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University Hospitals Birmingham  
NHS Foundation Trust

# Workforce Disability Equality Standard

2023 report for University Hospitals  
Birmingham NHS Foundation Trust





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# Foreword

**University Hospitals Birmingham NHS Foundation Trust is working to improve everyday experiences for patients and staff with disabilities. This report highlights the progress made over the last year, our current actions and commitments.**

University Hospitals Birmingham (UHB) remains firmly focused on its inclusion agenda and is committed to making a positive difference to staff and citizens from marginalised groups.

This report demonstrates that UHB has made significant improvement across almost all metrics and actions set out in last year's report. In particular, the Trust has:

- utilised innovative ways of encouraging staff to share a disability or long-term health condition with us. This has meant an increase in declaration rates from 3.1% in 2022 to 3.8% in 2023;
- experienced a significant increase in the number of people with a disability successfully appointed into posts, from 52 in 2022 to 255 in 2023. Based on feedback from disabled staff we are continuing to take a transformative approach to the way in which we recruit and promote staff through changes to the selection process and the introduction of talent management schemes;

- centralised the Access to Work scheme to ensure staff and managers are supported to implement reasonable adjustments in a smooth and timely manner;
- rolled out Disability Masterclasses to over 450 line-managers to provide the knowledge and skills, and confidence to better support colleagues with a disability to reach their full potential whilst at work.

UHB is committed to re-evaluating practices to ensure staff feel heard and valued at work. Our Disability and Long-Term Conditions Network and the colleagues that form part of this group are instrumental in shaping and forming our approach, this will include maximising the impact of our new hospital led group structure to inform improvement and to celebrate success where positive impact has been achieved.



# Introduction

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures which enables NHS organisations to compare the experiences of disabled and non-disabled staff. UHB uses the data in this report to develop and publish an action plan and year on year the Trust will demonstrate progress against the indicators of workforce disability equality.

There is now an overwhelming body of evidence to show that engaged staff deliver better health care. Trusts with more engaged staff tend to have lower levels of patient mortality, make better use of resources, have stronger financial performance and higher patient satisfaction, with more patients reporting that they are treated with dignity and respect” (The King’s Fund: Staff Engagement, 2015).

UHB is committed to creating a fair and inclusive culture that enables the voices of our staff with a disability to be heard and where everyone has fair and equitable opportunities to achieve their full potential.

## Data and Methodology

The evidence set out by the National WDES team clearly highlights disparities between the experiences of disabled and non-disabled staff across the NHS. UHB uses the data in the WDES to take robust action, drive progress and embed the WDES into ongoing work programmes that support positive change.

This WDES Annual Report uses data taken from Electronic Staff Records (ESR) and NHS Jobs during 2023 and National Staff Survey results for 2022 that relate to workplace representation and the lived experiences of staff with a disability. This detailed evidence base allows UHB to benchmark itself on a local, regional, and national level basis against the WDES indicators. The baseline data and analysis are used as a measuring tool to enable UHB to understand where progress has taken place and where improvement is needed. Over the coming months, UHB plans to also introduce WDES data on a local level through a new site-led structure and work with Hospital Executive Directors to make improvements for staff with disabilities in their areas of responsibility.

This report provides further detail on UHB’s WDES focus for 2023/24.



# Aims

## The aim of this report is to:

- Compare the workplace and career experiences of disabled and non-disabled staff, using data from reporting systems and staff survey.
- Provide a detailed analysis of the metrics data.
- Provide a year-on-year comparison with available results from earlier years.
- Highlight improvement actions that can be taken to improve the experiences of disabled staff at UHB.
- Continue to raise awareness of disability equality and outline some of the challenges that disabled staff collectively experience at work.
- Drive impactful and measurable change and improvement in the experiences of disabled staff.





# Key findings

## Workforce Representation

2023 data shows that **3.8%** of Trust staff have declared a disability, this is an increase from 3.1% in 2022.

In the National Staff Survey 23% of respondents stated they had a disability.

## Recruitment

Increase in the relative likelihood of disabled staff compared to non-disabled staff being appointed from shortlisting from 1.63 to **1.05 times less likely**, not significantly different from 1.0 which is 'equity'.

## Capability

Reduction in disabled staff entering the formal capability process from 3 staff with a disability in the process and 3 staff for whom disability status is unknown (on ESR) in 2022 to **1 staff member** in the process in 2023 sharing they have a disability.

## Bullying, harassment and abuse

Reduction in the number of disabled staff experiencing harassment, bullying or abuse from managers from the previous year.

Increase in the number reporting abuse from patients and service users and from colleagues

## Presenteeism

**Nearly a third** of disabled staff have reported feeling pressure from their manager to come to work despite not feeling well enough to perform their duties. This figure has slightly improved from the previous year. This is compared to 21.3% of non-disabled staff.

## Reasonable Adjustments

**66.4%** of staff with a disability have said that the Trust has made adequate adjustments for them to carry out their work. This figure has increased from the previous year (65.8%).



# Summary analysis

The data in Table 1 has been collected since 2020. The data is based either as a snapshot ‘as at’ 31 March (in each year, for metrics 1 and 10), the year running to 31 March (for metric 2) or the average (mean) of the two years to 31 March (for metric 3).

**Table 1:** WDES metrics based on ESR and Workforce databases

Metric	Description	2020	2021	2022	2023
1	Percentage of Disabled staff.	3%	3%	3.1%	3.8%
2	Relative likelihood of non-disabled staff applicants being appointed from shortlisting across all posts compared to Disabled staff.	1.39%	1.35%	1.63%	1.05%
3	Relative likelihood of Disabled staff entering the formal capability process (performance management rather than ill health) compared to non-disabled staff.	0%	0%	7.04%	5.15%
10	Percentage of Disabled staff on Boards.	0%	0%	0%	4.35%



**Table 2: WDES metrics based on NHS Staff Survey data**

For this report, the latest survey available is the 2022 data, the results of which were delivered in 2023.

Metric number and description	Trust Values					National	
	2018	2019	2020	2021	2022	Av. Rank	2022
<b>Metric 1 (equivalent): Proportion with a long-term condition or illness</b>							
Disabled	16.5%	17.2%	18.7%	23.0%	23.7%	23.6%	
<b>Metric 4a: Harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>							
Disabled	30.2%	31.7%	27.7%	29.9%	30.6%	33.2%	81
Non-disabled	24.2%	24.8%	22.9%	21.2%	23.1%	26.0%	
<b>Metric 4b: Harassment, bullying or abuse from line managers in last 12 months</b>							
Disabled	20.3%	18.4%	19.1%	19.0%	16.6%	16.1%	123
Non-disabled	12.2%	10.7%	10.9%	9.8%	9.6%	9.2%	
<b>Metric 4c: Harassment, bullying or abuse from other colleagues in last 12 months</b>							
Disabled	28.9%	30.5%	26.4%	25.4%	27.7%	24.8%	160
Non-disabled	17.4%	18.3%	18.2%	16.2%	17.4%	16.5%	
<b>Metric 4d: Reporting last incident of harassment, bullying or abuse</b>							
Disabled	42.9%	44.4%	49.0%	45.9%	44.8%	51.3%	191
Non-disabled	43.9%	47.9%	47.7%	46.1%	43.9%	49.5%	
<b>Metric 5: Career progression</b>							
Disabled	45.3%	45.0%	45.6%	44.5%	45.7%	52.1%	178
Non-disabled	55.9%	54.0%	54.7%	51.9%	53.0%	57.7%	
<b>Metric 6: Presenteeism</b>							
Disabled	36.4%	33.0%	32.8%	32.3%	30.9%	27.7%	151
Non-disabled	25.1%	22.6%	24.9%	24.2%	21.3%	19.9%	
<b>Metric 7: Feeling valued</b>							
Disabled	35.8%	34.0%	36.7%	26.8%	27.7%	35.2%	183
Non-disabled	48.4%	46.6%	46.5%	36.0%	37.2%	45.0%	
<b>Metric 8: Reasonable adjustments</b>							
Disabled	68.9%	69.2%	72.6%	65.8%	66.4%	73.4%	186
<b>Metric 9: Staff engagement</b>							
Disabled	6.53	6.41	6.49	6.04	6.08	6.43	182
Non-disabled	7.07	6.94	6.93	6.65	6.60	6.93	





# Workforce supply

Under this heading we provide analysis for:

**WDES metric 1** Workforce representation

**WDES metric 2** Recruitment

**WDES metric 5** Career progression

**WDES metric 10** Board membership



# WDES Metric 1

## Workforce representation

Percentage of disabled staff in each of the Agenda for Change (AfC) bands 1 – 9, VSM (including executive board members), medical/dental and other staff, compared with the percentage of non-disabled staff in these categories.

### Summary findings

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- Data produced by the 2021 Census shows that 17% of the Birmingham and Solihull Local Authority residents declared a disability, nationally 1 in 5 people are known to have a disability. As of 31 March 2023, information taken from UHB’s Electronic Staff Records shows that 3.8% of staff have declared a disability, an increase from the previous year when it was 3.1%. Nationally, 4.9% of all staff employed by the NHS have declared a disability on ESR.
- There remains a high percentage of staff, 18.7%, where disability status is unknown or not declared. This is a slight increase on the previous year when 18% were unknown or not declared. It is worth noting that for medical and dental staff only 1% have shared they have a disability and 35% (up from 27% the previous year) are unknown or not declared.
- 2022 National Staff Survey for UHB shows that 23% of the total number of respondents indicated that they have a disability, suggesting that more staff have a disability than we have recorded on ESR, and staff are more likely to declare to have a disability via an anonymous source. This is an increase from the previous year when 21% of respondents declared a disability through the National Staff Survey.

## Non-clinical workforce

WDES Payscale	Disabled %	Non-Disabled %	Disability Unknown Headcount	Disability Unknown %	Total
AfC Bands 1 and under, plus 2-4	5.2%	80.2%	737	14.6%	5,045
AfC Bands 5-7	4.8%	82.9%	153	12.4%	1,238
AfC Bands 8a-8b	3.7%	82.1%	42	14.2%	296
AfC Bands 8c and above (inc. VSM)	4.0%	82.6%	20	13.4%	149
<b>Total</b>	<b>5.0%</b>	<b>80.8%</b>	<b>952</b>	<b>14.1%</b>	<b>6,728</b>

## Clinical workforce

WDES Payscale	Disabled Headcount	Disabled %	Non-Disabled Headcount	Non-Disabled %	Disability Unknown Headcount	Disability Unknown %	Total
AfC Bands 1 and under, plus 2-4	185	4.2%	3,446	77.5%	818	18.4%	4,449
AfC Bands 5-7	305	3.6%	6,799	79.4%	1,458	17.0%	8,562
AfC Bands 8a-8b	19	2.9%	524	80.0%	112	17.1%	655
AfC Bands 8c and above (inc. VSM)	3	4.1%	51	69.9%	19	26.0%	73
<b>Total</b>	<b>512</b>	<b>3.7%</b>	<b>10,820</b>	<b>78.8%</b>	<b>2,407</b>	<b>17.5%</b>	<b>13,739</b>

## Medical and Dental

WDES Payscale	Disabled Headcount	Disabled %	Non-Disabled Headcount	Non-Disabled %	Disability Unknown Headcount	Disability Unknown %	Total
M&D Career Grade	3	2.6%	79	67.5%	35	29.9%	117
M&D Consultant	5	0.4%	928	75.6%	295	24.0%	1,228
M&D Trainee	19	1.3%	796	53.5%	674	45.3%	1,489
<b>Total</b>	<b>27</b>	<b>1.0%</b>	<b>1,803</b>	<b>63.6%</b>	<b>1,004</b>	<b>35.4%</b>	<b>2,834</b>

## Summary

WDES Payscale	Disabled Headcount	Disabled %	Non-Disabled Headcount	Non-Disabled %	Disability Unknown Headcount	Disability Unknown %	Total
Total Clinical	512	3.7%	10,820	78.8%	2,407	17.5%	13,739
Total Medical and Dental	27	1.0%	1,803	63.6%	1,004	35.4%	2,834
<b>Total Clinical and Non-Clinical</b>	<b>876</b>	<b>3.8%</b>	<b>18,062</b>	<b>77.5%</b>	<b>4,363</b>	<b>18.7%</b>	<b>23,301</b>

## Actions to take forward

- Continue to improve the declaration rates of staff with a disability. The Trust aims to improve the declaration rates on ESR from 3.8% to 5% by the end of 2024. This will involve:
  - A dedicated and targeted communication campaign to raise awareness of how to update your protected characteristic information on ESR Self Service. The communication campaign will also improve understanding of the importance of recording disability as well as provide staff with the confidence to declare;
  - The Trust will focus on staff groups with low declaration rates, such as senior managers and medical grades, to develop targeted communication campaigns for these staff to improve declaration rates and reduce the number of unknown/do not wish to disclose.
- Take action that can positively increase disability declaration rates. This will include:
  - Running awareness campaigns about the organisational commitment to disability equality, with videos, blogs, podcasts, posters, leaflets and holding awareness raising events;
  - Regularly monitoring disability declaration rates, with data and actions reviewed at a local level as well as Trust wide;
  - Working with the Disability and Long-Term Conditions Network.





# WDES Metric 2 Recruitment

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

## Summary findings

- As of 31 March 2023, analysis of the data taken from NHS Jobs shows the number of shortlisted applicants with a disability to be 1341 (an increase from 1297 in 2022) compared to 23115 (22964 in 2021) without a disability. There has been a significant increase in the number of people with a disability successfully appointed from 52 in 2022 to 255 in 2023. This means applicants with a disability are **1.05 times less likely** to be appointed from shortlisted compared to applicants without a disability, not significantly different from 1.0 which is 'equity'.

## Trends

- Broadly, there has been an increasing trend in the likelihood of non-disabled applicant being appointed over disabled applicants, except during 2022.

**Table 3:** Relative likelihood of non-disabled applicants being appointed from shortlisting compared to Disabled applicants 2020-2023

NB a figure less than 1.0 would suggest that disabled applicants are more likely to be appointed than non-disabled applicants

Year	Relative likelihood
2020	1.39
2021	1.35
2022	1.63
2023	1.05



## Actions to take forward

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- UHB is committed to the Disability Confident Scheme which is a Government led scheme designed to create a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people. In 2018 the Trust entered the Scheme at the entry level of Committed, in 2019 the Trust moved up to Employer level, with Leader level being the next stage. In 2023/24 the Trust aims to develop an action plan to move from Employer to **Leader as part of the Disability Confident Scheme**. This will involve:
  - Reviewing local data, including deep dives where relevant, and explore whether the evidence indicates a need to take action to address disparities in recruitment for disabled staff;
  - Reviewing how reasonable adjustments are managed within the recruitment and interview processes and identify actions for improvement;
  - Reviewing guidance and training provided to recruiting managers and make improvements where needed;
  - Auditing the accessibility of the Trust's recruitment processes and comparing it against recommendation from Disability Confident Scheme;
  - Developing opportunities for local unemployed disabled people to gain work experience within the organisation.

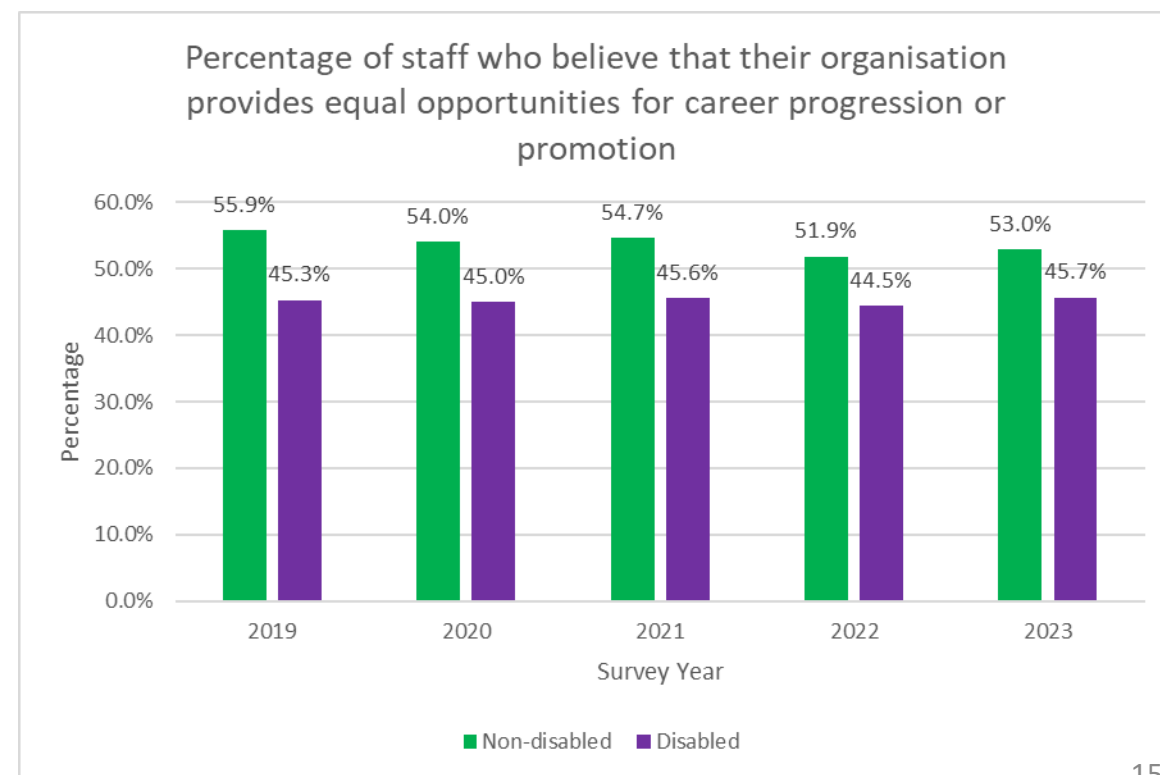
# WDES Metric 5

## Career progression

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

### Summary findings

- 45.7% of staff with a disability believe that the Trust provides equal opportunities for career progression. This figure has slightly increased from the previous year, 44.5%.
- This figure is lower than the percentage of non-disabled staff (53%) and the implications of this may result in staff with a disability not putting themselves forward for career progression at UHB. UHB has transformed its recruitment and selection processes to improve fairness and equality to opportunity and promote leadership development programmes to all staff.
- The Trust has developed a reciprocal mentoring programme. The aim is for both the mentor and the mentee to get a better understanding of each other's experiences which will in turn support career progression for the mentee.



## Trends

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- The percentage of disabled staff believing that they have equal opportunities has remained constant at around 45% since 2019.
- The difference between disabled and non-disabled staff experience is slightly improving with a difference of 10% in 2018 and 8% in 2022.

## Actions to take forward

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- Develop or promote bespoke career development/talent management programmes for disabled staff.
- Review learning and development for line managers in relation to disability, to better support the career development and aspirations of disabled staff.
- Develop a communications campaign to raise awareness of flexible working including the development of a new escalation process for when flexible working requests are not granted.
- Profile the career progression of staff with a disability or long-term health condition at UHB as part of the Trust's role model campaigns.





# WDES Metric 10

## Board representation

Percentage difference between the organisation’s board voting membership and its organisation’s overall workforce.

### Summary findings

- Overall, 4.35% of board members have declared a disability, this equates to 1 person.
- As of 31 March 2023 there were 23 Board members of which 1 shared a disability, a Non-Executive Director. This is in comparison to 3.8% of the overall workforce at UHB who have declared a disability. More work needs to be done to increase the number of staff with a disability in senior roles within UHB as well as improve the confidence of those already in the senior roles to share information of this nature.

**Table 4:** 2022 Board membership

	Disabled Headcount	Non-Disabled Headcount	Disability Unknown Headcount	Total
<b>Total Board members</b>	1	22	-	23
<b>How many are voting members?</b>	-	17	-	17
<b>Number of non-voting members</b>	1	5	-	6
<b>How many are Exec Board members?</b>	-	9	-	9
<b>Number of non-exec members</b>	1	13	-	14



## Trends

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- From 2019 to 2022, there has been a lower-than-expected representation of disabled board members, compared to the overall workforce. In 2023, one board member declared a disability.

## Actions to take forward

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- Discuss equality monitoring and ask all Board members to review and update their equality information, including disability.
- Undertake a review of talent management and identify opportunities to recognise and support the development of Disabled leaders of the future.





# Retention

Under this heading we provide analysis for:

**WDES metric 3** Capability

**WDES metric 4** Harassment, bullying or abuse

**WDES metric 6** Presenteeism

**WDES metric 7** Feeling valued

**WDES metric 9** Staff engagement



# WDES Metric 3

## Capability

Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process.

### Summary findings

- The Trust has made considerable improvement in reducing the number of staff with a disability entering the formal capability process from 3 staff with a disability in the process and 3 staff for whom disability status is unknown (on ESR) in 2022 to 1 staff member in the process in 2023 sharing they have a disability.
- Staff with a disability may enter the formal capability process for a legitimate reason which is not related to their disability. Ensure all steps and reasonable adjustments have been put in place for disabled individuals before any formal process starts.

### Trends

- The relative likelihood of disabled staff entering the capability process has decreased to 5.15 in 2023.

Year	Relative likelihood
2020	0.00
2021	0.00
2022	7.04
2023	5.15

**Table 7:** Relative likelihood of Disabled staff entering the formal capability process

### Actions to take forward

- Review Trust data and undertake further research to explore any disproportionate representation of disabled staff in capability processes.
- Review capability policies and processes with reference to disability to provide assurance that all steps and reasonable adjustments have been put in place before any formal process starts.



# WDES Metric 4

## Harassment, bullying or abuse

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse in the last 12 months.

This metric is split into four areas:

### 4 (a)

Harassment, bullying or abuse from patients, service users or the public.

### 4 (b)

Harassment, bullying or abuse from a line manager.

### 4 (c)

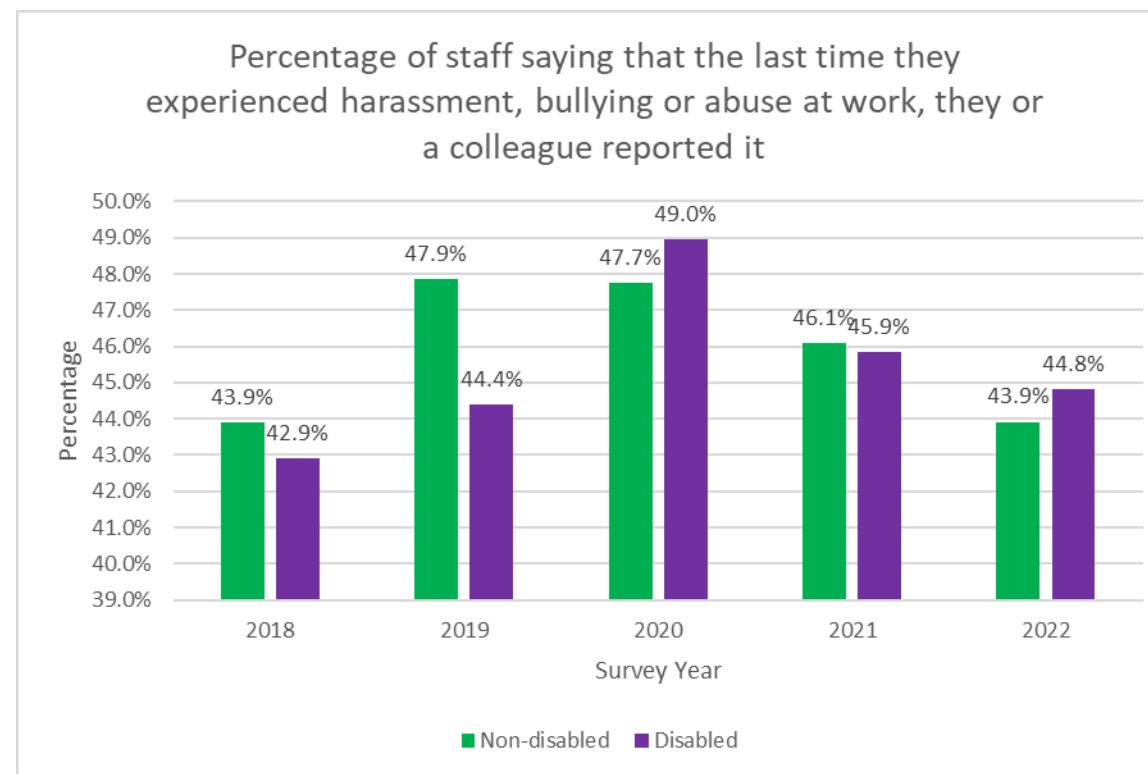
Harassment, bullying or abuse from other colleagues.

### 4 (d)

Percentage of staff who reported harassment, bullying or abuse the latest time it happened.

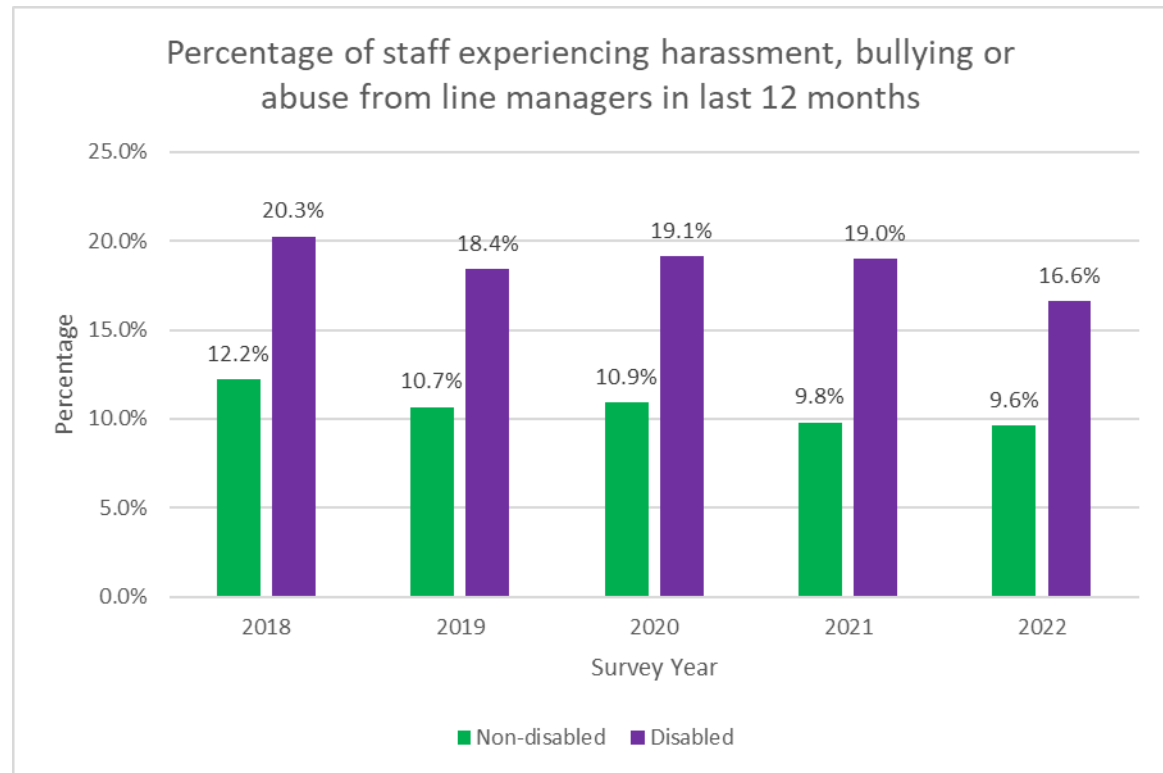
## Summary findings

- There has been a reduction in the number of disabled staff saying they have experienced harassment, bullying or abuse from managers from the previous year. This would suggest that the Trust's programme of work aimed at improving staff awareness is having an impact.
- There is more work needed to address the increase in the number of disabled staff and non-disabled staff reporting harassment, bullying and abuse from patients and service users and from colleagues. An action plan has been put in place including a poster campaign.
- Data taken from 2022 National Staff Survey shows that in every category the percentage of disabled staff experiencing harassment, bullying or abuse is higher than non-disabled staff. However, less than half of those, 44.8%, down from 45.9% from the previous year, who experienced bullying, harassment or abuse reported it. UHB recognises this requires further investigation.



## Trends

- Since 2018, the number of disabled staff who have experienced harassment, bullying and abuse from patients and other colleagues is relatively consistent.
- The number of disabled staff experiencing harassment, bullying or abuse from their line manager is almost double that of non-disabled staff.
- The difference in the level of harassment, bullying or abuse experienced by disabled staff and non-disabled staff has remained consistently higher for disabled staff over the last five years, this is higher than the national average.

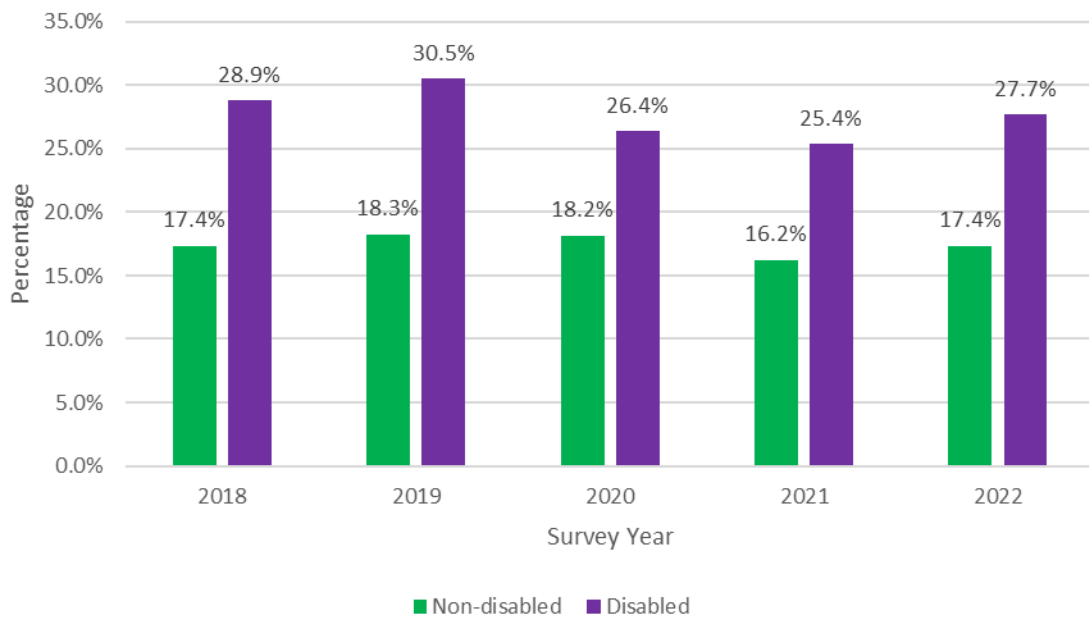


## Actions to take forward

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- Enable and extend ways in which disabled staff can discuss experience of harassment, bullying or abuse by ensuring that there is a safe person/space for any such discussions.
- Embarked on a program of work to improve the way in which staff can report incidents of bullying, harassment and abuse on Datix and use the information taken from reports on Datix to highlight trends and address areas of concern.
- Launch a communications campaign focused on reducing harassment, bullying and abuse. This will include a series of posters designed to prevent abuse from patients and the public towards staff and a pathway to offer support when patients refuse treatment based on a protected characteristic of a member of staff.

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





# WDES Metric 6

## Presenteeism

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 (“presenteeism”).

### Summary findings

- 30.9% of disabled staff report feeling pressure from their manager to come to work despite not feeling well enough to perform their duties. This figure has slightly improved from the previous year, 32.3%. This is compared to 21.3% of non-disabled staff.
- Staff tell us that presenteeism may be because of pressure that staff are putting on themselves rather than pressure from managers and therefore requires the Trust to work more closely with staff to make improvements.
- UHB recognises this indicator requires further investigation and intends to understand better the reasons for presenteeism amongst our staff with a disability. We know through feedback from the staff networks that disabled staff will often come to work whilst not feeling well enough to perform their duties through fear of triggering the sickness stages in the sickness absence policy. We also know that not all managers will take a person’s disability into account and apply discretion when progressing someone with a disability through the sickness absences stages and will often say they need to treat everyone the same.



## Actions to take forward

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- Raise awareness of the disability passport to support managers and staff to have conversations about disability and reasonable adjustments. A version of the disability passport has been incorporated into the new appraisal document. This means every member of staff will, at least twice a year, have a wellbeing conversation with their manager as part of their annual appraisal which will include reasonable adjustments for a disability or long-term health condition (or any other reason) being discussed. Plans are also in place to incorporate a question about disability when a manager records the appraisal for a member of staff which will in turn improve the data we hold on our staff and mean a more accurate disability declaration rate on ESR.
- Undertake analysis to investigate whether the experience of requesting flexible working arrangements differs between disabled and non-disabled staff within the Trust. 'Improving access to flexible working opportunities' is a recommendation set out in the NHS Disabled staff experiences during COVID-19 report <https://www.nhsemployers.org/publications/nhs-disabled-staff-experiences-during-covid-19-report>
- Continue to embed the centralised pathway for Access to Work to ensure a smooth end to end process for staff with a disability to receive workplace adjustments, including developing an Access to Work Guide and reasonable adjustments procedure.



# WDES Metric 7

## Feeling valued

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

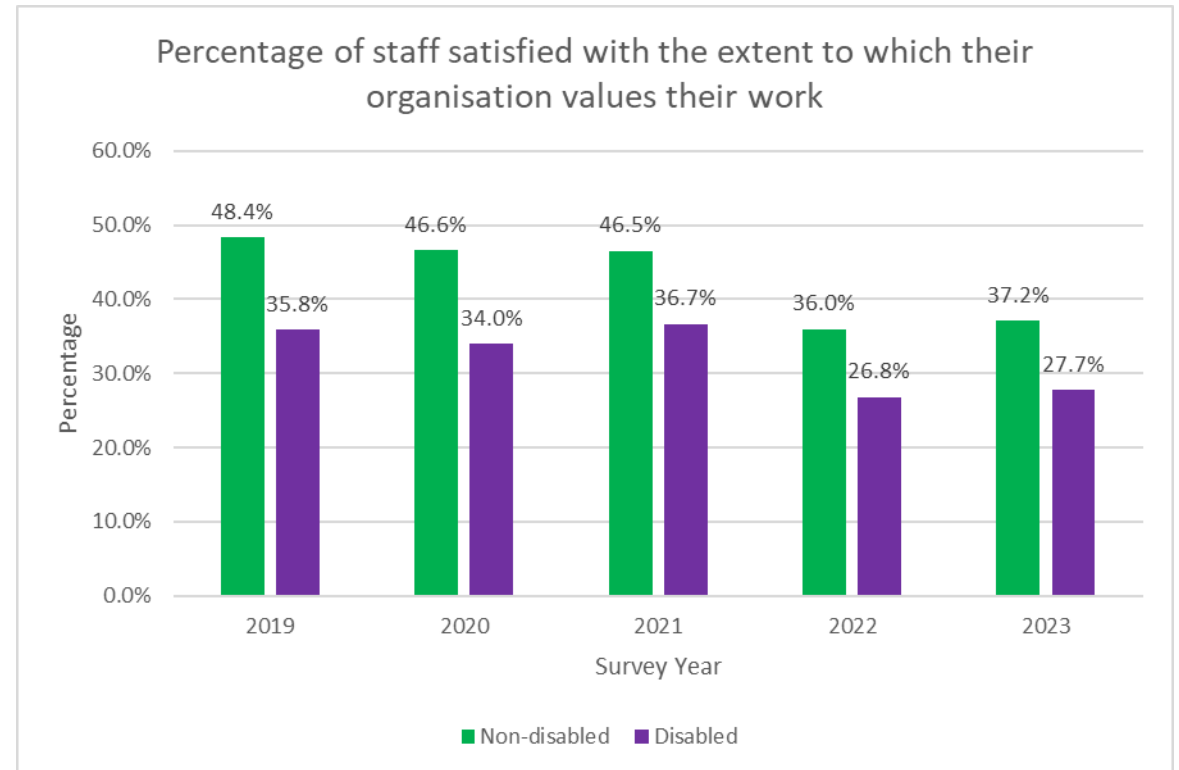
### Summary findings

27.7% of disabled staff said that they are satisfied with the extent to which their organisation values their work. This is an increase from the previous year with 26.8% of disabled staff.

The difference between disabled and non-disabled staff suggests that work needs to be carried out to understand better the experience of disabled staff whilst at the Trust and improve the ways in which people feel valued and heard.

### Actions to take forward

- UHB recognises the low engagement and overall satisfaction of staff with a disability or long-term health condition to be a priority and as a result raising the profile of disability at UHB will be a key objective throughout the inclusion work plan for 2023/24.





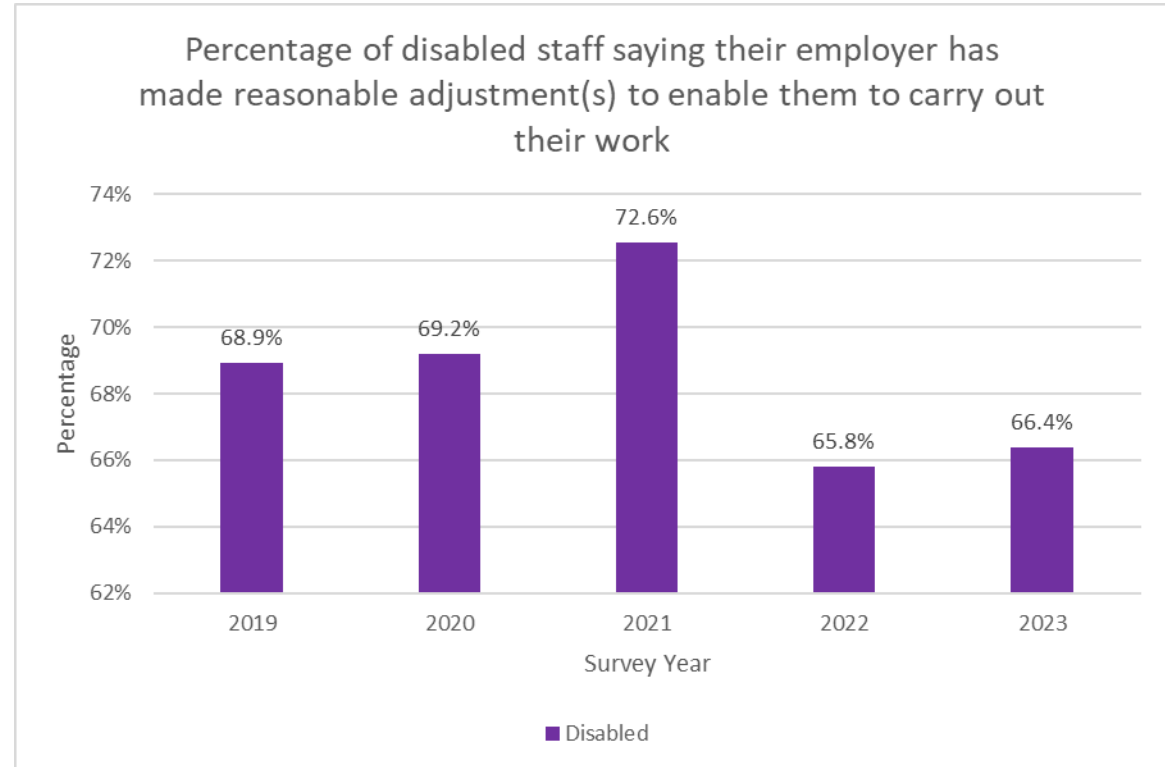
# WDES Metric 8

## Workplace adjustments

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

### Summary findings

- 66.4% of staff with a disability stated that the Trust made adequate adjustments for them to carry out their work. This figure has increased from the previous year (65.8%).
- It is worth noting that although 34% of staff do not feel that the Trust has made adequate adjustments for them to carry out their work, the vast majority (two thirds) do have adjustments in place.



## Trends

- There is more work to do with Managers and staff to raise awareness of what is meant by a reasonable adjustment. We know from what staff have told us that some Managers are putting reasonable adjustments in place such as flexible working, home working or moving desks but would not call it a reasonable adjustment. Some staff are still reporting difficulties getting reasonable adjustments through Access to Work.



Metric 8 - Continued

## Recommendations for action

- The Inclusion Team has worked closely with colleagues in Procurement, IT and Finance to create the centralised pathway for Access to Work applications. The new centralised pathway was piloted from November 2022 to March 2023 on a small group of staff and then evaluated. Plans are in place to roll it out Trust-wide in the coming months including the creation of a new dedicated Access to Work Coordinator to oversee the management of the casework.
- The Trust will develop a Reasonable Adjustments Procedure to provide managers and staff with guidance and support when applying reasonable adjustments in the workplace. This will be rolled out with accompanying training as well as a dedicated section as part of the Disability Masterclass on reasonable adjustments for staff with physical disabilities, neurodiversity and mental health.

# WDES Metric 9

## Staff engagement

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?

### Summary findings

- Disabled staff have the lowest overall engagement score at UHB at 6.08 compared to 6.60 for non-disabled staff (9b).
- This decrease from 6.53 in 2019 to 6.08 in 2023 suggests that work needs to be carried out to understand why disabled staff have worse experience whilst at the Trust compared to other groups, and improve the ways in which people feel valued and are heard. UHB recognises the low engagement and overall satisfaction of staff with a disability or long-term health condition is a priority and raising the profile of disability at UHB will be a key objective throughout 2023/24.



## Trends

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- The staff engagement score has been consistent over five years, with Disabled staff scoring just under 0.5 less than non-disabled colleagues. The reported experiences of Trust staff mirror the national acute average for both groups.
- The Inclusion Team has successfully created and delivered a Disability Masterclass for Managers to create Disability Champions across the Trust. To date over 450 line-managers have received the training, and feedback has been exceptional. The training covers physical disabilities, neurodiversity and mental health, how to apply reasonable adjustments, Access to Work, fairness in recruitment and selection processes, and an understanding of a manager's responsibility in the Trust to improve the experiences of people and staff with disabilities.

## Actions to take forward

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- Continue to raise the profile of the Disability and Long-Term Conditions staff Network to identify additional ways of ensuring *all* disabled staff are heard.
- Organise local and regional activities and events to raise the profile of disabled staff. This includes the conference to celebrate International Day of Person's with a Disability held at the Trust every year in December.
- In partnership with each Site Lead the Inclusion Team will produce a set of WDES specific metrics and work with the leads to understand the data and agree an action plan for their areas of responsibility. This will give departments a greater degree of visibility on how their workforce profile compares to the whole Trust. This will help departments agree ambitions and plans.



# WDES action plan 2023/24

Metric	Objective	Action/s	Timescales	Lead/s	Why
1.	<p>Continue to improve the declaration rates of staff with a disability.</p> <p>The Trust aims to improve the declaration rates of staff with a disability on ESR from 3.8% to 5% by the end of 2024.</p>	<p>This will involve a dedicated and targeted communication campaign to raise awareness of how to update protected characteristic information on ESR Self Service. The communication campaign will also improve understanding of the importance of recording disability as well as provide staff with the confidence to declare.</p> <p>The Trust will focus on staff groups with low declaration rates, such a senior managers and medical grades, to develop targeted communication campaigns for these staff to improve declaration rates and reduce the number of unknown/do not wish to disclose.</p>	December 2024	Head of Inclusion, Wellbeing, Partnerships and Events; Head of Workforce Planning & Analytics; Deputy Director of Communications	<p>Nationally the declaration rate of NHS Trusts is 4.9% (deceleration rates of Trusts range from 0.9% to 13.4%).</p> <p>UHB aims to improve its declaration rate for staff with a disability and see a continual rise year on year so that it can understand better its workforce and give assurance its staff with a disability are supported to thrive.</p>
2.	<p>Launch a centralised pathway for Access to Work to ensure a smooth end to end process for staff with a disability to receive workplace adjustments, including developing an Access to Work Guide and reasonable adjustments procedure.</p> <p>By improving Access to Work it will remove blockages and delays and will result in more staff receiving the adjustments and support needed to carry out their work.</p>	<p>The Inclusion team will launch a centralised pathway to Access to Work including an Access to Work Guide and a reasonable adjustments procedure.</p> <p>A communication and education campaign for managers and staff will be designed and rolled out to support the launch of the new centralised process.</p>	September 2024	Head of Inclusion, Advocacy, Partnerships and Events; Staff Disability Network Chairs; Deputy Chief Finance Officer; Managing Director Procurement; Director of IT	<p>Delays or blockages to receiving workplace adjustments have an impact on staff feeling valued and able to carry out their work. Improving the Access to Work process will ensure staff receive adjustments in a timely manner. This will help to improve the low engagement score for disabled staff and the percentage saying that their employer has made adequate adjustment(s) to enable them to carry out work.</p>



# WDES action plan 2023/24

Metric	Objective	Action/s	Timescales	Lead/s	Why
4.	<p>As part of the new site led structure, the Inclusion Team will work with the Site Leads to produce a set of WDES specific metrics and agree an action plan.</p> <p>The Inclusion Team will work closely with the Site Leads to produce a set of WDES metrics specific to each site and work with the Managers to understand the data.</p>	<p>Introduce WDES data on a site level and work with the Site Leads to make improvements for staff with disabilities..</p> <p>This will give departments a greater degree of visibility on how their workforce profile compares to the whole Trust. Rather than just looking at our Trust wide data and statistics, actually, what does it look like at the local level, and that will help departments to set ambition for changing its profile and therefore better able to define the actions that will achieve that ambition.</p>	November 2023	Head of Inclusion, Wellbeing, Partnerships and Events; Deputy Chief Operating Officer; Directors of Nursing	The Trust recognises that senior and middle managers need to understand the WDES metrics at a more local level and be able to take ownership and be accountable for improving the experience of staff with a disability within their own areas.
5.	<p>Develop an action plan to move the Trust from Employer to Leader as part of the Disability Confident Scheme</p> <p>In 2018 the Trust entered the Scheme at the entry level of Committed, in 2019 the Trust moved up to Employer level, with Leader level being the next stage.</p>	The Inclusion Team will work in internal and external partners to develop an action plan to move from Employer to Leader level based on the criteria set out by the Scheme.	November 2023	Head of Inclusion, Wellbeing, Partnerships and Events; Associate Director of Talent; Director of People Relations	We recognise the importance of being a member of the Disability Confident Scheme and the benefits of being at Leader level for our staff with a disability and the reputation of the Trust to be able to attract and recruit talent. Meeting the criteria at 'Leader' level of the scheme means managers and staff will have access to the knowledge and skills through resources, education and initiatives in a variety of ways to stay current and have the confidence and ability to support staff with a disability.