

Equality, Diversity & Inclusion

Workforce Disability Equality Standard (WDES): Action Plan

A Quality Improvement (QI) Programme



Introduction

Enshrined in law as a 'protected characteristic', disability is defined under Section 6 of the Equality Act 2010 as: '*A **physical or mental** impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.*'

Since the first protections introduced under the Disability Discrimination Act 1995, and subsequently under the Disability Discrimination (Amendment) Act 2005, there have been significant legal changes to disability equality. These improvements are to be welcomed as the number of people with disabilities is only set to rise due to an ageing population and the rapid spread of chronic diseases, as well as improvements in the methodologies used to measure disability. So, as well as being a legal duty, there is a moral imperative for organisations, employers, and society at large to create fully inclusive environments and opportunities for all people with disabilities.

Disability is probably one of the most diverse and complex areas of equality, and even though people have disabilities in common with others, every individual's experience of living with a disability will be personal and unique to them.

Disability can be seen and understood through different lenses: legal; historical; social; clinical; and political. Another way of viewing disability is through statistics and numbers*:

- 15% of the world's population have a disability – 1 in 7, or more than a billion people
- 14.6 million, or 22% in the UK have a disability
- 9% of children are disabled
- 21% of working age adults are disabled
- 42% of pension age adults are disabled
- 59% of people aged 80 and over have a disability
- 3.7% or 52,000 staff employed in the NHS nationally have a disability
- 53.5% of disabled people aged 16 to 64 years are in employment, compared with 81.6% or 8 in 10 of non-disabled people
- Disabled people with severe or specific learning difficulties, autism, and mental illness have the lowest employment rates
- People with a disability are twice as likely to be bullied at work
- 83% of people acquire their disability while at work
- 40% of the workforce will have a long-term condition by 2030

Despite the increased prevalence of disabilities, sadly, social and organisational attitudes have failed to keep up with demographic changes*:

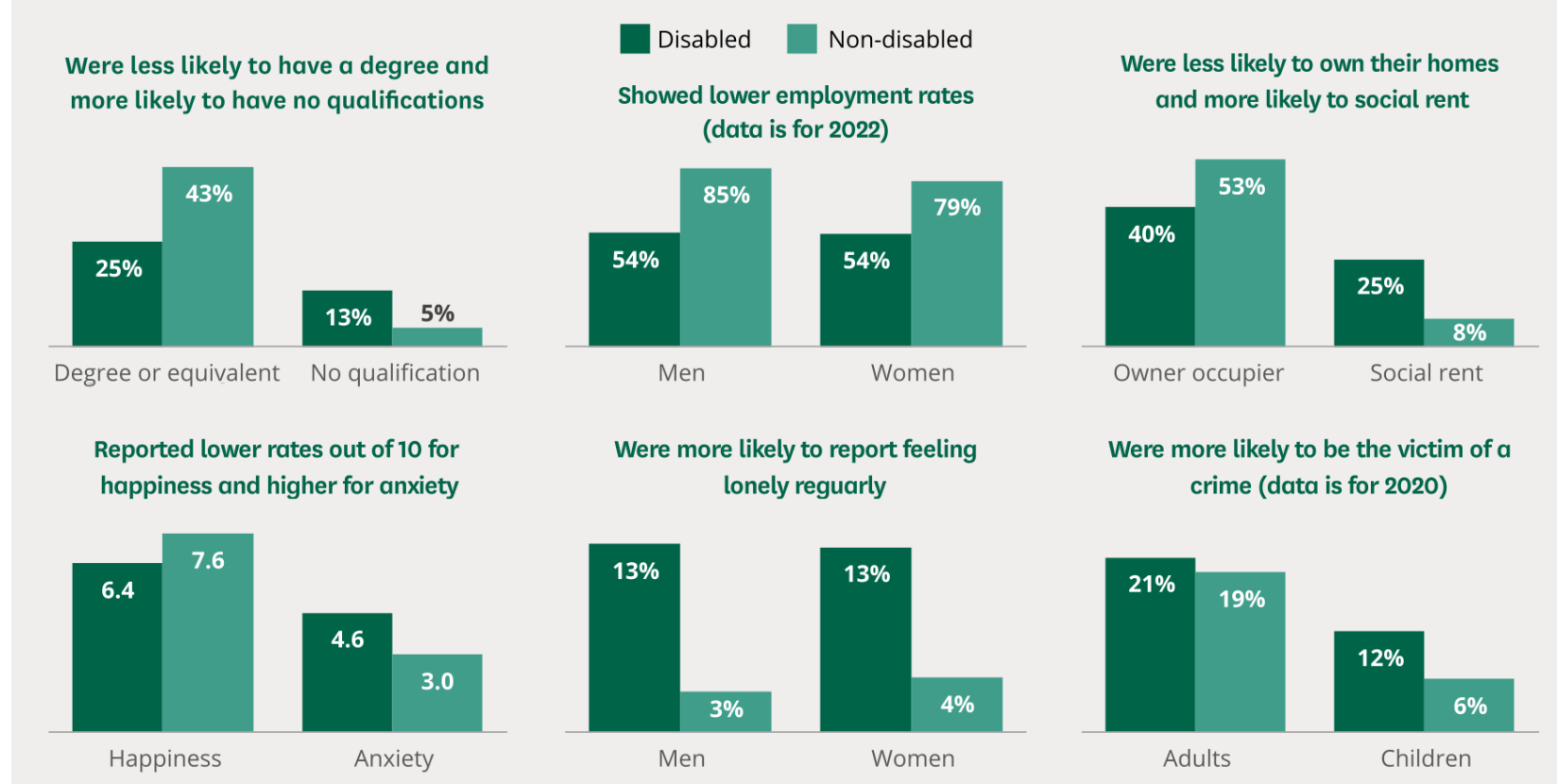
- **1 in 5** employers say they would be less likely to employ a disabled person
- **Only 25%** of employers know about the 'Access to Work' scheme and understand the help they could get for disabled employees
- **More than a third** of people show unconscious bias against physically disabled people – higher levels than for race or gender

Outcomes for Disabled People in the UK: 2021

The Office for National Statistics' (ONS) '[Outcomes for disabled people in the UK](#)' Report brings together disability data from a range of sources, providing information on the size and characteristics of the UK's disabled population, the prevalence and life experiences of disabled people, and highlighting disparities between the life experiences of disabled and non-disabled people.

The wide range of inequalities between disabled and non-disabled people continue to exist in education, employment, housing, well-being, and experiences of crime – and in some instances, have widened.

Inequalities between disabled and non-disabled people. In 2021, disabled people:



Workforce Disability Equality Standard (WDES)

The **Workforce Disability Equality Standard (WDES)** was introduced in 2019 and works to the same principles as the WRES for race equality but is specifically designed to improve the workplace experience and career opportunities for Disabled people working or seeking employment in the NHS.

The WDES consists of 10 evidence-based metrics that provide us with a snapshot of the experiences of our Disabled colleagues.

By providing comparative data between Disabled and non-Disabled staff, the information is used to understand where key differences lie and provides the basis for the development of action plans, enabling us to track progress year on year.

Of the 10 WDES Metrics, 1, 2, 3, 4, 5 and 10 are either the same or similar, to the WRES indicators; the other four metrics are unique to disability as shown on the following page.

Even though the WDES is comparatively more recent than the WRES, the data sets have already served to expose some of the organisational and employment disparities between disabled and non-disabled staff.

Analysis of the WDES data trends coincidentally identify the same key areas of concern as the WRES:

- **METRIC 1:** Since the WDES does not have an NHSE target equivalent to that of the WRES for BME representation, the proposal is being made to set 21% as the workforce target representation for disabled staff as this is the percentage of working age disabled adults in the UK.
- **METRIC 3:** Disabled staff are 2 to 3 times more likely to enter the formal capability process than non-disabled staff – one of the highest for any trust.
- **METRIC 5:** Disabled people do not only experience barriers to entry into employment, they also encounter the lowest and slowest rate of career progression. The majority of non-clinical disabled staff are at Band 4 (33%) and below, and the majority of clinical disabled staff are at Band 6 (34%) and below, with disability diversity decreasing as AfC bands increase. Some senior bands, and the majority of occupational groups, and service teams do not have any disabled staff.

N.B. The above three metrics will be worked on as QI Projects under the auspices of the Disability Equality Work Programme. However, due to the composite and complex nature of disabilities, 'Driver Diagrams' have been prepared for all the WDES Metrics which will allow actions to be triggered at any point should the need arise during the course of the delivery of the main work programme.

For national averages and benchmarking data referred to throughout this document, please view the [NHS Workforce Disability Equality Standard](#).

Corresponding Similarities and Differences between the WDES Metrics and WRES Indicators

THEME	Metric	Workforce Disability Equality Standard	Indicator	Workforce Race Equality Standard
Workforce	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	1	Percentage of staff in each of the AfC bands 1 to 9 or medical and dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce disaggregated by: non-clinical staff & clinical staff (non-medical staff, medical and dental staff)
Shortlisting	2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	2	Relative likelihood of staff being appointed from shortlisting across all posts
Capability / Disciplinary	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	3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
Bullying & harassment	4	a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: <ul style="list-style-type: none"> i) Patients, their relatives or other members of the public ii) Managers iii) Other colleagues 	5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months
		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	6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
Career progression	5	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion	7	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion
Board Membership	10	Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated: <ul style="list-style-type: none"> • By voting membership of the Board • By Executive membership of the Board 	9	Percentage difference between the organisation's Board voting membership and its overall workforce

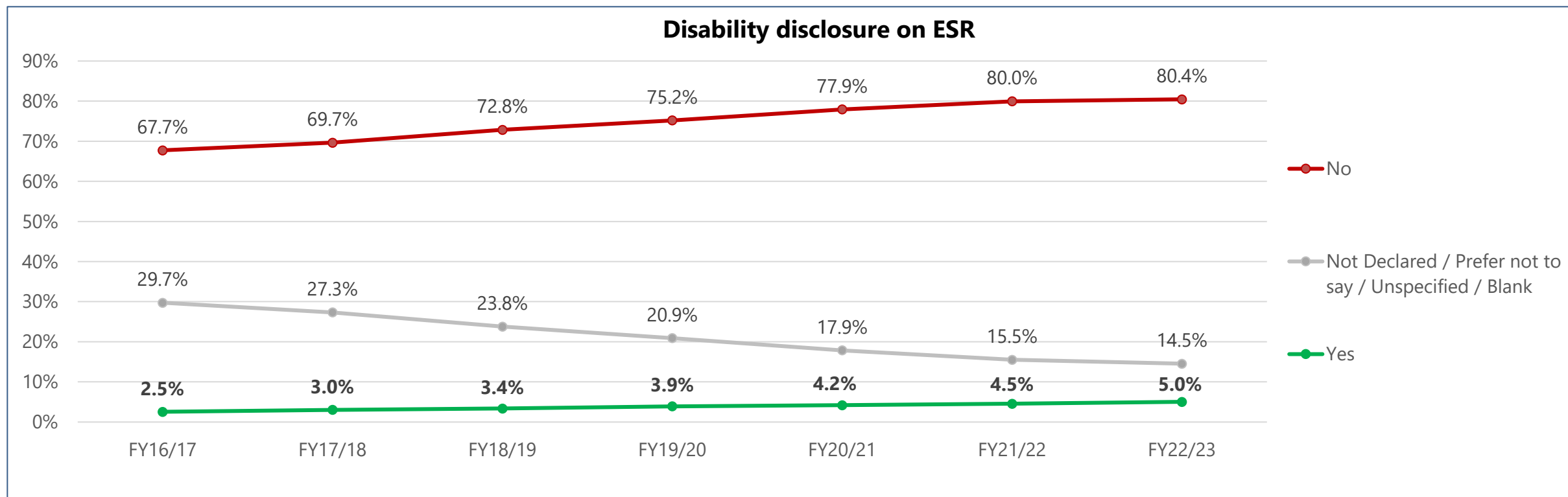
UNIQUE METRICS FOR WDES

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
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
8	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work
9	a) The staff engagement score for Disabled staff, compared to non-disabled staff. b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?

UNIQUE INDICATOR FOR WRES

4	Relative likelihood of staff accessing non-mandatory training and CPD

Disability Disclosure Rates: Electronic Staff Record (ESR)



This chart shows the year-on-year percentage **increase** of staff disability declaration rates, and the percentage **decrease** of 'Undeclared/Unknown'. These trends may be due to an increase of disabled staff being recruited, staff feeling safer to disclose their disability, or other contributory factors leading to this change.

What is certain however, is that there is increased awareness and engagement with disability equality leading to a palpable organisational and cultural shift, driven by various campaigns, products, and programmes over the years: Disability Equality Conference; Disability Equality Staff Network and the four associated Support Groups for Autism, Dyslexia, Mental Health, and Physical Disability; Disability History Month; Supported Internships for young people with learning disabilities; ReachDeck (formerly known as BrowseAloud); Access Guides; Sunflower Lanyard Scheme; training and development; communications and resources.

The aim and ambition now is to accelerate this trajectory by implementing this Disability Equality Work Programme.

A 'WDES Story' based on a fictional character – The words behind the numbers

I may not be as articulate and eloquent as the great, legendary leader, Reverend Dr Martin Luther King, but I too have a dream...

A dream which I know I share with disabled people like me everywhere. A dream – a vision of the heart to make the world a better place – a kinder, more loving world for disabled people.

My dream is for people with disabilities to live in a world free of prejudice and hatred, where we are not excluded, marginalised, minimised, or discriminated, and nor are we put on a pedestal, patronised, or pitied. We are not victims – we are equals.

Join me to start a *'Living Without Labels'* campaign so that disabled people are known for who they are and what they bring. We are not defined or limited by our disabilities. My campaign will change the way you view us, and you will see that I am not my disability – I am me!

I don't want to live in a world where getting to, and from work, and everything else in between is like going through an assault course on the 'Krypton Factor' every day – its exhausting! I want disabled people to live in a world where they don't have to struggle for the ease and convenience that people without

disabilities take for granted. I'm not begrudging – we just want to live in a fairer world.

Sometimes you will see anger on our faces, or hear defiance in our voices – that's exasperation because it's taking too long to change attitudes, the environment, and workplaces. I'm tired of apologising for causing offence, being a burden or an inconvenience. Enough! I yearn for the day when all disabled people can live unapologetically – unshackled and free from the chains of fear, guilt, and shame.

You talk a good talk of giving disabled people a voice – so, when was the last time you spoke to a disabled person, and listened? No, *really* listened. Listened so hard and deep about our daily challenges – the barriers, obstacles, and hurdles we face, the 'hoops and loops' we're made to jump through, and the systematic and systemic 'blocks and stops' to progress in life and work, that you were moved to do something to make the world just that little bit better, fairer for us.

Our dream, our vision is simple. Just spend a day with me and you will see what we see; you will see unlimited human potential, talent, and *joie de vivre* in people who are 'dis-abled' by societal attitudes and the lived environment.

Full and total equity, fairness, and social justice for disabilities isn't, or shouldn't be just about what is 'reasonable' for you as an organisation or employer, or meeting some targets or metrics – it is so much bigger than that. The heart of the matter is the question about how we treat each other as fellow human beings.

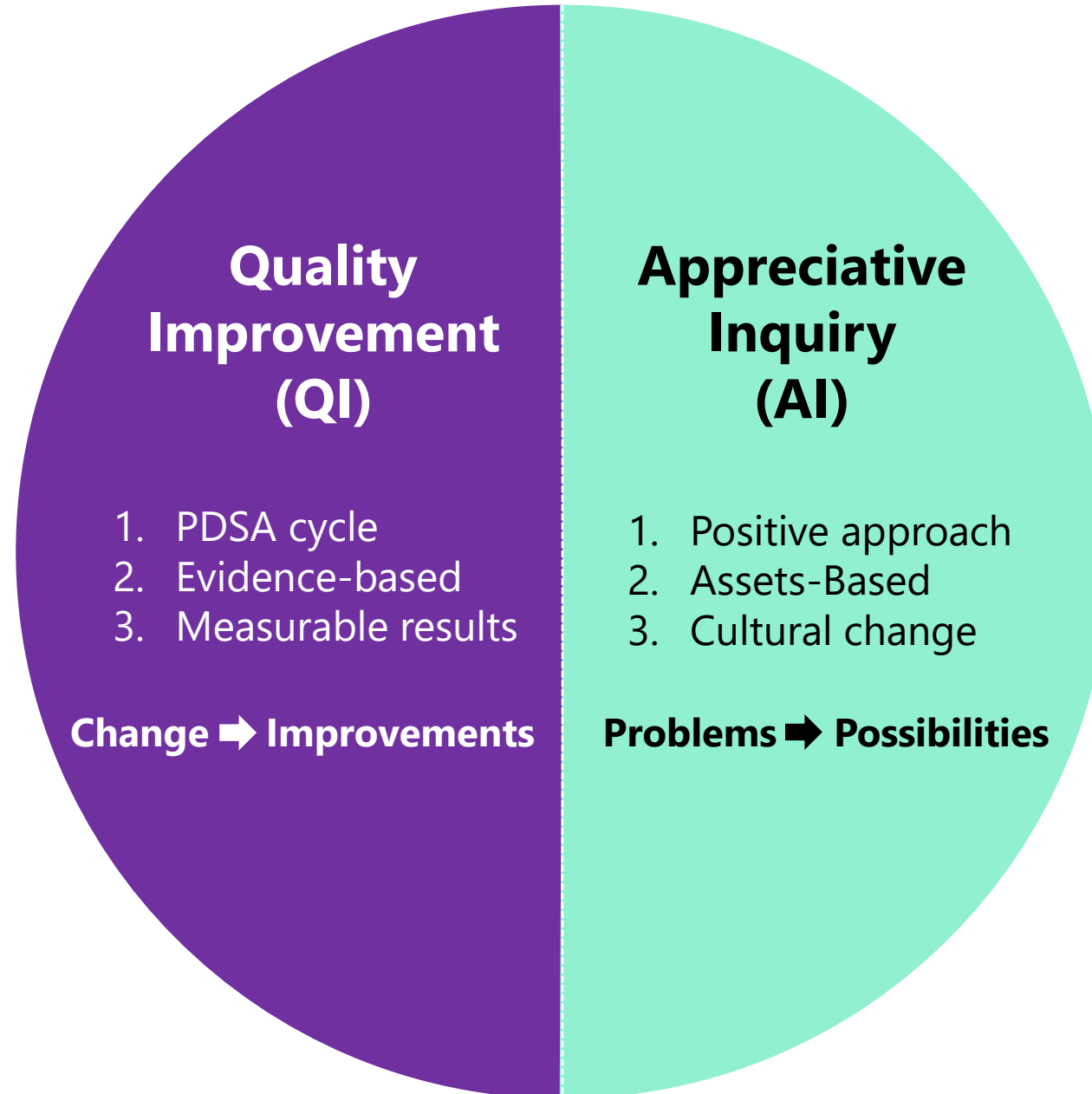
So, to all the dreamers out there, let's dream; dream big, dream bold, and make our dream come true by re-imagining a world where every opportunity and every chance *is* a possibility, for you and me.

Do you dare to dream with me...?

Dez



(Inspired by the lived experiences of Disabled staff, the WDES, and the NHS People Promise)



Disability Equality Work Programme & Working Group

	QI PROJECT 1	QI PROJECT 2	QI PROJECT 3
Title	Increasing workforce diversity	De-biasing the capability process	Improving equal opportunities in career development and progression
WDES Indicator	<p>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</p> <p>Metric 2 - Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts</p>	<p>Metric 3 - Relative likelihood of disabled staff entering the formal capability process, as measured by entry into a formal capability investigation</p>	<p>Metric 5 - Percentage of disabled staff believing the trust provides equal career opportunities for career progression or promotion</p>
Aim (What are we trying to accomplish)	To improve the diversity of the workforce by increasing the representation of disabled staff to at least 21% (working age disabled adults in the UK) by 2027	To reduce the disproportionately high % of disabled staff entering the formal capability process (3.54) to at least the national average of 1.94 by 2025	To increase the perception and experience of disabled staff that the trust provides equal opportunities for career progression or promotion to least the national average of 78.4% by 2025
Rationale	<ul style="list-style-type: none"> 5.0% of the Trust's workforce has a disability – higher than the national average of 3.7%, but far lower than the national percentage of disabled adults of working age at 21% 19% of people in the South-East have a disability 24% of people in the South-West have a disability More work is required to ensure our workforce is representative of the diverse populations we serve 	<ul style="list-style-type: none"> The trust has one of the highest relative likelihoods for this metric at 3.54 The relative likelihood for this metric has fluctuated over the years, but has remained consistently high at between 2 to 3 times the relative likelihood 	<ul style="list-style-type: none"> The WDES 2021/22 shows that 61% of non-disabled staff and 57.4% of disabled staff believe that the trust provides equal opportunities for career progression or promotion The % for non-disabled staff has consistently remained above 60% and around 55% for disabled staff The Trust % for this metric is more than 20% lower than the national average

N.B. Any reference to 'disability' includes all the diverse range of disabilities protected in law: (i) Physical/Mobility disabilities; (ii) Sensory disabilities (Visual and Hearing impairment); (iii) Communication disabilities; (iv) Learning disabilities; (v) Mental health; (vi) Hidden/Non-visible disabilities. The 'Change Ideas' illustrated in the respective Driver Diagrams throughout this work programme can be applied to one or more, or all, of these different types of disabilities.

CONTENTS

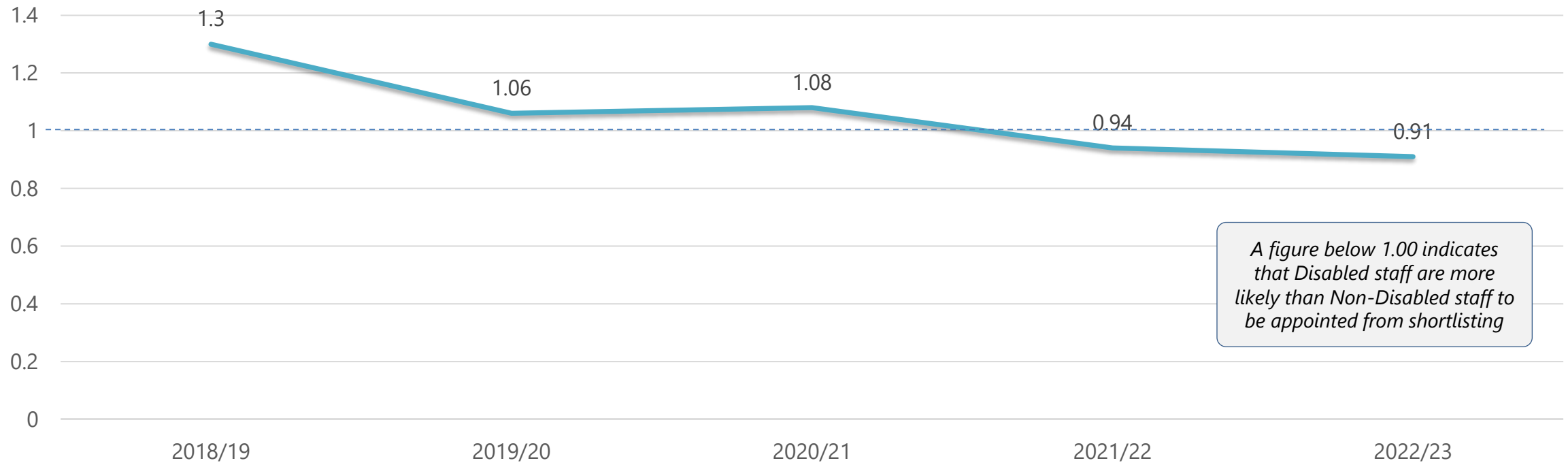
- **Slide 11: WDES Metric 2:** Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts
- **Slide 12: Evidence source and measures**
- **Slide 13: Driver Diagram**



QI Project 1: Increasing workforce diversity

Relative likelihood of non-disabled staff being **appointed from shortlisting** compared to disabled staff
A figure below 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to be appointed from shortlisting

2018/19	2019/20	2020/21	2021/22	2022/23
1.30 times more likely	1.06 times more likely	1.08 times more likely	0.94 times more likely	0.91 times more likely
-	-0.24	+0.02	-0.14	-0.03



QI Project 1: Increasing workforce diversity – Evidence Source & Measures

Evidence Source

(Gaining access to organisational data is key to determining causes of problems, & identifying and implementing solutions)

ORGANISATIONAL DATA:

- NHS Annual Staff Survey
- WDES
- NHS Jobs/Trac
- Entry surveys and interviews
- Exit surveys and interviews
- Data within Electronic Staff Record (ESR): staff demographics; turnover; etc.
- Staff feedback forums

INTERNAL STAKEHOLDERS:

- Disabled employees
- Recruiting Managers
- Senior leaders

EXTERNAL STAKEHOLDERS:

- Collate examples of good/best practice in recruiting and retaining a diverse workforce from NHS/ Non-NHS employers

Measures

WORKFORCE PROFILE:

1. Disability profile of all staff as a percentage of the total workforce
2. Disability profile of all
 - i. Clinical staff
 - ii. Non-clinical staff
 - iii. Medical doctors
 - iv. Students expressed as a percentage (Registered clinical staff/ Non-registered)
3. Disability profile of all applicants, short-listed candidates and appointees as a percentage of the total number of applicants, short-listed candidates and appointees for each Agenda for Change (AfC) pay-bands (1-9)

RECRUITMENT:

1. Total number and % of disabled staff that started employment with the Trust in the last 12 months
2. Total number and % of disabled staff that started employment with the Trust in the last 12 months, by bands
3. Total number and % of disabled staff that started employment with the Trust in the last 12 months, by occupational groups
4. Total number and % of disabled staff that started employment with the Trust in the last 12 months, by service teams
5. Total number and % of disabled staff that started employment with the Trust in the last 12 months, by directorates

RETENTION:

1. Total number and % of disabled staff that left the Trust within 12 months of employment
2. Total number and % of disabled staff that left the Trust within 12 months of employment, by bands
3. Total number and % of disabled staff that left the Trust within 12 months of employment, by occupational groups
4. Total number and % of disabled staff that left the Trust within 12 months of employment, by service teams
5. Total number and % of disabled staff that left the Trust within 12 months of employment, by directorates

REPRESENTATION:

1. Total number and % of male and female disabled staff – by bands, service teams and directorates
2. All service teams by directorate with no disabled member of staff
3. All service teams by directorate with less than 21% of disabled staff
4. All service teams by directorate with more than 21% of disabled staff

QI Project 1: Increasing workforce diversity – Driver Diagram

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

CHANGE IDEAS

To increase the diversity of the workforce by increasing the representation of disabled staff from 5.0% to 10% by 2027

Overhaul recruitment processes

Representation of disabled people in the workforce and workplace

Bias-free and equitable recruitment

Become employer of choice for disabled people

Internal campaign - Set an organisation-wide target on disability declaration
(The proportion of staff that have declared a disability or long-term condition in the NHS Staff Survey is 20%)

External campaigns

'Process Mapping' of the recruitment process, and make improvements

Develop and deliver 'Inclusive Recruitment and Selection' training programme

Develop and deliver 'Positive Action' Workshop

Convene 'Inclusion Representatives' on interview panels/stakeholder groups which include disabled staff, especially for senior roles

Deep-dive and review local population data and take evidence-based action to address disparities in recruitment and retention of disabled staff

Review how reasonable adjustments are managed within the recruitment and interview processes, and identify actions for improvement, for example:

- Produce accessible job advertisements
- Consider accepting applications in alternative formats
- Consider implementing actions to support disabled applicants through the application and interview process (e.g. providing questions in advance)
- Widen the selection of references and consider accepting non-formal employment references, if appropriate, for the role

Secure Level 2 re-accreditation (Employer), and work towards obtaining Level 3 accreditation (Leader) of the 'Disability Confident' scheme

Take action to positively increase disability declaration rates by:

- Appointing an Executive Lead for disability who reports to the Board
- Running awareness campaigns about the organisational commitment to disability equality
- Publishing and promoting case studies, blogs, and lived experience stories to raise awareness of disability in the workplace
- Ensuring all staff are aware of why disability declaration on ESR self-service is important, and how to update their details/information
- Consulting disabled staff and network, or administer survey to better understand the views/ reasons why staff may not have declared a disability on ESR
- Including an ESR 'How to' Guide in induction pack or on staff intranet
- Regularly monitoring disability declaration rates, with reviews of data and actions
- Working to reduce the number of 'Unknown'

Develop opportunities and external communications to encourage local unemployed disabled people to gain work experience within the organisation

Participate in targeted employment programmes, e.g., 'Project SEARCH'; Supported Internships into Employment

Use lawful Positive Action measures to organise targeted recruitment campaigns

Refresh of website to attract disabled applicants

CONTENTS

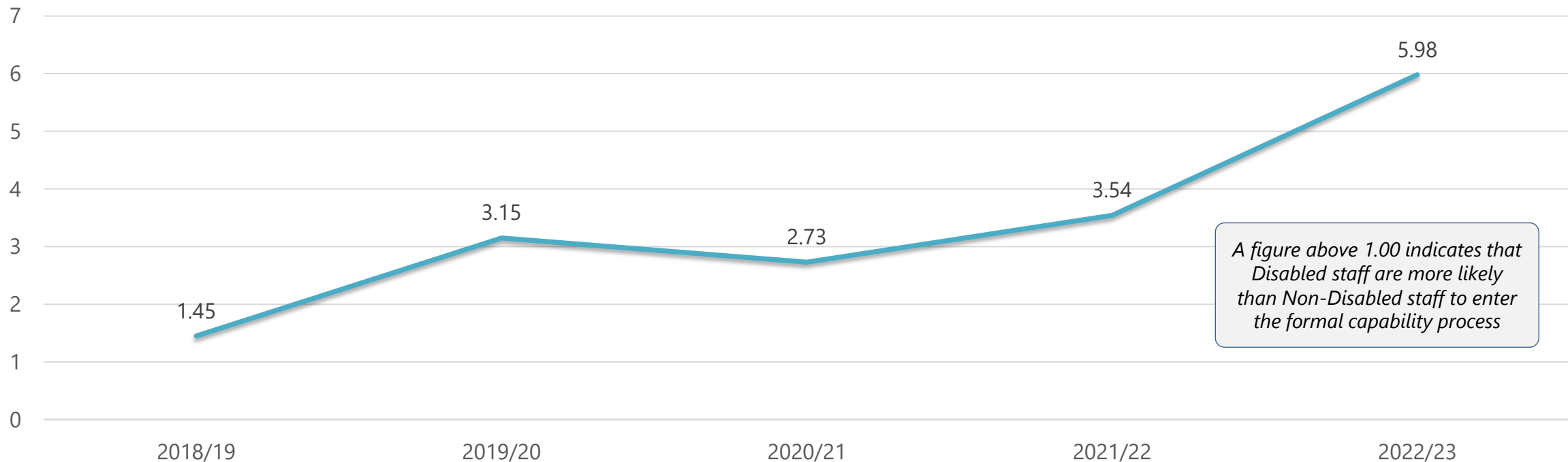
- **Slide 15: WDES Metric 3:** Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure
- **Slide 16: Evidence source and measures**
- **Slide 17: Driver Diagram**



QI Project 2: De-biasing the disciplinary process

Relative likelihood of disabled staff entering into **formal capability process** compared to non-disabled staff
A figure above 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to enter the formal capability process

2018/19	2019/20	2020/21	2021/22	2022/23
1.45 times more likely	3.15 times more likely	2.73 times more likely	3.54 times more likely	5.98 times more likely
-	+1.70	-0.42	+0.81	+2.44



QI Project 2: De-biasing the disciplinary process – Evidence Source & Measures

Evidence Source

(Gaining access to organisational data is key to determining causes of problems, & identifying and implementing solutions)

EXTERNAL

- Reviewing national reports for trends - [Workforce-Disability-Equality-Standard-2021-data-analysis-report-NHS-trusts-foundations-trusts.pdf \(england.nhs.uk\)](#)
- NHS Annual Staff Survey
- Local NHS workforce data and insight

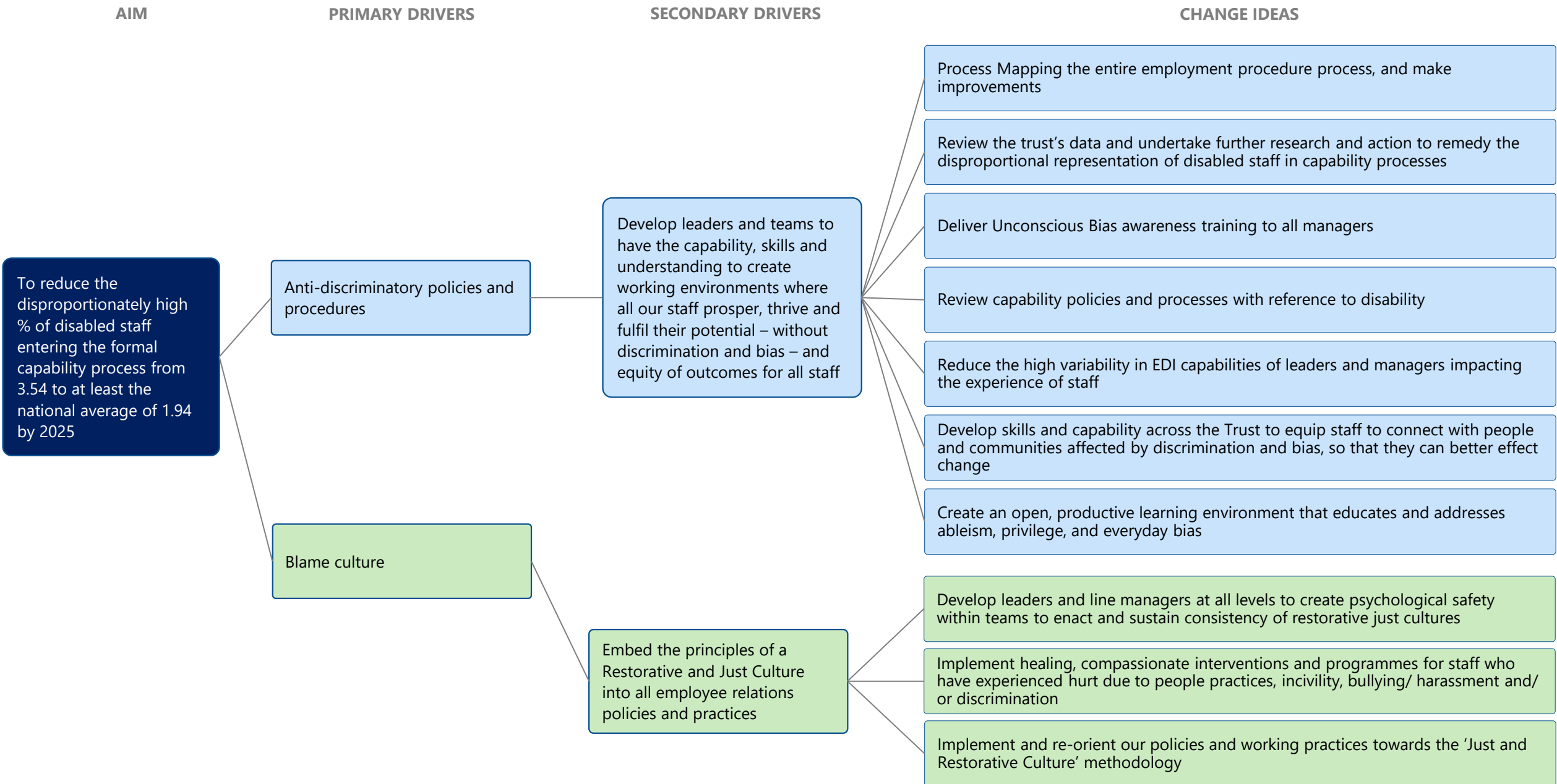
INTERNAL

- WDES
- Data portal
- Numbers of investigations / details of investigations
- Electronic Staff Record (ESR)

Measures

1. The headcount of the total workforce broken down into numbers in each AfC pay band
2. The headcount of the total disabled workforce broken down into numbers in each AfC pay band
3. The headcount of the total workforce broken down into the numbers working in each pay band, involved in the following formal processes over the last 12 months:
 - Investigations
 - Disciplinary
 - Grievance
4. The headcount of the total disabled workforce broken down into the numbers working in each pay band, involved in the following formal processes over the last 12 months:
 - Investigations
 - Disciplinary
 - Grievance
5. The headcount of the total workforce called to an investigation over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - No further action
 - Process to hearing
6. The headcount of the total workforce accused of misconduct over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - No case to answer
 - Placed on a development programme but no disciplinary sanctions made
 - First written warning
 - Final written warning
 - Action short of dismissal
 - Dismissal
7. The headcount of the total disabled workforce accused of misconduct over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - No case to answer
 - Placed on a development programme but no disciplinary sanctions made
 - First written warning
 - Final written warning
 - Action short of dismissal
 - Dismissal
8. The headcount of the total workforce accused of gross misconduct over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - No case to answer
 - Placed on a development programme but no disciplinary sanctions made
 - First written warning
 - Final written warning
 - Action short of dismissal
 - Dismissal
9. The headcount of the total disabled workforce accused of gross misconduct over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - No case to answer
 - Placed on a development programme but no disciplinary sanctions made
 - First written warning
 - Final written warning
 - Action short of dismissal
 - Dismissal
10. The headcount of the total workforce involved in grievances over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - Upheld
 - Not upheld
 - Mediation
11. The headcount of the total disabled workforce involved in grievances over the last 12 months broken down into the numbers in each pay band and the following categories of decision:
 - Upheld
 - Not upheld
 - Mediation

QI Project 2: De-biasing the disciplinary process – Driver Diagram



CONTENTS

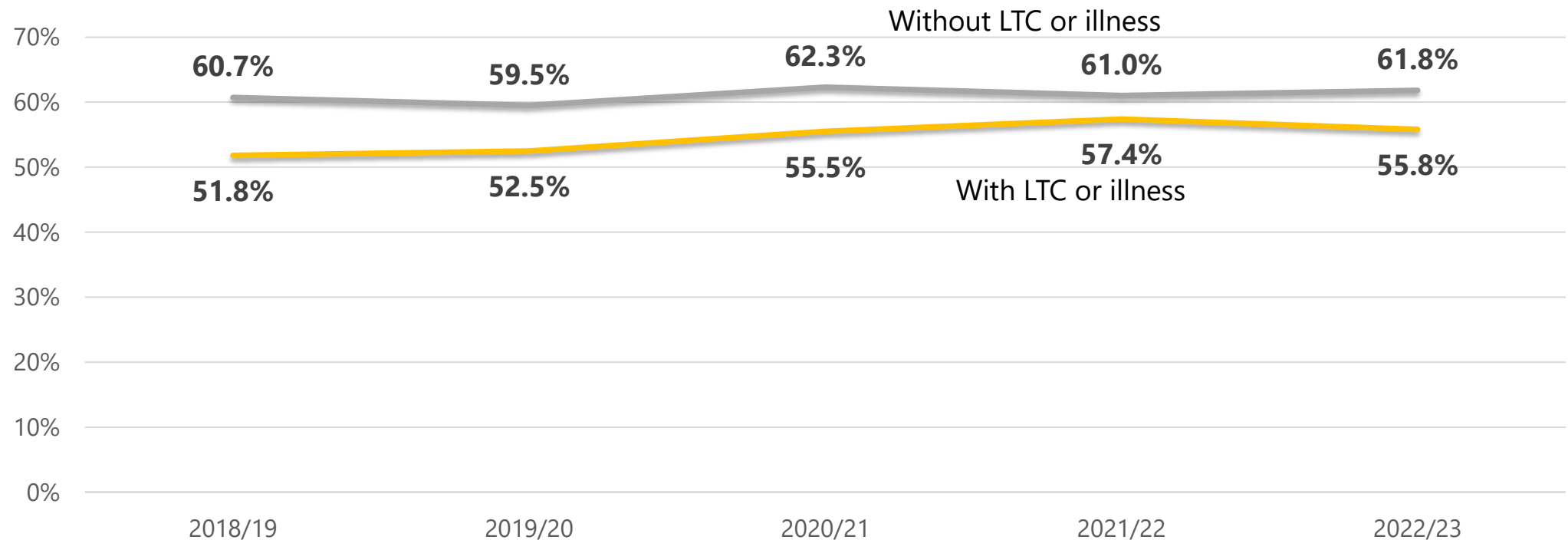
- **Slide 19: WDES Metric 5:** Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion
- **Slide 20: Evidence source and measures**
- **Slide 21: Driver Diagram**



Q1 Project 3: Improving equal opportunities in career development and progression

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

	2018/19	2019/20	2020/21	2021/22	2022/23
Staff with LTC or illness	51.8% -	52.5% (+0.7%)	55.5% (+3.0%)	57.4% (+1.9%)	55.8% (-1.6%)
Staff without LTC or illness	60.7% -	59.5% (-1.2%)	62.3% (+2.8)	61.0% (-1.3%)	61.8% (+0.8%)



LTC= Long Term Condition

QI Project 3: Improving equal opportunities in career development and progression – Evidence Source & Measures

Evidence Source

(Gaining access to organisational data is key to determining causes of problems, & identifying and implementing solutions)

Outcomes and Key Finding indicators from the NHS Staff Survey
Benchmarking - [wdes-2021-summary-data.xlsx \(live.com\)](#)
NHS Annual Staff Survey
People Pulse/Pulse Survey
Electronic Staff Record (ESR)
Local NHS workforce data and insight
Model Health System

Measures

WORKFORCE PROFILE:

1. Disability profile of all staff as a percentage of the total workforce
 2. Disability profile of all:
 - i. Clinical staff
 - ii. Non-clinical staff
 - iii. Medical doctors
 - iv. Students
- expressed as a percentage
(Registered clinical staff/ Non-registered)

RENUMERATION:

1. Disability profile of all staff on each Agenda for Change (AfC) pay-bands (1-9) expressed as a percentage
2. Disability profile of all staff on each Senior Management pay-bands expressed as a percentage

PROGRESSION:

1. Disability profile of all staff promoted by pay-band expressed as a percentage
2. Disability profile of all staff provided with opportunities for 'acting up' by pay-band expressed as a percentage

LEARNING AND DEVELOPMENT OPPORTUNITIES:

1. Disability profile of all staff accessing non-mandatory (professional) training and Continuing Professional Development (CPD) by pay-band expressed as a percentage

QI Project 3: Improving equal opportunities in career development and progression – Driver Diagram

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

CHANGE IDEAS

To increase the perception and experience of disabled staff that the trust provides equal opportunities for career progression or promotion from 57.4% by 10%, by 2025

Equal opportunities in career growth and development

Clear and inspiring pathways to career progression

Management support

Promotion

Talent management

Personal and professional development

Develop and lead a long-term talent strategy - building capabilities for all leaders and managers with an explicit focus on addressing issues of equality, diversity and inclusion

Develop courses and resources to ensure line managers are developed and supported to achieve their talent management responsibilities

Review learning and development for line managers in relation to disability, to better support the career development and aspirations of disabled staff

Ensure managers undertake and complete professional development and appraisal processes with disabled staff to support continuous development and improvement

Discuss and agree actions that can improve the opportunities available for disabled staff to advance their careers

Prepare aspiring disabled leaders through pro-active development and stretch opportunities well in advance of being appointed into a leadership or line-management role, e.g. 'Calibre' leadership development programme by ICL

Use talent-management tools and platforms to enable a single view of talent across the Trust, including skills, experience, progression readiness, talent assessment and mobility preferences

Identify and sponsor high potential individuals and ensure they have a clear development plan to enable them to fulfil and reach their potential and ambition

Create a vibrant and active succession planning framework to ensure inclusive talent acquisition and management across the organisation and occupational groups

Create opportunities for disabled staff to enhance their skills, knowledge, and experience through experiential and formal learning to reach their full potential

Ensure disabled staff have access to apprenticeship programmes at all stages of their career journey

Provide disabled staff with access to professional support, such as coaching, mentoring, role modelling, and senior sponsorship

Use data and robust monitoring to understand the experience and outcomes of disabled staff, and take action where needed

Enable disabled staff to access wider opportunities across the system, supporting their development and helping them gain wider experience

