

Workforce Disability Equality Standard Report 2020/21 for the Equalities Committee

South East London (SEL) Clinical Commissioning Group



SEL CCG – Workforce Disability Equality Standard (WDES) Report

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The CCG considered the following data about the prevalence of disabled people.

- **About 20%** (14.1 million) of the population have a disability in the UK ⁽¹⁾
- Of the working age population: **8.4 million (20%)** have a disability, but **only 4.4 million** are in employment ⁽²⁾
- **14%** of London residents reported a health problem or disability affecting day to day activity ⁽¹⁾
- **8%** of the CCG staff shared that they had a disability on ESR, but nearly **20%** of respondents to the national NHS Staff Survey identifying as having a disability ⁽³⁾

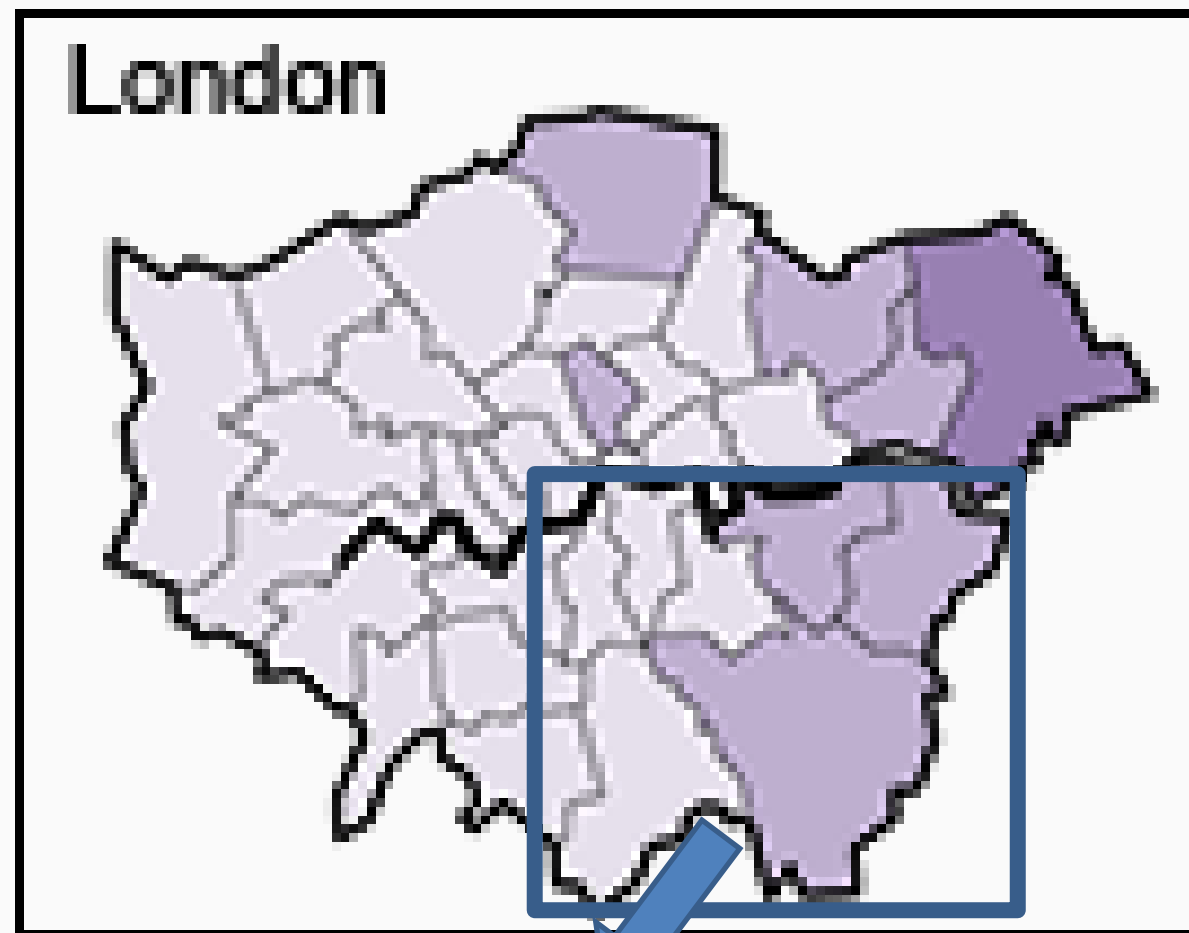
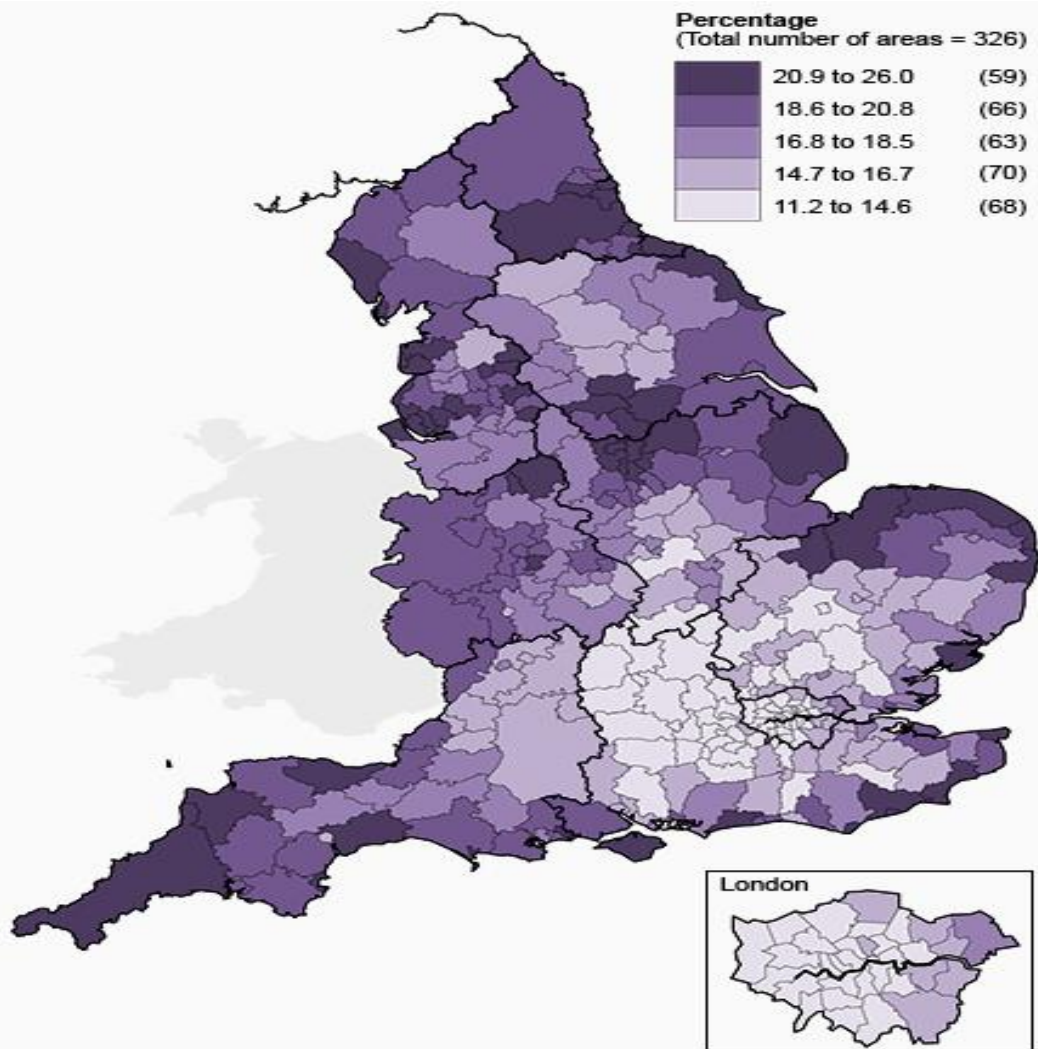
[1\) Family Resources Survey: financial year 2019 to 2020, DWP – March 2021](#)

[2\) Disabled People in Employment Briefing Paper, House of Commons – May 2021](#)

[3\) A guide to improving staff disability data, NHS Employers – January 2020](#)

Prevalence of disabilities – colour coded area map

England: 20% of the population
London: 14% of the population



South-east London CCG is using the London prevalence rate of 14% to benchmark staff representation.

8.4 million people
of working age have a disability
20% of the working age
population

2x twice as likely to be
unemployed

53.6% of disabled people
in employment
compared to **81.7%** of
non-disabled are in employment.

5.7 % of NHSEI staff recorded
a disability on ESR, compared to
15% in the NHS staff survey

80% of disabled
people acquired their
disability in
later life

8% of
disabilities
require a
wheelchair

33% of people see
disabled people as being
less productive

60% people say they
avoid disabled people as they
don't know how to behave
around them

180 disability hate
crimes are reported everyday

33% of disabled
people feel there is a lot of
disability **prejudice**

Source: [ONS, Labour Market Bulletin, Table A08 11 August 2020](#)

Sources: [Scope:Disability Perception Gap 2018](#), [Disability Sport 2014](#)

Some issues impacting staff with disabilities

Bullying , harassment and
discrimination (WDES Metric 3 and 4)

Poor satisfaction and career
progression (WDES Metric 2,5, and 7)

Presenteeism
(pressure to attend work despite feeling unwell)
(WDES Metric 6)

Fair representation across all levels
of posts (WDES Metric 1, 2 and 10)

Access to reasonable adjustments
and accessibility (WDES Metric 8)

Recruitment (WDES Metric 2)

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Reasonable Adjustments in 3 Steps

1. Always Ask

Check if the candidate has any additional support or reasonable adjustment requirements.

Application: Additional support contact for alternate formats.

Invitation to interview: ask and provide a contact person.

2. Talk to the candidate

What about our process is difficult and any adaptations. Patients are experts when they have a long-term condition.

Ask for support, there are many impairments so no one knows it all.

Adjustment and assessment need to be kept separate.

The same condition may have a different impact on another person

3. Default = Agree

It allows candidates to be at their best. Legal risk exists in refusing adjustments.

Confirm adjustments in writing

Job Offer: Medical info/absence assessed after a written offer.

[EHRC Video](#)

The organisational structure impacts the speed and consistency of putting adjustments in place.

As Is Process

Usually hiring and line manager led and funded by each budget

Recruitment Reasonable Adjustments

Lived experience feedback suggests an inconsistent pattern of decision making on adjustments.

Is there a knowledgeable advice line for hiring managers / HR admin?

Adjustment requests and assessment should be kept separate.

Ideally could this move to a central process?

Onboarding Reasonable Adjustments

Will a new starter discuss adjustments with their new line manager before starting?

Is there a tracking process for new starters to enable better communication.

Adjustment requests will be gathered during onboarding aiming to be in place for the start date

In Work Adjustments (Access to Work Funded)

A centralised procurement and funding process with an online request form and guidance.

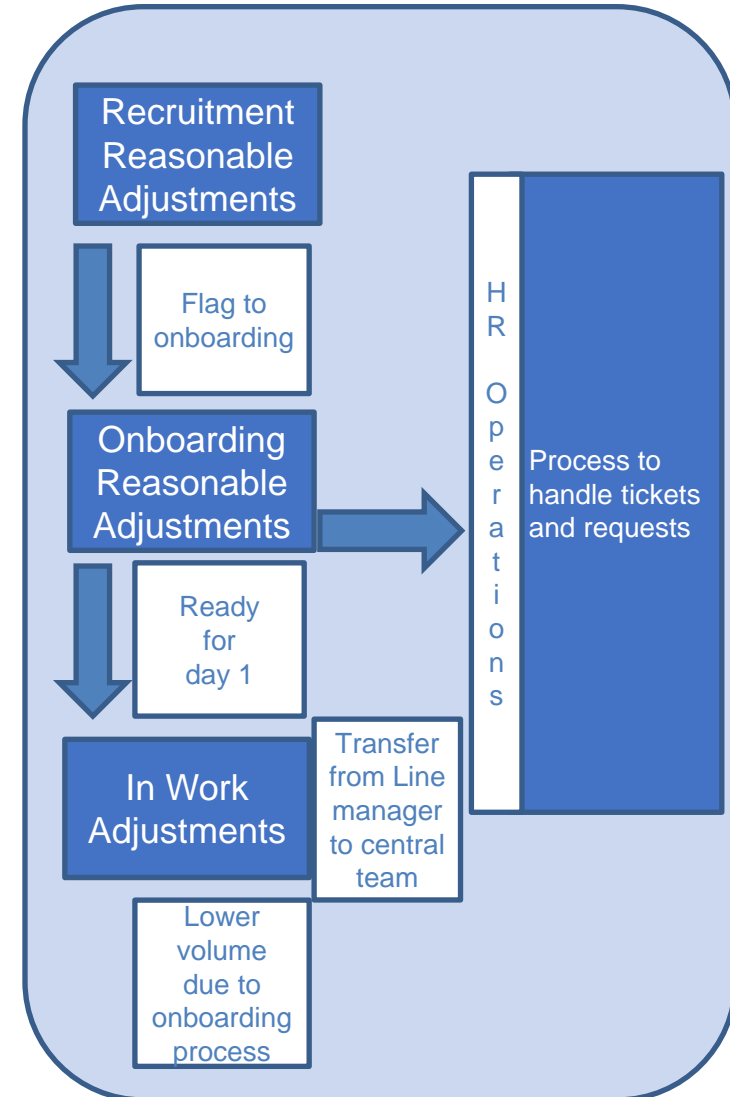
A level of expertise has developed within the relevant team.

Other service areas involved in adjustments to resolve issues.

Relationships with suppliers to resolve any procurement issues.

Working from Home, flexible working pattern and home working kit are some of the most common adjustments which are now easily agreed.

To Be Process Centre of Excellence – central processing, tracking and funding



Examples of reasonable adjustments. [Detailed adjustments by condition, pages 54-148](#)

	Adjustment	Some conditions that would find this adjustment useful
Time	Additional time for the interview or allowing a break in the interview	Speech impediment Anxiety, panic or phobic condition or stress related physical condition Candidates requiring a interpreter should have a non-assessed informal start to the interview to allow
	Scheduling the interview on a particular day or at a particular time	Any candidate on medication which cause side effects (e.g. drowsiness) Any candidate that may have to alter their hours due to pain management, fatigue, care responsibilities.
Format	Allowing different formats for applications and interview responses	<u>Neurodiversity</u> candidates Speech impediments Deaf or hard or hearing candidates Anxiety, panic or phobic condition or stress related physical condition
	Not to use assessment and psychometric tests	<u>Neurodiversity</u> candidates, conditions include autism, ADHD, dyslexia, dyspraxia
	Alternative formats at interview such as easy-read, audio or video recording, allowing supplementary responses in writing or a written only interview. Providing the question in advance Score these formats as equal to oral responses.	Anxiety, panic or phobic condition or stress related physical condition <u>Speech impediment</u> Deaf or hard of hearing candidates <u>Neurodiversity</u> candidates, conditions include autism, ADHD, dyslexia, dyspraxia
Tech./Location	Physical environment changes, such as parking, wheelchair access, lighting level relating to the ability to lip read and not fluorescent/flashing	Epilepsy, Physical disabilities, Deaf or hard of hearing, Respiration conditions including asthma, Significant allergies
	Technology adjustments, screen readers (text-to-speech), larger monitors, voice-activated devices and dictation software.	Physical disabilities, Neurodiversity candidates (conditions include autism, ADHD, dyslexia, dyspraxia), vision impairments.

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Staff Representation : Metric 1 and 10

Percentage of staff in each of the Agenda for Change (AfC) Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce including board members

Disabled people make up 14% of the London population – DWP Family Resources Survey, March 2021

Metric 1		Not disabled	Disabled	% Disabled	Unknown	Total
Agenda for Change – Non clinical	Bands 1 - 4	23	1	4%	0	24
	Bands 5-7	110	19	14%	5	134
	Bands 8a-8b	118	13	10%	3	134
	8c, 9, VSM	108	7	6%	5	120
Non-clinical total		359	40	10%	13	412
Agenda for Change – Clinical	Bands 1 – 4	0	0	N/a	0	0
	Bands 5-7	35	4	10%	0	39
	Bands 8a-8b	42	2	4%	1	45
	8c, 9, VSM	24	1	4%	0	25
Clinical total		101	7	6%	1	109
Other	Non-substantive	60	4	5%	19	83
Board (Metric 10)	Executive	7	0	0%	0	7
	Non-executive	14	0	0%	4	18
CCG	Total	541 (86%)	51	8%	37 (6%)	629

Representation RAG
Over by 20%+
Over by 10-20%
Tolerance + / - 10%
Under by 10-20%
Under by 20%+

Recruitment and Disciplinary Comparison

Metric 2 and 3 2020-2021

Indicator 2 Relative likelihood of staff being appointed from shortlisting	Indicator 3 Relative likelihood of staff entering the formal disciplinary process
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CCG	1.9	0
Disabled	10 appointee (6%)	0
Non-disabled	153 appointees (93%)	1
Not stated	2 appointees (1%)	0

Representation RAG
Over by 20%+
Over by 10-20%
Tolerance +/- 10%
Under by 10-20%
Under by 20%+

What does the data tell us?

Indicator 2	Indicator 3
Non-disabled candidates were 1.9 times more likely to be appointed from shortlisting compared to Disabled applicants. There was also an under representation of Disabled applicants in overall appointments.	No disabled colleagues faced a disciplinary procedure this financial year. Action: No action required this financial year.

What action will the CCG take?

Action: There needs to be a focus on how to attract more Disabled applicants (Disabled applicants make up 7% of all applicants and 14% of the London population). A possible approach would be to use a disability focused jobs board and career platform.

Action: There needs to be a focus on how to appoint more Disabled applicants (Disabled applicants make up 6% of all appointments and 14% of the London population). A review of the reasonable adjustments and evaluation criteria is likely to improve the situation.

Staff Survey – Dignity and Respect at Work - Metric 4:

WDES staff survey questions 2020	Metric 4			
	% staff experiencing harassment, bullying or abuse from			
	a) public,			
	b) managers,			
	c) other colleagues,			
	d) % that reported the incident			

Year	Disabled	Non-disabled	CCG Median Disabled	CCG Median Non-disabled
4a) 2020 (2019)	4% (N/a)	7% (N/a)	11%	9%
4b) 2020 (2019)	17% (N/a)	11% (N/a)	17%	9%
4c) 2020 (2019)	24% (N/a)	10% (N/a)	18%	9%
4d) 2020 (2019)	36% (N/a)	52% (N/a)	46%	43%

What does the data tell us?

Metric 4
<ol style="list-style-type: none"> 1. 2 times as many Disabled colleagues experienced bullying, harassment or abuse from colleagues 2. 1 in 3 experiences of harassment, bullying or abuse are reported by disabled staff 3. Overall, the data for the treatment of colleagues by the public and managers is similar.

What action will the CCG take?

Action : Following the staff engagement sessions, the CCG could review Freedom to Speak Up processes for disabled colleagues and consider awareness training.

Staff Survey – Dignity and Respect at Work - Metrics 5 - 9:

WDES staff survey questions 2020	Metric 5 % staff believing that the CCG provides equal opportunities for career progression or promotion.	Metric 6 % staff that felt pressure from their manager to come to work, despite not feeling well	Metric 7 % staff saying that they are satisfied with the extent to which their organisation values their work	Metric 8 % staff state employer has made adequate adjustments at work	Metric 9 Staff engagement score.
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Year	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Disabled	Non-disabled
2020	67 %	77%	22%	10%	41%	61%	81%	5.3	7.1
CCG Median	82%	87%	20%	13%	49%	60%	86%	6.9	7.3

What does the data tell us?

Metric 5, 6, 7, 8 and 9

1. All 5 metrics score poorer for disabled colleagues compared to non-disabled colleagues and below the disabled CCG median benchmark.
2. Only 41% of disabled colleagues feel their work is valued by the CCG and feel less engaged at work.
3. One in 5 disabled colleagues felt pressurised to attend work when unwell.

What action will the CCG take?

Action : Following the staff engagement sessions, the CCG plans to undertake a comprehensive set of actions to improve the experience of disabled and all other colleagues at work.

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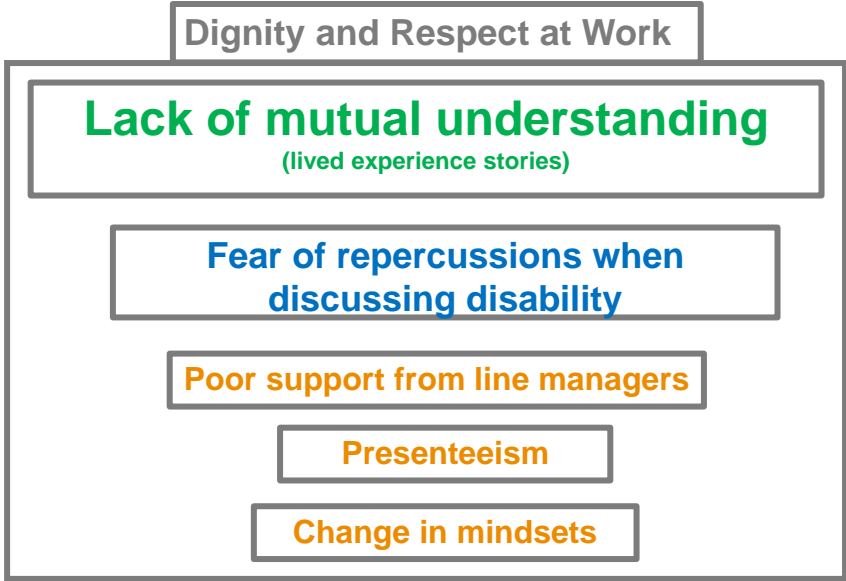
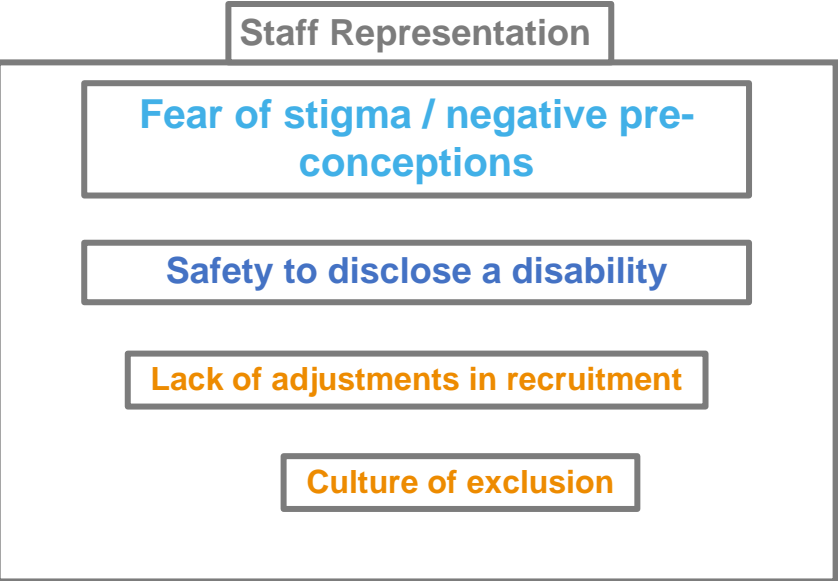
6. Staff Engagement

Staff engagement sessions were held on the 11th (Age and Ability Network), 12th (All staff meeting) and 13th (Beyond BAME network) October 2021. Just over 100 colleagues attended all sessions. Each session covered the data in this report and asked for staff reflections on the barriers faced by disabled colleagues and best practice for trying to overcome those barriers. The all staff session also included a question and answer video with Jane Hatton, CEO of [Evenbreak](#) on key disability issues.

The key themes from the sessions have been categorised below into Staff Representation (Metrics 1, 2, 3, and 10) and Dignity and Respect at Work (Metrics 4, 5, 6, 7 and 8). See Appendix A for a list of the metrics.

The engagement sessions were rated as follows:

- 86% felt the sessions were informative
- 88% would support action plans
- 84% felt the session boosted their understanding of equality at work



Font size relates to popularity of idea

Engagement Responses on Staff Representation

Barriers

- Fear of applying for progression due to negative preconceptions / stigma x 10
- Staff feeling safe to declare a disability x 8
- Lack of adjustment in the application process x 4
- Culture of exclusion x 4
- Lived experience of poor responses to previous disclosures x 2
- Lack of visible role models within the CCG x 2
- Lack of support in current role limits progression
- Line manager acceptance
- The term “disability” needs clarification
- Senior colleagues also don't disclose to their staff

Suggestions for Best Practice

1. Open and honest line manager conversations about career path and well-being x 7
2. Promote awareness and education x 6 (Disability History month)
3. More visible adjustments and lived experience stories (building access, communications, case studies) x 6
4. Organisational buddies to talk through concerns x 5
5. Consultation about what staff need x 4
6. Broader criteria for recruitment (Lived experience) x 2
7. Include staff well-being as a KPI

Engagement Responses on Dignity and Respect at Work

Barriers

- Lack of mutual understanding x 8
- Fear of repercussions when discussing disability x 4
- Poor support from line managers x 3
- Change in mindsets x 3
- Presenteeism – time off due to Long-term conditions x 3
- Workplace facilities
- Visible support / senior management role models x 2
- Data quality about prevalence of disability at work

Suggestions for Best Practice

8. Healthy culture (awareness in meetings, senior role models) x 6
9. 100% disclosure – knowing the context of disability at work x 5
10. Ongoing awareness sessions x 4
11. Flexible approach to adjustments x 2
12. Well-being embedded in 1-2-1 meetings x 2
13. Inclusion embedded in policies (different approach to sick / disability leave) x 2
14. Regular staff surveys to monitor progress
15. Include staff well-being as a KPI
16. Roles to speak confidentially about concerns

Action plan suggestions from Staff Engagement sessions

Theme	Best practice	Action	Accountability
Inclusive culture – line management	1,12* 1-2-1 with line manager to discuss well-being and adjustments	Toolkit for open and honest discussion with both parties to take ownership for these conversations	To be discussed at the Equality Committee
	1,10* Training for awareness, language and compassion	HR to consider awareness training for staff and line managers	
	3,11* Visible and more flexible approach to adjustments	HR to consider best practice, perhaps a central team and funding	
	13* Inclusion embedded in policies (disability leave, adjustments passport)	A process for staff to feedback and influence policies	
Inclusive culture – communications and engagement	2,8,9* Awareness and education	Lived experience case studies	
	5,7,14,15* Ongoing consultation and staff surveys	A series of all staff engagement sessions and surveys, perhaps feeding into a KPI.	
	4,16 * Confidential roles / buddies to discuss concerns	HR to consider how to implement this, perhaps within Freedom to Speak Up or staff networks.	
	3,8* Senior role models to create awareness and dialogue	Executive sponsor for disability and well-being script for major staff meetings	
	9* Regular communications to promote disability declaration and dialogue	Instructions as to how to update ESR, the benefits of better data, sharing stories	
Recruitment	6.* Broader criteria for selection valuing lived experience and seeing disability (patient voice) as a positive.	Hiring managers to be briefed on recruitment and selection and data to be monitored quarterly	

*Numbers refer to engagement best practice suggestions (slide 18)

Data Report Action Plan

Staff Representation and Recruitment

Action : There needs to be a focus on how to attract more Disabled applicants (Disabled applicants make up 7% of all applicants and 14% of the London population). A possible approach would be to use a disability focused jobs board and career platform.

Action : There needs to be a focus on how to appoint more Disabled applicants (Disabled applicants make up 6% of all appointments and 14% of the London population). A review of the reasonable adjustments and evaluation criteria is likely to improve the situation.

Staff Survey – Dignity and Respect at Work

Action : Following the staff engagement sessions, the CCG could review Freedom to Speak Up processes for disabled colleagues and consider awareness training.

Action : Following the staff engagement sessions, the CCG plans to undertake a comprehensive set of actions to improve the experience of disabled and all other colleagues at work.

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Appendix A

The Workforce Disability Equality Standard (WDES) Metrics

1	Percentage of staff in each of the Agenda for Change Bands 1-9 OR Medical and Dental subgroups, and VSM (including executive board members) – compared with the percentage of staff in the overall workforce
2	Relative likelihood of staff being appointed from shortlisting
3	Relative likelihood of staff entering the formal disciplinary process
4	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or public
5	Percentage of staff believing that the CCG provides equal opportunities for career progression or promotion.
6	Percentage of staff that felt pressure from their manager to come to work, despite not feeling well
7	Percentage of staff saying that they are satisfied with the extent to which their organisation values their work
8	Percentage of staff state their employer has made adequate adjustments at work
9	Staff engagement score for disabled and non-disabled staff.
10	Board membership