

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2023

Torbay and South Devon NHS Foundation Trust

1.0 Executive Summary

- We are an Integrated Care Organisation (ICO) and are over 8,000 people strong. We are responsible for the delivery of acute, community health and social care services. We are culturally innovative and have a clear ambition to improve outcomes for everyone in our population, Building a Brighter Future.
- Our People Promise describes how Torbay and South Devon will feel as a great place to work through our people priority: to build a health culture at work where our people feel safe, healthy, and supported. Our two priorities to achieving this in 2023/24 are:
 - Consistent, compassionate, and inclusive leadership that is motivating and empowering.
 - Making people's lives easier and freeing up time to work in a safe and calm way on agreed priorities.
- Our 'creating and embedding a culture of inclusion' takes the people promise a step further in setting specific objectives and actions for inclusion, as a third priority.
- Actions implemented by Integrated Care System Devon (ICSD) should drive and align to the high-level strategies of the NHS People Promise, the NHS Long Term Plan and the NHS Equality Objectives, And with our local WDES action plans.
- We are very proud to have launched a number of Networks in driving forward equality, diversity and inclusion initiatives organisation- wide. Furthermore, celebrating the best of every person individually.
- The Equality Business Forum (EBF) together with the Networks has an important role in overseeing progress of the WDES action plan and strengthening collaboration between the Board and staff who may have a disability or long-term condition across the organisation.
- Finally, TSDFT takes the view that an action plan is an organic tool to be adapted as concerns are raised. This means our actions moving forward will be adaptable and personalised for our future states.
- The Trust also has Equality, Diversity and Inclusion (EDI) Lead who will have a key role in working with the networks, to support and guide the organisation and its stakeholders in improving staff and service user experience.

2.0 Introduction

Welcome to our WDES Annual Report 2023 which includes a data report for 2021/22 and an action plan for 2023/24

To access the WDES 2023 Infographic click [here](#)

2.1 The key findings of the national picture are as follows:

- **Workforce Representation** – 2021 data shows an increase of 0.3 percentage points to 3.7% of the total workforce.

59% of Trusts have five or fewer disabled staff in senior positions (Band 8c and above including medical consultants and Board members)

- **Capability** – Disabled staff are nearly twice as likely to enter the formal capability process as their non-disabled colleagues.
- **Board representation** – Disabled Board members have increased by more than 20.

The proportion has increased by 0.7 percentage points to 3.7%

- **Staff engagement** – all but six Trusts facilitate the voices of disabled staff to be heard.
- **CQC well-led domain** – Trusts that are rated outstanding in the CQC well led domain show evidence of being best employers for disabled staff.
- **Reasonable adjustments** – 76.6% of disabled staff report that they have the adjustments necessary to perform their duties effectively, an increase of 2.8 percentage points from 2020.

2.2 What is a disability?

- A condition that effects an individual's ability to carry out normal day to day activities.
- A mental health or physical condition.
- Disabilities can be visible or hidden.
- Can last for 12 months or longer and be recurring.

2.3 Long-term conditions which are classed as a disability.

- Heart disease
- Musculoskeletal conditions (including spinal-cord, arms, legs and joints)
- Lung or respiratory conditions
- Stroke
- Mental health conditions (depression, anxiety and bipolar)
- Diabetes
- Learning difficulties and neuro-diverse conditions (e.g., autism, dyslexia, dyspraxia)
- Visual, auditory and speech impairments
- Cancer (including those with and who have survived cancer)
- HIV
- Multiple sclerosis

2.4 The Workforce Disability Equality Standard (WDES)

The WDES was introduced in 2019 and comprises of a set of ten metrics. This enables the Trust to compare the workplace and career experiences of Disabled and non-disabled staff. Trusts are then required to develop and publish an action plan.

The WDES data enables the Trust to better understand the experiences of our Disabled staff. It supports positive change for all existing employees by creating a more inclusive environment. Evidence has shown that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety.

Overall, there are ten indicators that make up the NHS WDES. These comprise:

- Metrics 1, 2 and 3 are Workforce related.
- Metrics 4, 5, 6 and 7 are taken from the Staff Survey
- Metrics 8 taken from the staff survey but only includes staff with a disability.
- Metrics 9 taken from staff survey but relates to engagement.
- Metric 10 relates to Board Representation.

All of the metrics draw from existing data sources (recruitment dataset, staff records, NHS staff survey) with the exception of 9b which asks for narrative evidence of actions taken, which will be highlighted in this report.

The metrics have been developed to capture information relating to the workplace and career experiences of disabled staff. The WDES 2023 report continues to show that disabled staff have poorer experiences in areas such as bullying and harassment, feel less valued for their contribution and feel more pressure to attend work when feeling unwell.

The WDES supports our compliance with the Public Sector Equality Duty, as part of the Equality Act 2010. It reinforces the improvements set out in the NHS Long Term Plan and is integral to the NHS People Promise and plan, a promise we must all make to each other – to work together and improve the experience of working in the NHS for everyone.

The Workforce Disability Equality Standard (WDES) and the Workforce Race Equality Standard (WRES) are both vital to ensuring that the values of equality, diversity and inclusion lay at the heart of the NHS.

2.5 Our Values



Whether you're a patient, a visitor or a member of staff, our Vision sets out what you can expect from us – 'Working with you for you.'

Our values describe and define our culture. In everything we do, we aim:

- Treat everyone with 'Respect and Dignity'.
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- Commit to the quality of care we provide.
- Treat our service users and colleagues with 'Compassion.'
- Work collaboratively to 'Improve lives.'
- Work together for people
- Ensure that everyone is counted and most importantly that they feel counted.

2.6 Our Commitment

It is clear from our WDES data analysis that we need to improve the experience for our colleagues who have a disability or a Long-Term condition and continue to focus on how best we can assist them to remain well and feel valued. This also includes encouraging staff to share their demographic data, to ensure that as an organisation we have the most up to date information to enable us to support all our staff as a priority.

We are committed to delivering our robust WDES action plan that runs through our developing and exciting 'People promise' and 'Pathway to excellence' programme.

We all need to treat each other with kindness, civility and compassion and we know that improving the experience of all our colleagues will lead to better care for our patients.

We have introduced a number of Staff Networks during 2020/21, a catalyst to empower, encourage, and promote equitable opportunities for staff from across our organisation. It is a safe and supportive space for colleagues to come together, share their experiences and feedback on a wide range of actions and decisions.

Our Disability Enablement Focus Forum (DEFF) was developed in 2018 but we recognise the importance of regularly reviewing the membership to ensure it is reflective of our people and their disabilities and long-term conditions. This is reflected in our action plan below. (Appendix 1)

3.0 Conclusions and Next Step

- The data indicates some improvement in some areas for our colleagues who a disability or long-term condition. However, we need to do more to encourage the use of reasonable adjustments before capability questions are raised.
- We must recognise that some of the actions we take, specifically any culture differences may take a period of time.
- Our data was submitted August 2022 and our action plan has been reviewed and is attached in Appendix 1. Its focus and activities are in line with best practice and other Trusts, but we have not seen the progress we would like and it would appear that we may have been trying to do too many things in parallel. Therefore, the sharp focus for the year ahead will be on the key priorities below.
- The WDES will continue, alongside organisational work streams, at system level. This will help drive a culture of inclusion within the organisation and help meet the goals set out in the People Promise 2022/23.

3.0 Areas of Priority

- **Networks** - the Trust is committed to supporting Networks to become sustainable with increased visibility, membership, wider reach and impact across all protected characteristics. They will play a significant role in driving up the standards to improve our WDES data over the next year through the WDES action plan. In turn this empowers our colleagues to use their voices through the networks, sharing their lived experiences to educate to improve outcomes for colleagues with a disability or long-term condition. Our networks will continue to be prominent in contributing to and informing decision making.
- **Recruitment practices** – will continue to be overhauled so that we are truly Inclusive and diverse to ensure we attract and retain a diverse workforce, particularly at Board and senior management levels. We must also focus on ensuring that our workforce is reflective of people in our local communities so that people can see that this would be an organisation they can contribute to and feel like they belong.
- **Develop career pathways** - we need to understand the barriers to career progression for new and existing staff with a disability before we can focus on development and progression of career opportunities.
- **Education** – we will build on the Management Essentials Program and Cultural Framework via I-Manage to raise awareness around cultural competency and encourage conversation around uncomfortable topics. This will be supported by the mandated Inclusion module that will be rolled out to all staff at the beginning of the year. We will also celebrate and value the contribution of all our staff and focus on celebrating cultural festivals and encouraging more proactive campaigns around inclusion.
- **Employability** – our focus will be to widen access to quality work for local people in our communities with disabilities.
- Achieving equality and inclusion is central to our success and mission critical to delivering outstanding quality services.

4.0 References

www.england.nhs.uk/about/equality/equality-hub/equality-standard/

www.gov.uk/government/publications/public-sector-quick-start-guide-to-the-public-sector-equality-duty

www.england.nhs.uk/ournhspeople/

www.gov.uk/government/publications/the-nhs-constitution-for-england

NHS Employers Disability Resource Library (November 2020)

Detailed below is the organisations WDES data which was submitted March 2023

Metric 1- Disabled representation in the workforce by pay band.

Metric number and description		2019	2020	2021	2022	2023	National Average	
Metric 1: Disabled representation in the workforce by pay band								
Disability declaration rate in the workforce	Overall	3.6%	3.1%	3.6%	4.0%	4.4%	4.9%	
	Non-clinical	4.2%	4.3%	4.8%	5.4%	5.6%	5.8%	
	Clinical	2.8%	2.8%	3.4%	3.8%	4.1%	5.0%	
	Medical/Dental	1.1%	1.0%	1.4%	1.4%	2.3%	2.2%	
Pay band at which Disabled under-representation first occurs	Non-clinical	Band 4 -				Proportional		
		Band 5 +				Proportional		
	Clinical	Band 4 -				Proportional		
		Band 5 +				Proportional		
	Medical/Dental					Proportional		
	Disability disparity ratios	Non-clinical	Lower:middle	0.80	0.99	0.78	0.69	0.84
Middle:upper			1.27	1.00	1.71	1.41	1.01	1.26%
Lower:upper			1.02	0.99	1.34	0.98	0.85	1.23%
Clinical		Lower:middle	1.04	1.12	1.18	1.09	1.11	0.94%
		Middle:upper	1.12	0.98	0.99	1.04	1.10	1.22%
		Lower:upper	1.10	1.16	0.00	1.14	1.22	1.16%

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

(A figure below '1' would indicate that Disabled staff are more likely than non-disabled candidates to be appointed from shortlisting)

(Data source: Trust's recruitment data)

Relative likelihood of appointment from shortlisting (Non-disabled/Disabled)

	Year to March				
	2019	2020	2021	2022	2023
Relative Likelihood	1.85	0.93	1.50	2.11	0.92

At March 2023 the likelihood ratio was 0.92; not significantly different from 1.0 (which is "equity").

Metric 3 – Relative likelihood of disabled staff entering the formal disciplinary process, as measured by entry into a formal capability procedure.

(A figure below '1' would indicate that disabled staff members are more likely than non-disabled staff to enter the formal capability process)

(Data source: Trust's HR data)

	Relative likelihood in 2022	Relative likelihood in 2023	National Average
Relative likelihood of disabled staff entering the formal disciplinary process compared to Non-disabled staff.	4.46	0.00	2.17

At March 2023 the likelihood ratio was 0.00

Specifically, 0 out of 317 Disabled staff entered formal Capability proceedings (0.00% of the Disabled workforce) compared to 3 out of 6,550 non-disabled staff (0.05% of the Non-disabled workforce).

Metric 4 – Percentage of staff experiencing harassment, bullying or abuse (Data source: NHS Staff Survey)

	Disabled staff responses to 2021 NHS Staff Survey	Disabled staff responses to 2022 NHS Staff Survey	Disabled staff responses to 2023 NHS Staff Survey	Non- Disabled staff responses to 2021 NHS Staff Survey	Non-Disabled staff responses to 2022 NHS Staff Survey	Non-Disabled staff responses to 2023 NHS Staff Survey
(a) Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	27.9%	32.1%	31.9%↓	22.9%	25.4%	25.3%↓
(b) Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months	19.4%	16.3%	18.7%↑	9.5%	8.7%	8.6%↓
(c) Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months	26.8%	24.5%	29.2%↑	16.9%	15.9%	15.7%↓
(d) Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.	45.4%	48.0%	49.8%↑	44.6%	48.6%	48.4%↑

Whilst there has been a slight improvement in behaviour towards disabled and Non disabled staff from patients, relatives or the public in the last 12 months.

The percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months was significantly higher for Disabled staff (31.9%) than for Non-disabled staff (25.3%).

The percentage of staff experiencing harassment, bullying or abuse from line managers in last 12 months was significantly higher for Disabled staff (18.7%) than for Non-disabled staff (8.6%).

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Metric 5 – Percentage of disabled staff compared to non-disabled staff believing their organisation provides equal opportunities for career progression or promotion.

	Disabled staff responses to 2021 NHS staff survey	Disabled staff responses to 2022 NHS Staff Survey	Disabled staff responses to 20223 NHS Staff Survey	Non-Disabled staff responses to 2021 NHS Staff Survey	Non-Disabled staff responses to 2022 NHS Staff Survey	Non-Disabled staff responses to 2023 NHS Staff Survey
Percentage of disabled staff compared to non-disabled staff who believe their organisation provides equal opportunities for career progression or promotion.	55.4%	49.7%	50.8%↑	57.3%	59.0%	58.9%↓

The data indicates a lower number of disabled staff saying that their organisation provides equal opportunity for career progression compared to their non-disabled colleagues.

Metric 6 - Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

	Disabled staff responses to 2021 NHS staff survey	Disabled staff responses to 2022 NHS Staff Survey	Disabled staff responses to 2023 NHS Staff Survey	Non-Disabled staff responses to 2021 NHS Staff Survey	Non-Disabled staff responses to 2022 NHS Staff Survey	Non-Disabled staff responses to 2023 NHS Staff Survey
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	31.5%	25.1%	29.8% ↑	22.3%	19.8%	19.9% ↑

The percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties (presenteeism) was significantly higher for Disabled staff (29.8%) than for Non-disabled staff (19.9%).

There remains a significant disparity between staff with a disability and staff without feeling pressured to come to work despite not feeling well.

Metric 7- Percentage of staff satisfied with the extent to which their organisation values their work.

	Disabled staff responses to 2021 NHS staff survey	Disabled staff responses to 2022 NHS Staff Survey	Disabled staff responses to 2023 NHS Staff Survey	Non-Disabled staff responses to 2021 NHS Staff Survey	Non-Disabled staff responses to 2022 NHS Staff Survey	Non-Disabled staff responses to 2023 NHS Staff Survey
Percentage of staff satisfied with the extent to which their organisation values their work.	35.5%	34.0%	31.1%↓	47.5%	40.8%	41.6%↑

The percentage of staff satisfied with the extent to which their organisation values their work was significantly lower for Disabled staff (31.1%) than for Non-disabled staff (41.6%).

Metric 8 - Percentage of staff with a long-lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work

Disabled staff responses to 2021 NHS staff survey	Disabled staff responses to 2022 NHS staff survey	Disabled staff responses to 2023 NHS staff survey
80.2%	76.3%	74.4%↓

The staff survey data indicates there has been a decrease in the percentage of staff who feel adequate adjustments have been put in place to enable them to carry out their work. However, the Trust is still performing above the national average at 70.9%.

Metric 9(a) –The Staff engagement score for Disabled staff, compared to non-disabled staff (score 0-10)

Staff engagement Score for Disabled Staff 2021	Staff engagement score for Disabled Staff 2022	Staff engagement score for Disabled Staff 2023	Staff engagement score for Non-Disabled Staff 2021	Staff engagement score for Non-Disabled Staff 2022	Staff engagement score for Non-Disabled Staff 2023
6.6%	6.4%	6.3%↓	7.1%	6.9%	6.8%↓

The staff engagement score was significantly higher for Disabled staff (6.3) than for Non-disabled staff (6.8).

Metric 9(b) - Has your organisation taken steps to ensure that the voice of disabled staff have been heard?

Yes. We have a Staff Network that consists of a group of staff with a lived experience of disability. They have assisted in progressing the reasonable adjustment policy in the past. Currently we are aware that much more needs to be done to raise the awareness of the network and ensure the members voices are heard.

Metric 10 – Disabled representation of board member declaring a disability

		TSDFT 2023	National 2023
Board members declaring a disability	Disabled	-4.4%	4.6%

The data shows that we currently have one Board members with a declared disability.

At March 2023, the difference between Disabled representation on the board and in the workforce was -4.4%. Disabled members were underrepresented on the board by one member in terms of headcount.

Workforce Disability Equality Standard (WDES): The 10 Metrics

Metric 1	Percentage of disabled staff in each of the Agenda for Change bands 1-9, medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of staff in the overall workforce.
Metric 2	Relative likelihood of disabled staff being appointed from shortlisting across all posts
Metric 3	Relative likelihood of disabled staff entering the formal capability procedure (performance and not-ill health)
National Staff Survey Responses (Metrics 4-9 only)	
Metric 4	<p>4a) Q13a: Percentage of disabled staff experiencing harassment, bullying or abuse from patients, relatives, or the public. Q13b: Percentage of disabled staff experiencing harassment, bullying or abuse from their manager Q13c: Percentage of disabled staff experiencing harassment, bullying or abuse from colleagues.</p> <p>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.</p>
Metric 5	Q14: Percentage of disabled staff who believe the Trust provides equal opportunities for career progression or promotion
Metric 6	Q11e: Percentage of disabled staff who say they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
Metric 7	Q5f: Percentage of disabled staff saying they are satisfied with the extent to which their organisation values their work
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	Comparison of the engagement scores for disabled and non-disabled staff
Metric 10	Comparison of disabled and non-disabled members of the board (voting membership/ Exec membership) against the overall workforce.

Workforce Disability Equality Standard: Actions 2023-2024- Appendix 1

This table provides an overview of the actions identified for this year’s WDES action plan, which demonstrates how these actions align to the WDES Indicators and the NHS People Promise.

Workforce Representation, Recruitment & Retention WRES Indicators: 1,2,5 & 10				
	Objective	Action	Lead	Timescale
1	Continued focus on ensuring our recruitment & selection processes are inclusive.	Finalise and launch the new recruitment & selection toolkit/training for managers with focus on reducing bias in recruitment & selection, and ensuring our processes are inclusive	& EDI Lead	March 2024
	Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment	Continue with place-based engagement plans to attract a more diverse range of people into health and care careers (including recruitment/ career days and application/ interview skills sessions). Engaging with schools, colleges, universities, and local communities. Using positive action and targeted engagement with the aim of raising the profile of the Trust as an Employer of Choice and our commitment of ensuring our workforce is representative of the communities we serve.	Head of Resourcing	March 2024
	Reduce the inequality in shortlisting for staff who declare a disability/Long Term Condition.	Work with the Disability Network to better understand the experiences of our disabled colleagues in the recruitment process- to ensure that our processes are equitable and inclusive.	Health and Wellbeing Lead & EDI Lead	March 2024
	Review recruitment practices to ensure the process is equitable and inclusive where everyone can thrive			

		Introduce system of constructive and critical challenge to ensure fairness during interviews. This system requires diverse interview panels e.g., inclusivity reps which include disabled staff. Introduce and utilise Inclusion Champions.	Head of Resourcing and EDI Lead	March 2024
2	To hold comprehensive workforce data on all protected characteristic staff (ensuring all disabled staff have confidence in declaring their status on ESR)	Encourage staff to update ESR with diversity data- focus on information and communication, ensuring we reach all staff groups.	EDI Lead	Ongoing
		Actively work with stakeholders across the trust to raise the profile of disability equality across the trust.	Health and Wellbeing Lead & EDI Lead	Ongoing
3	Increase the diversity balance at Trust Board level. (Taking into consideration the recommendations of the national WDES team report)	Utilise positive action principles and targeted recruitment/ engagement measures, where appropriate to strive for a Board of Directors that reflects the diversity of the local population	Chief People officer and Director of Corporate governance and Board Secretary	Ongoing

Leadership, Learning & Development
WRES Indicators: 4,5,6,7,8 & 9

	Objective	Action	Lead	Timescale
1	Commitment to embedding & mainstreaming diversity & inclusion in everything we do	Continued development and embedment of creating a culture of inclusion plan	Associate Director of People	March 2024
		Work with key stakeholders to raise the profile of Disability across the trust, including the development of 'Allies/Inclusion champions across the trust.	EDI Lead	February 2024
2	Managers equipped with having meaningful and compassionate conversations	Roll out Compassionate Leadership Framework and I management development ensuring that we provide managers and Leaders with the necessary tools and strategies to empower them to be inclusive and compassionate leaders, and with focus on creating and sustaining a culture of Civility & Respect, Inclusion & Belonging.	Associate Director of People	January 2024 (with first pilot)

3	Awareness raising across the Trust; so that senior managers, middle managers and the wider workforce are aware of our diversity & inclusion priorities	Discussion at ISU/ Management level meetings about EDI – raising the profile of disability equality, detailed analysis of service level equality data, empowering managers to agree their own priority areas for action and influencing operational plans, which would consider equality, diversity & inclusion actions.	Head of Culture and Inclusion	July 2024
		Continue to develop the dedicated EDI intranet page and Share platform with EDI related information		Ongoing
4	Take positive action to ensure our diverse staff have equal opportunity for personal development, career progression and promotion	Work with the Disability Network and workforce to understand the barriers to career progression.	Health & Wellbeing Lead & EDI	February 2024
		Pilot “Scope for Growth – Career Conversations” as part of an approach to talent management and consider how this can be rolled out within the organisation with particular consideration towards a targeted approach for disabled staff	Deputy Director of Education	January 2024
		Equality Impact Assessment and monitoring of Education & Training opportunities to ensure our diverse staff needs are being met.	Head of Education	May 2024

Staff Experience (Inclusion & Belonging)
WDES Metrics: 4,5,6,7 & 9

	Objective	Action	Lead	Timescale
1	Prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect	<p>Increased focus on civility in the workplace. Including.</p> <ul style="list-style-type: none"> ▪ Continued roll out of a Trust wide campaign on Civility in the Workplace ▪ Continuing to embed Zero Tolerance across the Trust ▪ Roll out Inclusion and Interactive Module to ▪ support culture of Inclusion. ▪ Roll out Inclusion Champions across the Trust ▪ Wider promotion of the Trust Workplace Mediation service ▪ Encourage staff to report instances of discrimination and micro-aggression. 	<p>Health and Wellbeing Lead</p> <p>EDI Lead</p> <p>Associate Director of people</p>	August 2024
2	Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours	<p>Enable the provision of “safe spaces” for open discussions around disability related topics and encourage our disabled colleagues to share their lived experiences with others so they can effectively influence disability equality across the Trust</p>	<p>Health and wellbeing Lead and EDI Lead</p>	July 2024

3	Work to develop a culture of inclusion and belonging	Ensure there is training and guidance to ensure managers are equipped to have meaningful wellbeing conversations with all staff	Associate Director of people	Ongoing
		Work with system colleagues and staff networks to develop a cultural calendar, promoting this widely to ensure all staff are informed and able to get involved in celebrating important Inclusion and diversity days with focus on exploring the power	Health and Wellbeing Lead	January 2024
		Continue to roll out the widely recognised Sunflower Lanyard scheme (support for hidden disabilities) for both patients and staff who wish to participate. To provide guidance and training to our workforce to educate around the purpose of the Sunflower Lanyard scheme and in how they can help those who choose to wear the lanyard	Head of Patient Experience	Ongoing
4	Ensure all Staff have access to a “thriving” Equality Network, providing our diverse staff with a mechanism to influence change	Continue to raise the profile and increase the membership of the Trust’s Disability Network supporting them to develop work plans aligned to Trust strategic EDI objectives and both regional and national ambitions around EDI. Continue to promote awareness around Disability Passport.	EDI Lead	Ongoing

