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| **Agenda item:** | 11 |
| **Attachment:** | A |

**HRA Board Cover sheet**

**18 November 2020**

|  |  |
| --- | --- |
| **Title of paper:** | Workforce Disability Equality Standard Submission – Annual report and Qualitative Survey |
| **Submitted by:** | Katherine Guerin |
| **Summary of paper:** | The HRA voluntarily submits data for the NHS Workforce Disability Equality Standard which measures the organisation’s performance according to a number of standards gathered across the NHS so that the organisation can evaluate its progress and plan its actions to improve its progress in furthering equality for staff with disabilities. This document is the required template for the submission and will be published to the HRA website following Board approval.  One of the requirements of the submission is the data and report, including the action plan are reviewed and signed off in the public part of the organisation’s Board mtg to ensure leadership and accountability. |
| **Reason for submission:** | For approval |
| **Further information:** | See paper |
| **Budget / cost implication:** | Within the Supporting our People programme |
| **Dissemination:** | Submission to HRA Board and published to the HRA website. |
| **Time required:** | 10 mins |



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

Annual Report 2020

Health Research Authority

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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[[1]](#footnote-1).

The HRA’s submission is voluntary and forms part of our commitment to be an inclusive organisation. By submitting our WEDS data and action plan we are contributing to the plan to help with understanding the overall position in relation to disabled staff across ALBs and the wider NHS.

Commissioned by the NHS Equality and Diversity Council, the WDES is mandated through the NHS Standard Contract.

The WDES consists of 10 metrics, based on workforce data and feedback from the HRA’s Staff Survey using questions closely modelled on those in the NHS Staff Survey, which enables NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. The WDES data highlights areas which require improvement and it is used to develop and publish an action plan which can then be tracked year on year to demonstrate progress.

The WDES supports the HRA’s compliance with its Public Sector Equality Duty, as part of the Equality Act 2010[[2]](#footnote-2). It also reinforces the improvements required of organisations in the NHS Long Term Plan which were to champion the insight and strengths of people with lived experience[[3]](#footnote-3).

The function of the WDES is also integral to the NHS People Promise within the NHS People Plan 2020/21 which is a promise we must all make to each other – to work together and improve the experience of working in the NHS for everyone[[4]](#footnote-4).

The HRA does not subscribe to the NHS Staff Survey and runs its own, independent survey operated by BMG. However, a number of questions are very similar to those in the NHS Staff Survey and therefore comparable data can be obtained to enable us to complete some of the metrics.

**The Health Research Authority – Values**

Our values describe and define our culture. The values which drive the HRA are:

**Inspiring Leadership**

Enabling people and teams to develop and deliver dynamic, innovative and transformative services and systems.

**Integrity**

Being fair, ethical and honest in everything we do.

**Trusted**

Being respected for delivering to consistently high standards.

**Transparent**

Being accountable and open about all aspects of our work.

**Collaborative**

Listening to and working with others to identify and make improvements to the health research environment.

**Empowering**

Supporting independent thinking and decision-making.

**The Health Research Authority – Our Commitment**

We can always do more to improve the employee experience for our colleagues with disabilities and other long-term health conditions.

In completing this report, we are committed to delivering on our robust WDES action plan as part of our Supporting our People Plan, an overarching framework that brings together HR, Learning and Communications teams to ensure an aligned approach to supporting our people.

We are proud to be the first Arm’s Length Body to introduce a Disability Leave Policy to support disabled staff and we offered specialist training provided by Disability Rights UK to managers in the application of the policy and wider disability issues. The Disability Leave policy was developed with support from our Unison representative, along with involvement from staff and managers and is based on the Unison model policy.

In addition, we are a Disability Committed employer, operating the ‘two ticks’ scheme to ensure that disabled candidates are guaranteed interviews when they demonstrate they meet the essential criteria in roles that they are applying for.

Throughout the past 12 months we have worked to establish and embed staff networks and staff-led interest groups with a focus on Equality, Diversity and Inclusion. These groups are staff led and act as catalysts to empower, encourage and promote equitable opportunities for those with protected characteristics and are safe confidential spaces for colleagues to collaborate, share their lived experiences and provide feedback to senior stakeholders on a wide range of organisational actions and decisions.

These groups, which include a Disability staff-led interest group, provide valuable insights through their lived experience, comment and engagement on organisational actions such as policies and can act as the organisation’s subject matter experts when impact assessing new initiatives or procedures.

We look forward to working together to deliver the actions set out in the plan to improve workplace and career experiences for disabled people across the HRA.

**2 Executive summary**

The Health Research Authority is comprised of 208 staff who work across the Executive Team, Approvals Service, Corporate Services, Governance, Information, Finance and Technology, Policy and Partnerships Directorates. This number includes 16 staff with a declared disability/disabilities, 180 people who do not have a disability and 12 staff whose disability status is unknown.

The organisation:

* ensures that research is ethically reviewed and approved
* promotes transparency in research
* oversees a range of committees and services
* provides independent recommendations on the processing of identifiable patient information where it is not always practical to obtain consent, for research and non-research projects.

Based on the workforce data and feedback from our staff survey detailed in Appendix 1, we have developed a WDES action plan which is set out in Appendix 2.

Our action plan will be progressed over the next twelve months and will be incorporated into our wider Supporting our People strategic programme. Working through this action plan will help to reduce the barriers that impact most on the career and workplace experience of our Disabled colleagues.

Key headlines from our WDES data shows:

* We have increased our representation of disabled staff in Clusters 1 and 2 since 2019
* There is an under-representation of disabled people in our most senior roles
* We have not implemented formal capability procedures against any disabled staff and the relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process remains at 0.
* 18% of Disabled Staff who completed the staff survey reported experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months
* 12% of Disabled Staff who completed the staff survey reported experiencing harassment, bullying or abuse from managers in the last 12 months
* 18% of Disabled Staff who completed the staff survey reported experiencing harassment, bullying or abuse from other colleagues in the last 12 months
* 59% of Disabled staff who completed the staff survey believe that the organisation provides equal opportunities for career progression or promotion
* The engagement score for Disabled Staff in 2019 was 93 compared to non-disabled staff whose engagement score was 83.
* This is the first time the organisation has completed this report and there are gaps in the data which mean the picture is incomplete.

The WDES highlights the importance of how we must all work together with kindness and compassion and through the Supporting our People programme the HRA is committed to making significant positive change towards the organisation becoming a more inclusive and equitable workplace.

In addition, we are proud to have launched our active Disability staff-led interest group as well as staff-led interest groups for Mental Health, BAME, Religious and other Beliefs, LGBTQ+, Working Parents and carers, Age and Gender.

These groups have a vital role to play in driving forward equality across the organisation and will strengthen collaboration between senior leadership and staff with disabilities.

We expect that actions taken in relation to the WDES will be monitored through the Equality, Diversity and Inclusion steering group and be discussed regularly at the Disability staff-led interest group. We will be held accountable for our actions, seeking input and welcoming innovative ideas for further improvements from the Disability staff-led interest group.

Finally, the organisation has gained Strategic Leadership Team approval to recruit an Equality, Diversity and Inclusion Manager to play a key role in working with our staff-led interest groups to support and guide the organisation in improving the experience for our people.

**3 WDES progress in 2019/20**  
We recognise that this is the first time we are completing this report and therefore comparison in some areas is not possible.

Where comparison is possible it is evident that throughout 2019/20 the number of Disabled staff across the workforce increased from 5.58% to 7.69%.

Specifically, we are able to demonstrate improvements in the workforce data as follows:

* An increase in the number of disabled staff in Bands 1-4 by 3.07%
* An increase in the number of disabled staff in Bands 5-7 by 2.31%

Across the workforce data we have maintained our record that no Disabled staff members entered the formal capability process, as measured by entry into the formal capability procedure.

Outside of the workforce data, since 2019 we have:

* Established staff led staff-led interest groups for employees with protected characteristics, including Disability.
* Developed an Equality, Diversity and Inclusion steering group which is developing a strategy and delivering an action plan of activities and initiatives to make the HRA a more inclusive organisation across all protected characteristics.
* Gained Strategic Leadership Team approval to recruit an Equality, Diversity and Inclusion Manager to support our plans and play a key role in working with our staff-led interest groups, supporting and guiding the organisation in improving the experience for our people.
* Developed a Supporting our People programme to establish a clear framework and commitment to supporting our staff.
* Embedded our Disability Leave Policy and supported implementation with specialist training sessions.

**4 Conclusion and next steps**

There is always more work to do in relation to our Public Sector Equality Duty and we are committed to making improvements to bring positive changes for our Disabled staff and to ensure equality of opportunity at recruitment stages and once people are in post.

Our Board and the Disability staff-led interest group will be sighted on the progress of our action plan. We will continue to communicate the WDES to all of our colleagues and celebrate our achievements as we complete strategic goals.

The WDES will continue, with other work streams, to help ensure that there is momentum and continuous improvement in the workforce disability equality agenda. The WDES will also drive our Supporting our People programme and meet the goals set out in the NHS People Plan 2020/21.

Through completing this report we have identified gaps in data that we will work to fill in the future to ensure accurate reporting in future.

We recognise the benefits of a diverse workforce who feel engaged and supported and research shows that this is critical in also encompassing the positive experience of our stakeholders and will help us to achieve our strategic ambitions[[5]](#footnote-5).

Through our staff-led interest groups, we will continue to listen to what our colleagues with lived experience tell us and we will ensure that these lived experiences inform how we deliver the actions set out in our plan and how we incorporate lessons and improve the career and workplace experience for our people.

**Appendix 1 WDES metrics report**

Detailed below is the organisation’s WDES data covering the period 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)** | 5.26 | 8.33 | +3.07 | 92.11 | 89.58 | -2.53 | 2.63 | 2.05 | -0.55 | 38 | 48 |
| **Cluster 2 (Band 5 - 7)** | 6.78 | 9.09 | +2.31 | 88.14 | 86.78 | -1.36 | 5.08 | 4.13 | -0.95 | 118 | 121 |
| **Cluster 3 (Bands 8a - 8b)** | 3.57 | 3.45 | -0.12 | 85.71 | 89.66 | +3.95 | 10.71 | 6.90 | -3.81 | 28 | 29 |
| **Cluster 4 (Bands  8c – 9 & VSM)** | 0 | 0 | 0 | 69.23 | 60 | -9.23 | 26.67 | 40 | +13.33 | 13 | 10 |

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

**(Data source: HRA’s recruitment data for 2019-20)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **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** | **Unknown** | **1.39** | **N/A** |

Note: a figure below 1 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: HRA 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** | **0** | **0** |

**NOTE: The data source for metrics 4 to 9 is based on 151 responses to the 2020 HRA Staff Survey. Of the 151 responses, 17 staff who declared a disability, 115 declared they had no disability and 19 did not declare/unknown.**

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

**(Data source: Question 36, 37 & 38 2020 HRA 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** | **Unknown** | **Unknown** | **Unknown** | **18** | **4** | **14** |
| **4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months** | **Unknown** | **Unknown** | **Unknown** | **12** | **3** | **9** |
| **4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months** | **Unknown** | **Unknown** | **Unknown** | **18** | **6** | **12** |
| **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** | **Unknown** | **Unknown** | **Unknown** | **Not asked in HRA survey** | **Not asked in HRA survey** | **N/A** |

**Metrics 5 – 8**

**(Data source: \*Questions 1 and 26 2020 HRA Staff Survey)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Disabled staff responses to 2019 HRA Staff Survey** | **Non-disabled staff responses to 2019 HRA Staff Survey** | **% points difference (+/-) between Disabled staff and non-disabled staff responses 2019** | **Disabled staff responses to 2020 HRA Staff Survey\*** | **Non-disabled staff responses to 2020 HRA Staff Survey** | **% points difference (+/-) between Disabled staff and non-disabled staff responses 2020** |
|  | **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.** | **Unknown** | **Unknown** | **Unknown** | **59** | **61** | **-2** |
| **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. SEE NOTE A BELOW** | **Unknown** | **Unknown** | **Unknown** | **Not asked in HRA survey** | **Not asked in HRA survey** | **N/A** |
| **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.** | **Unknown** | **Unknown** | **Unknown** | **82** | **74** | **12** |
| **Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.**  **SEE NOTE B BELOW** | **Unknown** | **N/A** | **N/A** | **Data not collected** | **N/A** | **N/A** |

**NOTE A: For Metric 6 the HRA is providing data in response to the following question in its 2020 Staff Survey:**

**Q30/1: The HRA does enough to support my health, safety and wellbeing (a feeling of physical, emotional and psychological wellness) at work Disabled: 71% Non Disabled: 72%**

**NOTE B: For Metric 8 the HRA is providing data in response to the following question in its 2020 Staff Survey:**

**Q30/2: I am satisfied with my physical working conditions/ environment – Disabled 71% Non Disabled: 80%**

**Metric 9 – Disabled staff engagement**

**(Note: HRA 2019 and 2020 Staff Surveys included a number of questions that together to form the overall Engagement score. However, these were not broken down to include a distinction in data for disabled and non disabled staff. Data is therefore unknown for this metric. The questions can be looked at for 2021 to enable completion of this metric for future years.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Disabled staff engagement score for 2019 HRA Staff Survey** | **Non-disabled staff engagement score for 2019**  **HRA Staff Survey** | **Difference (+/-) between disabled staff and non-disabled staff engagement scores 2019** | **Disabled staff engagement score for 2020 HRA Staff Survey** | **Non-disabled staff engagement score for 2020 HRA Staff Survey** | **Difference (+/-) between Disabled staff and non-disabled staff engagement scores 2020** |
| **a) The staff engagement score for Disabled staff, compared to non-disabled staff.** | **Unknown** | **Unknown** | **Unknown** | **Unknown** | **Unknown** | **Unknown** |

|  |
| --- |
| **b)**  **Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (Yes) or (No)**  **Yes**  **Please provide at least one practical example of action taken in the last 12 months to engage with Disabled staff.**  **Example 1:**  **We have established a number of staff-led interest groups to support our work around Equality, Diversity and Inclusion (ED&I), including a group on disability. The groups are a source of support for staff as well as providing staff with the opportunity to help shape our work around ED&I as well as raise themes and issues for broader attention.**  **Example 2:**  **We have engaged around the organisation’s support for staff during the pandemic, in particular ensuring the concerns of staff with disabilities were understood and addressed in thinking about risk assessments for staff returning to offices.**  **Example 3:**  **We have established approval to recruit and Equality, Diversity and Inclusion Manager to play a key role in working with our Special Interest Groups and support and guide the organisation in improving the experience for our people and our stakeholders.** |

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

**(Data source: HRA ESR 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 = Unknown**  **Non-exec = Unknown**  **Voting = Unknown**  **Non-voting = Unknown** | **Exec = Unknown**  **Non-exec = Unknown**  **Voting = Unknown**  **Non-voting = Unknown** | **Exec = Unknown**  **Non-exec = Unknown**  **Voting = Unknown**  **Non-voting = Unknown** | **Total Board = Unknown**  **Overall workforce = 5.58**  **Difference = Unknown** | **Exec = 0**  **Non-exec = 0**  **Voting = 0**  **Non-voting = 0** | **Exec = 40**  **Non-exec = 60**  **Voting = 37.5**  **Non-voting = 100** | **Exec = 60**  **Non-exec = 40**  **Voting = 62.50**  **Non-voting = 0** | **Total Board = -100**  **Overall  workforce = 7.69**  **Difference = -100** |

**APPENDIX 2 - WDES action plan 2020/21**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Metric** | **Objective** | **Action/s** | **Timescales** | **Lead/s** | **Why** |
| **1** | Increase the diversity of the HRA workforce including those with the protected characteristic of disability | Review of the recruitment lifecycle starting with a full review of data to identify areas of the lifecycle to target and to also include consideration of reach of adverts to pool of candidates, language in job descriptions and adverts to encourage diverse applicants to apply, diverse recruitment panels, cultural competence learning |  |  |  |
| **2** | Improve the relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts | Cultural competence learning resources made available for staff via our LMS with leadership and interventions to support change.  Increasing the diversity of recruitment panels  Continuing practice as a certificated Disability Confident Employer | 2021/22  2021/22  On-going | Learning & Development team  ED&I project  HR | Enabling all staff including recruiters to increase their cultural competence and have the opportunity to raise their awareness of their own unconscious bias and how it could influence their decision-making.  Increasing diversity in decision-making on appointments  Ensuring good practice in place and candidates who declare a disability and meet the essential job specification criteria are offered an interview. |
| **3** | Maintain the current position of disabled staff no more likely to enter formal capability management than non-disabled staff | Continued HR support of line managers in managing performance in accordance with HRA policies | On-going | HR | Monitor and maintain current positive practice |
| 4 | Work to ensure that staff experiencing bullying and harassment report these occurrences to enable appropriate action to be taken | Through our work on an inclusive organisational culture increase the likelihood of staff reporting experiences so that these can be addressed. Appoint an ED&I specialist role to the organisation to act as a source of advice and support for staff as well as identifying further interventions that would support this – note there were no cases of bullying and harassment brought to the HR team | On-going | HR/ ED&I | Currently the organisation has no formal cases or reports of bullying and harassment. Creating a culture where staff feel able to report and supported is the first step to tackling this challenge. |
| **5** | Improve the perception of disabled staff that the organisation offers equal opportunities for career progression | Carry out the recruitment review project that includes reviewing the language and the way job descriptions are written so that they are as inclusive as possible  Continue to raise awareness on disability and reasonable adjustments so that staff with disabilities feel supported at work and able to apply for  Ensure the development of an organisational talent/leadership programme has places ring-fenced for talented staff with protected characteristics including disability to support individuals in progressing and developing | 21/22  20/21  2021/22 | HR  ED&I in partnership with staff-led group  L&D | If job descriptions are inclusive, then unintentional barriers that may prevent staff with disabilities from applying are removed.  If the organisation raises awareness of disability and reasonable adjustments it creates the culture to ensure potential applicants are more likely to apply knowing the organisation is committed to providing them with the support to succeed.  Positive action development programmes are recognised as one of the most impactful ways to bring about this change |
| 6 | Ensure staff do not feel pressured to attend work when not feeling well enough to perform their duties | Continue to monitor the uptake and effectiveness of the disability leave policy.  Consider collecting this data as part of our annual staff survey so we can complete this element of WDES data or in a separate ED&I focussed survey | 20/21 | HR/EDI | The organisation has a specific policy to support staff with disabilities where absence relates to their disability. |
| 7 | Ensure staff with disabilities continue to feel their contribution at work is valued. | Continue to work with our staff forum and staff-led interest groups to ensure all staff feel valued | 20/21 | Lead Director for staff forum | Our inclusive culture should make all staff feel valued for their contributions |
| 8 | Ensure staff have adequate adjustments made to carry out their work | Consider including a question to collect this data in our annual staff survey or in a separate ED&I focussed survey. | 20/21 | HR/EDI | The organisation would benefit from further data |
| 9 | Continue to engage with staff with disabilities and offer them opportunities for their perspectives to influence organisational activities and approaches | Continue with staff-led interest groups (including a group on disability) with membership of the ED&I Steering Group to inform actions and approaches within the organisation. | On-going | ED &I | The organisation benefits from the perspectives of those with lived experiences in developing activity to address shortcomings or new areas of work. |
| 10 | Increase the diversity of the HRA Board | Proactively pursue opportunities with the public appointments committee and DHSC sponsor as NED terms end to gain a more diverse pool of applicants for NED appointments. Ensure proactive approaches to increase diverse pool of candidates for exec appointments when they become available. | On-going | Chair & CEO |  |
| 11 | Amend the organisation’s staff survey so that questions reflect the metrics in this report as far as possible, recognising the NHS Staff Survey focuses on NHS Trusts | This will ensure that accurate and full data can be provided in future submissions | At data of next survey | HR/EDI | Enable full reporting on WDES, |

**Note: Explain how Disabled staff have been involved in developing and delivering the actions.**

The HRA has an Equality, Diversity and Inclusion steering group which is developing a strategy and delivering an action plan of activities and initiatives to make the HRA a more inclusive organisation for all protected characteristics. The lead of the staff-led interest group for Disability is a member of the Board and acts as a conduit between the Steering Group and the staff-led group. The contents of the strategy and the plan have been co-developed with the staff-led interest groups to ensure lived experience informs the priorities and nature of activities that are taken forward. The work to deliver the action plan is done in conjunction with the groups with ongoing involvement and consultation. Much of the contents of the action plan above are within the current draft of the strategy and its associated delivery plan which is already in train.

1. <https://www.england.nhs.uk/about/equality/equality-hub/wdes/> [↑](#footnote-ref-1)
2. <https://www.gov.uk/government/publications/public-sector-quick-start-guide-to-the-public-sector-equality-duty> [↑](#footnote-ref-2)
3. <https://www.england.nhs.uk/long-term-plan/> [↑](#footnote-ref-3)
4. <https://www.england.nhs.uk/ournhspeople/> [↑](#footnote-ref-4)
5. <https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/> [↑](#footnote-ref-5)