

Workforce Disability Equality Standard Action Plan 2023



Kent Community Health
NHS Foundation Trust

Year 1

#	Objective	Task	Can this be measured? And how?	Metric and target	Communication	Senior Lead	Operational Lead
	The specific goal or outcome that we want to achieve	The specific activities or task that need to be completed in order to achieve the objective		The measures that will be used to evaluate the success of the action plan, quality or improvement and determine whether the objective has been achieved	The communication plan for keeping all stakeholders informed about the progress of the action plan and improvements	Accountability for delivery of this action will be with the Senior Lead	Responsibility for the practical implementation of this action will be with the operational lead
1. Distribution of Band 1-9 and VSM WDES 2023: 7.3% trust overall, 5.9% 8a+ trust, 6.9% clinical, 8.1% non-clinical							
1.1	Increase declaration rates to 8.3% Trustwide and Increase awareness of disability, including hidden disabilities within the Trust	Communication: Stories from staff who have declared their disability about how they have found it beneficial and how it has allowed them to both access support as well as better manage their health/personal needs.	Target of 8.3% declaration achieved Count of numbers of stories that have been published on flo	Engagement insights from comms (no. of clicks, read time, etc.) Overall increase in Trust declaration rates/diversity from 7.3% to 8.3 declaration rates	Report engagement figures to WEG, review declaration rates via WDES	Chloe Crouch (Head of Communications and Engagement) & Hasan Reza (Head of Workforce EDI)	Communications Team
1.2	Increase declaration rates to 8.3% Trustwide	Communication: myth busting campaign regarding what is done with the disability data in ESR, who sees it, what is it used for (e.g. ESR visibility for managers/recruiters/etc.)	Target of 8.3% declaration achieved Count of numbers of stories that have been published on flo	Engagement insights from comms (no. of clicks, read time, etc.) Overall increase in Trust declaration rates/diversity from 7.3% to 8.3 declaration rates	Report engagement figures to WEG, review declaration rates via WDES	Chloe Crouch (Head of Communications and Engagement) & Hasan Reza (Head of Workforce EDI)	Communications Team
1.4	Promote the visibility of leaders with a disability through effective communication campaigns	Communication: build an effective campaign to increase visibility of disability in senior managers	Count of numbers of stories that have been published on flo	Engagement insights from comms (no. of clicks, read time, etc.) Overall increase in Trust declaration rates/diversity from 7.3% to 8.3 declaration rates	Report engagement figures to WEG, review declaration rates via WDES	Victoria Robinson-Collins (Chief People Officer) & Hasan Reza (Head of Workforce EDI)	Communications Team
2. Relative likelihood of applicants declaring a disability being appointed from shortlisting compared to those not declaring a disability WDES 2022 Data: Non-disabled staff are 1.04 times more likely to be appointed than disabled staff							
2.1	Take positive action on recruitment of disabled people	Include intendent panel members in the form of Inclusion Ambassadors (IAs) in recruitment within pilot services identified as having a >2.0 disparity in appointing applications without disabilities compared with applicants declaring disabilities	Yes, through Trac and our internal list of Inclusion Ambassadors	Reduction in disparity of applicants with disabilities to those without in shortlisting-appointing (from 1.04 to 1.02)	Reviewed on a quarterly basis at WEG, reported annually via WRES	Nicola Rutter (Assistant Director of People)	Ryan Harris (Recruitment Manager) & Hasan Reza (Head of Workforce EDI)
2.2	Review the recruitment process to ensure each stage is accessible, does not discriminate and encourages people with disability to apply	Audit of recruitment process, advertisement templates, generic application page and associated elements a candidate has to interact with to make an application at KCHFT	Summary findings of audit with recommendations	Audit outcomes, areas within the process or e-interface that need improving are recognised and addressed by the appropriate Trust team (e.g. recruitment team)	Audit outcomes reported to WEG, actions followed thereafter every quarter at WEG	Nicola Rutter (Assistant Director of People)	Ryan Harris (Recruitment Manager)
3. Relative likelihood of staff declaring a disability entering the formal capability process compared to non-disabled staff So few staff enter the formal capability process that this could not be meaningfully measure in 2022/23							
3.1	Ensure that all ER processes are fair. The WRES & WDES data only looks at a small proportion of ER cases and disparity might be further hidden in ER cases that do not become formal disciplinary	Audit: Breakdown of all ER figures e.g. disciplinary, grievances, bullying, capability, tribunals, dismissals by race to be reviewed on a quarterly basis. Also those that access the resolution and accountability framework. Check that all individuals who are dismissed are recorded on Datix	Yes, provided that all ER cases are correctly put onto the Datix system. Link in with current ER reporting processes	No of ER cases overall broken down by protected characteristic Audit outcomes show that 100% of ER cases reviewed were deemed to be fair by the MDT	Audit outcomes reported to WEG followed by quarterly reporting to WEG and ODBPs of services/teams where ER cases are disproportionately impacting any one protected group	Nicola Rutter (Assistant Director of People)	MDT
4a. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months 22.2% v 16.6% 4b. Percentage of staff experiencing harassment, bullying or abuse from line manager 9.8% v 5.7% 4c. Percentage of staff experiencing harassment, bullying or abuse from colleagues 16.5% v 9.6% 4d. Percentage of staff who reported harassment, bullying or abuse the latest time it happened 60.9% v 60.0%							

4.1	Reduce the amount of bullying, harassment and abuse received by employees	Embed 'fair and just' principles in all policies specifically focused on challenges for colleagues with a long-term condition or disability. Ensure all policies acknowledge that the needs of an individual with long term conditions may change over time	List of policies and signed on assurance that these have been reviewed with these principles in mind in line with existing policy review timelines - multi year action	All EqlAs within HR policies have been reviewed to ensure that they have appropriately assessed potential impacts on protected groups (specifically long term conditions/disabilities)	Quarterly updates provided to WEG	Victoria Robinson-Collins (Chief People Officer)	MDT
4.2	Reduce the amount of bullying, harassment and abuse received by employees	Promote the use of Freedom to speak-up and Resolution and accountability champions to de-escalate conflict	Through existing reports provided by freedom to speak up guardian re: service utilisation & themes	An increase in the % of individuals who are contacting Freedom to speak up and Resolution and countability champions, by long term condition/disability	Updates provided at NLB Ambassador meetings and as appropriate to WEG	Joy Fuller (Governor Lead / Freedom to Speak Up Guardian)	NLB Ambassadors
4.3	Reduce the amount of bullying, harassment and abuse received by employees	All incidents of bullying and harassment reported in Datix are reviewed. Hot spots are identified and appropriate interventions are identified to reduce further incidents occurring	Yes, through Datix. EDI Team will support in analysis and reporting with ODBPs being asked to target interventions within teams/services where hot spots are recognised.	Number of % and incidences logged in Datix, by long term condition/disability	Claire Hayler Reviewed on a quarterly basis at WEG and via ODBP meetings with VRC	Hasan Reza (Head of Workforce EDI)	P&ODBPs
4.4	Reduce the amount of bullying, harassment and abuse received by employees	Bullying, harassment and violence reduction: establish whether there is benefit to enhancing the processes that KCHFT already has in place around violence and aggression	Evidenced through the development of KCHFT's existing violence reduction guidance	Evidence that guidance related to staff is available on flo, an increase in the uptake of F2SUP linked to action 5.1	Outcomes of task reported to WEG on completion via a summary paper	Nicola Rutter (Assistant Director of People)	Hasan Reza (Head of Workforce EDI)
4.5	Reduce the amount of bullying, harassment and abuse received by employees	Communication: Stories from staff about how discrimination made them feel, how they see themselves in the organisation, how they built resilience	Count of numbers of stories that have been published on flo	Engagement insights from comms (no. of clicks, read time, etc.), an increase in the access of the KCHFT resolution framework and F2SUP in line with action 5.1	Quarterly updates to WEG with engagement report from the communications but also updates from ER with re: any increase in colleagues reaching out related to BH&D.	Chloe Crouch (Head of Communications and Engagement)	Communications Team
5. Percentage of staff believing that their trust provides equal opportunity for career progression or promotion							
63.5.0% Disabled and 68.8% Non Disabled							
5.1	Increase the percentage of Disabled staff who believe the trust acts fairly around progression or promotion	Promotion of existing development opportunities, non-mandatory TAPs training suite (in line with the definition agreed via WRES action 4.1) and development opportunities offered externally	Up take of opportunities and utilisation of TAPs resources, broken down by long term health condition/disability	Increase in the percentage of disabled staff believing that there are equal opportunities in career progression from 63.5% to 65%	Quarterly reports to WEG outlining uptake as per task 5.1 broken down by disability and/or health condition where the Trust has the necessary data (e.g. excluding external programmes) with division level detail for P&ODBPs	Margaret Daly (Director of People Development)	P&ODBPs
6. Percentage of disabled colleagues compared to non-disabled colleagues saying that they have felt pressure from their manager to come to work, despite not feeling well							
17.7% Disabled, 10.8% non-Disabled							
6.1	Raise awareness of Disability Leave Guidance	Include information about disability and carers leave in Trust induction and new managers induction. Ensure that it is clear that needs of disabled staff change with time	Evidence of Disability and Carers leave guidance in Trust induction and new managers training	Reduction in disabled colleagues feeling pressured into attending work from 17.7% to 15%	Quality reporting of disability and carers leave utilisation to WEG and associated appropriate committees	Margaret Daly (Director of People Development)	Sam Clark (Head of Talent and Development)
6.2	Raise awareness of Disability Leave Guidance	Communication: Article of flo around disability leave, maybe with a personal story from someone who has had to access this?	Count of numbers of stories that have been published on flo	Reduction in disabled colleagues feeling pressured into attending work from 17.7% to 15%	Quality reporting of disability and carers leave utilisation to WEG and associated appropriate committees	Chloe Crouch (Head of Communications and Engagement)	Communications Team
6.3	Raise awareness of Disability Leave Guidance	Updated existing Disability & Carers leave guidance to highlight use in allowing staff to attend appointments to manage their conditions	Guidance hosted on Flo	Reduction in disabled colleagues feeling pressured into attending work from 17.7% to 15%	Quality reporting of disability and carers leave utilisation to WEG and associated appropriate committees	Chloe Crouch (Head of Communications and Engagement)	Communications Team
7. Feeling valued Percentage of disabled colleagues compared to non-disabled colleagues saying that they are satisfied with the extent to which their organisation values their							
49.1% Disabled, 55.9% non-Disabled							
8. Workplace adjustments Percentage of disabled colleagues saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.							
86.9% of Disabled staff feel that reasonable adjustments have been made to enable them to work							
8.1	Relaunch the Wellbeing passport to improve staff experience and management support within current role as well as facilitate easier transition within (or outside) the organisation	Relaunch the Wellness passport within the Trust. Review the current Wellness passport with the Disability and Carers Network. Comms campaign to be launched to make sure everyone is aware of Wellness passport. Mention in new starters induction and also include in new managers training	Evidence that this is included in the Trust induction and new managers training.	Increase of colleagues reporting the Trust has made reasonable adjustments to enable them to carry out their work from 86.9% to 88%	Updates provided to WEG quarterly	Nicola Rutter (Assistant Director of People) & Margaret Daly (Director of People Development)	Hasan Reza (Head of Workforce EDI) & John Stone (Wellbeing Manager)

8.2	Increase the % of staff who feel reasonable adjustments have been made at work from 86.9% to 88%	Review the reasonable adjustment guidance to make it more accessible and easy to navigate. E.g. one page flow chart to show where to go. Sign posting to different types of reasonable adjustments that are available. Note that reasonable adjustments may change over time	New reasonable adjustment guidance signed off by the EDI ambassadors	Increase of colleagues reporting the Trust has made reasonable adjustments to enable them to carry out their work from 86.9% to 88%	Outcomes of review reported to WEG as appropriate	Nicola Rutter (Assistant Director of People)	Hasan Reza (Head of Workforce EDI)
8.3	Increase awareness of the reasonable adjustment guidance	Guidance to be sign posted in trust induction, new managers induction	Evidence of sign posting in trust induction and new managers induction	Increase of colleagues reporting the Trust has made reasonable adjustments to enable them to carry out their work from 86.9% to 88%	Quality reporting of measurable examples of reasonable adjustments such as disability and carers leave utilisation to WEG and associated appropriate committees	Margaret Daly (Director of People Development)	Sam Clark (Head of Talent and Development)
8.4	Increase the percentage of Disabled staff who believe the trust acts fairly around progression or promotion	Ensure that all meetings, both online and in person are accessible for all individuals within the Trust. Disability Carers Network is making a guide for this, to be added to New Staff Induction, new manager induction, sign posted through flo.	Accessibility guide to be included in Staff Induction, New Manager Induction, Sign posted through flo, all corporate arranged events to demonstrate they have considered accessibility.	Increase of colleagues reporting the Trust has made reasonable adjustments to enable them to carry out their work from 86.9% to 88%	Updates provided to WEG as per the progress of this action - potentially through the Disability & Carers network	Senior Lead needs agreeing	Communications Team