



Humber Teaching
NHS Foundation Trust

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2021

Humber Teaching NHS Foundation Trust

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1 Introduction

The Workforce Disability Equality Standard (WDES) is mandated by the NHS Standard Contract and applies to all NHS Trusts and Foundation Trusts.

The WDES is a data-based standard that uses a series of ten measures (metrics) to improve the experiences of Disabled staff in the NHS.

All of the metrics draw from existing data sources (recruitment dataset, ESR, NHS Staff Survey, local HR data) with the exception of one; metric 9b asks for narrative evidence of actions taken, to be written into the trust's WDES annual report.

The metrics have been developed to capture information relating to the workplace and career experiences of Disabled staff in the NHS.

The national WDES 2019 Annual Report has shown that Disabled staff have poorer experiences in areas such as bullying and harassment and attending work when feeling unwell, when compared to non-disabled staff.

The ten metrics have been informed by research by Middlesex and Bedford Universities, conducted on behalf of NHS England/Improvement, and by Disability Rights UK on behalf of NHS Employers.

The annual collection of the WDES Metrics will allow trusts to better understand and improve the workplace and career experiences of Disabled staff in the NHS.

The WDES metrics have been designed to be as simple and straightforward as possible. The development of the WDES owes a great deal to the consultation and engagement with NHS key stakeholders, including Disabled staff, trade unions and senior leaders.

Three minor changes to the metrics were introduced in 2020:

- Metric 2 was reworded for improved clarity.
- Metric 3 moved from a voluntary to a mandatory status.
- Metric 9a removed the requirement to compare the NHS Staff Survey staff engagement score between Disabled staff and the overall workforce.

The following information provides insight into the Humber Teaching NHS Foundation Trust current position against the Workforce Disability Equality Standard (WDES) Metrics.

2 Executive summary

The Humber Teaching NHS Foundation Trust has demonstrated a number of key improvements in the past 12 months when compared to other NHS Trusts, relating to:

- 81.2% of disabled staff believe the Trust provides equal opportunities for career progression or promotion, this compares to 92.3% of non-disabled staff. The Trust figure is slightly lower than the national figure of 81.6%. However, whilst the figure is up on last year's figure of 79.5% it does represent a three year declining trend.
- 80.5% of disabled staff believe that their employer has made adequate adjustment(s) to enable them to carry out their work. This is lower than the national figure of 81.4% but is an improvement on the previous year's 79.4%.
- 49.3% of disabled staff compared to 54% non-disabled staff believe they are satisfied with the extent to which their organisation values their work. This is a significant improvement on the previous year's 36.4% and is above the national figure of 44.6%. This represents a three year improving trend.
- 'unknown/null' ESR declarations for disability have fallen significantly which as seen ESR declarations for disability rise from 4.8% last year to 6.7% this year.
- the relative likelihood of disabled staff entering the formal disciplinary process is extremely low and demonstrates disabled staff are not disadvantaged by the formal disciplinary process.

However, this report also identifies clear opportunities for improvement relating to:

- 29% of disabled staff compared to 20.1% non-disabled staff experiencing harassment, bullying or abuse from patients, relatives or the public but these have decreased in the past 12 months by 5.9%. However, 29% is lower the national figure of 31.8%. This is also a declining trend over three years.
- 0.5% of disabled staff are represented across pay bands 8c - VSM, this compares with an ESR disability declaration rate of 6.7%, however Staff Survey would suggest the number of disabled staff in the organisation is nearer 20%, work to reduced unspecified disability entries in ESR is ongoing.
- 24.6% of disabled staff compared to 15.2% non-disabled staff believe they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties. This compares to the national figure of 24.1%, however 24.6% represents a declining trend over three years.
- the relative likelihood of disabled staff being appointed from shortlisting is 1.38 which is a decline on the previous years which was 1.08, however a figure below 1 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting.

3 WDES progress in 2020/21

- 29% of disabled staff reported experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months, this compares to 20.1% of non-disabled staff. However, 29% represents a decrease of 5.9% on 2019 figure of 34.9% of disabled staff reported experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
- 16.1% of disabled staff reported experiencing harassment, bullying or abuse from a manager in the last 12 months, this compares to 6.8% of non-disabled staff. However, 16.1% is a decrease of 9.1% on 2019 figure of 20% of disabled staff reporting experiencing harassment, bullying or abuse from a manager in the last 12 months. This is a three year declining trend.
- 15.7% of disabled staff reported experiencing harassment, bullying or abuse from other colleagues in the last 12 months, this compares to 11.2% of non-disabled staff. However, 15.7% demonstrates a decrease of 2.6% on 2019 figure 18.3% of disabled staff reporting experiencing harassment, bullying or abuse from other colleague in the last 12 months. This is a three year declining trend.
- 56.3% of disabled staff reported the last time they experienced harassment, bullying or abuse at work they or a colleague reported it, this compares 54.9% of non-disabled staff. However, 56.3% demonstrates 0.7% decrease on 2019 figure of 57%% of disabled staff reporting the last time they experienced harassment, bullying or abuse at work they or a colleague reported it.
- 81.2% of disabled staff believe that their organisation provides equal opportunity for career progression or promotion, this compares with 92.3% of non-disabled staff. However, 81.2% represents an improvement of 1.7% on 2019 figure of 79.5% of disabled staff believe that their organisation provides equal opportunity for career progression or promotion.
- 24.6% of disabled staff believe they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, this compares to 15.2% of non-disabled staff. However, 24.6% represents a decline of 0.8% on 2019 figure of 25.2% of disabled staff have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
- 49.3% of disabled staff were satisfied with the extent to which their organisation values their work, this compares to 54% of non-disabled staff. However, 49.3% represents a significant increase of 21.9% on 2019 figure of 36.4% of disabled staff reporting they were satisfied with the extent to which their organisation values their work. This is a three year improving trend.
- 80.5% of disabled staff say their employer has made adequate adjustments to enable them to carry out their work, this compares with 79.4% in 2019.

4 Conclusion and next steps

The Workforce Disability Equality Standard (WDES) allows the Trust to hold up a mirror and evaluate the experiences of its disabled staff. The WDES is important to the Trust because we know that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety.

By analysing our WDES data the Trust is able to better understand the experiences of disabled staff and support positive change by creating a more inclusive environment for disabled people working in the Trust as well as those seeking employment within the Trust.

This WDES report demonstrates clearly that Trust has made significant progress over the past 12 months, these include:

1. An increase in the number of disabled staff who believe the Trust provides equal opportunities for career progression or promotion.
2. More disabled staff now believe that the Trust has made adequate adjustment(s) to enable them to carry out their work.
3. Significantly more disabled staff are satisfied with the extent to which the Trust values their work.
4. The relative likelihood of disabled staff entering the formal disciplinary process continues to fall and remain extremely low.
5. Workforce disability representation improving significantly where 6.7% of the workforce has identified as disabled, this compares to 4.8% last year.

Next Steps

This report has identified a number of areas where the Trust can focus its work to ensure we make tangible and pragmatic improvements for disabled staff.

In particular the Trust needs to focus on:

1. The increasing gap between disabled staff (29%) and non-disabled staff (20.1%) who believe they have experienced harassment, bullying or abuse from patients, relatives or the public.
2. The low number (0.5%) of disabled staff who are represented in senior pay bands 8c to VSM, compared to a disabled workforce of 6.7%.
3. The gap between disabled staff (24.6%) and non-disabled staff (15.2) who believe they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
4. The declining likelihood of disabled staff being appointed from shortlisting compared to non-disabled staff.

Appendix 3 in this report provides an action plan for the Trust over the next 12 months which is designed to address these areas of focus.

Appendix 1 WDES metrics report

Detailed below is the organisation's WDES data which was submitted in July 2021 covering the period 1st April 2020 – 31st March 2021

Metric 1 Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including executive board members) compared with the percentage of staff in the overall workforce.

(Data source: ESR).

1a. Non-clinical workforce

	Disabled staff in 2020	Disabled staff in 2021	Disabled staff in 2020/2021	Non-disabled staff in 2020	Non-disabled staff in 2021	Non-disabled staff in 2020/2021	Unknown/null staff in 2020	Unknown/null staff in 2021	Unknown/null staff in 2020/2021	Total staff in 2020	Total staff in 2021
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	6.4%	6.8%	+0.4%	62%	71.1%	+9.1%	31.6%	21.2%	-10.4%	595	584
Cluster 2 (Band 5 - 7)	2.8%	5.2%	+2.4%	82.1%	89.6%	+7.5%	15.1%	5.2%	-9.9%	106	115
Cluster 3 (Bands 8a - 8b)	9.1%	13.9%	+4.8%	75.8%	77.8%	+2.0%	15.2%	8.3%	-6.9%	33	36
Cluster 4 (Bands 8c – 9 & VSM)	0.0%	0.0%	0.0%	53.8%	91.7%	+37.9%	46.2%	8.3%	-37.9%	13	12

1b. Clinical workforce

	Disabled staff in 2020	Disabled staff in 2021	Disabled staff in 2020/2021	Non-disabled staff in 2020	Non-disabled staff in 2021	Non-disabled staff in 2020/2021	Unknown/null staff in 2020	Unknown/null staff in 2021	Unknown/null staff in 2020/2021	Total staff in 2020	Total staff in 2021
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	5.13%	6.48%	+1.35%	63.65%	68.96%	+5.32%	31.22%	24.56%	-6.66%	633	741
Cluster 2 (Band 5 - 7)	4.52%	6.98%	+2.46%	66.03%	74.98%	+8.95%	29.45%	18.04%	-11.41%	1107	1175
Cluster 3 (Bands 8a - 8b)	4.80%	6.76%	+1.96%	73.60%	83.78%	+10.18%	21.60%	9.46%	-12.14%	125	148
Cluster 4 (Bands 8c – 9 & VSM)	0.0%	3.7%	+3.7%	61.90%	85.19%	+23.29%	38.10%	11.11%	-26.99%	21	27
Cluster 5 (Medical and Dental staff, Consultants)	0.0%	3.23%	+3.23%	50%	87.10%	+37.1%	50%	9.68%	-40.32%	32	31
Cluster 6 (Medical and Dental staff, Non-consultant career grade)	9.09%	7.14%	-1.95%	54.55%	71.43%	+16.88%	36.36%	21.43%	-14.93%	11	14
Cluster 7 (Medical and Dental staff, Medical and Dental trainee grades)	27.27%	17.65%	-9.62%	54.55%	64.71%	+10.16%	18.18%	17.65%	-0.53%	11	17

1) 6.7% of the workforce identifies as being disabled which is an increase on the previous year's figure of 4.7%, however 0.5% of disabled staff are represented across pay bands 8c – VSM.

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

(Data source: Trust's recruitment data)

	Relative likelihood in 2020	Relative likelihood in 2021	Relative likelihood difference (+-)
Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff	0.30	0.18	-0.12

2) The relative likelihood of disabled staff being appointed from shortlisting is 1.38 which is a decline on the previous years which was 1.08, however a figure below 1 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting.

Metric 3 – Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.

(Data source: Trust's HR data)

	Relative likelihood in 2019/20	Relative likelihood in 2020/21	Relative likelihood difference (+-)
Relative likelihood of Disabled staff entering formal capability process compared to non-disabled staff	0.01	0.0	-0.01

3) The relative likelihood of disabled staff entering the formal disciplinary process is extremely low and demonstrates disabled staff are not disadvantaged by the formal disciplinary process.

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

(Data source: Question 13, NHS Staff Survey)

	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019	Disabled staff responses to 2020 NHS Staff Survey	Non-disabled staff responses to 2020 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2020
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
4a) Staff experiencing harassment, bullying or abuse from patients/ service users, their relatives or other members of the public in the last 12 months	34.9%	22.6%	+12.3%	29%	20.1%	+8.9%
4b) Staff experiencing harassment, bullying or abuse from managers in the last 12 months	20%	10%	+10%	16.1%	6.8%	+9.3%
4c) Staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	18.3%	13.3%	+5%	15.7%	11.2%	+4.5%
4d) Staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months	57%	52.7%	+4.3%	56.3%	54.9%	+1.4%

4a) 29% of disabled staff reported experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months, this compares to 20.1% of non-disabled staff. However, 29% represents a decrease of 5.9% on 2019 figure of 34.9% of disabled staff reported experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.

4b) 16.1% of disabled staff reported experiencing harassment, bullying or abuse from a manager in the last 12 months, this compares to 6.8% of non-disabled staff. However, 16.1% is a decrease of 9.1% on 2019 figure of 20% of disabled staff reporting experiencing harassment, bullying or abuse from a manager in the last 12 months. This is a three year declining trend.

4c) 15.7% of disabled staff reported experiencing harassment, bullying or abuse from other colleagues in the last 12 months, this compares to 11.2% of non-disabled staff. However, 15.7% demonstrates a decrease of 2.6% on 2019 figure 18.3% of disabled staff reporting experiencing harassment, bullying or abuse from other colleague in the last 12 months. This is a three year declining trend.

4d) 56.3% of disabled staff reported the last time they experienced harassment, bullying or abuse at work they or a colleague reported it, this compares 54.9% of non-disabled staff. However, 56.3% demonstrates 0.7% decrease on 2019 figure of 57% of disabled staff reporting the last time they experienced harassment, bullying or abuse at work they or a colleague reported it.

Metrics 5 – 8

(Data source: Questions 14, 11, 5, 28b, NHS Staff Survey)

	Disabled staff responses to 2019 NHS Staff Survey	Non-disabled staff responses to 2019 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2019	Disabled staff responses to 2020 NHS Staff Survey	Non-disabled staff responses to 2020 NHS Staff Survey	% points difference (+/-) between Disabled staff and non-disabled staff responses 2020
	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)	
Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the trust provides equal opportunities for career progression or promotion.	79.5%	84.5%	-5%	81.2%	92.3%	-11.1%
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.	25.2%	17.1%	+8.1%	24.6%	15.2%	+9.4%
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.	36.4%	45.7%	-9.3%	49.3%	54%	-4.7%
Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	79.4%	N/A	N/A	80.5%	N/A	N/A

5) 81.2% of disabled staff believe the Trust provides equal opportunity for career progression or promotion, this compares with 92.3% of non-disabled staff. However, 81.2% represents an improvement of 1.7% on 2019 figure of 79.5% of disabled staff believe that their organisation provides equal opportunity for career progression or promotion.

6) 24.6% of disabled staff believe they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, this compares to 15.2% of non-disabled staff. However, 24.6% represents a decline of 0.8% on 2019 figure of 25.2% of disabled staff have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

7) 49.3% of disabled staff were satisfied with the extent to which the Trust values their work, this compares to 54% of non-disabled staff. However, 49.3% represents a significant increase of 21.9% on 2019 figure of 36.4% of disabled staff reporting they were satisfied with the extent to which their organisation values their work. This is a three year improving trend.

8) 80.5% of disabled staff believe the Trust has made adequate adjustments to enable them to carry out their work, this compares with 79.4% in 2019.

Metric 9 – Disabled staff engagement

(Data source: NHS Staff Survey)

	Disabled staff engagement score for 2019 NHS Staff Survey	Non-disabled staff engagement score for 2019 NHS Staff Survey	Difference (+/-) between disabled staff and non-disabled staff engagement scores 2019	Disabled staff engagement score for 2020 NHS Staff Survey	Non-disabled staff engagement score for 2020 NHS Staff Survey	Difference (+/-) between Disabled staff and non-disabled staff engagement scores 2019
a) The staff engagement score for Disabled staff, compared to non-disabled staff.	6.3	6.9	-0.6	6.8	7.2	-0.4

b) Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (Yes) or (No) - Yes

Please provide at least one practical example of action taken in the last 12 months to engage with Disabled staff.

In May 2021, the Trusts disability staff network consulted on the Workforce Disability Equality Standard action plan to ensure the key drivers for change were the experiences of our disabled staff

9) The engagement of disabled staff (6.8) has increased on the previous year (6.3) and the gap between disabled staff and non-disabled staff has reduced to 0.4 from 0.6 the previous year.

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

(Data source: NHS ESR and/or trust’s local data)

	Disabled Board members in 2020	Non-disabled Board members in 2020	Board members with disability status unknown in 2020	% points difference (+/-) between Disabled Board members and Disabled staff in overall workforce	Disabled Board members in 2021	Non-disabled Board members in 2021	Board members with disability status unknown in 2021	% points difference (+/-) Between Disabled and non-disabled Board members in 2020
	Percentage (%)	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)		
Percentage difference between the organisation’s Board voting membership and its organisation’s overall workforce, disaggregated by Exec/non-exec and Voting/non-voting.	Exec = 0 Non-exec = 1 Voting = 1 Non-voting = 0	Exec = 6 Non-exec = 6 Voting = 11 Non-voting = 1	Exec = 0 Non-exec = 0 Voting = 0 Non-voting = 0	Total Board = 8.3% Overall workforce = 4.7% Difference = +3.6%	Exec = 0 Non-exec = 1 Voting = 1 Non-voting = 0	Exec = 6 Non-exec = 6 Voting = 11 Non-voting = 1	Exec = 0 Non-exec = 0 Voting = 0 Non-voting = 0	Total Board = 8.3% Overall workforce = 6.7% Difference = +1.6% percentage points

10) Disability representation on the board (8.3%) has remained the same as it was during the previous year and still remains representative of the disabled workforce, despite that figure improving to 6.7%.

APPENDIX 2 – Progress review against WDES action plan 2020/21

Metric	Objective	Action/s	Timescales	Lead/s	Review
1,2	Increase in staff declaring disability status	Review disability monitoring information for staff and agree ESR updating processes.	Sept 2020	JD/JW	Disability declarations on ESR have increased from 4.12% to 6.7%
1,2	Decrease in number of new starters in the 'undeclared' and 'prefer not to say' categories.	Review OH paperwork for new starters to identify any improvements that could encourage new starters to declare disability status.	Dec 2020	JD/HM	
1,2	Work towards Level 3 Disability Confident Scheme Accreditation	Explore Disability Confident Leader Programme	Apr 2021	JD/JeD	Disability Confident Leader paperwork complete. Local charity partner sourced to verify Trust Disability Confident Leader application.
1,2,3,6,7,8	Improved confidence in managers in dealing with employment disability issues (local survey). Improved satisfaction for disabled staff in NHS Staff Survey. Also monitor impact via HR employee relations issues for disabled staff.	Review management disability awareness training.	Mar 2021	JD	Disability awareness raised through the development of new Reasonable Adjustments guidance for managers and staff.
1,2,3,4b,5,7,8	Improved satisfaction for disabled staff in NHS Staff Survey. Also monitor impact via HR employee relations issues for disabled staff.	Review staff disability awareness training.	Mar 2021	JD	
1	Improved confidence in managers in dealing with recruitment disability issues (local survey)	Review training for Recruitment and Selection	Mar 2021	JD	Training developed in partnership with external organisation and to be rolled out when face to face training can commence
1,3,5	Improved satisfaction for disabled staff in NHS Staff Survey. Improved satisfaction for disabled staff regarding reasonable adjustments in NHS Staff Survey.	Promote internal and external structures which can support staff with disabilities	Mar 2021	JD/JR	Disability staff network consulted on the Workforce Disability Equality Standard (WRES) action plan to ensure the key drivers for change were the experiences of our disabled staff.
1	More effective actions to improve workplace for disabled staff	Involve Disability Staff Network on the Trusts approach to improving the working environment for staff with a disability	Sept 2020	JD/MM	
6	Improvement of disabled staff satisfaction specifically related to reasonable adjustments. Increase number of reasonable adjustments throughout the Trust.	Introduction of disability passports for reasonable adjustments	Nov 2020	JD/HM	Introduced new Reasonable Adjustments guidance for managers and staff to improve RA uptake and understanding
1, 4a, 7	Increased representation of disabled people in Trust communications and publications	Review how the Trust promotes disabled people in everyday communication, etc.	Nov 2020	JD/HW	Diverse imagery is in use for all new reporting and branded documents.
1	Improved declaration / representation of disabled staff in clinical roles	Deep dive into the underrepresentation of disabled staff in clinical role	Mar 2021	JD	Deep dive published – Quarterly EDI Insight Report Accountability via EDI steering group

APPENDIX 3 – WDES action plan for 2021/22

N°	Outcome	Action/s	WDES Metric	Timescales	Lead/s	NHS People Plan Theme
1	Improve disabled staff representation at bands 8C to 9 VSM	Monitor disability representation on in house Leadership and Senior Leadership development programs as well as High Potential Development Programme	1	Quarterly	L&D/EDI Lead	Equality and Diversity (6) Refresh the evidence base for action, to ensure senior leadership represents the diversity of the NHS, spanning all protected characteristics.
2	Reduce gap in perception between disabled staff compared to non-disabled staff for equality of opportunity to career progression	Promote leadership development programmes to disabled staff across the Trust	5			
3	Reduce gap in perception of disabled staff compared to non-disabled staff of bullying by patients	Signpost to the Reducing Aggression Towards Staff by Patients, Cares and Services Users procedure	4	Quarterly	Zero Tolerance Safety Huddle Team/Deputy Director Nursing	Health and Wellbeing (7) Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.
4		Datix reports of aggression by Patients, Cares and Services Users to be supported by Zero Tolerance Safety Huddle Team				
5	Reduce gap in perception of disabled staff compared to non-disabled staff of bullying by managers Reduce gap in perception of disabled staff compared to non-disabled staff of bullying from other colleagues	Continue to rollout Bullying & Harassment Training for managers	4 4	As required	L&D/HR Operations	Health and Wellbeing (7) Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.
6	Reduce gap in perception between disabled staff compared to non-disabled staff for coming to work when not well enough to do so	Encourage conversations between staff and managers around the reasonable adjustment guidance in annual appraisal	6	Quarterly	EDI Lead/Health and Wellbeing Committee	Health and Wellbeing (16) Identify and proactively support staff when they go off sick and support their return to work.
7	Reduce gap in perception between disabled staff compared to non-disabled staff for the organisation values their work	Celebrate Disability History Month (22nd Nov to 22nd Dec). This includes International Day of People with Disabilities (3rd Dec.) and International Human Rights Day (10th Dec).	7	Nov 21	EDI Lead/Marketing/Patient and Carer experience	Culture and Leadership (11) Place increasing emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment.