



**The Clatterbridge
Cancer Centre**
NHS Foundation Trust

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2020

The Clatterbridge Cancer Centre NHS Foundation Trust

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1 Introduction

The Workforce Disability Equality Standard (WDES) was launched in 2019 and aims to improve the workplace and career experiences of disabled colleagues in the NHS. This report contains the Trust's employee data drawn from the Electronic Staff Records (ESR) system and also the relevant results from the 2019 National Staff Survey.

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of Disabled and non-disabled staff. NHS trusts use the metrics data to develop and publish an action plan. Year on year comparison enables trusts to demonstrate progress against the indicators of disability equality.

At The Clatterbridge Cancer Centre we are committed to ensuring:

- We treat everyone fairly, with dignity and respect
- Opportunities are open to all
- We provide a supportive and welcoming environment for everyone
- We reflect these values in everything we do, from strategic plans to everyday activities

2 Executive summary

The data indicates that the number of recorded disabled employees has remained static for non-clinical staff (an overall 2.6% ie 14 staff). The unknown/non disclosed percentage has fallen slightly from 9.3% to 8.3%.

For clinical staff there has been a slight increase in disabled staff of 0.5%(26 staff in total) across Bands 1-7 however there are no declared disabilities for any clinical staff of Bands 8 and above, including the medical workforce.

The percentage of unknown/non disclosed percentage has fallen slightly from 15.6% to 14.5% for clinical staff.

The data regarding the relative likelihood of non-disabled staff being appointed from shortlisting compared to disabled staff has also remained fairly constant at around 2.0 meaning that non disabled staff are twice as likely to be appointed that a disabled member of staff.

Our staff survey results in relation to bullying & harassment of disabled staff have improved in all areas apart from a slight increase of 0.6% of disabled staff feeling that they have experienced harassment, bullying or abuse from line managers in the last 12 months.

The percentage of disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion has increased

from 74.6% to 86.7% and the gap between disabled and non-disabled staff has decreased by 5%. The results in relation to disabled staff feeling pressured to attend work when not feeling well has remained the same at 39% along with a fairly static percentage of 72% believing that adequate reasonable adjustments were made to enable them to carry out their work.

The staff engagement score remains slightly lower for disabled staff in comparison to non-disabled staff at 6.7% compared to 7.3%.

3 WDES progress in 2019/20

A number of initiatives and work has been undertaken by the Trust over the last year which was captured in the WDES action plan for 2019/2020. A summary of these are as follows:

- In order to raise awareness of the importance of self-recording disability and the Trusts legal obligation in reporting mandatory information a campaign to improve self-declaration was undertaken via communications briefings, screen savers and poster.
- Recruitment training was updated for managers to ensure content includes conscious and unconscious bias and reasonable adjustment information.
- Bullying & Harassment awareness training to managers has continued and will now be included as part of core management training programme.
- The Trust engaged in joint working with EDI leads across Cheshire and Merseyside Trusts (co-ordinated by Merseyside CCGs E&D service) to jointly share best practice and develop a Reasonable Adjustments Procedure for disabled staff.
- The Attendance Management Policy was reviewed in relation to disability related absence and reasonable adjustments.
- An audit of the disability confident scheme was undertaken and a commitment made to achieve level 2 status.

4 Conclusion and next steps

The Trust has gone through a significant period of change over the last few years, in preparation for the opening of its new hospital in Liverpool, a move from a rural location to a busy city centre environment. We are pleased that our staff survey results in relation to disabled staff have stayed relatively constant but accept that there is room for improvement.

Whilst a communication campaign has been undertaken to try to ensure that staff update their personal records in relation to recording their protected characteristics, it

is evident that there continues to be under reporting and this is especially so for senior grades and medical staff. This will need to remain a priority for 2020/2021 in order for us to be assured of the accuracy of the data we are working with.

Our focus this year will be on introducing a Disability Board Champion that will support the establishment of a Disabled Staff Network Group for CCC solely or with co-located Trusts in Liverpool and help to raise awareness and improve engagement with disabled staff. We will also ensure that progress is made to achieve the Disability Confident Employer level 2 status.

Appendix 1 WDES metrics report

Detailed below is the organisation's WDES data as at 31 March 2020.

Metric 1 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.

(Data source: ESR).

1a. Non-clinical workforce

	Disabled staff in 2019	Disabled staff in 2020	Disabled staff in 2019/2020	Non-disabled staff in 2019	Non-disabled staff in 2020	Non-disabled staff in 2019/2020	Unknown/null staff in 2019	Unknown/null staff in 2020	Unknown/null staff in 2019/2020	Total staff in 2019	Total staff in 2020
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	2%	2%	0%	93%	93%	0%	5%	5%	0%	288	291
Cluster 2 (Band 5 - 7)	3%	4%	+1%	85%	85%	0%	12%	11%	-1%	133	139
Cluster 3 (Bands 8a - 8b)	3%	2%	-1%	86%	88%	+2%	11%	9%	-2%	37	43
Cluster 4 (Bands 8c - 9 & VSM)	0%	0%	0%	100%	100%	0%	0%	0%	0%	22	22

1b. Clinical workforce

	Disabled staff in 2019	Disabled staff in 2020	Disabled staff in 2019/2020	Non-disabled staff in 2019	Non-disabled staff in 2020	Non-disabled staff in 2019/2020	Unknown/null staff in 2019	Unknown/null staff in 2020	Unknown/null staff in 2019/2020	Total staff in 2019	Total staff in 2020
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	2%	2%	0%	93%	94%	+1%	5%	4%	-1%	164	200
Cluster 2 (Band 5 - 7)	3%	4%	+1%	88%	88%	0%	9%	8%	-1%	556	554
Cluster 3 (Bands 8a - 8b)	0%	0%	0%	81%	85%	+4%	19%	15%	-4%	94	101
Cluster 4 (Bands 8c - 9 & VSM)	0%	0%	0%	83%	75%	-8%	17%	25%	+8%	12	12
Cluster 5 (Medical and Dental staff, Consultants)	0%	0%	0%	76%	78%	+2%	24%	22%	-2%	70	60
Cluster 6 (Medical and Dental staff, Non-consultant career grade)	0%	0%	0%	80%	88%	+8%	20%	13%	-7%	5	8
Cluster 7 (Medical and Dental staff, Medical and Dental trainee grades)	0%	0%	0%	100%	100%	0%	0%	0%	0%	10	3

Metric 2 – Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts

(Data source: Trust's recruitment data)

	Relative likelihood in 2019	Relative likelihood in 2020	Relative likelihood difference (+-)
Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff	2.01	2.14	+0.13

A figure below 1:0 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting

Metric 3 – Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.

(Data source: Trust's HR data)

	Relative likelihood in 2018/19	Relative likelihood in 2019/20	Relative likelihood difference (+-)
Relative likelihood of Disabled staff entering formal capability process compared to non-disabled staff	0.00	0.00	0.00

Within the last two years we have not had any recorded disabled staff that have entered a formal capability process.

Metric 4 – Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse.

(Data source: Question 13, NHS Staff Survey)

	Disabled staff responses to 2018 NHS Staff Survey	Non-disabled staff responses to 2018 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2018	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
4a) Staff experiencing harassment, bullying or abuse from patients/ service users, their relatives or other members of the public in the last 12 months	17%	13.4%	3.6%	15.2%	14.4%	0.8%
4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months	16.8%	10.8%	6%	17.4%	9.8	7.6%
4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	30.8%	13.9%	16.9%	27.4%	15.7%	11.7%
4d) Staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months	58.7%	42.3%	16.4%	45.6%	40.6%	5.0%

Metrics 5 – 8

(Data source: Questions 14, 11, 5, 28b, NHS Staff Survey)

	Disabled staff responses to 2018 NHS Staff Survey	Non-disabled staff responses to 2018 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2018	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion.	74.6%	87%	-12.4%	79.3%	86.7%	-7.4%
Metric 6 - 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.	39.7%	26.3%	13.4%	39.3%	22.5%	16.8%
Metric 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.	44.4%	49.3%	-4.9%	38.8%	47.5%	-8.7%
Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	73.2%	N/A	N/A	72.1%	N/A	N/A

Metric 9 – Disabled staff engagement

(Data source: NHS Staff Survey)

	Disabled staff engagement score for 2018 NHS Staff Survey	Non-disabled staff engagement score for 2018 NHS Staff Survey	Difference (+/-) between disabled staff and non-disabled staff engagement scores 2018	Disabled staff engagement score for 2019 NHS Staff Survey	Non-disabled staff engagement score for 2019 NHS Staff Survey	Difference (+/-) between Disabled staff and non-disabled staff engagement scores 2019
a) The staff engagement score for Disabled staff, compared to non-disabled staff.	6.9	7.4	-0.5	6.7	7.3	-0.6
b) Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? Survey communicated to staff to request staff to express interest in setting up a staff network however, insufficient no interest to date and a review of Trust approach due to happen.						

Metric 10 – Percentage difference between the organisation’s board voting membership and its organisation’s overall workforce

(Data source: NHS ESR and/or trust’s local data)

	Disabled Board members in 2019	Non-disabled Board members in 2019	Board members with disability status unknown in 2019	% points difference (+/-) between Disabled Board members and Disabled staff in overall workforce	Disabled Board members in 2020	Non-disabled Board members in 2020	Board members with disability status unknown in 2020	% points difference (+/-) Between Disabled and non-disabled Board members in 2020
	Percentage (%)	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)		
Percentage difference between the organisation’s Board voting membership and its organisation’s overall workforce, disaggregated by Exec/non-exec and Voting/non-voting.	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Exec = 100% Non-exec = 100% Voting = 100% Non-voting = 100%	Total Board = 0% Overall workforce = 2% Difference = -2%	Exec = 0% Non-exec = 14% Voting = 9% Non-voting = 0%	Exec = 100% Non-exec = 86% Voting = 91% Non-voting = 100%	Exec = 0% Non-exec = 0% Voting = 0% Non-voting = 0%	Total Board = 8% Overall workforce = 3% Difference = 5%

APPENDIX 2 - WDES action plan 2020/21

Metric	Objective	Action/s	Timescales	Lead/s	Why
1. Percentage of staff in AfC pay bands OR Medical and Dental sub groups and Very Senior Managers (VSM) (including Executive Board members) compared with the percentage of staff in the overall workforce.	Ensure staff update their ESR records and declare disabilities	Develop appropriate communication to raise awareness of the importance of self-recording disability and the Trusts legal obligation in reporting mandatory information. Provide particular focus on Bands 8 and above and medical workforce.	December 2020	Workforce Information Lead/Head of Medical Workforce	To improve data quality
Metric 2 – Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts	Reduce inequality in recruitment process	Review training offered to recruiting managers Undertake annual review of recruitment activity and present analysis to Workforce Equality, Diversity and Inclusion Group on a six monthly basis. Continue with Disability Confident Employer application to gain level 2	November 2020 January and July 2021 June 2021	Recruitment Manager Recruitment Manager EDI Lead	To improve employment and career opportunities of disabled staff
Metric 3 – Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.	Reduce inequality in capability procedures	Review data and present bi-annually to Workforce Equality, Diversity and Inclusion Group	January and July 2021	HR Business Partnering Team	To ensure fairness in application of performance management policy
Metric 4 – Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse.	Reduce the number of disabled staff experiencing bullying, harassment and abuse.	Revise Bullying & Harassment training for managers to include focus on values and behaviours. Undertake a “Big Conversation” engagement exercise with staff to identify experiences and ensure Trust has a positive, inclusive culture. Promote role of Freedom to Speak Up (FTSU) Champions in providing confidential sign posting advice	October 2020 November 2020 December 2020	Learning & Development and HR Business Partnering Team Learning & Organisational Development Team FTSU Guardian	To ensure Trust has inclusive culture with zero tolerance towards bullying & harassment.
Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the trust	Improve staff survey response in relation to number of staff believing staff provide equal opportunities for career	Utilise a “Big Conversation” engagement exercise with staff to identify staff experience and suggestions. Raise profile of coaching offered to staff	November 2020	Learning & Organisational Development Team	To ensure disabled staff feel valued and able to progress within their careers.

provides equal opportunities for career progression or promotion.	progression				
Metric 6 - 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.	Improve staff survey response in relation to number of disabled staff who feel under pressure to attend work when feeling unwell.	Review Attendance Management Training to managers	November 2020	HR Business Partnering Team	To ensure disabled staff do not feel under pressure to attend work when unwell.
Metric 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.	Improve staff survey response in relation to number of disabled staff who feel that the organisation value their work.	Increase engagement through the “Big Conversation” engagement exercise with staff to identify experiences and the improvements that the Trust could make.	November 2020	Learning & Organisational Development Team	To ensure disabled staff feel values in their work
Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	To ensure managers are able to put suitable adjustments in place for disabled staff	Launch the Cheshire & Merseyside Reasonable Adjustment Process for Managers	October 2020	HR Business Partnering Team	To ensure managers have the appropriate guidance to give proper consideration to reasonable adjustments for disabled staff
Metric 9 – Disabled staff engagement	Improve staff engagement scores for disabled staff from....	Introduce a Disability Board Champion at the Trust Re-look at Staff Network options for Trust or jointly with local Trusts	January 2020 March 2021	EDI Lead	To increase the focus and provide support for disabled staff
Metric 10 – Percentage difference between the organisation’s board voting membership and its organisation’s overall workforce	Reduce the gap between Board representation and overall representation of disabled staff in the workforce.	Review recruitment processes for non-executive directors to ensure we attract diverse applicants. Review learning from reverse mentoring scheme for BAME staff due to be introduced to the Trust and explore the application of the scheme for disabled staff.	March 2021 June 2021	Recruitment Manager EDI Lead	To demonstrate visible leadership at senior levels.
Note: Explain how Disabled staff have been involved in developing and delivering the actions.					