

July 2023  
WDES Report

**NHS**

East and North  
Hertfordshire  
NHS Trust

# Workforce Disability Equality Standard (WDES) Report 2023



## 1. Introduction

In 2019 NHS England, with its partners, prioritised its commitment to tackling discrimination and the Workforce Disability Equality Standard (WDES) came into force. It contains 10 metrics to compare the experiences of Disabled and non-Disabled staff, which is then used to implement action plans. The Trust is required to submit the data set using the national format.

In 2022/23 we identified a number of high priority areas for improvement as part of our ED&I objectives designed to drive positive change towards equity and inclusion underpinned by strategic priorities from the People Directorate as well as the Trust mission, strategic themes, and vision for 2030 this report updates our progress on these priorities.

## 2. WDES Metrics and context

The 10 metrics of the WDES are set out here for clarity and context of the report:

1. % of Disabled staff in the Workforce
2. Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.
3. Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance
4. Relates to Q14a-d in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC): Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse
5. (Relates to Q15 in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC): Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.
6. (Relates to Q11e in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC): 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.
7. (Relates to Q4b in the NHS Staff Survey): Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.
8. (Relates to Q30b in the NHS Staff Survey); Questions are related to staff with Long Term Conditions (LTC): Percentage of Disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.
9. (Relates to the staff engagement theme of the NHS Staff Survey, made up from Q2a, Q2b, Q2c, Q3c, Q3d, Q3f, Q23a, Q23c and Q23d in the NHS Staff Survey); Questions are related to staff with Long Term Conditions (LTC), the staff engagement score for Disabled staff, compared to non-disabled staff.
10. The organisation's board voting membership versus its organisation's overall workforce

## 3. WDES Metrics and performance

Our performance overall in our WDES metrics requires continued improvement and focus, we have refreshed our staff network chairs and executive sponsors and currently collaboratively agreeing focussed action plans for delivery over the coming two years, an updated overall EDI action plan will be presented to board in November 2023.

The WDES metrics data below shows our performance since 2020/21. Over the last 18 months focus has been in place, encouraging staff to update their personal equality data and whilst representation has improved, it is likely this is linked to improved declarations and more accurate data in place and that staff are feeling more secure in declaring a disability in the workplace, we recognise there is more work to do overall around inclusivity in our workforce.

Workforce Disability Equality Standard (WDES) Indicators	East & North Herts (ENHT) WDES Data					National WDES 2020/2021
		ENHT	ENHT	ENHT	ENHT WDES Progress in comparison to last year	
		2020/2021	2021/2022	2022/2023		
Metric 1 – % of Disabled staff in the Workforce	Cluster 1: AfC Bands under 1, 1, 2, 3 and 4	Non-Clinical = 4.4% Clinical = 3.2%	Non-Clinical = 4.0% Clinical = 3.0%	Non-Clinical = 4.8% Clinical = 3.2%	Improvement	3.7%
	Cluster 2: AfC Bands 5, 6 and 7	Non-Clinical = 3.0% Clinical = 2.2%	Non-Clinical = 4.1% Clinical = 2.0%	Non-Clinical = 4.9% Clinical = 2.8%	Improvement	
	Cluster 3: AfC Bands 8a and 8b	Non-Clinical = 0% Clinical = 0.0%	Non-Clinical = 2.2% Clinical = 1.0%	Non-Clinical = 3.0% Clinical = 1.9%	Improvement	
	Cluster 4: AfC Bands 8c, 8d, 9 and VSM	Non-Clinical = 0% Clinical = 0%	Non-Clinical = 0% Clinical = 0%	Non-Clinical = 1.4% Clinical = 3.0%	Improvement	
	Cluster 5: Medical and Dental staff, consultants	Non-Clinical = n/a Clinical = 0.0%	Non-Clinical = n/a Clinical = 0.0%	Non-Clinical = n/a Clinical = 0.25%	Improvement	
	Cluster 6: Medical and Dental staff, non-consultant career grades	Non-Clinical = n/a Clinical = 0.51%	Non-Clinical = n/a Clinical = 0.48%	Non-Clinical = n/a Clinical = 1.52%	Improvement	
	Cluster 7: Medical and Dental staff, trainee grades	Non-Clinical = n/a Clinical = 0.51%	Non-Clinical = n/a Clinical = 1.46%	Non-Clinical = n/a Clinical = 0.75%	n.b: The EoE Deanery is responsible for the recruitment and placement of Doctors in training	
Metric 2 - Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.		1.19	1.6	1.23	Improvement	1.11
Metric 3 - Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance		0	0	0	No change	1.94

Metric 2 demonstrates that work around inclusive recruitment is beginning to show progress in our workforce representation, and we are using inclusive language and encouraging more people with protected characteristics to work with ENHT.

The table below shows the national data taken from the 2022 staff survey benchmark average, demonstrated that metric 4 requires further work relating to staff experiencing bullying and harassment in the workplace. Our staff survey overall showed an increase in declarations in this area, directly related to a higher number of incidents (physical assault and/or verbal abuse) from the public toward staff as well as an increase in staff reporting staff and manager inappropriate behaviour incidents.

This is a positive step and an important part of enabling change, the first step creating confidence to speak up, the next is staff telling us and us dealing with and addressing inappropriate workplace behaviours and how we are handling complaints continued to improve, both in time taken and outcomes and through facilitated conversations and formal action and the work of our FTSU. It is predicted this figure may rise again in the 2023 staff survey results ahead of seeing improvements in future years.

Workforce Disability Equality Standard (WDES) Indicators	East & North Herts (ENHT) WDES Data					National WDES 2020/2021
		ENHT	ENHT	ENHT	ENHT WDES Progress in comparison to last year	
		2020/2021	2021/2022	2022/2023		
Metric 4 (Relates to Q14a-d in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC)  Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:	Patients/Service users, their relatives or other members of the public	With LTC = 35.9% Without LTC = 25.5%	With LTC = 38.4% Without LTC = 30.5%	With LTC = 39% Without LTC = 30.4%	Requires Improvement	33.0%
	Managers	With LTC = 24.4% Without LTC = 14.0%	With LTC = 21.6% Without LTC = 12.9%	With LTC = 22.3% Without LTC = 12.3%	Requires Improvement	17.1%
	Other colleagues	With LTC = 26.1% Without LTC = 18.8%	With LTC = 32.4% Without LTC = 19.8%	With LTC = 32.6% Without LTC = 20.5%	Requires Improvement	26.9%
	Percentage of Disabled staff saying they or a colleague reported the harassment/bullying or abuse.	With LTC = 41.0% Without LTC = 41.9%	With LTC = 47.2% Without LTC = 46.0%	With LTC = 49.7% Without LTC = 47.1%	Improvement	48.4%
Metric 5 (Relates to Q15 in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC)  Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.		With LTC = 46.0% Without LTC = 80.9%	With LTC = 42.1% Without LTC = 55.6%	With LTC = 46.7% Without LTC = 54.3%	Improvement	51.4%

Metric 5 above demonstrates our inclusive recruitment practices of anonymised and positive action is taking effect, however more work is required for ENHT to meet the national WDES survey

In metric 6 below our education programme and voice of our staff network, which has enabled us to share lived experiences all contribute to the 5% improvement of this metric, e.g. Civility saves lives, staff values charter and healthy teams rhythm work, however, metric 7 confirms that more ongoing work to recognise the contribution of our disabled colleagues work to be valued equally or above has to continue and the action plan summary outlines current and new work happening in 2023/24.

Workforce Disability Equality Standard (WDES) Indicators		ENHT	ENHT	ENHT	ENHT WDES Progress in comparison to last year	National WDES 2020/2021	
		2020/2021	2021/2022	2022/2023			
Metric 6 (Relates to Q11e in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC)  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.		With LTC = 38.4% Without LTC = 26.2%	With LTC = 38.2% Without LTC = 26.2%	With LTC = 33.2% Without LTC = 22.3%	Improvement	30.0%	Taken from 22 staff survey benchmark average
Metric 7 (Relates to Q4b in the NHS Staff Survey)  Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.		With LTC = 32.4% Without LTC = 48.4%	With LTC = 31.7% Without LTC = 45.7%	With LTC = 28.3% Without LTC = 43.0%	Requires Improvement	32.5%	
Metric 8 (Relates to Q30b in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC)  Percentage of Disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.		no data available, terminology of question changed in 2022		71.7%	-	71.8%	

In relation to metric 8 above, by October 2023 a clear process flow will become available, this follows work to pilot and map out the current end to end access to work process and seek to unblock delays and approvals, in parallel we must establish how many adjustments could be required in the current workforce, recognising some of our staff may benefit from seeking access to work assistance and may not be aware, managers can also benefit from education around this and an accompanying communication campaign will launch at the same time, this should lead to improved metric performance in subsequent years.

The table below shows metric 9 remained static and cumulatively reflects a status quo which will improve over time as we work on actions from metrics 4, 6 and 8 above. Metric 10 has opportunity to improve with vacancies arising at Board level, and plans to introduce a shadow board in 2024.

Workforce Disability Equality Standard (WDES) Indicators		ENHT	ENHT	ENHT	ENHT WDES Progress in comparison to last year	National WDES 2020/2021	
		2020/2021	2021/2022	2022/2023			
Metric 9a (Relates to the staff engagement theme of the NHS Staff Survey, made up from Q2a, Q2b, Q2c, Q3c, Q3d, Q3f, Q23a, Q23c and Q23d in the NHS Staff Survey) Questions are related to staff with Long Term Conditions (LTC)  The staff engagement score for Disabled staff, compared to non-disabled staff.		With LTC = 6.5  Without LTC = 7.0	With LTC = 6.26  Without LTC = 6.98	With LTC = 6.26  Without LTC = 6.84	No change	6.4	Taken from 22 staff survey benchmark average
Metric 10 - The organisation's board voting membership versus its organisation's overall workforce	Voting membership of the board	0.0%	0.0%	0%	No change, but requires improvement	3.7%	
	Non-voting membership of the board	0.0%	0.0%	0%			
	Executive membership of the board.	0.0%	0.0%	0%			
	Non-exec membership of the board.	0.0%	0.0%	0%			

The action plan from 2021/22 outlined a programme of work against the WDES and the updates on this action plan are listed below



Update on WDES action plan 2021/22

Objective	Actions	Metrics	Updates at July 2023	RAG rating
<p><b>Career progression for staff with disabilities</b></p> <p>To support the progression of staff with disabilities to ensure representation across the whole workforce and achieve year on year increase in percentage number of staff with disabilities progressing within agenda for change bands.</p>	<p>ICS Inclusive Career Development Programme for BAME and Disabled members of staff – first cohort Sep 2022</p> <p><b>'Share your story' / Case studies</b> of disabled members of staff with across different grades/professions and publicised widely</p>	<p><b>WDES 1</b></p> <p>Percentage of staff in AFC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with percentage of staff in the overall workforce</p>	<p>As, part of deaf awareness week we shared staff stories of disabled staff and what support is available via the leadership forum.</p> <p>A wider, regular rhythm of stories in trust news or on the Knowledge Centre</p>	<p>Green</p> <p>Green</p>
	<p>Develop Career Development Programme with focus on disabled members of staff linking with Talent Management and grow conversations - <b>WDES Innovation funding application</b></p> <p>Embed Quality Improvement methodology with aim of driving improvement</p>	<p><b>WDES 5</b></p> <p>Percentage of Disabled staff compared to non-disabled staff believing that their organisation provides equal opportunities for career progression or promotion.</p>	<p>Via the 2022 staff survey the score on this metric has been improved from 42.1% to 46.7%.</p> <p>However, in reality despite having staff on initial cohort's the promotion of the programmes due to review of internal capacity has slowed progress.</p> <p>More work needs to be done in promoting inclusive career development programme for staff in the system between bands 2/4 and bands 5/7</p>	<p>Green</p> <p>Green – Amber</p>

<p><b>Reasonable Adjustments</b></p> <p>To achieve year on year increase in percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</p>	<p>Review the process, how the fund is accessed and the marketing of the scheme to build awareness and utilisation.</p> <p>Share summary take-up report with equality &amp; Inclusion committee</p> <p>Targeting staff that may need reasonable adjustment fund support e.g., cohort of staff who were Shielding.</p> <p>Engage with relevant stakeholders and discuss implementation of training such as Public Sector Equality Duty.</p> <p>Creating an ambition to become Disability Confident Leader by 2023- ensuring initiative such as Project Search and other schemes are being embedded in our organisation when appropriately.</p>	<p><b>WDES 3</b> Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure</p> <p><b>WDES 6</b> Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.</p> <p><b>WDES 8</b> Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work</p> <p><b>WDES 9</b> The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation</p>	<p>The wider work around the reasonable adjustment passport has stalled due to network chair leaving, will be recommenced in August 2023</p> <p>Project search is planned for 2024 September start. Exec sponsor is Lucy Davies and there is a core working group linked in with ICS work.</p> <p>Next step is for project search to update on the education partner and for expression of interest forms to be sent out to teams to host a placement.</p> <p>We, are also waiting on a new EDI lead to ensure the process is all running smoothly on the ground.</p> <p>The score around reasonable adjustments from the staff survey is slightly below the national acute average</p> <p>Engagement score has stayed the same compared to last year</p>	<p>Amber – Green</p> <p>Green</p> <p>Amber – Green</p> <p>Green</p> <p>Amber – Green</p> <p>Amber</p>
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<p><b>Culture Change</b></p> <p><b>To secure an increase in the number of Staff reporting disability on ESR</b> and narrowing the gap in their reported experience of working at ENHT compared to all staff by third quarter of year 2023 (measured by staff survey &amp; ESR Data))</p>	<p>Disability Equality Awareness Training to be incorporated into Recruitment &amp; Selection training for hiring Managers</p> <p>Understand impact of COVID-19 on disabled members of staff by working Wellbeing team to guide our actions/response.</p> <p>To drive the quality of the inclusive recruitment and selection process</p> <p>To complete the review of recruitment &amp; selection process with 3 priority areas identified as follows:</p> <ul style="list-style-type: none"> <li>a) Train more Inclusion Ambassadors.</li> <li>b) Recruitment &amp; Selection Training for hiring managers.</li> <li>c) Advertising job opportunities to the wider communities</li> <li>d) assurance on Reasonable adjustment and Guarantee interview scheme</li> </ul>	<p><b>*WDES 1</b></p> <p><b>WDES 2</b> Relative likelihood of non-Disabled staff compared to Disabled staff being appointed from shortlisting across all posts.</p> <p><b>*WDES 9</b></p>	<p>There has been an increase in FSTU representation and wider work in the system around making the interview process more inclusive more inclusive for applicants, with a slight change in our wording on trac to be in line with the system.</p> <p>More work needs to be done around disability equality awareness training and reviewing the guaranteed interview scheme</p>	<p>Green</p> <p>Amber – Green</p>
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<p><b>Appreciation &amp; Recognition</b></p> <p>To appreciate and value disabled members of staff</p>	<p>Health, wellbeing, and diversity conversations into the appraisal process to empower and support staff.</p> <p>Continued support for staff returning from long term sickness</p> <p>Launch <b>'Ability Not Disability'</b> campaign and start with teams taking part in education about matters that affects disabled members of staff</p> <p>Celebrating Difference Events such as Day of Persons with a Disability</p>	<p><b>WDES 7</b> Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work</p> <p><b>*WDES 9</b></p>	<p>Via staff survey this metric has decreased by 3%</p> <p>Ability not disability campaign to be scoped and launched.</p> <p>Stalls for disability history month and international day of disabled people.</p>	<p>Amber</p> <p>Red</p> <p>Green</p>
<p><b>Dignity at Work</b></p> <p>The experience of bullying, harassment, and abuse within the workplace</p>	<p>Reviewing relevant work-related Policies (Dignity at work, Disciplinary, Reasonable adjustment)</p> <p>Finalise and Launch the Use of <b>Disability Passport</b> embedded/recorded by Health at Work Team Process and ESR by December 2022.</p>	<p><b>*WDES 4</b></p> <p><b>a)</b> Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:</p> <ul style="list-style-type: none"> <li>i. Patients/service users, their relatives or other members of the public</li> <li>ii. Managers</li> <li>iii. Other colleagues</li> </ul> <p><b>b)</b> Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced</p>	<p>Increase via staff survey in staff reporting bullying or harassment and very slight increase in the instances of bullying and harassment</p>	<p>Amber – Green</p>

		harassment, bullying or abuse at work, they or a colleague reported it.		
<p><b>Inclusive Recruitment Practice</b></p> <p>Ensuring fairness in recruitment and selection process with attention given to employee life cycle.</p>	<p>Continuing to strengthen governance of the Equality and Inclusion process with a focus on strengthening our leadership narrative, embedding delivery within sites and corporate functions, and setting aspirational and achievable annual goals that we can strive to achieve.</p> <p>Disabled Members of Staff Network Chair and ED&amp;I team continue to link and presenting on Staff Experience Groups &amp; People Committee</p>	<p><b>*WDES 1</b></p> <p><b>*WDES 2</b></p> <p><b>*WDES 5</b></p> <p><b>WDES 10</b> Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated</p> <ul style="list-style-type: none"> <li>By voting membership of the Board</li> </ul> <p>By Executive membership of the Board</p>	<p>We have seen green shoots with executive backing for project search and work around the ICS career development programme</p> <p>We now have new co-chairs in place and are looking to create a mission statement for the network and action plans by Sept/October 2023.</p>	<p>Green</p> <p>Green</p>

	<p>Working with Regional and National teams on new initiatives and opportunities for Key areas that we aspire to develop.</p>			
<p><b>Equitable representation in entering Capability process</b></p> <p>To enable proportionate representation of Disabled staff compared to non-disabled staff entering the formal capability process.</p>	<p>Targeting staff who may need Reasonable Adjustments Fund support</p> <p>Deep dive into data to identify any themes relating to poorer experiences and outcomes for disabled members of staff.</p> <p>A review related policies and procedures through Equality, Diversity &amp; Inclusion lens to include the lived experiences of disabled members of staff.</p>	<p><b>*WDES 3</b></p>	<p>This work is a priority to scope and commence before end of 2023/24 financial year</p>	<p>Amber</p>

#### 4. **Recommendations**

ENHT has established a clear and honest evaluation of its WDES, with small and sustained improvements and it is recommended that the action plan above continues to deliver and be evaluated in collaboration with the wider Healthy Culture team, people partners and staff network with the disability staff network bringing forward their mission statement and action plan of further work identified into this action plan, accepting that work will need to be continued into 2024/2025 to improve staff engagement and experience of staff with disabilities.