

# Workforce Disability Equality Standard (WDES) 2019-2020 Report

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August 2020

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# About the Workforce Disability Equality Standard (WDES)

The NHS Workforce Disability Equality Standard (WDES) came into force on 1 April 2019 and is a set of specific measures (Metrics) that will enable NHS organisations to compare the experiences of Disabled and Non-disabled staff. This information will then be used by organisations to develop a local action plan, and enable them to demonstrate progress against the Metrics of Disability equality.

The standard is designed to improve the representation and experience of Disabled staff (staff with mental or physical impairment that has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities) at all levels of the organisation, focusing on experiences within their employment such as fair access, equality of opportunity and quality of staff experience. The standard provides opportunity for the comparison between Disabled and Non-disabled staff.

There are ten Metrics that make up the NHS WDES comprising:

- Workforce Metrics 1 – 3, 5 and 8
- Staff Survey Metrics 4, 6 – 7, 9
- Board representation Metric 10

## **Making a difference for Disabled staff**

The WDES is important, because research shows that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety. The implementation of the WDES will enable NHS Trusts and Foundation Trusts to better understand the experiences of their Disabled staff. It will support positive change for existing employees, and enable a more inclusive environment for Disabled people working in the NHS. Like the Workforce Race Equality Standard on which the WDES is in part modelled, it will also identify good practice and compare performance regionally and by type of Trust.

# Foreword

Milton Keynes University Hospital NHS Foundation Trust (MKUH/Trust) is committed to ensuring that equality, diversity and inclusion is at the heart of everything we do and seek to give assurance that we meet contractual requirements in relation to the Workforce Disability Equality Standard (WDES), Workforce Race Equality Standard (WRES) and Equality Delivery System (EDS2). Since inception, the Trust has adopted the EDS2 and now we are publishing our WDES and WRES Reports.

There is robust evidence for the effectiveness of having an ambition that is based upon commitment of specific goals, monitored by frequent feedback. Leadership representation across the specific Protected Characteristics of Disability and Race (Black Asian and Minority Ethnic people – BME/BAME) for the NHS has shown signs of improvement.

Since the introduction of the WRES it has been demonstrated that there is a clear need for further accelerated improvement. Similarly, we aim to utilise the WDES, informed by the WRES as a tool to inform and support improvements for Disability equality.

Issues of the lack of leadership representation apply as much to the clinical workforce as they do to the non-clinical workforce, again we will work with tools developed for the NHS Workforce Equality Standards.

Using these models we aim to align with the NHS Long Term Plan and NHS People Plan and is the basis which informs the current WRES and WDES programmes of work across the NHS and for the Trust.

The WRES and WDES Reports set out the Trust's performance information against the mandatory NHS Workforce Race Equality Standard Indicators and Workforce Disability Equality Standard Metrics. This report covers the MKUH workforce profile, staff survey, and Board composition by Disability. The report also details the calculations and analyses results against each Metric with recommendations for improvements where appropriate summarised in the WDES Action Plan.

The report is published following approval by the Workforce Development and Assurance Committee in October 2020. Whilst publishing reports is one part of the 'Due Regard' responsibilities, it is also about our commitment to ensuring we are inclusive in our service delivery and that our staff reflect the communities we serve.

Professor Joe Harrison  
Chief Executive Officer

Danielle Petch  
Director of Workforce

# Summary of Key Highlights (WDES)

The report provides:

- A summary of the key findings in this reporting period (2019-20) against three workforce themes:- workforce diversity, staff experience and leadership diversity
- Areas of focus for the coming year, 2020-21
- The Trust's workforce as at 31 March 2020
- A comparison to the whole workforce
- Disabled representation within the Trust
- Disabled staff reporting adequate adjustments have been made to enable them carry out work duties reported compared to national Acute Trust Benchmarks

Where numbers / respondents are fewer than 11, to protect confidentiality and anonymity these numbers will appear as ("-"); rounding of some figures may result in totals lesser or greater than 100%. Overall 86% of staff disclosed their disability as at 31 March 2020. This is slightly below the previous year where 87% of staff disclosed their disability however the overall workforce comprises 4% Disabled and 82% Non-disabled.

- **Metric 1:**
  - **Cluster 1** Agenda for Change (AfC Band 1-4) 5% are Disabled and 82% Non-disabled
  - **Cluster 2** (AfC Band 5-7) 3% are Disabled and 87% Non-disabled
  - **Cluster 3** (AfC Band 8a-8b) 2% are Disabled and 89% Non-disabled
  - **Cluster 4** (AfC Band 8c-9 and VSM) 2% are Disabled and 78% Non-disabled
  - **Cluster 5** (Medical and Dental Staff, Consultants) 1% are Disabled and 73% Non-disabled
  - **Cluster 6** (Medical and Dental Staff, Non-Consultants, career grade) 0% are Disabled and 71% Non-disabled
  - **Cluster 7** (Medical and Dental Staff, Medical and dental trainee grades) 1% are Disabled and 34% Non-disabled

# Summary of Key highlights (WDES) cont.

- **Metric 2:** Non-disabled applicants are 1.25 times more likely to be appointed from shortlisting than Disabled applicants, a decrease from 1.42 in the previous year
- **Metric 3:** Human Resources data sources report that there have been no incidences of Disabled staff entering the capability process during 2019-20
- **Metric 4:**
  - Harassment from patients/service users: Disabled staff report 33.9% as compared to 29.7% Non-disabled staff this is an increase from 2018-19
  - Harassment from managers: Disabled staff report 16.4% as compared to 8.5% Non-disabled staff this is an increase from the previous year
  - Harassment from other colleagues: Disabled staff report 29.8% as compared to 17.2% Non-disabled staff this is a slight decrease for Disabled staff (29.8%) and an increase for Non-disabled staff (19.2%) from the previous year
  - Reporting harassment, bullying and abuse is reported by 48% of Disabled staff compared to 51.6% Non-disabled staff
- **Metric 5:** 81.5% of Disabled staff compared to 85.5% Non-disabled staff believe the Trust provides equal opportunities for career progression, this is above the National Acute Trusts average for Disabled staff, 79.1% and 85.6% Non-disabled staff
- **Metric 6:** 30.7% Disabled staff compared to 21% Non-disabled staff say they have felt pressure from their manager to come to work despite not feeling well enough to perform their duties
- **Metric 7:** 36.9% Disabled staff compared to 51.3% Non-disabled staff say they are satisfied with the extent that their work is valued by the Trust
- **Metric 8:** 74.3% of MKUH Disabled staff compared to 73.3% Nationally say that adequate adjustments have been made enable them to carry out their work
- **Metric 9:** Staff Engagement Score for Disabled staff is 6.7 compared with 7.2 for Non-disabled staff
- **Metric 10:** There is Board representation of 6% Disabled and 94% Non-disabled compared to the overall workforce of 4% Disabled and 82% Non-disabled

Workforce Metrics		National NHS Staff Survey Metrics	
For the following three Workforce Metrics, compare the data for both Disabled and non-disabled staff		For each of the following four Staff Survey Metrics compare the responses for both Disabled and non-disabled Staff	
<b>Metric 1</b>	<p><b>Percentage of Staff in AfC pay-bands or medical and dental subgroups and very senior managers (including Executive Board Members) compared with the percentage of staff in the overall workforce.</b></p> <p>Organisations should undertake this calculation separately for non-clinical and for clinical staff.</p> <p>Cluster 1: AfC Band 1, 2, 3, and 4                      Cluster 2: AfC Band 5, 6 and 7                      Cluster 3: AfC Band 8a and 8b                      Cluster 4: AfC Band 8c, 8d, 9 and VSM (including Executive Board Members)                      Cluster 5: Medical and Dental Staff, Consultants                      Cluster 6: Medical and Dental Staff, Non-Consultant career grade                      Cluster 7: Medical and Dental Staff, Medical and Dental trainee grades</p> <p>Note: Definitions for these categories are based on Electronic Staff Record occupation codes with the exception of medical and dental staff, which are based</p>	<b>Metric 4</b> Staff Survey Q13	<p>a) 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) 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>
		<b>Metric 5</b> Staff Survey Q14	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
		<b>Metric 6</b> Staff Survey Q11	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
		<b>Metric 7</b> Staff Survey Q5	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work
		<b>The following NHS Staff Survey metric only includes the responses of Disabled Staff</b>	
		<b>Metric 8</b> Staff Survey Q28b	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work
		<b>NHS Staff Survey and the engagement of Disabled Staff</b>	
		For Part a) of the following metric, compare the staff engagement scores for Disabled and non-disabled staff	
		For Part b) add evidence to the Trust's WDES Annual Report	
		<b>Metric 9</b>	<p>a) <b>The staff engagement score for Disabled staff, compared to non-disabled staff</b></p> <p>b) <b>Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (Yes) or (No)</b></p> <p><b>Note: For your Trust's response to b):</b>                      If yes, please provide at least one practical example of current action being taken in the relevant section of your WDES annual report. If no, please include what action is planned to address this gap in your WDES annual report. Examples are listed in the national WDES Annual Report</p>
		<b>Board representation metric</b>	
		For this Metric compare the difference for Disabled and non-disabled staff	
		<b>Metric 10</b>	<p><b>Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:</b></p> <ul style="list-style-type: none"> <li>· By voting membership of the Board</li> <li>· By Executive membership of the Board</li> </ul>
<b>Metric 2</b>	<p><b>Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.</b></p> <p><b>Note:</b></p> <ul style="list-style-type: none"> <li>i) This refers to both external and internal posts</li> <li>ii) If your trust implements a guaranteed interview scheme, the data may not be comparable with organisations that do not operate such a scheme. This information will be collected on the WDES online reporting form to ensure comparability between organisations.</li> </ul>		
<b>Metric 3</b>	<p><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.</b></p> <p><b>Note:</b></p> <ul style="list-style-type: none"> <li>i) This Metric will be based on data from a two-year rolling average of the current year and the previous year.</li> <li>ii) This Metric is mandatory from 2020. This metric applies to capability on the grounds of performance and not ill health</li> </ul>		

# Milton Keynes Workforce 2019-20

Workforce	2018-19		2019-20	
	Number	%	Number	%
Disabled	117	3%	130	4%
Non-disabled	2974	84%	2995	82%
Not disclosed	470	13%	543	15%
<b>Total</b>	<b>3561</b>	<b>100%</b>	<b>3668</b>	<b>100%</b>

Source: Electronic Staff Records (ESR); Human Resources and workforce databases

## What is the data telling us?

The disclosed disability status of the Milton Keynes University Hospital NHS Foundation Trust (MKUH) Workforce for 2019-20 is slightly improved by 1% on the 3% disclosure of the previous year (3%). Staff who chose not to disclose their disability status is slightly less improved at 15% compared to 13% in 2018-19.

## What have we done over the last year?

Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity.

Staff have been encouraged to update their personal information and disability status on ESR Employee Self-Service.

## What are we planning to do in the year ahead?

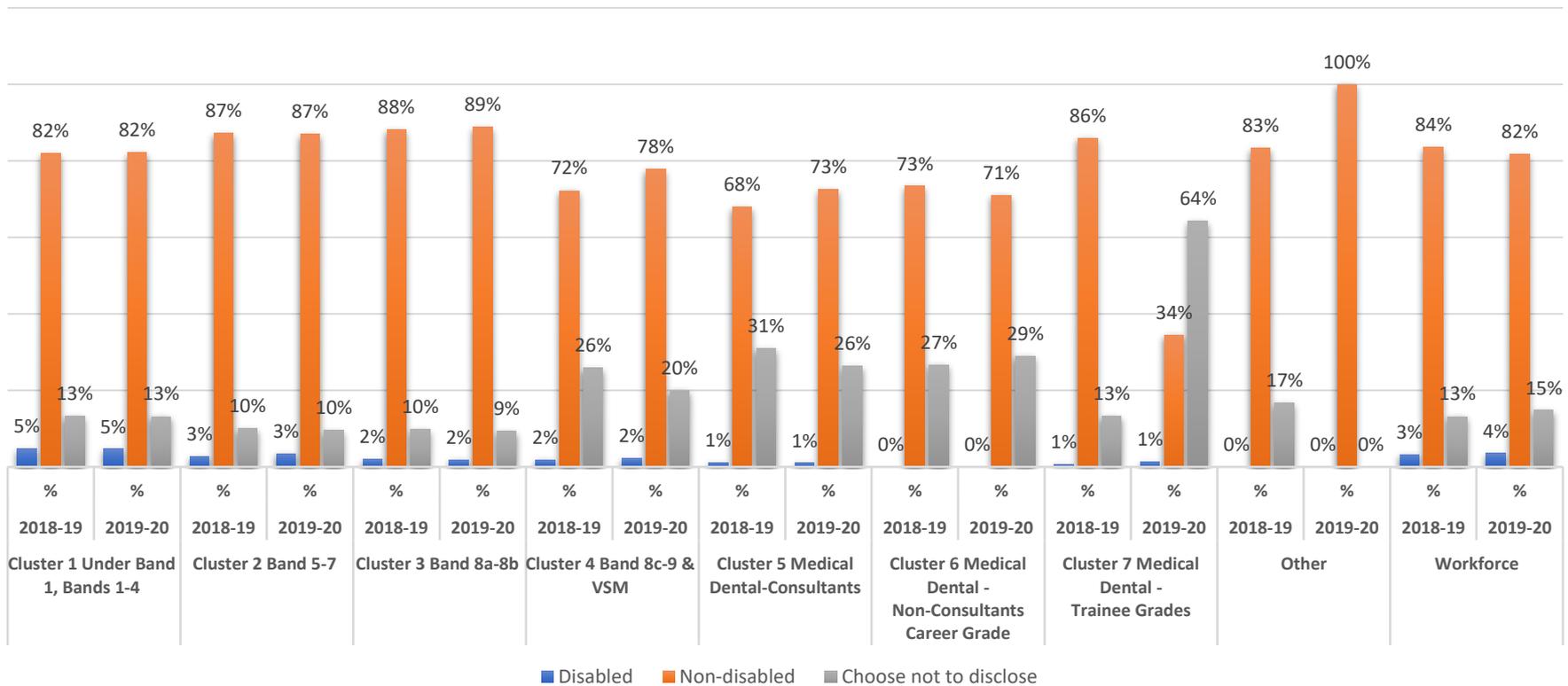
- A full data cleanse of ESR will take place to improve data accuracy
- We will engage with internal and local disability groups listen to feedback and agree a plan to improve the volume and experience of our Disabled workforce

# Metric 1

Percentage of staff in AfC pay-bands or medical and dental subgroups and Very Senior Managers (VSM) (including Executive Board members) compared with the percentage of staff in the overall workforce

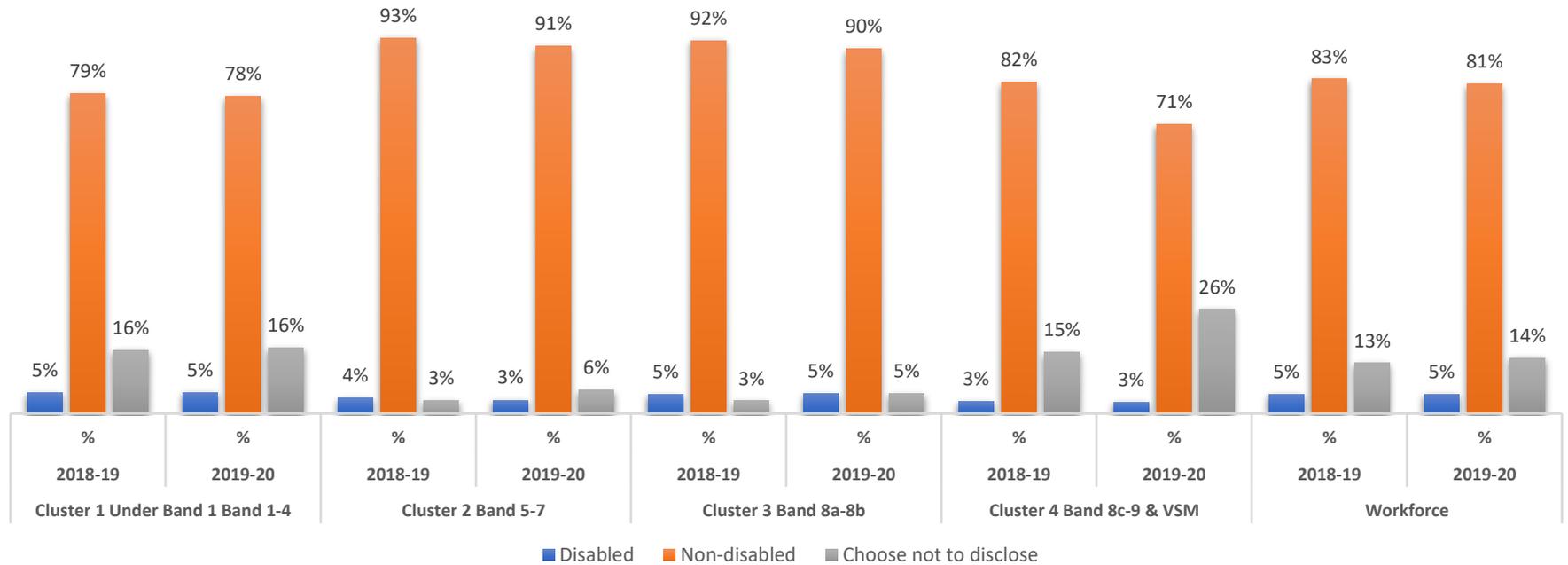


All MKUH Staff by AfC Pay-Bands by Disability compared to overall Workforce



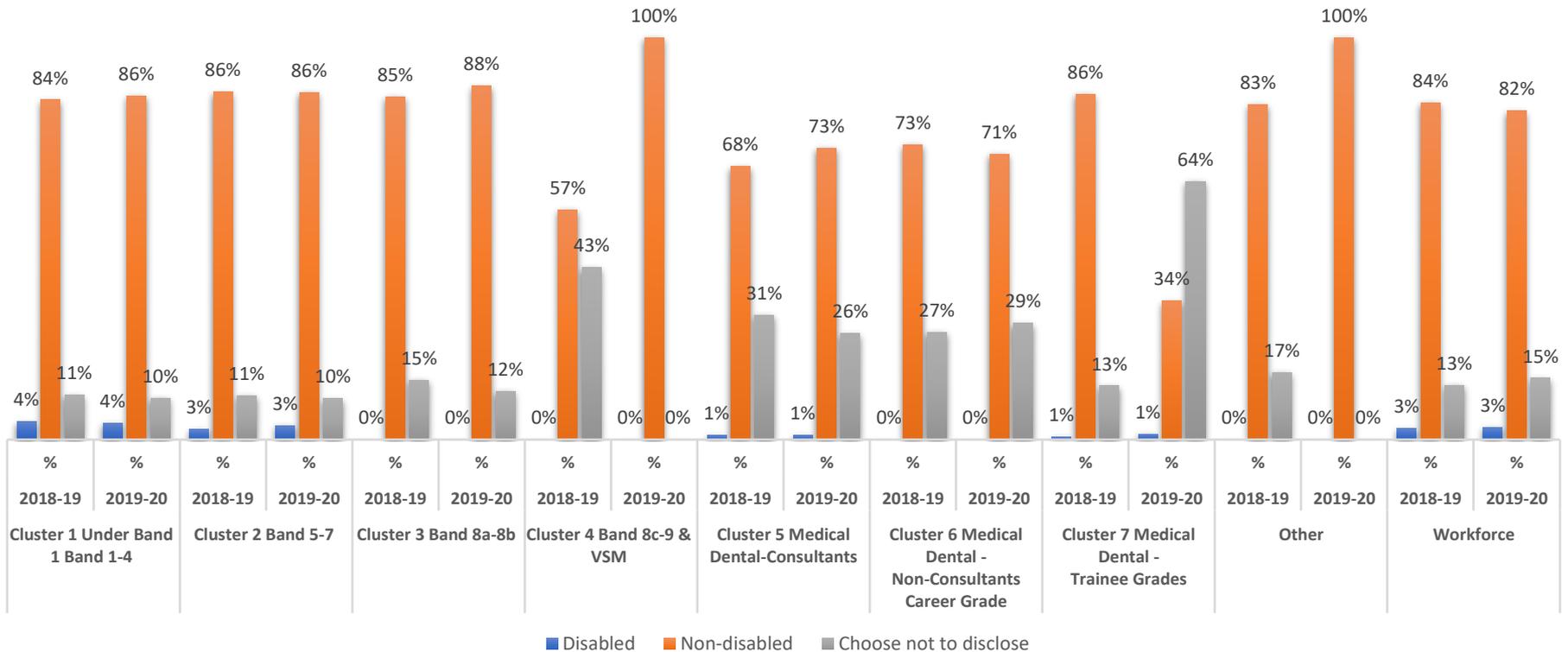
# Metric 1: Non-Clinical Staff

MKUH Non-Clinical Staff by AfC Pay-Bands and VSM (including Executive Board Members) compared to the overall Non-Clinical Workforce



# Metric 1: Clinical Staff

## MKUH Clinical Staff by AfC Pay-Bands and VSM (including Executive Board Members) compared to overall Clinical Workforce



■ Disabled ■ Non-disabled ■ Choose not to disclose

## Metric 2

### Relative likelihood of Non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts

Under-developed

External Recruitment	2018-19		2019-20	
Disability	Disabled	Non-disabled	Disabled	Non-disabled
Number of staff in workforce	130	2974	130	2995
Number shortlisted applicants	302	5536	319	6618
Number appointed	25	649	1	60
Relative likelihood of appointment from shortlisting	8.28%	11.72%	0.31%	0.90%
Relative likelihood of Non-disabled staff being appointed from shortlisting compared to Disabled staff	1.42		2.89	

Internal Recruitment	2019-20	
Disability	Disabled	Non-disabled
Number of staff in workforce	130	2995
Number shortlisted applicants	6	58
Number appointed	3	43
Relative likelihood of appointment from shortlisting	50%	74.14%
Relative likelihood of Non-disabled staff being appointed from shortlisting compared to Disabled staff	1.48	

#### What is the data telling us?

For external recruitment Non-disabled applicants are 2.89 times more likely to be appointed from shortlisting than Disabled applicants, compared with 2018-19 where Non-disabled candidates were 1.42 times more likely to be appointed. This presents a worsening likelihood of external Disabled candidates being appointed. Whilst more Disabled external applicants are being shortlisted proportionately fewer are then appointed successfully.

For internal recruitment Non-disabled candidates were 1.48 times more likely to be appointed from shortlisting than Disabled candidates in 2019-20 however this may more reliably be compared in 2020-21.

Aggregated external and internal recruitment presents an overview which highlights this more explicitly. Of 94% of Non-disabled candidates shortlisted 93% are appointed whereas of 5% Disabled candidates shortlisted only 4% are appointed.

#### What have we done over the last year?

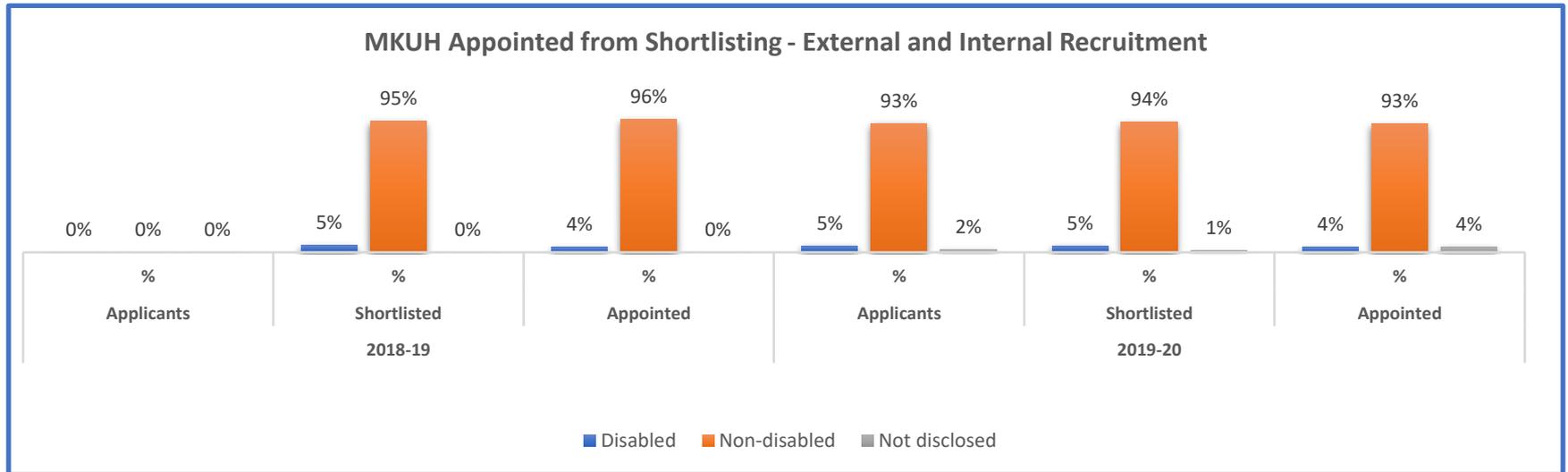
Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity.

Staff have been encouraged to update their personal information and disability status on ESR Employee Self-Service.

#### What are we planning to do in the year ahead?

We will engage with internal and local disability groups listen to feedback and agree a plan to improve the volume and experience of our Disabled workforce

## Metric 2 Appointed from shortlisting – All



External and Internal Recruitment	2018-19		2019-20	
	Disabled	Non-disabled	Disabled	Non-disabled
Number of staff in workforce	117	2969	130	2995
Number shortlisted applicants	302	5536	325	6676
Number appointed	25	649	4	103
Relative likelihood of appointment from shortlisting	0.08	0.12	0.01	0.02
Relative likelihood of Non-disabled staff being appointed from shortlisting compared to Disabled staff	<b>1.42</b>		<b>1.25</b>	

## Metric 3

### Relative likelihood of Disabled staff compared to Non-disabled staff entering the formal capability procedure



	2018-19		2019-20	
Metric 3: Capability Process	Disabled	Non-disabled	Disabled	Non-disabled
Number of staff in workforce	117	2969	130	2995
Number of staff entering formal capability process	8	175	1	8
Likelihood of Disabled staff compared to Non-disabled staff entering formal capability	0.07	0.06	0.01	0.00
The relative likelihood of Disabled staff entering formal capability compared with Non-disabled staff	1.16		0.00	

#### What is the data telling us?

For 2019-20 Disabled staff are 0.00 times likely as Non-disabled staff to enter the formal capability process This represents a reduction from 1.16 times as likely for 2018-19. A figure below 1.00 indicates that Disabled staff are less likely than Non-disabled staff to enter the formal capability process.

#### What have we done over the last year?

Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity.

Staff have been encouraged to update their personal information and disability status on ESR Employee Self-Service.

#### What are we planning to do in the year ahead?

Initiate the Inclusion Leadership Council  
Continue to ensure Disabled staff are not treated less equitably than Non-disabled staff

# Metrics 4 – 5 NHS Staff Survey



Summary of 2018-19 Staff Survey outcomes (WDES Metrics 4 – 5)			Acute Trusts Benchmark 2019
	2018	2019	
Metric 4a Staff Survey Q13a Harassment, bullying or abuse from manager	Of the total who responded:  Disabled: 13% Non-disabled: 11.8%	Of the total who responded:  Disabled: 16.4% Non-disabled: 8.5%	Disabled: 19.7% Non-disabled: 11.0%
Metric 4a Staff Survey Q13b Harassment, bullying or abuse from other colleagues	Of the total who responded:  Disabled: 29.8% Non-disabled: 19.2%	Of the total who responded:  Disabled: 29.7% Non-disabled: 17.2%	Disabled: 28.1% Non-disabled: 18.9%
Metric 4a Staff Survey Q13c Harassment, bullying or abuse from patients/service users, their relatives or other members of the public	Of the total who responded:  Disabled: 30.6% Non-disabled: 28%	Of the total who responded:  Disabled: 33.9% Non-disabled: 29.7%	Disabled: 33.9% Non-disabled: 27.3%
Metric 4b Staff Survey Q13d Reporting harassment, bullying or abuse	Of the total who responded:  Disabled: 47.2% Non-disabled: 48%	Of the total who responded:  Disabled: 48.0% Non-disabled: 51.6%	Disabled: 46.7% Non-disabled: 45.6%
Metric 5 Staff Survey Q14 Equal opportunities for career progression / promotion	Of the total who responded:  Disabled: 80.6% Non-disabled: 84.9%	Of the total who responded:  Disabled: 81.5% Non-disabled: 85.5%	Disabled: 79.1% Non-disabled: 85.6%

# Metrics 6 – 9 NHS Staff Survey



Summary of 2018-19 Staff Survey outcomes (WDES Metrics 6–9)			Acute Trusts Benchmark 2019
	2018	2019	
Metric 6 Staff Survey Q11 Experiencing pressure from your manager to attend work when unwell	Of the total who responded: Disabled: 31.8% Non-disabled: 26.2%	Of the total who responded: Disabled: 30.7% Non-disabled: 21.0%	Disabled: 32.7% Non-disabled: 22.4%
Metric 7 Staff Survey Q5 Staff satisfaction with extent work is valued by Organisation	Of the total who responded: Disabled: 35.6% Non-disabled: 45.0%	Of the total who responded: Disabled: 36.9% Non-disabled: 51.3%	Disabled: 37.4% Non-disabled: 49.5%
Metric 8 Staff Survey Q28b Adequate Adjustments made for Disabled staff	Of the total who responded: Disabled: 69.6% Non-disabled: n/a	Of the total who responded: Disabled: 74.3% Non-disabled: n/a	Disabled: 73.3% Non-disabled: n/a
Metric 9a Staff Engagement	Of the total who responded: Disabled: 6.7 Non-disabled: 7.1	Of the total who responded: Disabled: 6.7 Non-disabled: 7.2	Disabled: 6.6 Non-disabled: 7.1

## What is the data telling us?

Disabled staff share that their experiences are variable as compared with Non-disabled staff. Disabled staff report feeling more pressure to attend work 30.7% versus 21% of Non-disabled staff; less satisfied that their work is valued by the Trust 36.9% versus 51.3% of Non-disabled staff. There has been an improvement of 4.7% in staff feeling that adequate adjustments have been made to enable them to work. For both Disabled (48%) and Non-disabled staff (51.6%) report incidents of harassment and bullying have increased on the previous year 2018-19. A Staff Engagement score of 6.7 for Disabled staff remains unchanged from 2018-19 however for Non-disabled staff there is a 0.1 point increase since last year.

## What have we done over the last year?

Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity. The Trust has engaged with the Disability Staff Network to gain their feedback and views on life at the Trust.

## What are we planning to do in the year ahead?

We will engage with internal and local disability groups listen to feedback and agree a plan to improve the experiences of our Disabled workforce. This work will be incorporated in the Trust's culture programme.

## Metric 9 NHS Staff Survey and the Engagement of Disabled staff



NHS Staff Survey: Staff Engagement	2018-19	2019-20	Acute Trust Benchmark 2019-20	Difference
Disabled	6.7	6.7	6.6	+0.1
Non-disabled	7.1	7.2	7.1	+0.1

The Staff Engagement score for Disabled staff compared to Non-disabled staff

### What is the data telling us?

Disabled Staff Engagement score of 6.7 for Disabled staff remains unchanged from 2018-19. For Non-disabled staff there is a 0.1 point increase since last year.

### What have we done over the last year?

Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity. The Trust has engaged with the Disability Staff Network to gain their feedback and views on life at the Trust.

### What are we planning to do in the year ahead?

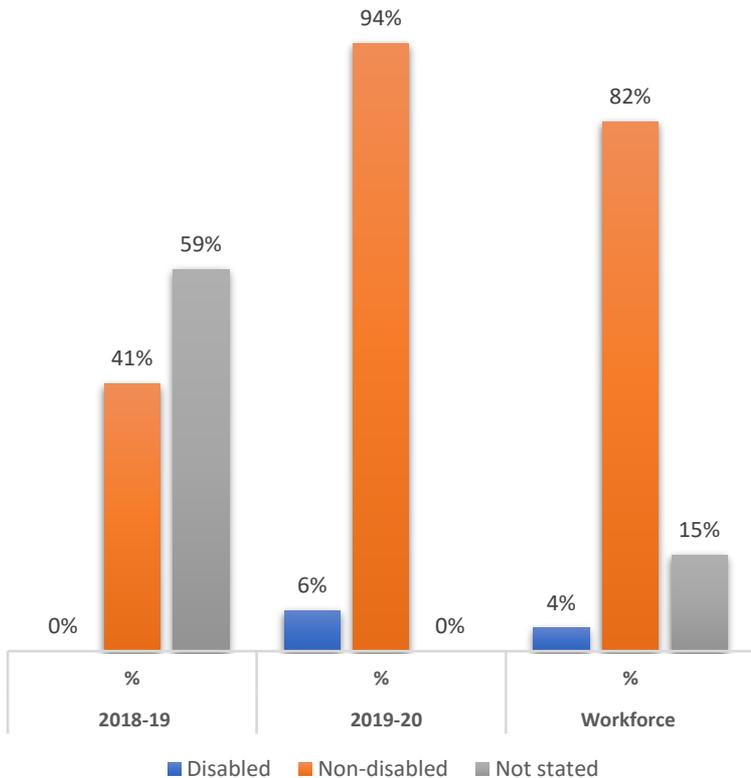
We will engage with internal and local disability groups listen to feedback and agree a plan to improve the experiences of our Disabled workforce. This work will be incorporated in the Trust's culture programme.

# Metric 10 Board Representation

## Percentage difference between the Organisation's Board voting membership and the overall workforce



### MKUH Board Membership compared to the Workforce



### What is the data telling us?

For 2019-20 representation of Disabled people on the Trust Board has increased from 0% to 6% compared with the MKUH workforce of 4% meaning the Board is 2% more representative for Disability than the overall workforce.

Members of staff within the workforce where disability status is not stated is 15% whereas for Board Members this is 0%. This demonstrates an improvement by the Board of 59% since 2018-19 where this figure was 59%. Board Members therefore disclose their disability status 15% more than the overall workforce.

At Board level there is positive representation of both Voting Membership at 8% and Executive Membership at 13% exceeding workforce representation of disability by 4% and 9% respectively since workforce disability is 4%. This is an improvement on 2018-19 and may be attributed to improved rates of disclosure by the Board for year-ended 2019-20.

### What have we done over the last year?

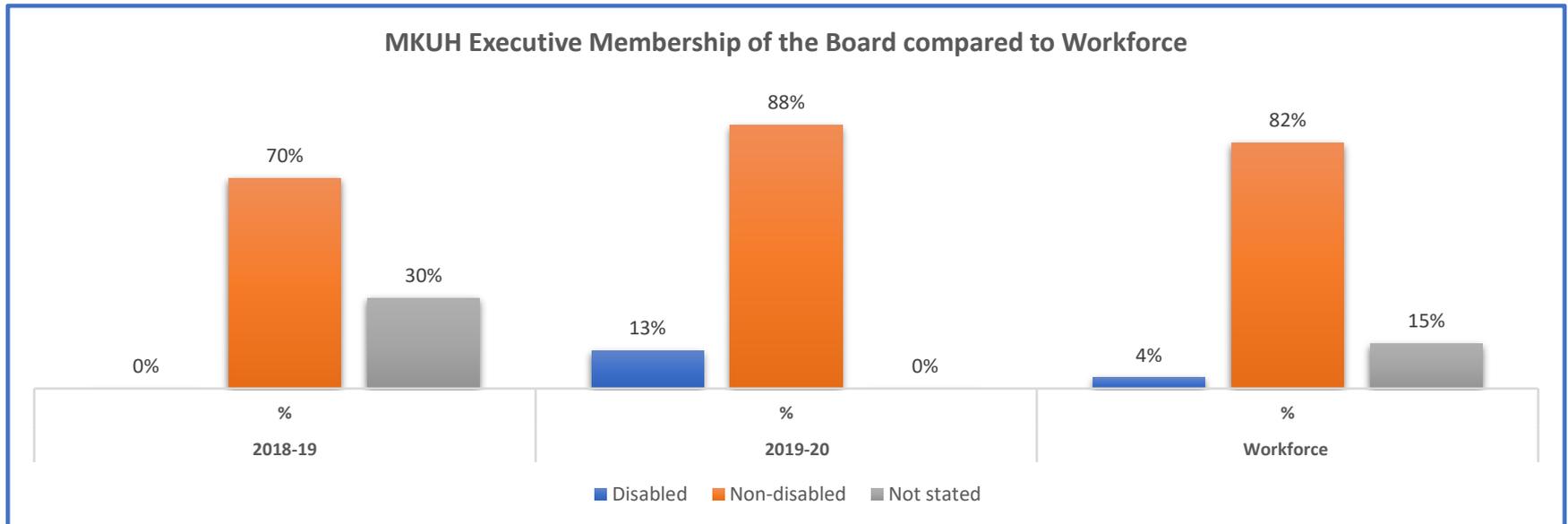
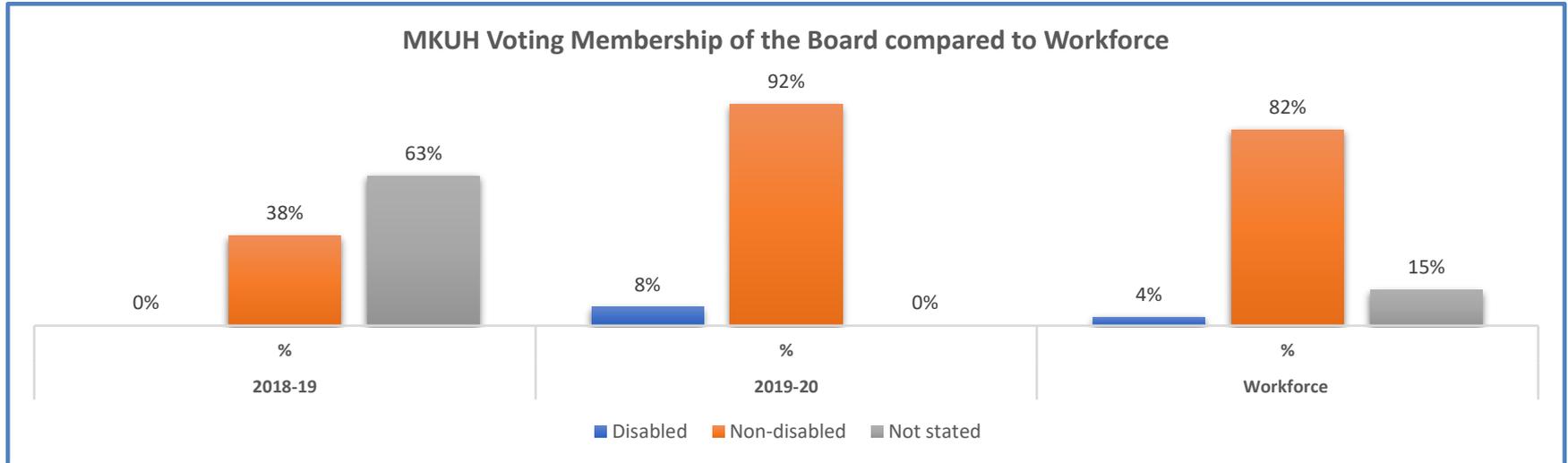
MKUH Workforce Strategy Key Aim: Improving workforce effectiveness & engagement provides the evidence and activity for this Indicator.

### What are we planning to do in the year ahead?

- Continue implementation of the Workforce Strategy
- Explore Board Leadership and Development activities as identified through NHS England and Improvement strategies and local exploration of appropriate opportunities for Board engagement in addressing under-representation of Disabled people

## Metric 10 Board Representation

### Percentage difference MKUH Board voting membership and the overall workforce



# Action Plan

Note: this is a high level plan

## RAG status key



Disabled Staff experience equivalent to Non-disabled staff experience



Some difference between Disabled and Non-disabled experience



Large difference between Disabled and Non-disabled experience



**Milton Keynes  
University Hospital**  
NHS Foundation Trust

Indicator	Status and priority level	Point for focus	Action
1 and 10 (RAG is cumulative)	<b>MEDIUM</b>	Senior Disabled representation Bands 8+, VSM and Board	<ul style="list-style-type: none"> <li>Implement NHSE &amp; I Model Employer Strategy – setting targets for diverse representation across the Leadership Team and wider workforce</li> <li>Set directorate / Board level representation goals ensuring focus on diversity in senior development and recruitment processes</li> <li>Recruitment plans for Board vacancies support representation of the workforce and community as aligned to the <a href="#">NHS Long Term Plan</a>, and <a href="#">We Are The NHS: People Plan 2020/21 - Action for us all</a></li> <li>Undertake ESR data cleanse / validation to ensure verification of figures submitted for NHSE / SDCS Annual WDES return</li> </ul>
2	<b>HIGH</b>	External and Internal recruitment likelihood of appointment from shortlisting Review processes and procedures to explore for recruiter bias	<ul style="list-style-type: none"> <li>Ensure all interview panels have had Recruitment and Selection training (Unconscious Bias / Cultural Intelligence)</li> <li>Managing temporary and interim vacancies within an Equality, Diversity and Inclusion framework</li> <li>Consider Positive Action initiatives which support improvement of conversion from shortlisting to appointment of Disabled candidates</li> <li>Ensure diverse interview panels</li> </ul>
3	<b>LOW</b>	Ensure that capability data is captured	<ul style="list-style-type: none"> <li>Continue to gather and report formal disciplinary occurrences</li> <li>Ensure reliable data capture by disability is embedded</li> </ul>
4	<b>MEDIUM-HIGH</b>	Focus on reducing incidences of bullying and harassment within MKUH	<ul style="list-style-type: none"> <li>Participate in National NHS Staff Survey to facilitate benchmarking</li> <li>Promote involvement in Staff Networks, the Inclusion Leadership Council and involvement more widely</li> <li>Ensure that Staff Survey Outcomes Action Plan aligns with WDES Strategy ambitions</li> <li>Consider training portfolio /suite offers relating to e.g. Dignity &amp; Respect including: Cultural Ambassadors Programme, Cultural Intelligence training, Eliminating Bullying &amp; Harassment and the importance of Equality Monitoring</li> </ul>
5	<b>MEDIUM</b>	Assess the impact of non-mandatory training on career progression for Disabled staff	<ul style="list-style-type: none"> <li>In relation to the People Plan review talent management programmes with focus on ensuring fair representation and access</li> <li>Develop and implement a Talent Management Programme derived from e.g. Appraisals / Training Needs Analysis (TNA)</li> <li>Embed reliable data capture by disability into processes</li> </ul>
6 and 8	<b>MEDIUM</b>	Focus on addressing 'presenteeism' and staff health and wellbeing	<ul style="list-style-type: none"> <li>Explore implementation of measures to support consistent approach to accessing and the management of Reasonable Adjustments</li> <li>Explore consistent approach to support and management for Disabled staff through e.g. implementation of a 'Disability Passport'</li> </ul>
7 and 9	<b>MEDIUM</b>	Facilitate the 'voice' of Disabled staff to be heard and staff engagement Continue to promote a culture of Inclusion at MKUH	<ul style="list-style-type: none"> <li>Participate in National NHS Staff Survey to facilitate benchmarking</li> <li>Explore manager development programmes through the OD People Plan to ensure that all and new managers are aware of expected behaviours and values</li> <li>Develop the Behaviours Framework to support delivery of the Trust Vision and Values and its impact</li> <li>Develop and promote a culture of inclusion</li> </ul>

# Acknowledgements

- MKUH Workforce Directorate
- MKUH DISABILITY Staff Network  
[DISABILITY-network@mkuh.nhs.uk](mailto:DISABILITY-network@mkuh.nhs.uk)
- JCNC

# To know more

If you would like to discuss any element of this report, please contact:

ED&I@MKUH [equality-diversity&inclusion@mkuh.nhs.uk](mailto:equality-diversity&inclusion@mkuh.nhs.uk)

**For further information please contact us:**

Email: [equality-diversity&inclusion@mkuh.nhs.uk](mailto:equality-diversity&inclusion@mkuh.nhs.uk)

Telephone: 01908 660033

**Please write for the attention of:**

Danielle Petch, Director of Workforce

Or

Paul Sukhu, Deputy Director of Workforce