

WDES Report

Workforce Disability Equality Standard

2021 - 2022

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The Tavistock and Portman NHS Foundation Trust

Table of Contents

Workforce Disability Equality Standard	3
Introduction	3
Key findings from the 2021-22 report	3
Metric 1: Workforce Representation.....	5
Metric 2: Recruitment - Relative likelihood of being appointed from shortlisting	7
Metric 3: Relative likelihood of entering the formal capability procedure	7
Metric 4: Bullying, Harassment and Abuse	8
Metric 6: Presenteeism	11
Metric 7: Feeling valued by the organisation	12
Metric 8: Workplace Adjustments for Disabled Staff	13
Metric 9: Staff Engagement Score	14
Metric 10: Board Representation	14
Conclusion and Next Steps.....	15
Appendix 1.....	16
WDES Metrics	16
Appendix 2.....	17
Action Plan for Improvement	17

Tavistock and Portman WDES Report 2021-22

Workforce Disability Equality Standard

Introduction

The Workforce Disability Equality Standard (WDES) was mandated via the Standard NHS Contract in April 2018: all NHS organisations are required to publish their performance data and action plans against 10 metrics of the Workforce Disability Equality Standard and make them public.

Correspondingly, this report presents the Tavistock and Portman's 2021-22 WDES data and associated Action Plan. The 10 WDES metrics focus on workforce composition, recruitment, relative likelihood of entering the formal capability process, bullying and harassment, opportunities for career progression or promotion, feeling valued by the organisation, presenteeism, reasonable adjustments, staff engagement, and Board composition. Nationally, the WDES report consistently shows that Disabled staff have poorer experiences at work compared to the experiences of Non-disabled staff - see full details of the WDES indicators in Appendix 1 (Page 18). This report identifies where improvements have been made, where data has stagnated or deteriorated and suggests counter-measures for ameliorating the gaps.

Key findings from the 2021-22 report

The Tavistock and Portman continues to make incremental progress in tackling and removing barriers faced by staff with a Disability or LTHC and individuals seeking employment with the Trust.

It is encouraging to note that progress was made in 6 of the 10 WDES metrics:

- The number of staff comfortable sharing their Disability on the Trust's ESR has doubled from 45 (5.1%) in 2020-21 to 91 (10.7%) in 2021-22.
- According to the national WDES, staff with Disabilities and LTHCs are more likely than Non-disabled staff to enter the formal disciplinary process in most NHS trusts – however, this disparity has been eradicated at the Tavistock and Portman and improvements have been sustained for the last 4 years.
- There has been a decline in the number of staff with a Disability or LTHC experiencing Bullying, Harassment and Abuse, particularly from patients and the public. However, whilst the Harassment, Bullying and Abuse of staff with a Disability and LTHC by colleagues and managers has also improved, one would note that it is still worse than it was 4 years ago. Also, staff with Disabilities and LTHCs are more likely to experience Bullying, Harassment and Abuse than Non-disabled staff.
- There is an increase in the number of Disabled staff believing the Trust provides equal opportunities for career progression or promotion, however this is significantly below national average.

- 2021-22 data shows a huge improvement/reduction in the percentage of Disabled staff saying they have felt pressure from their manager to come to work, despite not feeling well enough. However, our statistics are still above the national average score and there is a disparity between Disabled and Non-disabled staff.
- There has been a notable increase in the number of Disabled staff reporting that the Trust has made adequate reasonable adjustments to enable them to carry out their work. However, in spite of this significant increase our position is below national average for this metric.

Notwithstanding the Tavistock and Portman's efforts and achievements in tackling and removing barriers faced by staff with a Disability or LTHC highlighted above, there is stagnation and/or regression in 4 of the 10 metrics:

- Non-Disabled staff are more likely to be appointed from shortlisting than staff with Disabilities or LTHCs.
- There has been a continuous decline in the number of Disabled staff who feel satisfied with the extent to which the organisation values their work – this is the Trust's lowest score since the introduction of WDES in 2018.
- The staff engagement score for Disabled staff has been plummeting for the last 4 years – it's currently at its lowest and below national average.
- There has been no Disability or LTHC recorded among Board membership for 4 years.

Metric 1: Workforce Representation

The data presented in Table 1 indicates that 91 staff (10.7% of the Workforce) have declared a Disability on the Trust's ESR. This represents double the declaration of 45 (5.1%) the previous year. However, it is important to note that 23.2 % of the members of staff who responded to the external NHS Staff Survey were comfortable to declare their disabilities – this is a significant difference. Although high non-declaration rates are a national issue, the Tavistock and Portman continues to work on fostering a culture where employees are comfortable to declare. Our non-declaration rate is currently around 7%. Going forward, all Services within the Trust will be given granular data that will highlight their non-declaration rates. However, rather than place emphasis on encouraging staff to share Disabilities, Services will be encouraged to work on facilitating a Disability Confident Culture through embracing and promoting the new Reasonable Workplace Adjustments Policy that is being facilitated by the EDI Team via a centralised budget to expedite requests for adjustments made by staff. This will encourage declarations.

Table 1: Overall Workforce Profile (Disability Sharing)

Overall Workforce Profile	2018-19		2019-20		2020-21		2021-22	
	Disabled	Non-disabled	Disabled	Non-Disabled	Disabled	Non-disabled	Disabled	Non-disabled
Workforce Disability Representation	4.9% (24)	95.16% (472)	3.30% (27)	5.11% (42)	5.1% (45)	81.6% (719)	10.7% (91)	83.3% (710)
Overall Staff Headcount	496		819		881		852*	

Table 2: Non-Clinical Workforce Profile (Disability Sharing)

WDES: Non-clinical Cohort																
Metric 1	Total staff in cohort	2018-19			Total staff in cohort	2019-20			Total staff in cohort	2020-21			Total staff in cohort	2021-22		
		Non-Clinical				Non-Clinical				Non-Clinical				Non Clinical		
		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown
Cluster 1 (Bands 1 - 4)	91	3.0% (3)	62.0% (56)	35.0% (32)	87	5.7% (5)	65.5% (57)	28.7% (25)	85	8.2% (7)	83.5% (71)	8.2% (7)	78	20.5% (16)	71.8% (56)	7.7% (6)
Cluster 2 (Band 5 - 7)	136	3.0% (4)	57.0% (77)	40.0% (55)	148	3.4% (5)	68.9% (102)	27.7% (41)	156	6.4% (10)	85.9% (134)	7.7% (12)	162	14.8% (24)	80.2% (130)	4.9% (8)
Cluster 3 (Bands 8a - 8b)	31	6.0% (2)	55.0% (17)	39.0% (12)	34	5.9% (2)	61.8% (21)	32.4% (11)	49	8.2% (4)	77.6% (38)	14.3% (7)	52	21.2% (11)	73.1% (38)	5.3% (3)
Cluster 4 (Bands 8c - 9 & VSM)	19	5.0% (1)	42.0% (8)	53.0% (10)	21	4.8% (1)	42.9% (9)	52.4% (11)	25	8.0% (2)	80.0% (20)	12.0% (3)	27	7.4% (2)	92.6% (25)	0% (0)

Table 2 presents the numbers of Disabled and Non-Disabled staff employed at the Tavistock and Portman at various non-clinical Agenda for Change (AfC) pay-bands. Whilst the increase across all clusters is noted, it is particularly encouraging to that staff in low level bands are also increasingly becoming more comfortable to share their Disabilities.

- Bands 1-4 Disabled staff declarations have increased by 12.3%.
- Band 5-7 Disabled staff declarations have doubled for two consecutive years.
- Band 8a-8b declarations have shot up by 13%.
- Bands 8c-9 and VSM are slightly below Trust average.

Table 3: Clinical Cohort

WDES: Clinical Cohort																
Metric 1	Total staff in cohort	2019			Total staff in cohort	2020			Total staff in cohort	2021			Total staff in cohort	2022		
		Clinical				Clinical				Clinical				Clinical		
		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown		Disabled	Non-Disabled	Missing/Unknown
Cluster 1 (Bands 1 - 4)	31	6.0% (2)	77% (24)	16.0% (5)	27	3.7% (1)	85.1% (23)	11.1% (3)	17	0.0% (0)	94.1% (16)	5.9% (1)	22	9.1% (2)	86.4% (19)	4.5% (1)
Cluster 2 (Band 5 - 7)	195	3.0% (6)	71% (139)	26.0% (50)	210	3.3% (7)	76.6% (161)	20.0% (42)	219	5.5% (12)	86.8% (190)	7.8% (17)	221	5% (11)	90.5% (200)	4.5% (10)
Cluster 3 (Bands 8a - 8b)	146	3.0% (5)	70% (102)	27.0% (39)	155	3.2% (5)	76.1% (118)	20.6% (32)	160	5.0% (8)	88.1% (141)	6.9% (11)	165	9.7% (16)	85.5% (141)	4.8% (8)
Cluster 4 (Bands 8c - 9 & VSM)	53	0.0% (0)	36% (19)	64.0% (34)	46	0.0% (0)	47.8% (22)	52.1% (24)	45	0.0% (0)	75.6% (34)	24.4% (11)	43	4.7% (2)	88.4% (38)	7% (3)
Cluster 5 (Medical & Consultants)	45	2.0% (1)	44% (20)	53.0% (24)	42	2.3% (1)	40.4% (17)	57.1% (24)	38	2.6% (1)	84.2% (32)	13.2% (5)	38	7.9% (3)	89.5 (34)	26% (1)
Cluster 6 (Medical Dental & Non-Consultants career grade)	3	0.0% (0)	67% (2)	33.0% (1)	5	0.0% (0)	60.0% (3)	40.0% (2)	6	0.0% (0)	100.0% (6)	0.0% (0)	23	4.3% (1)	87% (20)	8.7% (2)
Cluster 7 (Medical Dental and trainee grade)	17	0.0% (0)	47% (8)	53.0% (9)	18	0.0% (0)	33.3% (6)	66.6% (12)	21	0.0% (0)	61.9% (13)	38.1% (8)	21	14.3% (3)	42.9% (9)	42.9% (9)

The clinical cohort data presented in Table 3 above indicates that there were no substantial changes in the clinical cohort – declaration rates are slightly lower than for the non-clinical cohort.

Metric 2: Recruitment - Relative likelihood of being appointed from shortlisting

Table 4: Relative likelihood of being appointed from shortlisting

Metric	Descriptor	2018-19	2019-20	2020-21	2021-22
2	<p>Relative likelihood of Non-Disabled staff compared to Disabled staff being appointed from shortlisting across all posts.</p> <p><i>*A figure below 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to be appointed from shortlisting.</i></p>	0.74	1.03	0.82	1.33

The data in Table 4 indicates that there is no consistency in recruitment trends. There has been a regression of 0.51 in the likelihood of Disabled staff being appointed from shortlisting since 2020-21: Non-Disabled staff are currently 1.33 times more likely to be appointed from shortlisting. However, one would note here that Metric 2 should be used cautiously as it does not capture an accurate picture – not all shortlisted candidates attend their interviews, yet the metric is based on shortlisting figures.

Metric 3: Relative likelihood of entering the formal capability procedure

Table 5: Relative likelihood of entering the formal capability procedure

Metric	Descriptor	2018-19	2019-20	2020-21	2021-22
3	<p>Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.</p> <p><i>*This metric will be based on data from a two-year rolling average of the current year and the previous year.</i></p> <p><i>* A figure above 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to enter the formal capability process.</i></p>	0.00	0.00	0.00	0.00

The data in **Table 5** shows a very encouraging trend: no Disabled staff have entered into the formal capability process over the last three years. This is a noteworthy achievement.

Metric 4: Bullying, Harassment and Abuse

Table 6 shows the proportion of Disabled staff compared to Non-disabled staff experiencing harassment, bullying or abuse from (a) patients, service users, or the public; (b) from managers, and (c) from colleagues in the last 12 months.

Table 6: Bullying, Harassment and Abuse

Metric	Percentage of Disabled staff compared to Non-Disabled staff experiencing harassment, bullying or abuse in the last 12 months from:	Disabled 2018/19	Non-Disabled 2018/19	Disabled 2019/20	Non-Disabled 2019/20	Disabled 2020/21	Non-Disabled 2020/21	Disabled 2021/22	Non-Disabled 2021/22
4 Staff Survey Q13a-d	(a) Patients/Service users, their relatives or other members of the public	27.6%	21.9%	30.9%	18.1%	21.2%	18.7%	17.6%	12.5%
	(b) Managers	21.1%	12.3%	21.0%	12.5%	32.1%	10.9%	25.3%	12.8%
	(c) Other Colleagues	14.0%	12.2%	21.0%	11.4%	24.7%	11.2%	24.2%	12.6%
	(d) Percentage of Disabled staff compared to Non-Disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.	61.9%	47.8%	50.0%	60.6%	64.1%	63.5%	59.4%	52.2%

Whilst Table 6 paints a very positive picture with an overall decrease in the number of Disabled staff experiencing Bullying, Harassment or Abuse from patients, public, managers and colleagues – there is a persistent disparity in experience between Disabled and Non-disabled staff. Also, one would note that the Bullying, Harassment and Abuse from managers and colleagues is higher than it was at the introduction of WDES in 2018. Also, there is a decline in the number of Disabled staff saying they or a colleague reported their last experience of Bullying, Harassment or Abuse. See clear trends of Bullying, Harassment and Abuse in Figures 1-3 below.

Figure 1: Percentage of staff experiencing harassment, bullying or abuse from patients or public

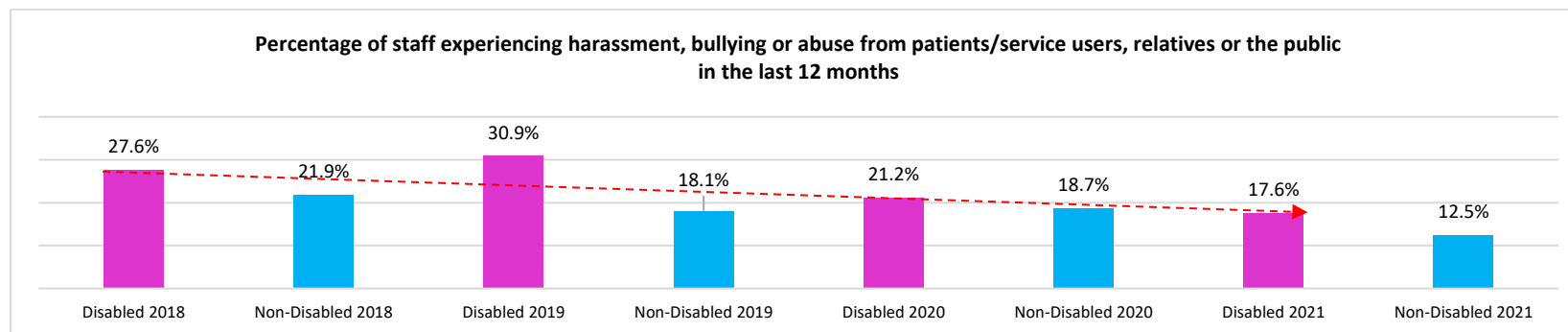


Figure 2: Percentage of staff experiencing harassment, bullying or abuse from managers

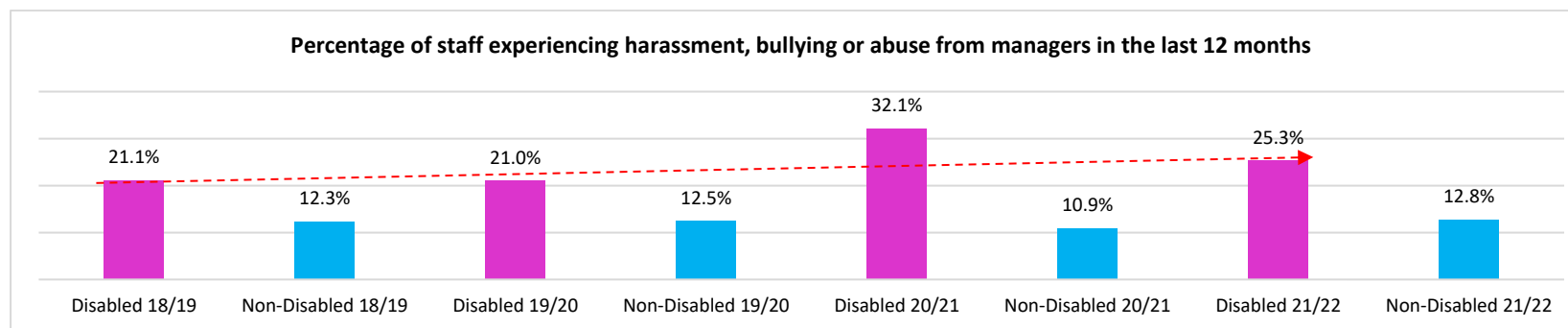
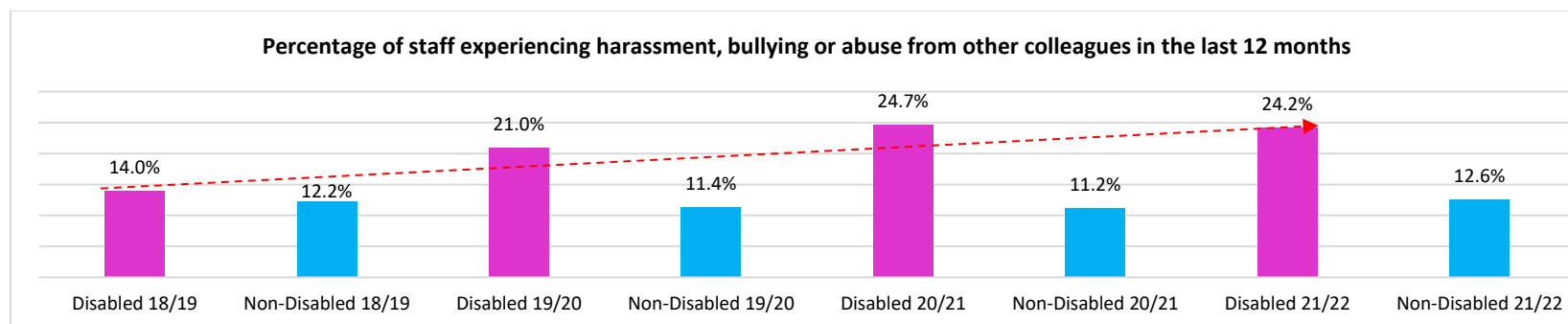


Figure 3: Percentage of staff experiencing harassment, bullying or abuse from other colleagues



- (a) There is a notable 10% reduction in the number of Disabled staff experiencing bullying, harassment or abuse from patients to 17.6% - the national average for staff with a LTC or Illness is 32.2% (Figure 1).
- (b) There is an improvement of 6.8% from the previous year in the percentage of staff experiencing harassment, bullying or abuse from managers. However, this is a regression from 4 years ago. The national average for this cohort is 11.9% better (Figure 2).
- (c) The percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months has improve by 0.5%. However, this marginal improvement is 10.2% worse that our position 4 years ago (Figure 3).

Data presented in Figures 1-3 suggests that we need to address the lack of consistency in improvements and gains being made and equalise the experience between staff with LTC and Illness and staff without LTC and Illness.

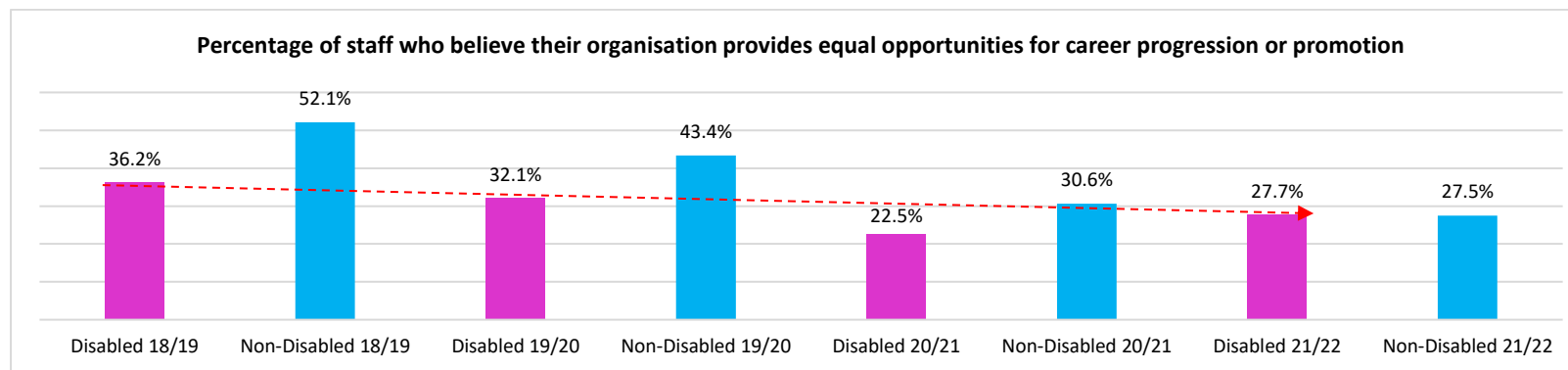
Metric 5: Equal Opportunities for Career Progression or Promotion

Table 7: Opportunities for career progression or promotion

Metric	Equal opportunities for career progression or promotion	Disabled 2018/19	Non-Disabled 2018/19	Disabled 2019/20	Non-Disabled 2019/20	Disabled 2020/21	Non-Disabled 2020/21	Disabled 2021/22	Non-Disabled 2021/22
5 Staff Survey Q14	Percentage of Disabled staff compared to Non-Disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	36.2%	52.1%	32.1%	43.4%	22.5%	30.6%	27.7%	27.5%

Table 7 shows that there was an increase of 5.2% in 2021-22 in the number of Disabled staff believing the Trust provides equal opportunities for career progression or promotion. The disparity between Disabled and Non-Disabled staff is negligible (0.2%). However, overall there is a decreasing trend in staff confidence for this metric: the national average for Disabled staff is 54.4% - thus suggesting the Trust is 26.2% below national average. For Non-disabled staff, we are 32.7% worse than national average – see trend in Figure 4 below. This raises questions about notions of equity in the organisation.

Figure 4: Staff perceptions of equal opportunities for career progression or promotion



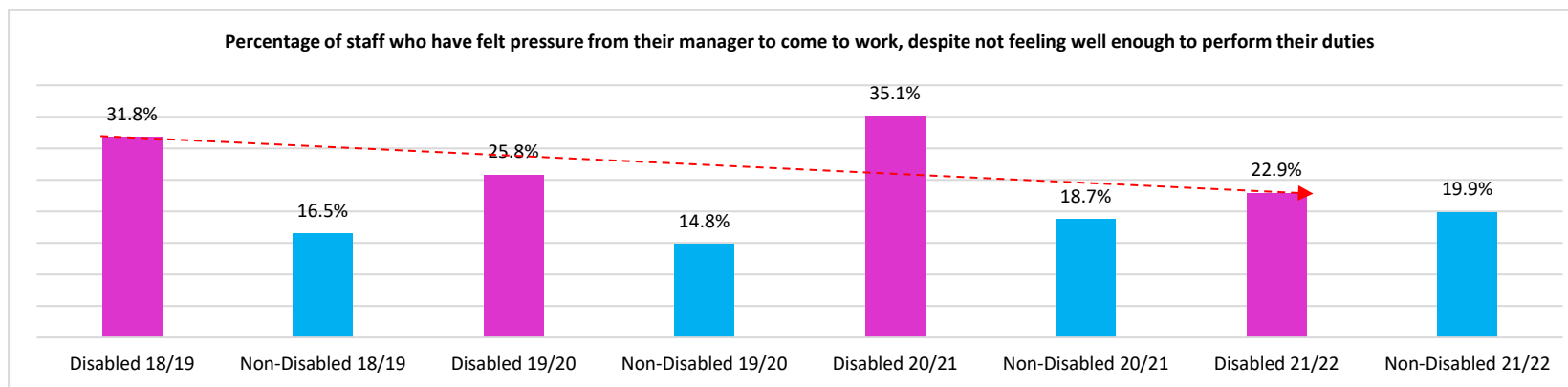
Metric 6: Presenteeism

Table 8: Presenteeism

Metric	Presenteeism	Disabled 2018/19	Non-Disabled 2018/19	Disabled 2019/20	Non-Disabled 2019/20	Disabled 2020/21	Non-Disabled 2020/21	Disabled 2021/22	Non-Disabled 2021/22
6 Staff Survey Q11e	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.	31.8%	16.5%	25.8%	14.8%	35.1%	18.7%	22.9%	19.9%

Table 9 demonstrates that there is a 12.2% improvement/reduction in the percentage of Disabled staff saying they have felt pressure from their manager to come to work, despite not feeling well enough. This is a notable improvement, but we are still 5.2% above the national average score of 14.7% for Disabled staff. Also, there is a gap of 2% between Disabled and Non-disabled staff – we need to continue working towards equalisation of experience between Disabled and Non-disabled staff – see Figure 5 below for the 4 year trend.

Figure 5: Staff who have felt pressure from their manager to come to work despite not feeling well



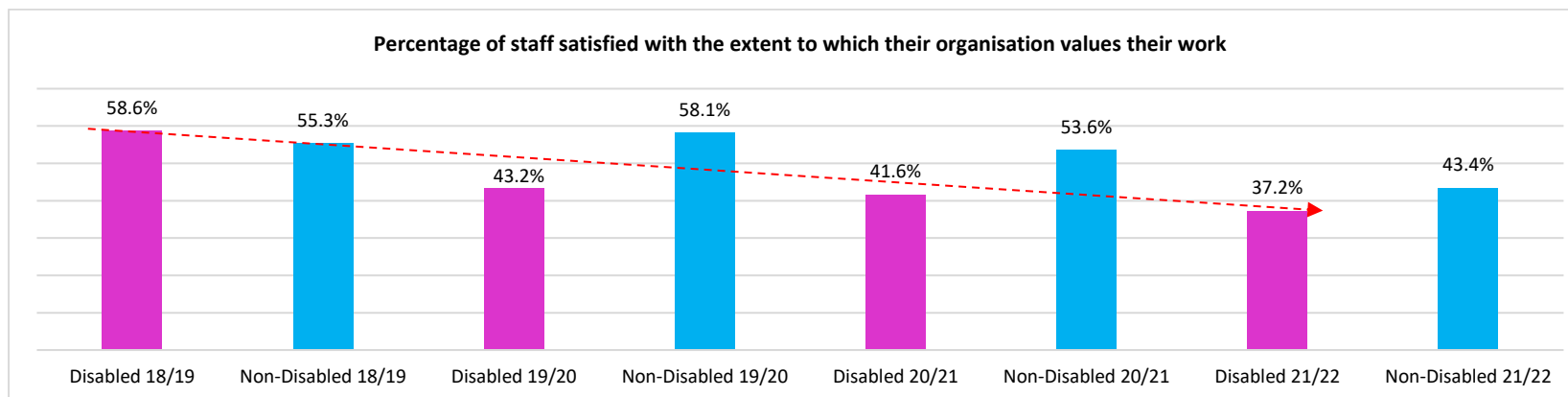
Metric 7: Feeling valued by the organisation

Table 9: Perceptions on how staff feel valued by the organisation

Metric	Disabled staff's views / satisfaction with the extent to which their organisation values their work.	Disabled 2018/19	Non-Disabled 2018/19	Disabled 2019/20	Non-Disabled 2019/20	Disabled 2020/21	Non-Disabled 2020/21	Disabled 2021/22	Non-Disabled 2021/22
7 Staff Survey Q5f	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	58.6%	55.3%	43.2%	58.1%	41.6%	53.6%	37.2%	43.4%

Table 9 shows a consistent decline in the number of Disabled staff who feel satisfied with the extent to which the organisation values their work. From the launch of the WRES in 2018 the trust's score was 58.6%, 4 years later it has shrunk by 21.4% to 37.2% (6.4% below the national average for this cohort). The 4 year decline is captured in Figure 6 below.

Figure 6: Trends on how staff feel valued by the organisation



Metric 8: Workplace Adjustments for Disabled Staff

Table 10: Reasonable Adjustments for Disabled Staff

Metric	Reasonable Adjustments for Disabilities and Long Term Health Conditions	2018/19	2019/20	2020/21	2021/22
8 Staff Survey Q26b	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	82.4%	61.2%	57.7%	78.2%

Table 10 shows an increase of 20.5% in 2021-22 in the percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work – this jump comes after a consistent decline for three consecutive years. However, this improvement places the Trust 0.6 percentage points below the national average (78.8%) and suggests that the reasonable adjustment needs of approximately 21.8% members of staff with a disability or LTHC have not been met.

Metric 9: Staff Engagement Score

Table 11: Staff Engagement Score

Metric	NHS Staff Survey and the engagement of Disabled staff	Disabled 2018/19	Non-Disabled 2018/19	Disabled 2019/20	Non-Disabled 2019/20	Disabled 2020/21	Non-Disabled 2020/21	Disabled 2021/22	Non-Disabled 2021/22
9 National Survey Staff Engagement Score (0-10)	(a) The staff engagement scores for Disabled and Non-Disabled staff	7.3	7.4	6.5	7.3	6.4	7.1	6.3	6.7
	(b) Has Tavistock and Portman taken action to facilitate the voices of Disabled staff in your organisation to be heard?	No		Yes		Yes		Yes	

Table 11 shows that the staff engagement score for Disabled staff has decreased for the last 4 years from 7.3 in 2018/19 to 6.3 in 2021-22. This is the lowest workforce engagement score for the Trust and is slightly below national average (6.7).

Metric 10: Board Representation

Table 12: Board Representation

Metric 10: Board Representation and the difference for Disabled and Non-Disabled staff												
Board Representation	2018-2019			2019-2020			2020-2021			2021-2022		
	Disabled	Non-Disabled	Unknown	Disabled	Non-Disabled	Unknown	Disabled	Non-Disabled	Unknown	Disabled	Non-Disabled	Unknown
Total Board Members	0%	100%	0%	7%	57%	36%	0.0%	0.0%	0.0%	0.0%	89.5%	10.5%
Overall Workforce by Disability	3%	60%	37%	3%	67%	30%	5.11%	81.61%	13.28%	10.7%	83.3%	6.0%
10.b) Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:												
(a) By voting membership of the Board	0%	-60%	-63%	-3%	33%	-30%	-5.11%	81.61%	86.72%	0%	0%	0%
(b) By Executive membership of the Board	0%	-60%	-63%	9%	20%	-30%	-5.11%	81.61%	86.72%	0%	-6.2%	0%

Table 12 highlights a continuing trend of no declarations of disability at Board level. One would note here that while there is a trend of no declaration at Senior Leadership, it is possible that none of the Board members or Senior Leaders in the Trust have neither Disability nor LTHC.

Conclusion and Next Steps

There are two distinct parts to this WDES report. First, the Trust has advanced considerably in six key metrics - they have to be monitored over a number of years to ensure continuous progress is sustained:

- Staff are increasingly becoming more confident to share their Disabilities and LTHC. This has seen the declaration rate double from 45 (5.1%) staff in 2020-21 to 91 (10.7%) in 2021-22. The Trust has to continue creating an environment that is conducive to share one's Disability or LTHC, expedite the Reasonable Adjustments process and support and grow the Disability and LTHC Staff Network.
- Continue to embed Just Culture principles in the formal disciplinary process to ensure that there is no disparity in the experiences of Disabled and Non-disabled staff.
- The Trust has done well to realise a decline in the number of staff with a Disability or LTHC experiencing Bullying, Harassment and Abuse, particularly from patients. However, the Harassment, Bullying and Abuse of staff with a Disability and LTHC by colleagues and managers is still worse than it was 4 years ago. Also, staff with Disabilities and LTHCs are more likely to experience Bullying, Harassment and Abuse than Non-disabled staff. The Zero Tolerance policy should be espoused trust wide until there is equalisation of experience and no Bullying, Harassment and Abuse on staff.
- To sustain the increase in the number of Disabled staff believing the Trust provides equal opportunities for career progression or promotion, the Trust should continue to strengthen its structures of governance and ensure that there is transparency around internal promotions, secondments and staff development opportunities such as access to non-mandatory training.
- To buttress the huge improvements/gains made in reducing presenteeism among staff with Disabilities and LTHC, the Trust should invest in Equalities Training to ensure that its Leadership and Management curricular is underpinned by an inclusive and compassionate leadership ethos.
- The Trust should build on the remarkable increase in the number of Disabled staff reporting that the Trust has made adequate reasonable adjustments to enable them to carry out their work and facilitate a centralised EDI budget to expedite the process as adjustment requests can currently take up to a year.

In the second part of the WDES report, the following 4 metrics have been identified as areas of concern that the Trust must focus on to ameliorate the disparities:

- Currently, Non-Disabled staff are more likely to be appointed from shortlisting than staff with Disabilities or LTHCs. There is need for the Trust to invest in de-biasing and 'inclusivising' the three stages of the recruitment and selection process.
- The Trust scored its lowest score since the introduction of WDES for Disabled staff who feel satisfied with the extent to which the organisation values their work. This highlights the need for a Compassionate Leadership programme in the Trust.
- The engagement score for Disabled staff is at its lowest since the introduction of WDES 4 years ago and is below national average. The Trust should engage with the Disability and LTHC Staff Network, allocate it an Executive Sponsor, and support its growth and maturity. This engagement will provide the Trust with the opportunity to ensure that Disabled staff feel valued, included and respected for the outstanding contribution that they make.

- There has been no Disability or LTHCs recorded among Board membership for 4 years. If any of the Board members or SLT have Disabilities or LTHCs they should consider the power, impact or influence that the sharing of their lived experiences will have on staff who may be reluctant to share their own Disabilities or LTHCs. Such stories could be shared via the EDI Newsletter – they would inspire and encourage more to share their own Disabilities and also contribute to the education and normalisation of Disability within the Trust.

Appendix 1

WDES Metrics

The WDES comprises of ten metrics.

Metric 1	Workforce representation of Disabled staff. A snapshot as at 31st March 2022*
Metric 2	Relative likelihood of non-disabled staff applicants being appointed from shortlisting across all posts compared to Disabled staff as at 1st April 2021 – 31st March 2022**
Metric 3	Relative likelihood of Disabled staff entering the performance management capability process compared to non-disabled staff, based on data from a two year rolling average of the current and previous year.
Metric 4a,b,c and d	Percentage of staff experiencing harassment, bullying or abuse in the last 12 months.
Metric 5,6,7 and 8	Percentage of staff believing the Trust provides equal opportunities for career progression or promotion Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties. Percentage of staff saying they are satisfied with the extent to which the organisation values their work. Percentage of Disabled staff saying their employer has made adequate adjustments to enable them to carry out their work.
Metric 9a and 9b	a) The staff engagement score for Disabled staff, compared to non-disabled staff. b) The percentage to which the Trust facilitates the voices of Disabled staff to be heard within the organisation.***
Metric 10	Board membership Voting and Executive - a snapshot as at 31st March 2022

Appendix 2

Improvement Action Plan

Action	EDI Strategy Objective	Target	Next steps	Timescale
Increase disability declaration rates on ESR	Staff engagement scores for disabled staff Declaration rates Metrics 1, 8 & 10	Promote Reasonable adjustments/Access to work Review communications strategy to include raising awareness of functions in ESR Explore accuracy of divisional data with EDI leads	Continue to promote Reasonable Adjustments Policy Share regular reminders on importance of declarations (trust wide) at all levels. Provide drop-in sessions on RA	March 2023
Increase the likelihood of disabled staff being appointed through shortlisting	Improve recruitment procedures through inclusive recruitment processes Guaranteed interview scheme De-bias Toolkit Metrics 2 & 5	Embed inclusion in all recruitment practice Monitor and assess candidate profiles at all stages of recruitment Ensure proactive EDI representation on recruitment panels/interviews and shortlisting processes Support the career development and aspirations of Disabled staff	Inclusive recruitment training Deliver Bias awareness training Deliver Disability awareness training Recruitment and selection training Review De-bias Toolkit	Ongoing
Reduce the number of Disabled staff who experience harassment bullying or abuse from patients and public	Eliminate the differential between Disabled and non-disabled staff Metric 4	Embed Just Culture approach Inclusive and Compassionate Leadership Embed EDI literacy in all Leadership training	Review and assess Leadership and management programmes – embed EDI Roll out new allyship, compassionate and inclusive leadership EDI training programme by end of September	Oct 2022
Address the poorer experiences of disabled staff reporting through the National Staff Survey on harassment bullying and abuse from colleagues and managers	Difference and inequalities. Embed Just Culture Bullying and Harassment Bias and awareness Metrics 3 & 4	Raise awareness of Ableism Promote Zero Tolerance policy for HBA Promote Reasonable Adjustments policy and support resources / availability	Roll out ongoing RA training for managers and staff groups Roll out new allyship, compassionate and inclusive leadership EDI training programme by end of September	March 2023
Reduce the number of Disabled staff who come to work even when they are unwell (Presenteeism)	Eliminate the differential between Disabled and non-disabled staff Metric 6	Embed Just Culture approach Introduce inclusive and compassionate leadership	Roll out new allyship, compassionate and inclusive leadership EDI training programme by end of September by end of September	Oct 2022
Improve culture and leadership framework	Establish the existing culture of the organisation by conducting a gap analysis against the NHS	Due to changes in the senior leadership and implementation of the Strategic Review it is proposed	Ongoing	Sept 2022

	Culture and Leadership framework. Metrics 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	that this work will be completed in line with the Trust Strategy Completion date to be agreed		
	All existing management staff to complete culture and leadership training by March 2023 and all new management staff to undertake training as a mandatory requirement. Metrics 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	New EDI training programme underpinned by allyship, compassionate and inclusive leadership and cultural intelligence has been designed	Roll out new allyship, compassionate and inclusive leadership EDI training programme by end of September	March 2023
Provide inclusive career progression and/or promotion opportunities	Improve inequalities and differences in experiences Guaranteed Interview Scheme Metric 5	Access and utilise reliable accurate data to understand the experiences of disabled staff. Use accurate data to address areas of concern Utilise soft intelligence processes and resources incl. FTSU and HR to inform on experiences.	Inclusive Talent – implement and embed the management system to support development of talent pipeline. Identify any gaps requiring attention Inclusive access to training, learning development opportunities at all levels Embed proactive career conversations during appraisal process	Sept 2022
Strengthen key governance structures and networks for Disability and LTHC	<ul style="list-style-type: none"> • Increase awareness of EDI governance • Recruit Executive Sponsors for staff networks • Cascade EDI responsibility and accountability at all levels and facilitate local ownership via Directors and EDI representatives Metrics 7 & 9	<ul style="list-style-type: none"> • Review sponsor role and responsibilities • Approve sponsor JDs with network / EDI leads Staff network maturity framework	Engage Network Leads and Disability Diversity Champion in process	November 2022
Reverse Mentoring	Implement reverse mentoring programme Metrics 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	Planning, selection and allocation of first cohort of mentors and mentees	Engage senior leaders to facilitate buy in Recruit mentors and mentees	December 2022