



## **NHS Workforce Disability Equality Standard (WDES)**

Annual Report 2020

Care Quality Commission



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## 1 Introduction

Welcome to CQC's Workforce Disability Equality Standard (WDES) report.

The WDES was introduced for NHS Trusts in 2019. We are reporting on this for the first time in 2020, along with other national healthcare organisations arm's length bodies (ALBs).

The WDES is a set of ten specific measures (metrics) which enables organisations to compare experiences of disabled and non-disabled staff, to reduce gaps and make improvements.

Using our data, NHSE/I will produce a report covering the participating ALBs. The ten metrics are broadly similar to those of the annual Workforce Race Equality Standard (WRES).

The WDES is embedded within our Diversity and Inclusion strategy delivery plan as part of our annual reporting and aligned to the Inclusion pillar of the People Plan. The metrics cover workforce diversity (including Board members), recruitment, entry into formal capability process, and people survey questions.

### **Our commitment**

In 2020 we launched our three-year diversity and inclusion strategy – Our Inclusive Future. The strategy sets our ambition of creating a truly inclusive culture where all our people can thrive and reach their full potential.

We understand that line managers are essential in helping to create this culture. Our first year of reporting on the WDES will include providing a solid foundation for line managers to be equipped with the right skills and tools to support their teams to be their best self at work.

### **Disability Equality Network**

“We are excited to be working with Organisational Development colleagues on the programme of work resulting from the WDES data. The programme’s aim is to improve the working lives and progression of our disabled colleagues. The proof of success will be in future staff surveys and in what we hear from our members, particularly through our network of subgroups.”

### **Disability Equality Network Executive Sponsor Mark Sutton, Chief Digital Officer.**

“We are really pleased to be implementing the Workforce Disability Equality Standard at CQC. As the Executive sponsor for the network I often hear about some of the barriers our disabled colleagues face. We want to make CQC a fair and inclusive place to work and create a culture where all our people feel valued and respected. “

## **2 Executive summary**

The Care Quality Commission (CQC) is the independent regulator of health and social care in England

Our purpose: We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.

We are taking part in the Workforce Disability Equality Standard (WDES) for the first time this year. We will be open and transparent and show our commitment to providing a fair and inclusive environment for our disabled colleagues.

**Our high-level data shows:**

- Low representation of disabled colleagues in Executive and Board level roles
- A difference between disabled colleagues (40%) and non-disabled colleagues (51%) believing that CQC provides equal opportunities for career progression
- Disabled colleagues are more likely to experience bullying, harassment and abuse from people external to CQC as well as internal colleagues
- 51% of colleagues said CQC made appropriate reasonable adjustments to enable them to carry out their work
- Low representation of disabled colleagues going into the formal capability process

### 3 WDES in 2019/20

#### WDES data headlines

Overall, some of the data is unsurprising, particularly around experiences measured through the people survey and insight from our Disability Equality Network (DEN) members. Both of which have highlighted that we need to better understand individuals' experiences to improve them. Analysis of people survey data has shown us that disabled colleagues respond less positively across many key people survey metrics and this is reflected in the WDES metric outcomes for 2019/20.

The data confirms why focusing on disability is central to the Diversity & Inclusion (D&I) strategy and why we have prioritised participation in the WDES this year.

#### Key headlines:

- The overall workforce representation of disabled colleagues tells a similar story to the WRES (for black and minority ethnic colleagues), and to what is seen in NHS trusts – greater representation in the lower grades, low representation at senior level (Executive grades).
- There is no declared representation at Board level. Our data shows that there is also under representation in the middle grades (C and D grades) but better representation at manager grades (A and B). Overall, the proportion of disabled colleagues is much better across all our grades in comparison to the NHS.
- We also see a similar story to the WRES for this year's WDES when we ask the question around belief that 'CQC provides equal opportunities for career progression or promotion'. Only 40% of disabled colleagues respond positively to this question compared to 51% for non-disabled.
- Disabled colleagues are significantly more likely to experience bullying, harassment or abuse from others external to CQC as well as CQC colleagues. For the latter, the percentage of disabled colleagues who experienced these behaviours were more than double the percentage of non-disabled colleagues. Disabled colleagues are also less likely to report unacceptable behaviour – although there is little variation in this outcome for non-disabled colleagues.
- Just over half of disabled respondents (51%) agree that appropriate reasonable adjustments have been made to support them in carrying out their work. DEN feedback also says that the ease and speed of having adjustments identified and put in place is a key challenge for disabled colleagues.

- The main positive is the low number (and so, the likelihood) of disabled colleagues entering the formal capability process.

## Reporting disability status

There are variations in the number of colleagues who self-report their disability status within the Electronic Staff Record (ESR) and those who respond to our annual people survey and self-declare their disability. This can affect the WDES metrics as we are drawing data from different population groups.

As at 31 March 2020, 93% of colleagues had self-reported their disability status. The total number of colleagues with a reported disability in the Electronic Staff Record was 242 (223 were classified as 'not stated'), which is 7.5% of the workforce.

Data from our people surveys suggest this figure is likely to be higher. The last pulse survey in May 2020 achieved a participation rate of 79% (2,428 responses). However disabled respondents accounted for 20% (487 responses). 162 selected 'prefer not to say'.

Part of our overall actions to address inequalities is to understand more about the barriers to self-reporting and how we encourage more positive declarations within the Electronic Staff Record.

## 4 Conclusion and next steps

This is our first time submitting the WDES and provides us with an important baseline from which to develop actions that will improve the experiences and representation of disabled colleagues at CQC. We are already working with DEN and their Executive sponsor to agree the priority areas of focus. We will continue to work together along with other key stakeholders to make the improvements we need.

The Organisational Development team are committed to working with key stakeholders across the business to make positive and purposeful changes to how we work to ensure better outcomes for our disabled colleagues – existing and future. Alongside race equality, this is a key priority in our Diversity and Inclusion strategy.

The commitment to improving the experiences and representation of disabled colleagues is long-term and clearly set out in our strategy and three-year delivery plan and will contribute towards our strategic ambition in creating an inclusive culture where all people feel valued and respected

We will learn from the experiences shared by our disabled colleagues and use this report as a baseline from which we improve. The WDES report and action plan will also be supported by other commitments such as achieving Disability Confident Level 2 in 2021.

## Appendix 1 WDES metrics report

Detailed below is the organisation's WDES data which we submitted in November 2020 and covers 1 April 2019 to 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; Figures as at 31 March 2020)

**Note:** CQC has its own pay and grading framework which is not always directly comparable with the Agenda For Change (AfC) bands. However, for the purpose of comparison, broad equivalents between the two are provided in the table below.

	Disabled staff in 2020	Non-disabled staff in 2020	Unknown/null staff in 2020	Total staff in 2020
	Percentage (%)	Percentage (%)	Percentage (%)	Headcount
<b>Cluster 1 (Bands 1 - 4)</b> CQC equivalent grades: F and G	9.4%	81.1%	9.4%	233
<b>Cluster 2 (Band 5 - 7)</b> CQC equivalent grades: C, D and E	6.4%	87.2%	6.4%	672
<b>Cluster 3 (Bands 8a - 8b)</b> CQC equivalent grades: A and B	8.1%	85.5%	6.5%	2147
<b>Cluster 4 (Bands 8c – 9 &amp; VSM)</b> CQC equivalent grades: Executive 1, 2, 3	3.1%	88.3%	8.6%	128
<b>Other</b>	0.0%	71.4%	28.6%	28
<b>OVERALL TOTAL</b>	<b>7.5%</b>	<b>85.5%</b>	<b>7.0%</b>	<b>3208</b>

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

(Data source: CQC recruitment data; Figures for 1 April 2019 to 31 March 2020)

	Relative likelihood in 2020	Relative likelihood difference (+-)
Relative likelihood of non-disabled staff being appointed from shortlisting compared to disabled staff	1.38	Not applicable

**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: CQC HR data. Data is based on a two-year rolling average of the current year (01/04/19 – 31/03/20) and the previous year (01/04/19 – 31/03/19))

	Relative likelihood in 2019/20	Relative likelihood difference (+-)
Relative likelihood of disabled staff entering formal capability process compared to non-disabled staff	0.69	Not applicable

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

(NHS WDES Data source: Question 13, NHS Staff Survey)

(CQC Data source: CQC People Survey, November 2019)

**Note:** CQC conducts its own internal people surveys and, in some cases, different question wording applies – see details below. 2019 data relates to our people survey undertaken in November 2019.

	Disabled staff responses to 2019 CQC People Survey	Non-disabled staff responses to 2019 CQC People Survey	% points difference (+/-) between disabled staff and non-disabled staff responses 2019
	Percentage (%)	Percentage (%)	
<p><b>4a) Staff experiencing harassment, bullying or abuse from patients/ service users, their relatives or other members of the public in the last 12 months</b></p> <p>CQC’s question is: “In the last 12 months, I have experienced harassment, bullying or abuse at work from people other than CQC staff (for example members of the public and service users)”</p>	14.8%	8.9%	+5.9%
<p><b>4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months</b></p> <p>CQC’s question is: “In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff”</p>	20.0%	8.6%	+11.4%
<p><b>4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months</b></p> <p>CQC’s question is as per 4b) above: “In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff”</p>	20.0%	8.6%	+11.4%
<p><b>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</b></p> <p>CQC’s question is: “Have you reported the bullying/harassment?” [In response to “In the last 12 months, I have experienced bullying, harassment or abuse from other CQC staff”]</p>	43.6%	43.4%	+0.2%

## Metrics 5 – 8

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

(CQC Data source: CQC People Survey, November 2019)

**Note:** CQC conducts its own internal people surveys and, in some cases, different question wording applies – see details below. 2019 data relates to our people survey undertaken in November 2019.

	Disabled staff responses to 2019 CQC People Survey	Non-disabled staff responses to 2019 CQC People Survey	% points difference (+/-) between disabled staff and non-disabled staff responses 2019
	Percentage (%)	Percentage (%)	
<p><b>Metric 5: Percentage of disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion.</b></p> <p>CQC’s question is: “I believe that CQC provides equal opportunities for career progression or promotion”</p>	40.0%	52.1%	-12.1%
<p><b>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.</b></p> <p>CQC’s question is: “In the last three months, have you felt pressure from your manager to come to work despite not feeling well enough to perform your duties?”</p>	15%	Not asked – this question applies only to disabled survey respondents	Not applicable
<p><b>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.</b></p>	Not applicable: This question has not been asked in any CQC people surveys		
<p><b>Metric 8: Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</b></p> <p>CQC’s question is: “Has CQC made appropriate reasonable adjustments to enable you to carry out your work?”</p>	50.9%	N/A	N/A

## Metric 9: Disabled staff engagement

(Data source: CQC People Survey, November 2019)

	Disabled staff engagement score for 2019 CQC People Survey	Non-disabled staff engagement score for 2019 CQC People 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.	64%	69%	-5%
<p>b) Has your trust taken action to facilitate the voices of disabled staff in your organisation to be heard? (Yes) or (No) Yes</p> <p>Please provide at least one practical example of action taken in the last 12 months to engage with Disabled staff.</p> <p>We have a fully supported and embedded Disability Equality Network (DEN) who we work with on a wide range of decisions and issues. The DEN has been provided with a briefing session on WDES by the NHS WDES team and an NHS provider organisation. This was for them to fully understand the purpose and the benefits of implementing the WDES and identify some best practice.</p> <p><b>Example 1:</b> The DEN chairs attend CQC Board on annual basis to provide updates on their work, any barriers they are facing and priorities for the coming year.</p> <p><b>Example 2:</b> Disabled colleagues are engaged with as part of our Equality Impact Assessment process. Recent policy engagement includes:</p> <ul style="list-style-type: none"> <li>• COVID 19 and the impact of homeworking and social distancing</li> <li>• Managing sickness absence and critical illness, policy</li> <li>• Disciplinary policy</li> </ul> <p><b>Example 3:</b> Disabled colleagues have recently met with the People Director and Head of Human Resources to provide results on a recent survey that had been undertaken by the DEN. This feedback initiated actions for Human Resources to take forward including the reasonable adjustment process.</p>			

## Metric 10: Percentage difference between the organisation's board voting membership and its organisation's overall workforce

(Data source: ESR; Figures as at 31 March 2020)

	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 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%	Exec = 100% Non-exec = 100%	Exec = None Non-exec = None	Total Board = -100% Overall workforce = 7.5% Difference = -7.5 percentage points

## APPENDIX 2 - WDES action plan 2020/21

Metric	Objective	Action/s	Timescales	Lead/s	Why/ Link to D&I strategic ambition
	Improve disability declarations rates within ESR to support our target of 95%	<ul style="list-style-type: none"> <li>Work with the Disability Equality Network (DEN) to develop a campaign to encourage colleagues to declare their disability</li> <li>Raise awareness of the importance of having accurate disability monitoring data</li> <li>Create safe spaces for colleagues to discuss barriers faced when declaring their disability</li> <li>Raise the awareness and the importance of self-reporting at events led by the Senior Leadership Team</li> <li>Use on boarding materials for new starters to highlight the self-service elements of ESR</li> </ul>	<p>Begin campaign January 2021</p> <p>Review June 2021</p> <p>Evaluate December 2021</p>	<p>Disability Equality Network D&amp;I lead HR data analyst and ESR lead SLT TU</p>	<p>To ensure we have an accurate picture of disabled people in CQC. We will use the insights we gain, to inform our actions in improving targets for other protected characteristics.</p> <p><b>Strategic Ambition:</b> Inclusive Culture Inclusive Leadership Inclusive Engagement</p>
Metric 1	Improve representation of disabled colleagues at exec grade and grades C, D and E to reflect the current workforce of 7.5%	<ul style="list-style-type: none"> <li>Ensure our internal and external recruitment campaigns are inclusive and demonstrate our commitment to improving the representation of disabled colleagues.</li> <li>Ensure our strategic ambition to create visible role models includes disabled colleagues.</li> <li>Improve the number of coaches and mentors within CQC who are disabled and also review the uptake of these personal development options by disabled colleagues.</li> <li>Ensure our inclusive recruitment toolkit embeds disability good practice</li> </ul>	<p>Begin January 2021</p> <p>Review June 2021</p> <p>Evaluate December 2021</p>	<p>Disability Equality Network &amp; sub groups leads D&amp;I lead &amp;OD Recruitment and Talent Academy consultant</p>	<p>To ensure we have representation of disabled colleagues at all levels of the organisation.</p> <p><b>Strategic Ambition:</b> Inclusive Culture</p>
Metric 2	Reduce the likelihood between non-disabled and disabled colleagues of being appointed from shortlisting from 1.377 to 1.00	<ul style="list-style-type: none"> <li>Create a positive action statement which is clear about our aims for having a more representative workforce of disabled colleagues on our recruitment portal.</li> <li>We will be more explicit in the use of the guaranteed interview scheme and what this means in practice.</li> <li>Understand the outcomes of the expression of interest review by our external recruitment partners.</li> <li>Conduct a review into the frequency and quality of feedback if unsuccessful at interview.</li> </ul>	<p>Begin February 2021</p>	<p>DEN DEN Sub Group Recruitment Team D&amp;I lead OD</p>	<p>In order to meet our strategic aims of our D&amp;I strategy it's important that our process and policies are inclusive and do not disadvantage any underrepresented groups.</p> <p><b>Strategic Ambition:</b> Inclusive policies and practices</p>
Metric 4	Reduce the gap between disabled and non-disabled colleagues being bullied, harassed and abused.	<ul style="list-style-type: none"> <li>OD will work with the DEN network to analyse their network member survey and use this to inform further actions in addressing the issues of bullying and harassment for disabled colleagues</li> <li>Reinforce the organisation's zero tolerance approach to bullying and harassment internally and ensure our</li> </ul>	<p>Begin March 2021</p>	<p>DEN DEN Sub Group Freedom to speak up Guardians HR Advice and Guidance colleagues</p>	<p>We want to create an environment where people can be themselves at work and feel safe. We must ensure that this gap is</p>

Metric	Objective	Action/s	Timescales	Lead/s	Why/ Link to D&I strategic ambition
		<p>external facing colleagues feel supported and confident to report any incidents.</p> <ul style="list-style-type: none"> <li>Review the toolkit for line managers and resources in how to ensure them and their teams feel supported and confident to report any incidents.</li> <li>With the DEN network and Freedom to Speak up Guardians use their collective insights to inform future resources and guidance</li> <li>Create a 'Respect Me' campaign for CQC</li> <li>Encourage the use of 'Curious conversations' to raise awareness of lived experiences</li> <li>Use 'All staff calls' by Chief executive to promote disability equality events and lived experiences of disabled colleagues</li> </ul>		D&I lead & OD Academy TU <b>People Lead – Line Management Capability</b>	reduced and the issues addressed.  <b>Strategic Ambition: Inclusive Culture</b>
Metric 5	Reduce the gap between disabled and non-disabled colleagues) who believe the organisation provided equality for career progress or promotion	<ul style="list-style-type: none"> <li>Understand issues for disabled colleagues from the expression of interest review and embed good practice into inclusive recruitment toolkit</li> <li>Continually review and monitor the current cohort of coaches and uptake of coaching opportunities to ensure includes disabled colleagues.</li> <li>Identify whether the current Talent approach supports our ambitions around disability equality</li> <li>Work with the DEN network to analyse their network member survey to inform further actions in addressing the negative perceptions for equality of opportunity for disabled colleagues</li> <li>Line managers to work with the Academy to identify external opportunities and development programmes for disabled colleagues to access and ensure the selection criteria is transparent and robust.</li> <li>Implement reverse mentoring programme for Disabled colleagues</li> </ul>	<p>Begin January 2021</p> <p>Ongoing</p> <p>April 2021</p>	DEN DEN Sub Group Academy Recruitment and Talent D&I lead & OD <b>People Lead – Line Management Capability</b>	<p>Our aim to have diverse and representative teams, reflective of the communities we serve at all levels of the organisation. We have committed to implementing a number of initiatives to support this ambition to improve the representation of disabled colleagues at senior levels.</p> <p><b>Strategic Ambition Inclusive Policies and Practices</b></p>
Metric 6	Deep dive to gain an understanding of 15% of colleagues who have said they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	<ul style="list-style-type: none"> <li>Work with the DEN network (inc sub group leads) and the Freedom to Speak Up Guardians to learn more from their insights and use this information to inform our future approach.</li> <li>Work with Advice and Guidance colleagues to learn more about the types of cases which they support and how the new conflict resolution policy will support the reduction of these cases in future.</li> <li>Workshops for line managers to highlight the importance of ensuring colleagues only return to work when well.</li> </ul>	Begin February 2021	DEN DEN Sub Group Advice and Guidance Freedom to Speak Up Guardians D&I lead TU <b>People Lead – Line Management Capability</b>	It's important that our colleague's health and wellbeing is at the forefront of our thinking and that our leaders are compassionate. They must pay close attention to the people they lead and understand the situations they face, respond empathetically and take

Metric	Objective	Action/s	Timescales	Lead/s	Why/ Link to D&I strategic ambition
		<ul style="list-style-type: none"> <li>Develop a suite of learning opportunities for HR training on general disability equality and specific disability awareness, such as: Neurodiversity, Long-term Medical Conditions, mental health etc</li> </ul>			thoughtful and appropriate action to help. <b>Strategic Ambition</b> <b>Inclusive Culture</b>
Metric 7	<p>Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.</p> <p>CQC do not ask this question in their survey but will explore our People Survey Question: "I feel recognised for my contribution at CQC" to review trend analysis for this question to inform further actions.</p>	<ul style="list-style-type: none"> <li>Using this survey analysis to identify if there are specific disabled groups within the organisations who respond to this survey question negatively.</li> <li>Equally from an appreciative enquiry perspective, if there are groups in the organisation within the organisation who respond positively to this question, what can we learn and replicate.</li> </ul>	<b>Start Feb 2021</b>	DEN DEN Sub Group D&I lead	We know that when individuals and teams feel valued for their contribution, they are more productive and innovative. <b>Strategic Ambition</b> <b>Inclusive Culture</b> <b>Inclusive engagement</b>
Metric 8	Improve the percentage of people who have had reasonable adjustments requests met from 51% to 100%	<ul style="list-style-type: none"> <li>Carry out a deep dive into the varying experiences of disabled colleagues and reasonable the adjustments put in place in order to carry out their work.</li> <li>Work with our DEN network to identify where improvements can be made to the existing processes</li> <li>Ensure all reasonable adjustments for new and existing colleagues are in place within 3 months.</li> <li>Review of reasonable adjustments policy</li> <li>Ensure the information for line managers is clear and those responsible for requesting adjustments on behalf of their colleagues do so in the right way.</li> <li>Application for Disability Confident Level 2</li> <li>Include reasonable adjustments in line manager induction.</li> <li>Ensure reasonable adjustments support is promoted in internal and external recruitment campaigns</li> </ul>	<b>Feb 2021 – August 2021</b>	HR Services Health and Safety DEN DEN Sub Group leads HR Recruitment D&I lead & OD <b>People Lead – Line Management Capability</b>	Ensure all colleagues have the right support to enable them to carry out their role This also links to our work around wellbeing and having 'a good day at work'  <b>Strategic Ambition</b> <b>Inclusive Culture</b>
Metric 10	<p>Improve disability representation with our Executive Directors so it is representative of disabled people in CQC (7.5%)</p> <p>Influence our Non-Executive Director recruitment where possible to ensure understanding of our commitment to disability representation.</p>	<ul style="list-style-type: none"> <li>All recruitment for Exec roles states our commitment to disability equality and encourages disabled applicants to apply</li> <li>Continue to work closely with the DHSC recruitment team to reinforce the organisations commitment to attract and recruit more disabled people.</li> <li>Continue to monitor equality data of board members</li> </ul>	<p><b>By March 2021 we will ensure all job adverts states our commitment to disability equality</b></p> <p><b>Ongoing</b></p>	<b>Board Chair Recruitment</b>	<b>Strategic Ambition</b> <b>Inclusive Leadership</b>

Metric	Objective	Action/s	Timescales	Lead/s	Why/ Link to D&I strategic ambition
<p><b>Note:</b> The Disability Equality Network work closely with our other 4 equality networks as part of their collective 'Joint Network Voice'. This enables them to share their network priorities and also identify where an intersectional approach needs to be taken</p>					