

WDEs Action Plan - June 2026					
WDEs indication	NATIONAL POSITION (FROM NHS NATIONAL DIVERSITY EQUITY FRAMEWORK 2025) SUPPORTING DATA (QUART APRIL 2026)	HOW OUR TRUST IN 2026 COMPARES TO NATIONAL POSITION (RELEASED IN APRIL 2026)	Target by 31st March 2027	Action	Action Lead
1. Percentage of disabled staff on A&E pay bands or medical and dental and 100% compared with percentage of staff in the rest of workforce.	6.7% of the workforce declared a disability through the NHS electronic self-report (SES) in 2025.	Metric 1 - workforce representation: Overall, 6.8% of the non-clinical and 4.4% of the clinical workforce including medical and dental staff that declared a disability through the NHS Electronic Staff Report. The medical and dental staff the overall 2.8% had declared a disability, showing an increase in all staff groups from 2023, for the Trust this is 4.4% of the workforce overall.	Updates to the Staff Experience Group and People and QO Delivery Group	• To embed and monitor recruitment and attraction processes to increase representation of underrepresented groups at Band 6 and above. • Inclusive recruitment reward training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 6 and above posts. Inclusive recruitment campaigns are added to every band 6 and above job advert. • Improve awareness of requirement to make reasonable adjustments (in a timely fashion) and availability of funding through Access to Work and support of CH. • Addressing the bias in our systems and processes. • Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion/selection making and inclusion along with the need to address bias when it is identified. • In partnership with Staff Skills, we have adapted the WDEQDA Anti Racism Charter. This is a sponsored and championed by our Managing Director, Chief People Officer and Staff Skills. The anti-racism charter is a series of commitments to take action on various and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • The Trust has introduced an inclusive regional mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making. • Create accountability with recruiting managers. • Annual auditing of inclusive recruitment practices undertaken. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the CH. • Conduct workforce analysis to gain a true representation of staffing profile and understand concerns linked to declaration rates for Band 6, and Disabled staff. • Further analysis of workforce profile and talent data (from PDR).	• Recruiting Managers • Care Group and Directorate Management Teams • HR Business Partners • Recruitment Team • Organisational Development Team
2. Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.	The relative likelihood of a disabled job applicant being appointed through shortlisting was 0.8% in 2025.	Metric 2 - Recruitment: Disabled job applicants are 2.3 times more likely to be appointed from shortlisting compared to disabled applicants.	Updates to the Staff Experience Group and People and QO Delivery Group	• To embed and monitor recruitment and attraction processes to increase representation of underrepresented groups at Band 6 and above. • Inclusive recruitment reward training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 6 and above posts. Inclusive recruitment campaigns are added to every band 6 and above job advert. • Improve awareness of requirement to make reasonable adjustments (in a timely fashion) and availability of funding through Access to Work and support of CH. • Addressing the bias in our systems and processes. • Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion, along with the need to address bias when it is identified. • In partnership with Staff Skills, we have adapted the WDEQDA Anti Racism Charter. This is a sponsored and championed by our Managing Director, Chief People Officer and Staff Skills. The anti-racism charter is a series of commitments to take action on various and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • The Trust has introduced an inclusive regional mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making. • Create accountability with recruiting managers. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the CH.	• Recruiting Managers • Care Group and Directorate Management Teams • HR Business Partners • Recruitment Team • Organisational Development Team
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	For 2025 this data could not be calculated as an overall lead due to small numbers of reported cases.	Metric 3 - Capability: Currently for the Trust it is not clear that disabled staff are entering the formal capability process, as measured by entry into the formal capability procedure than non-disabled colleagues as the ratio is 0.	Updates to the Staff Experience Group and People and QO Delivery Group	• Identify and improve gaps in under- and over-representation within staff groups and remove bias from our systems and processes. • Introduce an early resolution policy. This new approach will be launched in 2027. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Embed inclusive leadership, rolling out the new Leadership & Management Code with self-assessments, 360° feedback and targeted development. • Offer Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion, along with the need to address bias when it is identified.	• Care Group and Directorate Management Teams • HR Business Partners
4. Percentage of disabled staff compared to non-disabled staff reporting bullying or abuse. Disabled staff are 1.5 times more likely to experience harassment, bullying and abuse. Disabled staff are 1.5 percentage points more likely to experience harassment, bullying and abuse than patients, service users or other colleagues. 6. Percentage of disabled staff compared to non-disabled staff saying the last time they experienced harassment, bullying or abuse they or a colleague reported it.	Nationally from the 2025 staff survey 26.6% of disabled staff reported having experienced harassment, bullying and abuse from patients, service users or other colleagues. 6. Percentage of disabled staff compared to non-disabled staff saying the last time they experienced harassment, bullying or abuse they or a colleague reported it.	Metric 4 - Harassment, bullying and abuse: Disabled staff are 1.5 times more likely to experience harassment, bullying and abuse. Disabled staff are 1.5 percentage points more likely to experience harassment, bullying and abuse than patients, service users or other colleagues. 6. Percentage of disabled staff compared to non-disabled staff saying the last time they experienced harassment, bullying or abuse they or a colleague reported it.	Updates to the Staff Experience Group and People and QO Delivery Group	• Ensure that staff at all risk within the Trust that reported to speak up against any form of discrimination, violence, aggression, bullying or harassment in line with the Trust Values. • Monitor ongoing risks to early compliance with 100% completion across all staff with additional training offered/Support from FTSO Guardians and Champions. • Promote and support in a safe space training and develop additional resources to ensure to strengthen staff confidence in addressing inappropriate behaviour and fostering a respectful, inclusive culture. • Introduce an early resolution policy. This new approach will be launched in 2027. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/healthkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy. • Promote organisational positive action behaviour to tackle bullying, harassment and discrimination in the workplace in partnership with Staff Skills, we have adapted the WDEQDA Anti Racism Charter. This is a sponsored and championed by our Managing Director, Chief People Officer and Staff Skills. The anti-racism charter is a series of commitments to take action on various and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • Introduce an early resolution policy. This new approach will be launched in 2027. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/healthkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy. • Supporting our through work-related concerns, 'buddy' available for all staff. It is acknowledged that raising a concern or grievance or being subject to any investigation or review may cause harm to an individual's mental health and wellbeing.	• Care Group and Directorate Management Teams • HR Business Partners • Health and Safety • Local Support Management
5. Percentage of Disabled staff compared to non-disabled staff believing that the Trust provide equal opportunities for career progression or promotion.	Nationally in the 2025 staff survey 51.6% of disabled staff believe they had equal opportunities for career progression or promotion.	Metric 5 - Career progression: Disabled staff are 1.7 percentage points less likely to believe that the Trust provides equal opportunities for career progression or promotion, compared to non-disabled staff (54.7% vs 56.4%) these figures are a decline on the 2024 survey results.	Updates to the Staff Experience Group and People and QO Delivery Group	• Ensure that there is a robust training and development offering for all managers and those in leadership roles to embed and reinforce the key message of an inclusive environment and workforce. • Embed inclusive leadership, roll out the Leadership & Management Code/Framework with self-assessments, 360° feedback and targeted development. • A comprehensive leadership and development offer is available to all staff. The offer has been designed to support staff to be the most effective leaders while developing their capability. The offer contains training for aspiring leaders and supervisor/team leaders as well as first-line, middle, and senior managers. There are also opportunities for executives. The training has been designed to be accessible to all staff and contains a combination of online and face-to-face learning. With the introduction of Well First, staff can access recordings of training webinars at any time, allowing those who regularly work unsociable hours the same opportunities. • Training opportunities are regularly promoted through the staff inclusion networks. • The daily team process is being streamlined to create a simpler and more streamlined process for staff to access training. • Promote regional and national opportunities for staff with a protected characteristics to access non-mandatory CPD and education. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the CH.	• Care Group and Directorate Management Teams • HR Business Partners • Organisational Development Team • Staff Inclusion Networks
6. Percentage of disabled staff compared to non-disabled staff saying they feel pressure from their manager to come to work despite not feeling well enough to do their duties.	Nationally from the 2025 staff survey 23.5% of disabled staff experienced pressure from their manager to come to work despite not feeling well enough to do their duties.	Metric 6 - Attendance: Disabled staff are 1.1 percentage points more likely, 27.2% compared to 26.1% of disabled staff to be pressured to come to work despite not feeling well enough to perform their duties. This was a reduction from the 2024 result but the gap is wider.	Updates to the Staff Experience Group and People and QO Delivery Group	• Timely Reasonable Adjustments • Embed the Reasonable Adjustments SOP to support the timely and effective implementation of workplace adjustments. • Health Ability Passport • Increase awareness and uptake of the My Health and Wellbeing Passport to facilitate supportive conversations and personalised workplace adjustments. • Educate • Embed awareness of disability related leave arrangements through manager guidance and training, ensuring staff are supported appropriately and fairly.	• Care Group and Directorate Management Teams • HR Business Partners • Occupational Health/Wellbeing Services
7. Percentage of disabled staff compared to non-disabled staff saying they are satisfied with the extent to which their organisation values their work.	Nationally the 2025 staff survey found 56.7% of disabled staff are satisfied with the extent to which their organisation values their work. This compares with 62.7% for non-disabled staff.	Metric 7 - Feeling valued: There has been an improvement from the 2024 survey result as 56.7% of disabled staff said they feel their organisation valued their work compared to 62.7% of non-disabled staff.	Updates to the Staff Experience Group and People and QO Delivery Group	• Ensure that there is a robust training and development offering for all managers and those in leadership roles to embed and reinforce the key message of an inclusive environment and workforce. • Embed inclusive leadership, roll out the Leadership & Management Code/Framework with self-assessments, 360° feedback and targeted development. • A comprehensive leadership and development offer is available to all staff. The offer has been designed to support staff to be the most effective leaders while developing their capability. The offer contains training for aspiring leaders and supervisor/team leaders as well as first-line, middle, and senior managers. There are also opportunities for executives. The training has been designed to be accessible to all staff and contains a combination of online and face-to-face learning. With the introduction of Well First, staff can access recordings of training webinars at any time, allowing those who regularly work unsociable hours the same opportunities. • Training opportunities are regularly promoted through the staff inclusion networks. • The daily team process is being streamlined to create a simpler and more streamlined process for staff to access training. • Promote regional and national opportunities for staff with a protected characteristics to access non-mandatory CPD and education. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the CH. • Health Ability Passport • Working conversations picked up routinely as part of the PDR process. • Health Ability Passport • The daily team process is being streamlined to create a simpler and more streamlined process for staff to access training. • Promote regional and national opportunities for staff with a protected characteristics to access non-mandatory CPD and education. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the CH.	• Care Group and Directorate Management Teams • HR Business Partners • Organisational Development Team • Staff Inclusion Networks
8. The percentage of disabled staff saying that their employer has made adequate adjustments to enable them to carry out their work.	Nationally the proportion of disabled staff who obtained the workplace adjustments they need to perform their work effectively was 79.2% in 2025.	Metric 8 - Workplace adjustments: 77.4% of disabled staff felt that their employer had made adequate adjustments to enable them to carry out their work. This is 7.4 percentage point improvement from 2023 when the score was 69.9% based on self-reported data.	Updates to the Staff Experience Group and People and QO Delivery Group	• Increase awareness and uptake of the My Health and Wellbeing Passport to support staff being conversations, reasonable adjustments and personalised support for staff. • Promote and embed the Reasonable Adjustments Toolkits to improve awareness, understanding and access to support for neurodivergent staff. • Inclusive Leadership • Promote and encourage take up of the Kindness into Action training and, when available, introduce early resolution training/healthkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy.	• Care Group and Directorate Management Teams • HR Business Partners • Occupational Health/Wellbeing Services
9. The staff engagement score for disabled staff compared to non-disabled staff (the level of engagement scores for the organisation).	Nationally the 2025 staff survey found 6.4% of disabled staff compared to 7.8 for non-disabled staff.	Metric 9 - Disabled staff engagement: In 2025 survey the Trust maintained an engagement score for disabled staff of 6.4. This is compared to 7.8 for non-disabled staff.	Updates to the Staff Experience Group and People and QO Delivery Group	• Inclusive leadership • Promote and encourage take up of the Kindness into Action training and, when available, introduce early resolution training/healthkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy. • Inclusive recruitment reward training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 6 and above posts. Inclusive recruitment campaigns are added to every band 6 and above job advert. • All face and non-face posts listed with staff inclusion networks. • Commitment from the Board that, through board development sessions, they have the opportunity to learn from the lived experience of staff. • Staff inclusion networks are supported by regular meetings with the Managing Director and CPO. • Regular Board member attendance at network meetings to build relationships. Each Network has an Executive Sponsor/Support Network Chair and Network members. • The Trust has introduced an inclusive regional mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making. • Supporting the DAWN network. • The Disability Diversity Ability Working Network has secured financial support from the Worcestershire Acute Hospitals Charity. The network also benefits from a committed leadership team, comprehensive terms of reference, and regular attendance from executive and board members at meetings.	• Care Group and Directorate Management Teams • HR Business Partners • Organisational Development Team • Staff Inclusion Networks
10. The Percentage difference between the organisational Board value membership and its representative overall workforce, disaggregated by voting membership of the Board and by Executive membership of the Board.	Nationally in 2025 7.3% of board members declared disability through the electronic self-reporting membership of the Board and by Executive membership of the Board.	Metric 10 - Board representation: Overall 6% of board members were disabled. This gives a 48% representative ratio in relation to the total board membership to the workforce, and both voting membership and the executive membership of the overall workforce.	Updates to the Staff Experience Group and People and QO Delivery Group	• All Executive Director and non-Executive Director selection panels to have a Recruitment Champion. • Inclusive recruitment reward training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 6 and above posts. Inclusive recruitment campaigns are added to every band 6 and above job advert. • All face and non-face posts listed with staff inclusion networks. • Commitment from the Board that, through board development sessions, they have the opportunity to learn from the lived experience of staff. • Staff inclusion networks are supported by regular meetings with the Managing Director and CPO. • Regular Board member attendance at network meetings to build relationships. Each Network has an Executive Sponsor/Support Network Chair and Network members. • The Trust has introduced an inclusive regional mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making.	• Trust Chair, Chief Executive, Managing Director • HR Business Partners