

## APPENDIX 1

### WDES ACTION PLAN 2019 - 2020

1.	Issue	Disability data obtained from ESR does not reflect the declaration rates gathered in the staff survey. Data held in ESR suggests the Trust is not representative of the communities it serves			
	What's already in place?	Self-service which allows staff to update their own equalities data.			
	Suggested Actions	Update	By who	Action due date	Measure
1.1	<p>Develop a communications campaign.</p> <ul style="list-style-type: none"> <li>Communicate to staff what the WDES is providing information about, what constitutes a disability in law and give examples of disabilities, highlighting that people can have physical or mental health issues that constitute a Disability which are not always visible but can be 'hidden'. A description of what reasonable adjustments are should also be included</li> <li>Explain why it is important to declare disability status and how this might benefit the individual</li> <li>Encourage employees to ensure their equalities data is up-to-date (with a particular focus on disability and ethnicity data ((to support WRES reporting))</li> <li>Disability and Carer staff network to promote their work in Flo mail to raise the profile and encourage engagement</li> <li>Executive sponsor to blog/vlog about why they support the network and why the WDES is important</li> </ul>	Work has begun on this with the Disability and Carer staff network. This will be shared at the WEG meeting in July with a view to promotion beginning at the end of July.	Head of Employee Relations and Corporate Business Partnering/Comms team/Disability and Carer staff Network chair	<b>31 March 2020</b>	A 20 per cent increase in the number of staff who have declared a disability on ESR
1.2	Disability and Carers, BME and LGBTQ+ staff network chairs and trade union representatives		Head of Employee Relations and	<b>30 November 2019</b>	Promotion of the networks has

	to be supported to raise the visibility of their work and be encouraged to engage further in the equalities agenda including the WRES and WDES programmes of work. Develop a Comms campaign that shares the positive work of the networks, what has already been achieved and plans for the future.		Corporate Business Partnering/Staff side convener/Disability and Carer staff Network chair/ Comms team		happened with the support of the Comms team including a celebration of the network conference  Network membership has increased by 10%
1.3	<p>Develop a short accessible online training session for staff about disabilities and long term conditions. The sessions should:</p> <ul style="list-style-type: none"> <li>• Explain the WDES and what the trust is doing to address some of the issues identified</li> <li>• Raise awareness about how many staff in the trust have declared they have a Disability comparative to the staff survey</li> <li>• The importance of updating ESR through self-service</li> <li>• Information about the support available to staff with disabilities and where more detailed resources can be found.</li> </ul>		Head of Employee Relations and Corporate Business Partnering/Staff side convener/Disability and Carer staff Network chair/ Comms team	<b>31 March 2020</b>	A 20 per cent increase in the number of staff who have declared a disability on ESR
1.4	Explore the possibility of creating a "Disability and Staff Carers' Network stall" that can be used to promote the staff network at events across the Trust e.g. Band 1-4 development days, Senior Leaders conference		Disability and Staff Carers Network members	<b>31 March 2020</b>	<p>Stall has been designed and appropriate information and resources have been accumulated to allow network members to attend relevant events to promote their work</p> <p>The stall will have been used at 4 events by March 2020</p>

					20% increase in Network membership will have been achieved
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<b>2.</b>	<b>Issue</b>	<b>Disabled applicants are more likely to be appointed from shortlisting than non-disabled applicants. This positive story should be shared more widely to evidence that KCHFT see the benefits of employing Disabled staff and that the Trust is supportive to those staff with a Disability. This should have a positive impact on declaration rates. However, current data suggests that fewer Disabled staff are appointed into more senior roles.</b>			
	<b>Suggested Actions</b>	<b>Update</b>	<b>By who</b>	<b>Action due date</b>	<b>Measure</b>
2.1	<p>Extend work currently underway with Kent Supported employment by undertaking the following,</p> <ul style="list-style-type: none"> <li>• Further Job carving workshops</li> <li>• Further Disability confident workshops</li> <li>• Additional TSI training sessions to support the employment of individuals with learning disabilities</li> <li>• Promote the work KSE have already done with the Trust and publicise how they can support managers and other services</li> <li>• Explore the possibility of promoting the work in local media</li> <li>• Explore the possibility of having a case study published on NHS Employers website to showcase KCHFT work</li> <li>• Produce a draft submission that can be used to put the Trust forwards for an award for the work being done</li> </ul>	The Trust is currently working with Kent Supported Employment (KSE) and in the past 14 months have facilitated 9 Disability Confident training sessions and delivered 2 job carving workshops. KCHFT now have 4 "job carved" roles and 6 other Disabled staff that have been appointed into mainstream roles	Head of Resourcing/ Head of Employee Relations and Corporate BP/Comms/Staff side and the Disability and Staff Carers Network chair /HR Manager	<b>31 March 2020</b>	<p>60 managers will have completed the job carving and Disability confident workshops</p> <p>12 individuals will have been recruited through the Trusts' partnership with KSE</p> <p>Communications will have been delivered across the trust to share the work that has already taken place</p>
2.2	KCHFT is currently signed up to the Disability Confident scheme as "Disability Confident Committed" (Level 1). The Trust will work to become a "Disability Confident Employer" (Level 2) by completing the self-assessment tool which requires evidence of the way in which		Head of Resourcing/ Head of Employee Relations and Corporate BP	<b>31 March 2020</b>	Disability confident level two achieved.

	<p>the Trust attracts and recruits Disabled staff along with the flexibility and reasonable adjustments it makes for Disabled staff.</p> <ul style="list-style-type: none"> <li>• Review all job adverts and where jobs are advertised</li> <li>• ‘Test’ the recruitment process ensuring it is accessible to those with a Disability and ensure those involved in recruitment are ‘Disability confident’</li> <li>• Test alternative methods of assessment to ensure Disabled staff are not disadvantaged</li> <li>• Provide work experience/work trials to Disabled staff</li> </ul>				
2.3	<p>Improve recruiting managers’ awareness of employing people with long-term health conditions and disabilities</p> <ul style="list-style-type: none"> <li>• Produce a guide for recruiting managers to support them to feel confident about recruiting Disabled staff. Include Managers in the production of this to determine the support they need to employ and support people with long-term health conditions and disabilities</li> </ul> <p>Include information on long-term health conditions and disabilities in the managers handbook</p> <p>Include information on long-term health conditions and disabilities in the Recruitment and Absence management training sessions</p> <p>Investigate the benefits of further unconscious bias training with a specific focus on Disability</p>		<p>Head of Resourcing</p>   <p>Head of Employee Relations and Corporate BP</p> <p>Head of Resourcing/ Head of Employee Relations and Corporate BP</p> <p>Head of Employee Relations and Corporate BP</p>	<b>31 March 2020</b>	<p>50 per cent of recruiting managers say they feel informed and supported in employing and supporting people with long-term health conditions and disabilities.</p>

3.	Issue	Disabled staff are 3 times more likely to enter a formal capability process compared to non-disabled staff.			
	Suggested Actions	Update	By who	Action due date	Measure
3.1	Conduct a deep dive into the cases that resulted in formal capability proceedings to establish whether there are underlying themes and require specific targeted interventions		HR Manager	30 November 2019	Deep dive has been completed and a report produced to present to the WEG to consider further actions where required
3.2	Promote flexible working as an option to support colleagues living with a long term health condition or disability by: <ul style="list-style-type: none"> <li>Reviewing and updating the flexible working offering and guidance</li> <li>Communicating this to all levels of management and encouraging a positive response where feasible</li> <li>Sharing real case studies of colleagues who have reasonable adjustments made for them and how these have positively supported them</li> </ul>		Head of Employee Relations/ Staff side/ Staff Network chairs and Comms	31 March 2020	A 25 per cent reduction in the number of disabled staff entering into a formal capability process.

4.	Issue	Disabled respondents in the staff survey reported higher levels of harassment, bullying or abuse compared to non-disabled respondents from patients, managers and colleagues. Disabled staff also indicated they were less likely to report when they had experienced it compared to their non-disabled counterparts.			
	What's already in place?	Bullying and Harassment strategy in place. Freedom to Speak Up Policy, Freedom to Speak Up Guardian in post, Facilitated conversations and Staff Networks for support and advice.  Equality and Diversity Policy; Equality and Diversity session at corporate induction includes 'No Bystanders' film; Equality element included in all HR policies. Violence and Aggression Policy includes process for advising violent/aggressive patients.			
	Suggested Actions	Update	By who	Action due date	Measure

4.1	No bullying here campaign to be refreshed and promoted in partnership with Coms, Staff side and staff network chairs.		Head of Employee Relations, Staff side and Staff Network chairs	<b>31 March 2020</b>	A 5 per cent reduction in the number of staff who report experiencing harassment, bullying or abuse by their manager
4.2	Conduct more detailed analysis of the staff survey results to determine by Directorate whether any patterns exist relevant to staff experience of bullying, harassment or abuse from colleagues/managers and target interventions address this. Provide data to WEG.		Head of Employee Relations	<b>30 November 2019</b>	Analysis has been completed and a report produced to present to the WEG to consider further actions where required
4.3	Head of Employee Relations to attend Disability and Carers staff network meeting to discuss issues and identify any actions that can be taken forwards to address them.		Head of Employee Relations and Staff Network chair	<b>31 October 2019</b>	Attendance at Disability and Staff Carers network meeting

5.	Issue	Disabled respondents in the staff survey reported they were less satisfied with the extent to which the organisation values their work.			
	What's already in place?	Staff Awards, Weekly bulletin from Comms with message from Paul Bentley thanking all staff for their contribution, Flo rewards, Hero-grams, Regular 1-1 meetings with managers, appraisal and opportunities for training, development and involvement in wider projects			
	<b>Suggested Actions</b>	<b>Update</b>	<b>By who</b>	<b>Action due date</b>	<b>Measure</b>
5.1	Head of Employee Relations to attend Disability and Carers staff network meeting to discuss issues and identify any actions that can be taken forwards to address them.		Head of Employee Relations and Staff Network chair	<b>31 March 2020</b>	A 5 per cent increase in the number of disabled staff who report feeling satisfied with the extent to which their organisation values their work
5.2	Encourage all managers to attend appraisal training if they have never completed it or have not done so in the last 18 months.		Head of Employee Relations and Corporate Business Partnering/ODBP's/ Education and	<b>31 March 2020</b>	A 3 per cent reduction in the number of disabled staff who say they have felt pressure

			Workforce Development Lead (Quality)		from their manager to come to work, despite not feeling well enough to perform their duties
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<b>6.</b>	<b>Issue</b>	<b>Trust board is currently under-representative of the overall workforce with no member of the board having a declared Disability</b>			
	What's already in place?	Executive Sponsor for Staff Disability and Carer network attends network meetings.			
	<b>Suggested Actions</b>	<b>Update</b>	<b>By who</b>	<b>Action due date</b>	<b>Measure</b>
6.1	Work with Disabled staff in senior positions to develop and share personal stories about their lived experience in blogs/Vlogs.		Director of Finance and Disability and Carers network chair/ Disability and Carers network members	<b>30 November 2019</b>	Finance Director has shared a blog/vlog along with staff from the network and staff side and this has been publicised widely in Flo mail, on Flo and dissemination through the Directorates
6.2	Representatives from the Disability and Carers' staff network to attend trust board meetings to share their experience of living with a disability, their experience of work and to speak on behalf of staff with disabilities		Disability and Carers network members	<b>31 December 2019</b>	Attendance at, at least one board meeting to share staff experience
6.3	Deliver a WDES update at the Senior leaders' conference		Director of Finance	<b>31 March 2020</b>	WDES update delivered