	<b>Non-Voting Board members</b>	0.00%	0.0%	—	
	<b>Exec Board members</b>	10.00%	10.0%	—	
	<b>Non-Executive Board members</b>	11.11%	12.32%	↑	
	<b>Difference (Total Board - Overall workforce)</b>	5%	3.79%	↓	
	<b>Difference (Voting membership - Overall Workforce)</b>	4%	5.18%	↓	
	<b>Difference (Executive membership - Overall Workforce)</b>	5%	2.68%	↓	

↓ Needs Improvement

↑ Improved

— No Change

# Appendix B

NHS Staff Survey 2018 - 2022

# Analysis of Disabled Workforce Summary

# NHS Staff Survey 2022

## Analysis for disabled workforce

In 2023 the Trust completed a review of the experience of disabled staff. Data was analysed from the 2018-2022 National NHS Staff Surveys. The aim of this paper is to inform discussions and future considerations to improve the experience of disabled staff.

### Key findings

The experience of disabled staff at ELFT is consistently less positive than that of non-disabled colleagues and of the Trust average. Additionally, we are below average in the benchmark group for all WDES indicators, and in the majority, we are one of the lowest scoring trusts.

The Trust is below the benchmark group median in all WDES metrics. In five of the seven we are ranked in the bottom eight trusts.

This is a negative shift as in previous years ELFT was one of the top performing trusts in the benchmark group in three metrics. This decline undoes previous progress and puts us in a position of being one of the worst performing trusts.

At Trust level, Metric 5 (Career progression) has seen a slight improvement and whilst a 1.2ppt rise is negligible, it is accompanied by improvements in indicators relating to appraisals and development.

Disabled staff are below the Trust average and significantly poorer than non-disabled staff in all metrics except metric 4b where there has been an improvement in relation to the Trust average. This improvement is due to a poorer experience in the Trust overall, rather than an improvement for disabled staff.

## Staff Groups and locality

Disabled staff appear to have different levels of experience depending on their staff group (type of role) and locality. Cross grouping disabled staff based on type of impairment, directorate or typed of work base is not possible on the data provided. Therefore, any statistical analysis would not be reliable, however, it could indicate staff groups and localities to give specific attention to when deciding future actions.

## Disabled Staff and Intersectionality

Disabled staff appear to have different levels of experience depending on their other characteristics. Cross grouping of disabled staff based on multiple characteristics and type of impairment/long-term illness is not currently possible with existing data. However, some assumptions can be made. Data against other protected characteristics such as **Ethnicity**, evidence British and Black African disabled staff scoring very well on most metrics compared to disabled South Asian and Irish staff who score consistently low. **Gender** does not appear to be a factor although disabled women tend to consistently fare marginally better than men.

### We are improving

These are areas where the gaps between the experience of disabled and non-disabled staff have significantly narrowed down.

- appraisals
- working extra hours
- physical violence
- discrimination, harassment and bullying from service users and the public.

## Priority Themes

The **widest gap** between the experience of disabled and their non-disabled colleagues are:

- negative experiences related to stress, illness and muscular-skeletal problems
- work-life balance
- resources and adjustments
- relationships and behaviours of colleagues and teams
- near misses and incidents
- advocacy of organisation
- feeling valued

The insights from this analysis will continue to inform our priorities.

The full report this summary is based on can be found on our website <https://www.elft.nhs.uk/information-about-elft/equality-diversity>

## Recommendations

### Accessibility first

Establish accessible-first approaches for Trust and directorate wide communications, policies and practices to ensure that disabled staff are included from the outset, are valued and do not face avoidable barriers.

### Breaking down workplace barriers

Remove, reduce and prevent barriers to ensure the Trust is an accessible and inclusive workplace. Enable disabled staff and their managers to have the right resources and support required to carry out their roles effectively.

Trust meets its legal requirements, becoming a Disability Confident Leader with the processes in place to meet the needs of a growing disabled workforce.

### Changing attitudes

Address attitudinal barriers towards and about disabled people in order to improve relationships, reduce prejudice and create a workplace that values disabled staff.