

The Workforce Disability Equality Standard (WDES) is a set of ten specific equality measures (metrics) which enables NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. NHS organisations use the metrics data to develop and publish an action plan, building on high impact actions shared in the EDI improvement plan.

WHTH is taking a strategic approach and focusing on transformational culture change. With the recent refresh of our Trust strategy and values, Equality Diversity, and Inclusion is a priority to achieve our Trust's vision.

The ten WDES metrics include,

- Three metrics focus on workforce data
- Five are based on questions from the NHS Staff Survey
- One metric focuses on disability representation on boards
- One metric focuses on the voices of Disabled staff:

This report provides a summary of the key findings in this reporting period 2023/ 2024 compared to the previous year 2022/ 2023 against the ten WDES indicators and associated actions to achieve incremental improvement to staff experience.

The WDES report for 2023/2024 has recorded improvements in 9 out of 13 sub metrics We have seen improvements in the national WDES priorities from 2023, these were ranked the lowest in 2023 which are metrics 1, 2 & 9a.

Improvement

Metric 1: Workforce representation

3.72% of the workforce shared a disability through the Electronic Staff Record (ESR), an increase of 0.32% since last year and across clinical, nonclinical, and medical.

The number of people declaring a long term condition or illness anonymously in the NHS Staff Survey has also increased from 17.9% (2022) 20.22% (2023).

Metric 2: Recruitment

The relative likelihood of a disabled job applicant being appointed through shortlisting has improved significantly from 2.96 (2022) to 0.89 in 2023.

Metric 3: Capability

The relative likelihood of a disabled colleague being in capability is 0% as out of the 5 formal cases they were related to ill health.

Metric 4a: Bullying & harassment - patients/service users

Staff with an LTC experience higher levels of bullying & harassment from service users than those without an LTC. However, This is a significant improvement from last year by **6.84% and the lowest since 2019**, this is also below the national average.

Metric 5: Career progression

51.85% of disabled staff believed they had equal career progression or promotion opportunities. This is a significant increase from last year of 3.48%.

Metric 6: Presenteeism

The percentage of staff with an LTC feeling pressure from their manager to come to work has improved by 4.94% from last year. However, staff with an LTC still feel more pressure than those staff without an LTC.

Improvement

Metric 7: Staff satisfaction

The percentage of staff with an LTC feeling valued by the organisation has improved by 1.82% from last year. However, there is still an 11.1% difference in scores between staff with an LTC and staff without.

Metric 9: Staff Engagement

The difference between staff with a LTC and without remains the same for the last 3 years with a 0.58 difference. The staff engagement score for staff with an LTC slightly improved from 6.21 to 6.31.

Metric 10: Board representation

Our Voting Board members has 4.6% more representation of disability (8.3%) compared to overall workforce percentage (3.7%).

Decline

Metric 4b: Bullying & harassment – managers

The percentage of staff experiencing bullying & harassment from managers was higher for those with an LTC and a slight increase from last year by 0.15%.

Metric 4c: Bullying & harassment - other colleagues

The percentage of staff experiencing bullying & harassment from other colleagues was higher for those with an LTC and a significant increase from last year by **2.44%**. This percentage is the highest it's been since 2019.

Metric 4d: Bullying & harassment – reporting incidents

Metric 8: Reasonable adjustments

71.37% of staff with an LTC are satisfied with the organisation making reasonable adjustments. This is a 2.61% decline from last year and below the national average.



Internal comparison

	Metric	22/23	23/24	Difference
Workforce				
1	Percentage of staff in AfC pay-bands or medical and dental subgroups and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce (staff with a disability)	3.40%	3.72%	Improved
2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	2.96	0.89	Improved
3	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance, as measured by entry into the formal capability procedure	0.00	0.00	No change
National NHS Staff Survey (staff with a LTC or illness)				
4a	% of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months	35.1%	28.17%	Improved
4b	% of staff experiencing harassment, bullying or abuse from managers in the last 12 months	17.14%	17.29%	Decline
4c	% of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	26.10%	28.54%	Decline
4d	% of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	52.47%	48.98%	Improved
5	% of staff who believe that their organisation provides equal opportunities for career progression or promotion	48.37%	51.85%	Improved
6	% of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	30.35%	25.41%	Improved
7	% of staff satisfied with the extent to which their organisation values their work	32.75%	34.57%	Improved
8	% of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s)	73.98%	71.37%	Decline
9	The staff engagement score for Disabled staff, compared to non-disabled staff	6.21	6.31	Improved
Board representation				
10a	% difference between the organisation's Board voting membership and its organisation's overall workforce (voting membership of the Board)	4.9%	5%	Improved
10b	% difference between the organisation's Board voting membership and its organisation's overall workforce (Executive membership of the Board)	-3.40	-3.72	0 Exec with disability

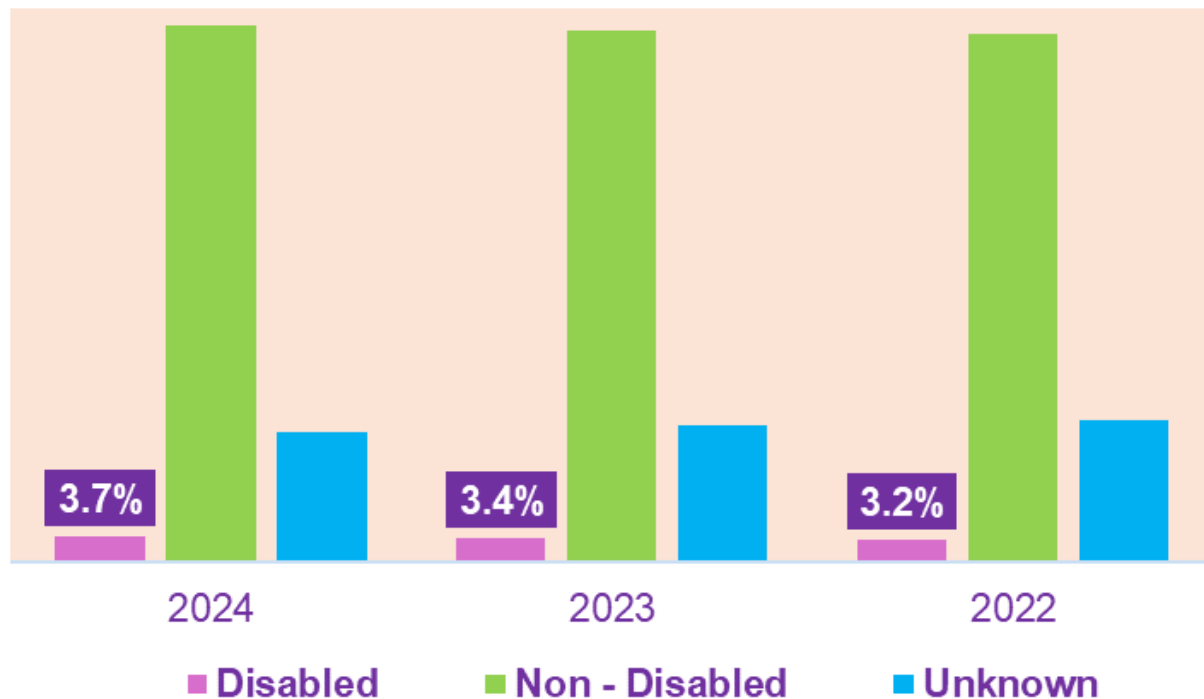


Comparison to National Data

Metrics		WHTH 23/24	National 22/23
Workforce			
1	Percentage of staff in AfC pay-bands or medical and dental subgroups and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce	3.72%	4.9%
2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	0.89	0.99
3	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance, as measured by entry into the formal capability procedure	0.00	2.17
National NHS Staff Survey			
4a	% of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months	28.17%	33.2%
4b	% of staff experiencing harassment, bullying or abuse from managers in the last 12 months	17.29%	16.1%
4c	% of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	28.54%	24.8%
4d	% of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	48.98%	51.3%
5	% of staff who believe that their organisation provides equal opportunities for career progression or promotion	51.85%	52.1%
6	% of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	25.41%	27.7%
7	% of staff satisfied with the extent to which their organisation values their work	34.57%	35.2%
8	% of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s)	71.37%	73.4%
9	The staff engagement score for Disabled staff, compared to non-disabled staff	6.31	6.4
Board representation			
10a	% difference between the organisation's Board voting membership and its organisation's overall workforce (voting membership of the Board)	5%	5.7%
10b	% difference between the organisation's Board voting membership and its organisation's overall workforce (Executive membership of the Board)	-3.72	-

WDES Metric 1: Workforce representation

This slides shows are overall representation of those staff with disability has had a slight increase from last year.



Year	Disabled		Non - Disabled		Unknown		Overall
2024	217	3.7%	4527	77.5%	1095	18.8%	5839 *
2023	189	3.4%	4282	76.9%	1098	19.7%	5569
2022	175	3.2%	4112	76.4%	1098	20.4%	5385

* (Non-Execs are not included in the overall total for 2024)

Data narrative

- 3.72% of the workforce shared a disability through the Electronic Staff Record (ESR), an increase of 0.32% since last year
- Increase is across clinical, nonclinical, and medical roles.
- The number of people declaring a long term condition or illness anonymously in the NHS Staff Survey has also increased from 17.9% (2022) 20.22% (2023).

Year	2022	2023	2024	Increase
Overall	3.2%	3.4%	3.7%	0.3%
Non - Clinical	5.4%	6.2%	6.9%	0.7%
Clinical	2.9%	2.8%	3.0%	0.2%
Medical Dental	1.1%	1.1%	1.2%	0.1%

WDES Metric 1: Workforce representation (clinical)

Payscale	2024 Overall*	2024 Disabled*		2023 Disabled		Diff by year	2024 Unknown*		2023 Unknown		Diff by year
Clinical	Headcount	Headcount	Headcount %	Headcount	Headcount %	Percentage	Headcount	Headcount %	Headcount	Headcount %	Percentage
Band 2	647	14	2.2%	18	2.9%	↓ -0.7%	102	15.8%	87	14.0%	↓ 1.8%
Band 3	244	7	2.9%	9	3.4%	↓ -0.6%	51	20.9%	67	25.5%	↑ -4.6%
Band 4	158	15	9.5%	8	4.7%	↑ 4.8%	22	13.9%	25	14.5%	↑ -0.6%
Band 5	1096	22	2.0%	16	1.8%	↑ 0.2%	159	14.5%	148	16.3%	↑ -1.8%
Band 6	756	24	3.2%	15	2.0%	↑ 1.2%	122	16.1%	134	17.8%	↑ -1.6%
Band 7	503	17	3.4%	20	4.2%	↓ -0.8%	85	16.9%	89	18.5%	↑ -1.6%
Band 8a	157	3	1.9%	3	1.9%	↓ 0.0%	37	23.6%	34	22.1%	↓ 1.5%
Band 8b	31	4	12.9%	2	6.9%	↑ 6.0%	4	12.9%	5	17.2%	↑ -4.3%
Band 8c	13	1	7.7%	1	10.0%	↓ -2.3%	3	23.1%	2	20.0%	↓ 3.1%
Band 8d	5	1	20.0%	1	20.0%	↑ 0.0%	1	20.0%	1	20.0%	↓ 0.0%
Band 9	2	0	0.0%	1	33.3%	↓ -33.3%	1	50.0%	1	33.3%	↓ 16.7%

Data narrative

- Disability representation has increased in bands 4, 5, 6 and 8b.
- Significant increase is in band 4 (up 4.8%) and band 8b (up 6%).
- Disability representation has significantly decreased in band 9.
- However, due to the low numbers, small changes of 1, or 2 staff can have a big impact on the data.
- We have over half of the bands decreased in the unknown.



WDES Metric 1: Workforce representation (non-clinical)

<i>Payscale</i>	<i>2024 Overall*</i>	<i>2024 Disabled*</i>		<i>2023 Disabled</i>		<i>Diff by year</i>	<i>2024 Unknown*</i>		<i>2023 Unknown</i>		<i>Diff by year</i>
Non-Clinical	Headcount	Headcount	Headcount %	Headcount	Headcount %	Percentage	Headcount	Headcount %	Headcount	Headcount %	Percentage
Band 2	157	8	5.1%	6	3.6%	↑ 1.5%	44	28.0%	48	28.9%	↑ -0.9%
Band 3	304	21	6.9%	14	4.6%	↑ 2.3%	62	20.4%	67	22.0%	↑ -1.6%
Band 4	410	26	6.3%	22	5.6%	↑ 0.8%	95	23.2%	111	28.2%	↑ -5.0%
Band 5	163	18	11.0%	19	12.2%	↓ -1.1%	32	19.6%	33	21.2%	↑ -1.5%
Band 6	107	6	5.6%	8	7.8%	↓ -2.2%	21	19.6%	23	22.5%	↑ -2.9%
Band 7	111	11	9.9%	10	9.9%	↑ 0.0%	21	18.9%	20	19.8%	↑ -0.9%
Band 8a	76	4	5.3%	2	3.0%	↑ 2.3%	17	22.4%	20	29.9%	↑ -7.5%
Band 8b	44	2	4.5%	2	4.5%	↑ 0.0%	10	22.7%	12	27.3%	↑ -4.5%
Band 8c	27	1	3.7%	1	3.4%	↑ 0.3%	3	11.1%	2	6.9%	↓ 4.2%
Band 8d	19	3	15.8%	2	10.5%	↑ 5.3%	5	26.3%	6	31.6%	↑ -5.3%
Band 9	18	0	0.0%	0	0.0%	↑ 0.0%	1	5.6%	1	8.3%	↑ -2.8%
VSM	10	0	0.0%	1	5.9%	↓ -5.9%	1	10.0%	2	11.8%	↑ -1.8%

Data narrative

- Disability representation has increased in most bands for non-clinical staff
- Significant increase is in band 3, (2.3%), 8a (2.3%), and 8d (5.3%)
- Disability representation has significantly decreased in VSM.
- However, due to the low numbers, small changes of 1, or 2 staff can have a big impact on the data.
- Nearly all (apart from band 8c) have seen an increase in the unknown data from last year.



WDES Metric 1: Workforce representation (medical)

Payscale	2024 Overall*	2024 Disabled*		2023 Disabled		Diff by year	2024 Unknown*		2023 Unknown		Diff by year
	Headcount	Headcount	Headcount %	Headcount	Headcount %	Percentage	Headcount	Headcount %	Headcount	Headcount %	Percentage
Training	280	7	2.5%	8	2.5%	↓ 0.0%	89	31.8%	33	10.4%	↓ 21.4%
Career	182	2	1.1%	0	0.0%	↑ 1.1%	26	14.3%	42	32.8%	↑ -18.5%
Consultant	319	0	0.0%	0	0.0%	↑ 0.0%	81	25.4%	85	27.1%	↑ -1.7%

Data narrative

- Disability representation has increased for career doctors and stayed the same for consultants from last year.
- Training doctors has slightly decreased disability representation.
- However, due to the low numbers, small changes of 1, or 2 staff can have a big impact on the data.
- We have had a significant increase in unknown for training doctors. This could be due to rotations.
- We have also seen a positive decline in unknown for career doctors (18.5% increase of people declaring on ESR).

Recruitment Indicator 2 - 2024	Disabled	Not Disabled	Unknown
Number of shortlisted applicants	317	5740	293
Number appointed from shortlisting	50	803	86
Likelihood of shortlisting/appointed	15.8%	14.0%	29.4%
Relative likelihood of non-disabled candidates being appointed from shortlisting compared to Disabled candidates	▲ 0.89		

Note: A figure below 1:00 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting

Data narrative

- The relative likelihood of a disabled job applicant being appointed through shortlisting has improved significantly from 2.96 (2022) to 0.89 in 2023.
- Disabled staff are more likely than non-disabled staff to be appointed from shortlisting.
- On average across Trust's in England, the chance of a disabled candidate being appointed is not statistically significantly different from that for non-disabled candidates.

Actions taken during 2023 – 2024

- We collaborated with our TRAC provider to understand the reporting system related to shortlisting and appointment numbers, and to develop a more accurate methodology.
- We have a guaranteed interview scheme with more guidance and included in all JDs and on the Trust's internet.
- Delivered a selection of recruitment events across the year to support community engagement.
- We offer reasonable adjustments for interviews on request.
- Updated recruitment and selection policy with a particular focus on EDI requirements.

Employee Relations Indicator 3 - 2024	Disabled	Not Disabled	Unknown
Average number of staff entering the formal capability process over the last 2 years for any reason. (i.e. Total divided by 2.)	5	671	0.5
Of these, how many were on the grounds of ill-health?	5	666.5	0
Likelihood of staff entering the formal capability process	0.0%	0.1%	0.0%
Relative likelihood of Disabled staff entering the formal capability process compared to Non-Disabled staff	▲ 0.00		

Note: A figure below 1:00 indicates that disabled staff are more likely than non-disabled staff to enter the formal capability process

Data narrative

- The relative likelihood of a disabled colleague being in capability is 0% as out of the 5 formal cases they were related to ill health.
- Due to the small number of these cases, data could be impacted in future years.

Actions taken during 2023 – 2024

- New HR system (caseworker) launched in June 2024 to effectively manage capability cases and collect relevant data.
- Reviewed and updated redeployment policy to include making adjustments where needed for those with an LTC.
- Reviewed and updated performance management policy to focus on those with an LTC being more supportive and compassionate.
- Ops HR runs quarterly manager training sessions which cover performance management and sickness absence.



WDES Metric 4a: Bullying & Harassment (patients/service users)

Percentage of staff experiencing harassment, bullying, or abuse from patients/service users, their relatives or the public in the last 12 months

	2021	2022	2023
Staff with a LTC or illness: Your org	32.28%	35.01%	28.17%
Staff without a LTC or illness: Your org	27.77%	29.27%	26.40%
Staff with a LTC or illness: Average	32.43%	32.98%	30.35%
Staff without a LTC or illness: Average	25.19%	26.16%	23.76%

Data narrative

- Staff with an LTC experience higher levels of bullying & harassment from service users than those without an LTC.
- This is a significant improvement from last year by **6.84% and the lowest since 2019.**
- This is also below the national average of 33.2%.
- This year, linked to our new Trust values and behaviours, we will run a separate campaign aimed at patients, relatives, and the public.



WDES Metric 4b: Bullying & Harassment (managers)

Percentage of staff experiencing harassment, bullying, or abuse from managers in the last 12 months

	2021	2022	2023
Staff with a LTC or illness: Your org	18.49%	17.14%	17.29%
Staff without a LTC or illness: Your org	9.57%	10.63%	8.05%
Staff with a LTC or illness: Average	18.00%	17.09%	15.87%
Staff without a LTC or illness: Average	9.77%	9.88%	8.74%

Data narrative

- The percentage of staff experiencing bullying & harassment from managers was higher for staff with an LTC than staff without (9.2% difference).
- This is a slight increase from last year (by 0.15%).
- This percentage is also above the national average.

Actions taken during 2023 - 2024

- The diversity staff network has been significantly involved in the Trust campaign to redesign new Trust values.
- Working across the organisation to refine and finalise our behavioural framework aligned to our new Trust values.
- Freedom to Speak Up training made mandatory for all our staff.
- The FTSU training includes a section on how to manage difficult conversations and active listening skills. A section on 'active listening' has also been added to our Manager's Guide to Freedom to Speak Up.

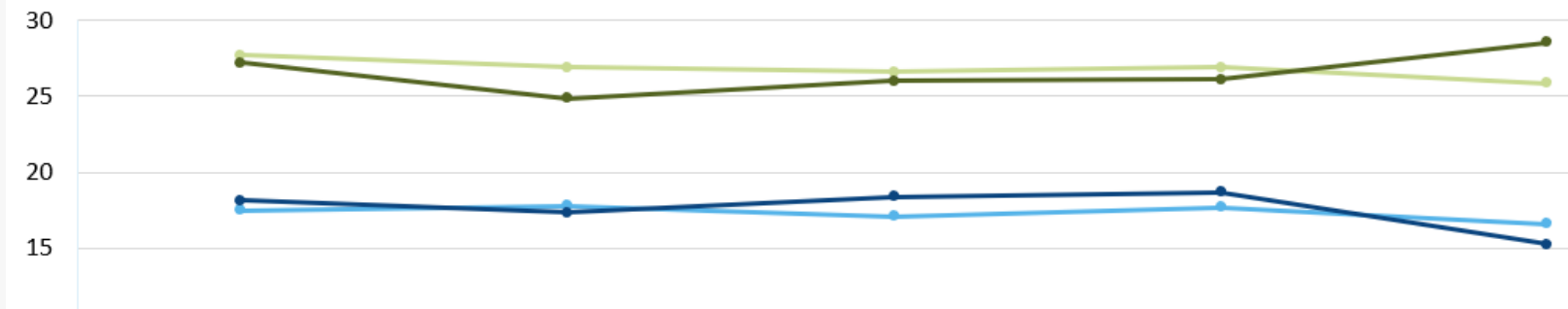


WDES Metric 4c: Bullying & Harassment (other colleagues)

Percentage of staff experiencing harassment, bullying, or abuse from other colleagues in the last 12 months

	2021	2022	2023
Staff with a LTC or illness: Your org	26.03%	26.10%	28.54%
Staff without a LTC or illness: Your org	18.37%	18.69%	15.24%
Staff with a LTC or illness: Average	26.60%	26.93%	25.86%
Staff without a LTC or illness: Average	17.11%	17.67%	16.60%

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



Data narrative

- The percentage of staff experiencing bullying & harassment from other colleagues was higher for staff with an LTC than staff without (13.3% difference).
- This was a significant increase from last year by **2.44%**.
- This percentage is the highest since 2019.
- This percentage is also above the national average of 24.8% and does not align with the national trend (as pictured above).

Actions taken during 2023 - 2024

- The diversity staff network has been significantly involved in the Trust campaign to redesign new Trust values.
- All new Freedom to Speak Up Champions receive induction training which includes a section on unlawful discrimination and an explanation of the protected characteristics.
- Several specific recruitment campaigns have recently taken place to attract Champions from specific areas of the trust and diverse backgrounds.



WDES Metric 4d: Bullying & Harassment (reporting incidents)

Percentage of staff saying that the last time they experienced harassment, bullying, or abuse at work, they or a colleague reported it

	2021	2022	2023
Staff with a LTC or illness: Your org	50.00%	52.47%	48.98%
Staff without a LTC or illness: Your org	46.12%	45.76%	45.94%
Staff with a LTC or illness: Average	47.03%	48.43%	50.44%
Staff without a LTC or illness: Average	46.20%	47.30%	49.33%

Data narrative

- The percentage of staff experiencing bullying & harassment and reported it was higher for those with an LTC.
- However, this was a significant decline from last year of **3.49%** and just below the national average.

Actions taken during 2023 – 2024

- Creating multiple channels to allow staff to speak up and raise concerns.
- Safe space sessions hosted by the diversability staff network with relevant key stakeholders.



WDES Metric 5: Career progression

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion

	2021	2022	2023
Staff with a LTC or illness: Your org	48.19%	48.37%	51.85%
Staff without a LTC or illness: Your org	55.75%	55.09%	54.35%
Staff with a LTC or illness: Average	51.41%	51.39%	51.54%
Staff without a LTC or illness: Average	56.84%	57.25%	57.52%

Data narrative

- A lower percentage of staff with an LTC (51.85%) than staff without (54.35%) felt the Trust provides equal opportunities for career progression or promotion.
- This is a significant increase from last year of 3.48%.
- This is slightly below the national average of 52.1%.

Actions taken during 2023 - 2024

- The Trust celebrated National Learning at Work Week across all our sites reaching 10% of the Trust.
- Bespoke sessions were offered for the Staff Networks.
- We have assigned a communication lead within the L&D team to improve awareness and communication of the services available to staff.
- We have partnered with the Chamber of Commerce to deliver a series of courses.

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

	2021	2022	2023
Staff with a LTC or illness: Your org	29.59%	30.35%	25.41%
Staff without a LTC or illness: Your org	22.74%	19.04%	18.64%
Staff with a LTC or illness: Average	32.18%	29.97%	28.55%
Staff without a LTC or illness: Average	23.74%	20.80%	19.46%

Data narrative

- The percentage of staff with an LTC feeling pressure from their manager to come to work has improved by **4.94%** from last year.
- This percentage is above the national average.
- However, staff with an LTC still feel more pressure than those staff without an LTC.

Actions taken during 2023 – 2024

- Updates made to disciplinary policy, special leave policy, flexible working policy, and grievance policy to be more compassionate and supportive to staff.
- We developed and launched a new Supporting You passport that includes the reasonable adjustments passport to encourage compassionate and supportive conversations with guidance for line managers.

Percentage of staff satisfied with the extent to which their organisation values their work

	2021	2022	2023
Staff with a LTC or illness: Your org	34.95%	32.75%	34.57%
Staff without a LTC or illness: Your org	45.51%	43.05%	45.67%
Staff with a LTC or illness: Average	32.62%	32.46%	35.66%
Staff without a LTC or illness: Average	43.30%	43.56%	47.19%

Data narrative

- The percentage of staff with an LTC feeling valued by the organisation has improved by 1.82% from last year.
- The percentage of staff with an LTC compared to staff without saying that they are satisfied with the extent to which their organisation values their work is an 11.1% difference.
- This percentage is slightly below the national average by 0.63%.

Actions taken during 2023 – 2024

- Updates made to disciplinary policy, special leave policy, flexible working policy, and grievance policy to be more compassionate and supportive to staff and with specific focus on staff with an LTC.
- CPO was the staff network guardian for the diversability network.
- Regular meetings held with CPO and CEO in attendance (diversability coffee mornings and events).
- All Staff network chairs have been invited to Board in September 2024. which will be an annual occurrence.
- All Staff network chairs invited to PERC (People, Education, research committee) to present under staff stories.

Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

	2022	2023
Staff with a LTC or illness: Your org	73.98%	71.37%
Staff with a LTC or illness: Average	71.76%	73.38%

Data narrative

- 71.37% of staff with an LTC are satisfied with the organisation making reasonable adjustments.
- This is a 2.61% decline from last year and below the national average.
- Across trusts the percentage of staff with an LTC saying that their employer has made workplace adjustment(s) to enable them to carry out their work ranges from 88.6% (best) to 53.4% (worst).
- 4 trusts have a rate of less than 60% and 39 trusts have a rate of over 80%.

Action taken during 2023- 2024

- We have developed and introduced a combined Supporting You passport that includes a wellbeing passport and a reasonable adjustments passport.
- Provide training for managers on workplace adjustments and holding compassionate conversations.
- Promote information on Access to Work through Trust communication channels during national awareness campaigns.

Year	Staff with LTC	Staff without LTC	Difference
2021	6.31	6.89	-0.58
2022	6.21	6.79	-0.58
2023	6.31	6.89	-0.58

	2023
Organisation average	6.77
Staff with a LTC or illness: Your org	6.31
Staff without a LTC or illness: Your org	6.89
Staff with a LTC or illness: Average	6.46
Staff without a LTC or illness: Average	7.04

Data narrative

- The Staff engagement score has increased by 0.1 from last year.
- The difference between staff with a LTC and without remains the same for the last 3 years with a 0.58 difference.
- The staff engagement score for staff with an LTC against the organisation score is a difference of 0.46.
- This is below the national average.

Actions taken during 2023 – 2024

- Embedding the NHS People Promise 'We each have a voice that counts' through regular staff surveys and You Said, We did approach.
- Creating multiple channels to allow staff to speak up and raise concerns.
- Using Schwartz Rounds to facilitate conversations on lived experience.
- Wellbeing conversation training.
- Agreed that all staff networks will have an executive guardian who meets with the networks regularly and supports their agenda.



WDES Metric 10: Board representation

Trust Board 10 - 2024	Disabled	Not Disabled	Unknown
Total Board members	11.8%	82.4%	5.9%
of which: Voting Board members	8.3%	83.3%	8.3%
: Non Voting Board members	20.0%	80.0%	0.0%
of which: Exec Board members	0.0%	87.5%	12.5%
: Non Executive Board members	22.2%	77.8%	0.0%
Number of staff in workforce	3.7%	77.5%	18.8%
Difference (Total Board - Overall workforce)	8.0%	4.8%	-12.9%
Difference (Voting membership - Overall Workforce)	4.6%	5.8%	-10.4%
Difference (Executive membership - Overall Workforce)	-3.7%	10.0%	-6.3%

Data narrative

- 11.8% of our Trust board has shared their disability status through ESR.
- This is 8% higher than our overall workforce percentage of 3.7%.
- This data shows that no executive colleagues have shared a disability.
- Our Voting Board members has 4.6% more representation of disability (8.3%) compared to overall workforce percentage (3.7%).
- This data shows that no executive colleagues have shared a disability.
- This data shows that 22.2% of the non executive team have shared their disability.
- To note recent vacancies within the Board could impact this data.

Our five year Trust strategy that launched on 4 April 2024 highlights the below;

Continuously strive to ensure everyone feels welcome, included, and supported in achieving their full potential. We will address discrimination – direct and indirect – through behaviour, policies, practices and cultures.

This commitment supports our WDES action plan and means:

- Demonstrating inclusive and compassionate leadership behaviours, proactively advocating the inclusion agenda and challenging unwanted behaviours.
- Building an inclusive, anti-discriminatory workplace by combatting racism, bullying, discrimination and harassment.
- Improving proportional representation of ethnicity, gender, disability and sexual orientation in all roles and bands.
- Debiasing recruitment and access to development to drive career progression, leadership, and promote diversity of thought.
- Continuing to invest in staff health and wellbeing to reduce health inequalities, increase resilience, and engagement.
- Fostering collaborative relationships across the Trust.
- To increase the view of staff believing that trust provides equal opportunities for career progression or promotion.

 Our vision, values and priorities

Excellent patient care, together

Empowered



We are all listened to and are accountable for what we do. We achieve our potential through continuous learning, teaching and education.

Compassionate



We care about patients and colleagues. We always support each other and show kindness by considering the impact of our actions and decisions.

Professional



We set high standards for ourselves and others, delivering brilliant basics every day. We are calm, measured, fair and respectful; and commit to continuous improvement.

Inclusive



We value diversity and individuality in all its forms. We actively seek contributions from patients, partners, and colleagues. We speak out against discrimination.

The next few slides show our action plan aligned to the WDES indicators, High Impact Actions & NHS People Promise.

Staff Experience

WDES indicator – 1, 4a, 4b, 4c & 4d, 6

People Promise – We are safe and healthy, We are compassionate and inclusive, We are recognised and rewarded, We are a team

High Impact Actions 1, 4, 5, 6

Priority area	Action & timeline	Lead
Foster good relations and understanding between colleagues and lived experiences	<ul style="list-style-type: none"> Continue to improve awareness around different types of disability and long-term health conditions through celebrating and promoting national awareness campaigns and key dates (ongoing). Continue to grow our reciprocal mentoring programme to increase understanding of different lived experiences (next Cohort October 2024). Increase and embed our interpersonal awareness sessions with bite-size sessions to improve accessibility and engagement (September 2024). Roll out active bystander training (September 2024). Provide training sessions to raise awareness of disability awareness, and neurodivergence (September 2024). Launch a new EDI training module with wider engagement across all roles (August 2024). To attend the East of England Disability Inclusive leadership Training and develop an internal rollout plan (July 2024). 	Workforce Improvement Lead
Reduce the conditions in which bullying, discrimination, harassment, and physical violence at work occur	<ul style="list-style-type: none"> To achieve disability confidence level 3 (November 2024). Roll out the sunflower training module via Acorn and other channels (August 2024). To aim for a minimum of 300 (5% of the workforce) to become disability allies and complete the training (May 2025). To hold regular safe space sessions with key stakeholders to improve feedback and communication between the staff network and wider workstreams including staff experience, ops HR, learning, and development (August 2024 ongoing). Develop a 'listening into action' strategy to show the Trust has a listening approach in place that best engages staff and ensures feedback is acted upon (September 2024). Create multiple channels to allow staff to speak up and raise concerns which is regularly communicated. 	AD of OD & Culture & Head of Staff Experience & Workforce Improvement Lead
Embed our Trust value – Inclusion	<ul style="list-style-type: none"> Launch and embed new Trust values behavioural framework (July 2024 onwards). Develop an Equality, Diversity & Inclusion strategy with a refreshed set of strategic equality objectives (September 2024). Include an EDI objective as part of the annual appraisal for all staff (November 2024). Promoting our Trust Board's commitment to our new Trust value inclusion (Summer 2024). 	AD of OD & Culture
Improve data insights	<ul style="list-style-type: none"> Continue to raise awareness of the importance of updating ESR demographic information and how to do this. Direct communication with 8c's and above on the importance for them to share disability status. To understand flexible working uptake for those with disabilities. 	Workforce Improvement Lead

HR Processes

WDES indicator – 2, 3, 7, 8, 9

People Promise – We work flexibly, We work safe and healthy, We are compassionate and inclusive

High Impact Actions – 2, 3, 4

Priority area	Action & timeline	Lead
Reasonable adjustments	<ul style="list-style-type: none"> • Create a process to ensure all line managers are aware of the legal requirements to provide reasonable adjustments and the process for delivering them. • Provide online intranet information to ensure all staff know about reasonable adjustments. • Provide regular information on Access to Work. • Create a video to help colleagues and managers through the reasonable adjustments process and the impact it can have. • Produce a reasonable adjustments guidance document, that includes a list of potential options. • Provide regular training for managers on reasonable adjustments and holding compassionate conversations. • Embed the Trust Supporting You passport to discuss wellbeing, reasonable adjustments, and flexible working - sharing success stories and impact. • Investigate a separate budget for reasonable adjustments. 	Workforce Improvement Lead & Staff Experience Team & Operational HR
Operational HR	<ul style="list-style-type: none"> • Create an approach to managing absence based on individual needs, not sickness absence triggers. • To explore developing a resolution framework (ongoing). • Analyse sickness absence records as a basis for decision making. Records show disabled staff have less absence when flexible policies are in place. 	AD of Operational HR & Workforce Improvement Lead
Embed Values based recruitment (VBR) across all roles to improve consistency of selection and promotion processes	<ul style="list-style-type: none"> • Revise the existing VBR documentation to reflect new values • Create a bank of values-based questions to support managers. • Training programmes for managers - selection and assessment. • Training programmes around cultural awareness bias. • Interview and assessment preparation support for internal candidates. • Improve communication channels. • Launch the new recruitment & selection toolkit for managers with a focus on reducing bias in recruitment & selection, and ensuring our processes are inclusive • Actively promote a 'guaranteed interview' scheme for those applicants with a disability who meet the minimum job specification. 	Head of recruitment & Workforce Improvement Lead