

		Agenda Item No:				
SUMMARY REPORT	PEOPLE EQUALITY CULTURE COMMITTEE (PECC)	Date: 19/10/2023				
Report Title:		Workforce Disability Equality Standard Report 2023				
Executive/ Non-Executive Lead:		Susan Young - (Interim) Chief People Officer				
Report Author(s):		Lorraine Hammond – Director of Employee Experience				
Report discussed previously at:						
Level of Assurance:		Level 1	x	Level 2		Level 3

Risk Assessment of Report – mandatory section		
Summary of risks highlighted in this report	n/a	
Which of the Strategic risk(s) does this report relates to:	SR1 Safety	
	SR2 People (workforce)	x
	SR3 Systems and Processes/ Infrastructure	
	SR4 Demand/ Capacity	
	SR5 Essex Mental Health Independent Inquiry	
	SR6 Cyber Attack	
	SR7 Capital	
	SR8 Use of Resources	
Does this report mitigate the Strategic risk(s)?	Yes/ No	
Are you recommending a new risk for the EPUT Strategic or Corporate Risk Register? <i>Note: Strategic risks are underpinned by a Strategy and are longer-term</i>	Yes/ No	
If Yes, describe the risk to EPUT's organisational objectives and highlight if this is an escalation from another EPUT risk register.		
Describe what measures will you use to monitor mitigation of the risk		

Purpose of the Report		
This report provides PECC: - Oversight of Trust performance relative to the 10 Metrics within the Workforce Disability Equality Standard (WDES). - Seek approval for the publication of the data set in line with National reporting requirements.	Approval	x
	Discussion	x
	Information	

Recommendations/Action Required
The People Equality and Culture Committee are asked to: - Approve publication of the WDES Report on the trust website by 31 October - Note that the Action Plan will be available at the next Public Board as a substantive item (November 2023).

Summary of Key Issues

The report will show progress of workforce equality for disabled staff and those who have a long-term condition (LTC), highlighting areas of success as well as those that require improvement.

At the Board of Directors on 27th September 2023, the Chair of the Quality Committee noted discrepancies in the WDES data in comparison to the previous year and consistency with the Workforce Race Equality Standard (WRES). The data has now been reviewed and formally approved by NHS England WDES Team.

Further information is available in Appendix A.

The Executive Committee has approved the publication of the report and action plan subject to agreement from the Chair of the People Committee.

Relationship to Trust Strategic Objectives

SO1: We will deliver safe, high quality integrated care services	
SO2: We will enable each other to be the best that we can	X
SO3: We will work together with our partners to make our services better	X
SO4: We will help our communities to thrive	X

Which of the Trust Values are Being Delivered

1: We care	X
2: We learn	X
3: We empower	X

Corporate Impact Assessment or Board Statements for Trust: Assurance(s) against:

Impact on CQC Regulation Standards, Commissioning Contracts, new Trust Annual Plan & Objectives			
Data quality issues			
Involvement of Service Users/Healthwatch			
Communication and consultation with stakeholders required			
Service impact/health improvement gains			
Financial implications:			Capital £ Revenue £ Non Recurrent £
Governance implications			
Impact on patient safety/quality			
Impact on equality and diversity			X
Equality Impact Assessment (EIA) Completed	YES / NO	If YES, EIA Score	

Acronyms/Terms Used in the Report

WDES	Workforce Disability Equality Standard	LTCs	Long Term Conditions
ESR	Electronic Staff Record	EDI	Equality, Diversity and Inclusion
AfC	Agenda for Change		

Supporting Reports/ Appendices /or further reading

WDES Breakdown and Metrics – Appendix A
WDES Action Plan 2023/2024 – Appendix B

Lead

Report prepared by:

Lorraine Hammond | Director of Employee Experience

On behalf of:

Susan Young | (Interim) Chief People Officer

WORKFORCE DISABILITY EQUALITY STANDARD 2023

1 PURPOSE

PECC are asked to:

- Approve publication of the WDES Report on the trust website by 31 October
- Note that the Action Plan will be available at the next Public Board as a substantive item (November 2023).

The report highlights the performance of EPUT Workforce Disability Equality Standard (WDES) against NHS England's WDES as well as highlighting the differences between the experiences of staff with a disability or long-term condition (LTC) in comparison to their non-disabled counterparts. This will inform the development of the WDES Action Plan for 2023-2024.

2 INTRODUCTION

Created in 2019, using a similar approach to the Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard enables organisations to review performance across ten metrics to understand and improve the experiences of staff members with disabilities and LTCs. This data is used to develop an action plan to drive improvements across the year, with the goal to help mitigate disparities experienced by those with disabilities or LTC's in comparison to their non-disabled counterparts.

These metrics utilise both NHS Staff Survey data and workforce data from our Electronic Staff Record (ESR), to cover a range of areas including representation throughout the hierarchy of the organisation, recruitment, involvement in formal capability processes, bullying and harassment and career progression and representation at board level.

Previous WDES Technical Guidance gave Trusts the discretion to either include or exclude Bank Staff data within their reporting as long as their approach was consistent overtime. WDES NHS England have focussed solely on bank staff so whilst the technical guidance references locum staff, students, placement and contractors, these may have been included in the Agenda for Change banding and not necessarily collated separately. Since 2021, EPUT have included Bank Staff data within the WDES report.

In 2023, the WDES Technical Guidance changed which stated that Bank Staff should no longer be included in the data collection. This change has had an impact on the overall staffing numbers recorded (relative to metrics 1, 2 3 and 10), and as a result this data will not be compared to our data in 2022 or benchmarked against NHS National 2022 data.

NHS England WDES Team has acknowledged that the national change to reporting guidance has led to minor discrepancies in the reporting of the overall workforce numbers for some Trusts.

This change, however, does not affect the data gathered from the NHS Staff Survey (Metrics 4 - 9)

3 EXECUTIVE SUMMARY

From 2023's WDES Data, breakdown is contained in **Appendix A**, **6.35%** of staff are recorded as declaring a disability or long-term condition.

The WDES supports the Trust to further an inclusive organisation that supports those with disabilities or LTCs and shows areas of notable improvement including:

- Metric 10: Disabled representation on the board (in the top 10% of Mental Health and Community Trusts nationally).

Whilst there have been positive improvements within the organisation, there is still a need to improve the experience of staff with disabilities and LTCs compared to their non-disabled counterparts.

Areas requiring improvement are:

- Metric 2: Likelihood of appointment from shortlisting
- Metric 4a: Harassment, bullying or abuse from patients, relatives or the public in last 12
- Metric 4c: Harassment, bullying or abuse from other colleagues in last 12 months.

4 EPUT WDES PERFORMANCE

This data is taken from our **ESR (1 April 2022 – 31 March 2023)** and our **2022 Staff Survey** which was shared, with the national WDES Team via a Data Collection Framework (DCF) on July 11th 2023. The detail of each Metric is presented below:

Metric 1: Percentage of staff in AfC (Agenda for Change) 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

This metric analyses the declaration rates of staff with a disability or a long-term condition in EPUT. **404 staff** have their self-reported status recorded in ESR as disabled in the 2023 WDES report. This equates to **6.35%** of the Trust.

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

Non-disabled applicants were 1.31 times more likely to be appointed from shortlisting relative to disabled applicants. This shows that disabled applicants are less likely to be appointed from EPUT's shortlisting process in comparison to non-disabled staff.

Metric 3: Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process.

This Metric shows that staff with disabilities are not disproportionately entering capability proceedings. The likelihood ratio of zero was because of no members of staff with a disability entered the formal capability process during the reporting period.

Workforce Metrics (ESR, Recruitment and HR) (Data taken from 1 April 2022 – 31 March 2023)		EPUT 2023
1	Percentage of staff in AfC (Agenda for Change) pay bands and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce (Breakdown included above)	6.35%
2	Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts. <i>Lower Ratio = Better, with "1" being equal likelihood.</i>	1.31
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. <i>Lower Ratio = Better, Data taken as an average across two years. With "1" being equal likelihood.</i>	0.00

Metrics 4 – 9: Staff Experience metrics drawn from the 2022 Staff Survey

These Metrics are taken from the 2022 Staff Survey data. The data highlights that there is a disparity between the experiences of those with disabilities and LTCs and their non-disabled counterparts in all metrics. Whilst there have been improvements to metrics 4ai, 4aii and 6, overall the Trust are performing below the average national benchmarking score in all areas and have deteriorated in six of these metrics in EPUT since last year.

A breakdown of the Staff Survey Metrics is available below, further information is available in **Appendix A**, comparing the experience of staff with a disability or LTC to those of their non-disabled colleagues.

Staff Survey Metrics (data taken from NHS Staff Survey 2022)		EPUT Progress			National Comparison	
		EPUT 2021	EPUT 2022	EPUT 21 / 22 Diff.	National 2022 Average	EPUT - National Average
4ai	Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from Patients/service users, their relatives or other members of the public in last 12 months <i>Lower % = Improvement</i>	Non-Dis 26.8%	Non-Dis 27.0%	▲ 0.2% Higher	Non-Dis 24.4%	▲ 2.6% Higher
		Dis / LTC 37.8%	Dis / LTC 32.9%	▼ 4.9% Lower	Dis / LTC 32.0%	▲ 0.9% Higher
4aii	Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from Managers in last 12 months <i>Lower % = Improvement</i>	Non-Dis 8.9%	Non-Dis 7.9%	▼ 1% Lower	Non-Dis 7.0%	▲ 0.9% Higher
		Dis / LTC 17.0%	Dis / LTC 15.0%	▼ 2% Lower	Dis / LTC 12.3%	▲ 2.7% Higher
4aiii	Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from other colleagues in last 12 months <i>Lower % = Improvement</i>	Non-Dis 15.2%	Non-Dis 15.6%	▲ 0.4% Higher	Non-Dis 12.1%	▲ 3.5% Higher
		Dis / LTC 23.4%	Dis / LTC 24.4%	▲ 1% Higher	Dis / LTC 18.9%	▲ 5.5% Higher
4b	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. <i>Higher % = Improvement</i>	Non-Dis 59.0%	Non-Dis 58.3%	▼ 0.7% Lower	Non-Dis 59.8%	▼ 0.5% Lower
		Dis / LTC 56.5%	Dis / LTC 54.9%	▼ 1.6% Lower	Dis / LTC 60.3%	▼ 5.4% Lower
5	Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion. <i>Higher % = Improvement</i>	Non-Dis 61.4%	Non-Dis 62.0%	▲ 0.6% Higher	Non-Dis 61.5%	▲ 0.5% Higher
		Dis / LTC 56.2%	Dis / LTC 54.7%	▼ 1.5% Lower	Dis / LTC 56%	▼ 1.3% Lower

Staff Survey Metrics (data taken from NHS Staff Survey 2022)		EPUT Progress			National Comparison	
		EPUT 2021	EPUT 2022	EPUT 21 / 22 Diff.	National 2022 Average	EPUT - National Average
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. <i>Lower % = Improvement</i>	Non-Dis 17.1%	Non-Dis 15.4%	▼ 1.7% Lower	Non-Dis 12.7%	▲ 2.7% Higher
		Dis / LTC 22.3%	Dis / LTC 20.7%	▼ 1.6% Lower	Dis / LTC 18.9%	▲ 1.8% Higher
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. <i>Higher % = Improvement</i>	Non-Dis 49.9%	Non-Dis 54.0%	▲ 4.1% Higher	Non-Dis 53.2%	▲ 0.8% Higher
		Dis / LTC 45.9%	Dis / LTC 40.5%	▼ 5.4% Lower	Dis / LTC 44.0%	▼ 3.5% Lower
8	Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work. <i>Higher % = Improvement</i>	80%	78.8%	▼ 1.2% Lower	78%	▲ 0.8% Higher
9a	The staff engagement score for disabled staff, compared to non-disabled staff. <i>Higher % = Improvement</i>	Non-Dis 7.2	Non-Dis 7.2	-	Non-Dis 7.2	-
		Dis / LTC 6.8	Dis / LTC 6.6	▼ 0.2 Lower	Dis / LTC 6.7	▼ 0.1 Lower

Metric 9b: What actions have you taken action to facilitate the voices of Disabled staff in your organisation to be heard?

As part of the reporting data supplied NHS England requested details of the ways that staff with disabilities have been supported since the previous report. These were:

- **Disability Confident Leader:** We are now Disability Confident Leader accredited (February 2023)
- **De-Bias toolkit:** Rolled out the toolkit to the Recruitment Team to support hiring managers improved their recruitment processes and make them more inclusive.
- **Reasonable Adjustment Passport: Increased engagement with managers and teams to promote the passport. The passport has also been** updated in collaboration with D&MH Network due to feedback from staff.
- **Executive sponsors for disability network:** We have introduced Executive Sponsors to our Staff Networks, which allows the Network to drive WDES actions in future with executive support.
- **Inclusive Employment:** We have recruited a number of staff working closely with Inclusive Employment who support candidates with autism and learning disabilities in to employment.

Metric 10: Percentage difference between the organisation and total Board:

When comparing representation at senior levels, NHS England's WDES Team encourage Trusts to compare the percentage of staff with a disability or long-term condition at Board level against the overall workforce. 17.65% of EPUT's Board have declared a disability in comparison to the overall workforce (6.35%).

Workforce Metrics (ESR) (Data taken from 1 April 2022 – 31 March 2023)		EPUT 2023
10	Percentage difference between the organisation's Total Board membership and its organisation's overall workforce, <i>A score of 0 = equality of representation. Minus numbers caused by larger percentage in overall workforce</i>	Non-Dis 5.45%
		Dis / LTC 11.3%
10i	Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, <i>A score of 0 = equality of representation. Minus numbers caused by larger percentage in overall workforce</i>	Non-Dis 9.77%
		Dis / LTC 6.98%
10ii	Percentage difference between the organisation's Board overall membership and its organisation's overall workforce, <i>A score of 0 = equality of representation. Minus numbers caused by larger percentage in overall workforce</i>	Non-Dis 11.99%
		Dis / LTC 4.76%

5 CONCLUSION

Whilst we have worked hard to improve the experiences of disabled and LTC staff, the WDES 2023 report highlights areas for development. We will continue to support staff across the Trust with disabilities and LTCs as well as working in collaboration with our Executive Sponsor, Disability and Mental Health Network to drive improvement and facilitate the voices of our staff from these groups. Based on the findings of the WDES as well as utilising the national analysis data (Appendix A), the key areas of focus for 2023/24 will be:

- Metric 2: Likelihood of appointment from shortlisting
- Metric 4a: Harassment, bullying or abuse from patients, relatives or the public in last 12
- Metric 4c: Harassment, bullying or abuse from other colleagues in last 12 months.

In June 2023, NHS England published a [National ED&I Improvement Plan](#), which includes six High Impact Actions for all Trusts across the NHS. These Actions will be integrated in the WDES Action for 2023 and form part of future CQC Well-led assessments as they directly benefit staff with disabilities and LTCs.

6 WDES NEXT STEPS

Our WDES Action Plan 2023, **Appendix B**, has been developed to address the key themes from the WDES metrics and has been developed in collaboration with our Disability and Mental Health (D&MH) Network and other key stakeholders in its development.

7 ACTION REQUIRED

PECC are asked to:

- Approve publication of the WDES Report on the trust website by 31 October
- Note that the Action Plan will be available at the next Public Board as a substantive item (November 2023).

Report prepared by:

Lorraine Hammond
Director of Employee Experience

On behalf of:

Susan Young
(Interim) Chief People Officer

APPENDIX A: Breakdown and Results of WDES Metrics 1 - 10

NHS England WDES Team provide technical guidance, which set out the requirements for data submission.

Last year we reported that there were 7013 members of staff in the Trust that did not report a disability or long term condition, which included Bank staff. In 2023, changes were made to the technical guidance, which stated that Bank staff should no longer be included in the data submission. This change was made to closer align reporting to the way that data is captured within the WRES report. As a result, this year we are reporting that there are 4894 staff in the Trust that did not report a disability or long term condition.

It should also be noted that there are still different data category requirements for the WDES and the WRES. The WDES includes an “other” category for non-clinical and clinical staff who are not an AfC Band or do not meet the WDES criteria of ‘Very Senior Manager (VSM)’. The WRES has slightly different criteria, with an “other” category only for medical and dental staff. This accounts for a discrepancy of eight staff between the overall workforce reported, with the WDES reporting a total of 6364 staff members and the WRES reporting a total of 6356 staff members.

NHS England WDES Team has acknowledged that the national change to reporting guidance has led to minor discrepancies in the reporting of the overall workforce numbers for some Trusts and approved EPUT's data submission following a formal meeting on 13 October 2023.

Summary of Key Figures Taken from WDES Data Collection Framework	WDES 2023
Number of Non – dis staff in overall workforce	4894 (Exc. Bank Staff)
Number of dis / LTC staff in overall workforce	404
Number of staff in overall workforce whose status is recorded as unknown	1066
Total workforce	6364 (Exc. Bank Staff)
Number of shortlisted applicants (Non – dis)	4173
Number appointed (Non – dis)	1446
Percentage of successful appointments	(34%)
Number of shortlisted applicants (Dis / LTC)	403
Number appointed (Dis / LTC)	107
Percentage of successful appointments	(26.6%)
Number of shortlisted applicants (unknown status)	212
Number appointed (unknown status)	37
Percentage of successful appointments	(17)
Number of Non – dis staff entering formal capability process (on the grounds of ill health)	8
Number of dis / LTC staff entering formal capability process (on the grounds of ill health)	0
Number of (unknown status) staff entering formal capability process (on the grounds of ill health)	0
Non – dis Board Members	14
Non- dis Executive Board Members	8
Dis / LTC Board Members (Exec Board)	3
Dis / LTC Executive Board Members	1
(Unknown status) Board Members (Exec Board)	0
(Unknown status) Executive Board Members	0

Cluster (Bandings)	Disabled / LTC Staff (Non-Clinical Workforce)
	2023
C1 (1-4)	71 (5.7%)
C2 (5-7)	23 (6.0%)
C3 (8a / 8b)	7 (9.2%)
C4 (8c +)	2 (4.8%)
Cluster (Bandings)	Disabled / LTC Staff (Clinical Workforce)
	2023
C1 (1-4)	92 (6.1%)
C2 (5-7)	162 (6.8%)
C3 (8a / 8b)	32 (9.2%)
C4 (8c +)	4 (7.1%)
C5 (Consultants)	1 (1%)
C6 (Career Grade)	1 (1.61%)
C7 (Trainees)	8 (6.35%)

These figures shows substantive staff across all pay bands and grades by cluster (in which bandings are grouped into seven groups for analysis on the request of NHS England). Percentages = Dis / LTC proportion in comparison to non-disabled counterparts.

WDES Analysis of Essex Partnership University NHS Foundation Trust by NHS England

In September 2023, NHS England's WDES Team broke down each Trust's submitted data and nationally ranked performance. Below are the results of this breakdown, with priorities for EPUT based on performance.

Identified Priorities by NHS England WDES Team				
	Metric	EPUT	National Average	EPUT Rank
1	Metric 2: Likelihood of appointment from shortlisting	1.31	0.99	170 / 212
2	Metric 4ai: Harassment, bullying or abuse from patients, relatives or the public in last 12 months	32.9%	33.2%	120 / 212
3	Metric 4aiii: Harassment, bullying or abuse from other colleagues in last 12 months	24.4%	24.8%	103 / 212

WORKFORCE DISABILITY EQUALITY STANDARD (WDES) ACTION PLAN 2023

Appendix B

As part of our commitment to diversity and inclusion, we have set out high-level proposals for a comprehensive programme to create a truly inclusive organisation, co-created together with our staff. Building on existing work, we propose to take a fundamentally different approach to inclusion to make clear and rapid progress to become more inclusive for everyone.

Our action plan is built upon our Equality, Diversity and Inclusion (ED&I) strategy and the NHS ED&I improvement plan to develop a truly inclusive organisation.

The action plan summary table included in this document relates to actions against the WDES metrics and shows how these actions are aligned with our priority areas.

Each specific action will be developed into a delivery plan with clear outcomes and delivery metrics.

This plan will be monitored throughout the year by the ED&I committee and the Disability and Mental Health Network to provide assurance and visibility that we are making the difference we want to see.

The Executive Team have made a commitment to making ED&I a priority by driving the transformational work through their directorates, policies and work streams. This approach will make positive changes to the culture of EPUT and lead to greater equity for all staff. Progress against these actions will be driven through the Equality and Inclusion Sub Committee and the D&MH Network and assurance provided to the People Equality and Culture Committee (PECC).

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WDES METRIC(S)
Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.	Implement a plan to widen recruitment opportunities within local communities and to be measured in terms of social mobility, which include career pathways into the NHS such as apprenticeship programmes and graduate management training schemes. Increase visibility and awareness for colleagues with a long-term condition or disability.	Year-on-year improvement in disability representation leading to parity. Year-on- year improvement in representation of senior leadership (Band 8C and above). Encourage and increase staff, including Board members to declare that they have a disability by 10% within the organisation (via ESR) through increased communications and a targeted campaign Working in partnership with the ICS to focus on equality and inclusive practices for those with disabilities and long-term conditions. Developing Disability Inclusion Ambassadors to ensure that shortlists and panels are diverse and especially includes members who are representatives of groups currently under-represented at that level within an organisation. (Band 8a and above) Ensure there is an independent member of every interview panel for Band 8a and above who understands issues affecting staff with a disability and LTC. Provide a psychological safe environment for staff to feel confident in identifying with a long term health condition or disability	EPUT recognised as level 3 disability confident leader Disability Confident. EPUT has an established Staff lead network for Disability and Mental Health. Successful launch of the recruitment de- bias toolkit, providing hiring managers resources and guidance for a fair and inclusive process. Soft launch of Inclusion Ambassadors on recruitment interview panels, ensuring a fair and inclusive process. EPUT currently provides development career programmes: Management Development Programme, Leadership Development pathway, Rise Programme, Edward Jenner, Mary Seacole programme, Elizabeth Garrett Anderson Programme. These programmes are monitored and reported within the PEN and we will ensure these programmes are inclusive for all disabled staff.	Metric 1 Percentage of staff in National NHS pay-bands for medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce. Metric 2 Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts. Metric 10 Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated: • By voting membership of the Board. • By Executive membership of the Board.

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WDES METRIC(S)
Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.	Embed the 'fair and just culture'.	Role model a culture of listening and respect across the organisation. Seek opportunities to gather different people together and draw out diverse opinions. Provide resources, tools and training to staff to enable an effective reporting process for bullying, harassment and abuse. Employee relation leads are responsible for their care groups to ensure a consistent approach to employee relation cases and reduce any bias, build awareness for reasonable adjustments. Reduction of staff entering formal capability process by 5% in comparison to their non-disabled counterparts. Making disability training sessions available for all staff, to raise awareness and provide resources. Increasing staff confidence when working in a diverse workforce.	EPUT have implemented a 'fair and just culture' which has been reflected in all policies and procedures ensuring best practice to support staff experience and ensure that employment risks are minimised. EPUT have embedded 'Domestic Abuse' webinars to heighten awareness of support available for staff. EPUT have embedded 'no space for abuse' campaign along with developing sexual safety training which is due to be implemented in October 2023. EPUT is underway in implementing the 'White Ribbon status'. EPUT is working in partnership with FSTU Guardian, ensuring staff have a clear pathway and feedback when speaking up. EPUT has reviewed and adjusted ED&I training which includes 'active bystander module' from an external provider.	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. Metric 4 a) Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: I. Patients/Service users, their relatives or other members of the public ii. Managers iii. Other colleagues b) 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.

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WDES METRIC(S)
Implement a comprehensive induction, on boarding and development programme.	Take positive action on recruitment, career progression and staff recognition, ensuring staff are aware of opportunities available.	Provide managers with support for having effective appraisals and providing developmental feedback from performance and interviews. Gather data on patterns of appraisal rating and interview feedback collected against protective characteristics and other categories. Implementing a comprehensive data and evaluation process, to develop a talent management programme which will identify success and areas for improvement. Managers to emphasise the importance of development opportunities such as experience in performing different roles, acting up, secondments, involvement in project teams and shadowing. Improve exit interview process, revise questionnaire and collate data on protected characteristics. Ensure line managers are appraising staff, recognising achievements and speaking up on good practise. Implement succession plans within EPUT, ensuring that potential CEO, Executives, Clinical / Service Directors and deputies are identified using NHS Leadership Academy's nine box Grid in conjunction with EPUT PEN Plan, and that this plan reflects ongoing inclusion targets for protected characteristics.	EPUT Organisational development team hold career development conversations with staff informing staff of relevant opportunities. EPUT introduced an inclusive recruitment de-bias toolkit for hiring managers, which includes diverse panels, agreed recruitment plans, inclusion ambassadors and inclusive language. EPUT currently provide career development programmes including: Management Development Programme (MDP), Leadership Development programme (LDP), Resilience Intelligence Strength and Excellence (RISE) Programme, Edward Jenner, Mary Seacole programme, Elizabeth Garrett Anderson Programme. Working with Inclusive Employers who support staff with complex learning difficulties and neurodiversity into employment. We have been successful in recruiting a number of candidates into EPUT. EPUT currently advertises apprenticeships, Disability Confident Level 3 accredited, age positive mindful employer, family friendly employer on all job advertisement. Welcome packs for candidates feature current career development programmes as well as reference to our Disability and Mental Health Staff Network. EPUT hold staff recognition awards and service awards.	Metric 5 Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion. 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. Metric 10 Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated: • By voting membership of the Board. • By Executive membership of the Board.

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WDES METRIC(S)
Develop and implement an improvement plan to address health inequalities within the workforce.	Embed a psychological safe environment for staff to express themselves without fear of negative consequences.	Employee Relations team, Disability and Mental Health Network to monitor reported incidences when staff felt pressured to come into work. The Trust will monitor staff requests for reasonable adjustments and ensure they are implemented effectively. Embed a Health and Wellbeing team to hold awareness and drop in sessions which offer staff support and resources. Research health inequalities within the community and provide resources to support staff affected.	Line Managers and employee experience managers hold Health and Wellbeing conversations within EPUT providing resources and sign posting for support. The Trust provide the following for staff: Here For You service, Sleep App, Employee Assistance Programme, Domestic Abuse webinars and resources for Health. EPUT hold quarterly surveys to assess the wellbeing, morale and state of mind from staff on a monthly basis.	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. Metric 8 Percentage of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work. Metric 9 The staff engagement score for disabled staff, compared to non-disabled staff.