










## Workforce Disability Equality Standard (WDES) Action Plan 2022 - 23



| WDES Measure  | Current WDES performance  | Lead   | Actions   | Timescale  |
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| <p>1. 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</p> |  | <p><b>Director of Finance &amp; Digital/People &amp; OD</b></p> <p>Supporting colleagues:</p> <p>EDI Team</p> <p>Chief Executive's Office</p> <p>Medical Staffing/ Medical Director's Office</p> <p>Communications Team</p> <p>MAPLE Staff Network</p> <p>Head of Recruitment</p> <p>OD Team</p> | <p><b>Awareness Campaign</b> - Guidance for updating EDI information (ESR) i.e. why it is important; definition of Disability including long-term conditions that might not be understood as a 'Disability'</p> <p>Medical Workforce Engagement: address level of comfort/safety in disclosing a disability in ESR</p> <p>ULHT Board Engagement/senior level engagement (Cluster 4 in WDES data): encourage/raise awareness around disclosure of a disability via ESR; increase awareness lived experiences of Disabled colleagues and long-term conditions (link to WDES Innovation Fund Bid)</p> <p>Ensure recruitment processes continue to capture equalities information efficiently via application stage and upon appointment (via ESR)</p> <p>Ensure new starters given opportunity to review &amp; update equalities information during Corporate Induction</p> <p><b>Measurable Outcome</b> – increase the Disability declaration rate overall for the Trust to 5% by 2023-24</p> | <p>October-December 2022</p> <p>Immediate &amp; ongoing</p> <p>December 2022</p> |



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| <p>2. Relative likelihood of staff being appointed from shortlisting across all posts.</p>                        |  <p>Disabled candidates slightly more likely to be appointed</p> | <p><b>Head of Recruitment</b></p> <p>Supporting colleagues:</p> <p>“Overhauling Recruitment” Working Group (Lincs ICB)</p> <p>EDI team</p> <p>MAPLE Staff Network</p> | <p><b>Inclusive Recruitment Review</b> – end to end review of process (application of reasonable adjustments; attraction and selection methods; recruitment training for appointing line managers)</p> <p>Consider if TRAC data better than ESR data for metric</p> <p>Review Trust performance against Mindful Employer and Disability Confident Employer schemes (ensure Trust is achieving/sustaining standards and to identify areas for continuous improvement). Improve quality and access to intranet information for Disabled colleagues and line managers to ensure awareness of scheme including support available and recruiting managers’ responsibilities.</p> <p><b>Measurable Outcome</b> – disabled colleagues are currently slightly more likely to be appointed from shortlisting (0.94). Maintain current performance/parity (1.0)</p> | <p>In progress – current work plan concludes June 2023</p> <p>End January 2023</p> |
| <p>3. Relative likelihood of staff entering the formal capability procedure, for performance-related reasons.</p> |   | <p><b>Associate Director - Workforce</b></p> <p>Supporting colleagues:</p> <p>ER team</p> <p>EDI team</p>   | <p><b>Review Capability Policy and Procedure:</b> from Disability perspective (including support for Disabled colleagues) For note: action also included in Lincolnshire Belonging Strategy</p> <p><b>Detailed case analysis</b> – independent/in strictest confidence review of formal cases reported in this year’s WDES data in order to understand disparity</p> <p><b>Measurable Outcome:</b> reduce disparity ratio between Disabled and non-Disabled staff from 9.4 to 4.5 (or lower)</p>  | <p>In progress – current work plan concludes June 2023</p> <p>End March 2023</p>   |


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|  |   | MAPLE Staff Network  |   |   |
| <p>4a. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p> <p>Percentage of staff experiencing bullying, harassment or abuse from managers in the last 12 months</p> <p>Percentage of staff experiencing bullying, harassment or abuse from other colleagues in the last 12 months</p> | <br><br><br><br> | <p><b>Associate Director for OD, Wellbeing &amp; Inclusion</b></p> <p><b>EDI team</b></p> <p>Supporting colleagues:</p> <p>United Against - working group</p> <p>Staffside</p> <p>Programme Manager for CQ</p> <p>MAPLE staff network</p> <p>Lincs ICS Belonging Strategy – Bullying &amp; Harassment workstream members</p> | <p><b>Continue with implementation of ‘United Against’ actions</b> (guided by the anti-racism strategy). For note: action also included in Lincolnshire Belonging Strategy (Bullying &amp; Harassment work stream) and People Promise Delivery Plan for ULHT</p> <p><b>Key actions as follows:</b></p> <ul style="list-style-type: none"> <li>- Improve reporting mechanisms for colleagues and by-standers (accessible, simple and an anonymised option)</li> <li>- Improved support for colleagues experiencing abuse i.e. via EAP</li> <li>- Better feedback on action taken and outcomes</li> <li>- Accessible resources for staff involved with managing incidents, supporting witnesses etc</li> <li>- Fostering ‘allyship’ and delivering support for bystanders (via Culture and Leadership and values project)</li> <li>- Continued implementation of CQ Leading Inclusively with Cultural Intelligence Programme (Trust and system level)</li> <li>- WDES Innovation Fund bid – to support Human Library pilot initiative (initially with MAPLE Staff Network)</li> </ul> <p><b>Measurable Outcomes:</b> incremental improvement in NHS Staff Survey results from 2022/23 onwards</p> | <p>In progress, current workplans conclude April 2023</p> |

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|  |   |   | <ol style="list-style-type: none"> <li>1. Achieve upward scores and a positive trajectory for indicators (4a)</li> <li>2. Achieve 'national average score' for Acute Trusts in all indicators</li> <li>3. Achieve above average scores and position ULHT in upper quartile for NSS results for all</li> </ol>  |   |
| <p>4b. Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it</p> | <br><p>Disabled colleagues slightly more likely to report</p> <p>For note: overall confidence to report has decreased for all groups</p>  | <p><b>EDI team</b></p> <p>Supporting colleagues:</p> <p>Freedom to Speak Up Guardian</p> <p>People Promise Manager</p> <p>MAPLE Staff Network</p> <p>Lincs Belonging Strategy (Bullying &amp; Harassment working group)</p> | <p>See above actions and detail for Indicator 4a.</p> <p><b>Measurable Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Increased confidence to report concerns amongst colleagues directly affected by abuse, discrimination etc.</li> <li>2. Increased confidence to report concerns amongst colleagues indirectly affected (bystanders) by abuse, discrimination etc.</li> </ol> | <p>In progress, current work plans conclude April 2023.</p>         |
| <p>5. Percentage believing that trust provides equal opportunities for career progression or promotion</p>   |    | <p><b>Head of Recruitment</b></p> <p>Supporting colleagues:</p>   | <p>See above actions and detail for indicators 2 (Inclusive Recruitment) and 4a</p> <p><b>Measurable Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Improved NSS scores (as detailed in 4a)</li> </ol>  | <p>In progress, current work plans conclude April and June 2023</p> |



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| <p>7. Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work</p> |  | <p><b>EDI team</b></p>   | <p><b>Engage MAPLE Staff Network and ULHT colleagues</b> - to establish reasons for disabled colleagues being more likely (+10%) to feel that the Trust does not value their work, when compared with non-disabled colleagues</p> <p><b>Measurable outcome:</b> -</p> <ol style="list-style-type: none"> <li>1. Improved NSS scores (as detailed in 4a)</li> </ol>   | <p>December 2022<br/>(link to Disability History Month)</p> |
| <p>8. Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work</p>                           |  | <p><b>EDI team</b></p> <p>Supporting colleagues:</p> <p>HR Policy Manager</p> <p>Occupational Health team</p> <p>Strategic HRBPs</p> <p>MAPLE Staff Network</p> <p>OD team</p> | <p>Latest NSS 2021 results highlight following staff groups reporting lower scores when requesting adequate adjustments – when compared with colleagues in other staff groups:</p> <ul style="list-style-type: none"> <li>• Medical &amp; Dental – 55.6%</li> <li>• Estates &amp; Ancillary – 63.6%</li> <li>• Nursing &amp; Midwifery Registered – 63.6%</li> </ul> <p>Actions required:</p> <ol style="list-style-type: none"> <li>1. Identify gaps in provision of adequate adjustments – with particular attention to the staff groups listed above</li> <li>2. Raise awareness and share information about the Access to Work Scheme.</li> <li>3. Reasonable/Workplace Adjustments Policy &amp; communications to raise awareness of responsibilities</li> <li>4. Research and identify good practice amongst NHS Trusts to confirm management of reasonable adjustments</li> </ol> | <p>March 2023</p>   |

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|   |  |  | <p><b>Measurable outcome:</b></p> <ol style="list-style-type: none"> <li>1. Improved NSS results, including reduction by at least 1% point in gap between experience of disabled and non-disabled colleagues by 2023 NSS results</li> <li>2. Improved NSS results for the three areas of the workforce identified above, by at least 1% in 2023 NSS results.</li> </ol>   |                |
| <p>9a. The staff engagement score for disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.</p> |   | <p><b>EDI team</b></p> <p>Supporting colleagues:</p> <p>Council of Staff Networks</p> <p>MAPLE Staff Network &amp; Executive Sponsor</p> | <p><b>Continue with Engagement with Disabled Colleagues</b> assisted by supporting colleagues</p> <p>For note, actions/outcomes detailed in 4a and 7 above will support this indicator</p> <p><b>Measurable Outcome:</b></p> <ol style="list-style-type: none"> <li>1. Improved NSS score as detailed in 4a, to reduce gap between disabled and non-disabled colleagues.</li> </ol>   | Ongoing        |
| <p>9b. Have you taken action to facilitate the voices of disabled staff to be heard in your Trust?</p>  |  | <p>Communications Team</p> <p>Strategic HR Business Partners</p>   | <p>Continue support the MAPLE Staff Network. To continue to actively support Lincolnshire ICB system-working with all staff networks, with which ULHT is taking the lead role (Chair – ULHT Women’s Network)</p> <p>To continue to meet on a monthly basis with colleagues across the system, with the support of the “Every-One” organisation, to establish a support network for NHS staff who are also unpaid carers outside of work.</p> <p><b>Measurable outcomes:</b></p> | End April 2023 |

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|   |   |  | <ol style="list-style-type: none"> <li>1. MAPLE network membership increased by at least 10%</li> <li>2. There is an identifiable NHS staff carers network in place, either on a system-basis or as a Trust</li> </ol>   |            |
| 10. Percentage difference between the organisation's Board voting membership and its overall workforce. |  | <p><b>Trust Board</b></p> <p>Supporting colleagues include:</p> <p>Trust Board Secretary</p> <p>AD – OD, Wellbeing &amp; Inclusion.</p> <p>EDI team</p> <p>External recruitment &amp; selection partners</p> | <p>Please see indicator 1: improving disclosure rates (applicable to Trust Board members also)</p> <p><b>Further action required:</b><br/>Prepare for future Trust Board vacancies by reviewing recruitment and selection process from inclusion perspective (aligns with action for WRES/BME Board representation).</p> <p><b>Measurable Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Each Trust Board member is aware of how to update their disability status in ESR (improving disclosure rates)</li> <li>2. Inclusive Board recruitment &amp; selection process established, and enacted when there is a vacancy</li> <li>3. Increased representation at senior level</li> </ol> | April 2023 |