



# **NHS Workforce Disability Equality Standard (WDES)**

## **Annual Report 2024**

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## 1. Introduction

In 2019, the Workforce Disability Equality Standards (WDES) were introduced with the primary objective of enhancing the working experiences of individuals with disabilities and those managing long-term health conditions (LTC) who are either currently employed by or seeking employment within the National Health Service (NHS). This initiative entails the systematic collection of evidence-based metrics, which serve as a valuable tool for organisations to gain deeper insights into the experiences of their workforce. Within this framework, there exist ten workforce metrics, as indicated in Table 1 below, facilitating a comparative analysis of data and responses from both disabled and non-disabled personnel.

The WDES report serves as a crucial instrument for pinpointing disparities and barriers encountered by disabled employees in the workplace, as compared to their non-disabled counterparts. The findings extracted from this report play a pivotal role in shaping the organisation's WDES Action Plan. This plan is strategically designed to directly confront and rectify the inequalities that disabled staff members may face.

Within this context, the present report serves as a means to highlight the progress achieved thus far, identify areas requiring improvement, and delineate actionable steps for the forthcoming year. These actions are intended to foster improved outcomes for both disabled staff and those grappling with long-term health conditions, specifically concerning the ten NHS WDES metrics.

To compile the data for the WDES return, information has been sourced from the South Central Ambulance Service's (SCAS) Electronic Staff Records (ESR). Notably, disability-related data is consistently collected through a voluntary self-reporting mechanism among our staff members. This emphasis on staff declaration of disability is of utmost importance, as it enables the South Central Ambulance Service (SCAS) to provide a comprehensive and accurate representation of the disability landscape within the organisation.

Table 1 WDES Metrics

Metric 1	% Disabled staff in AfC pay-bands (or medical and dental subgroups and VSMs) compared with the percentage of staff in the overall workforce (for both clinical and non-clinical groups)
Metric 2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts
Metric 3	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure
Metric 4	Staff Survey Q13: % Disabled staff compared to non-disabled staff: a) experiencing harassment, bullying or abuse from different groups b) saying that the last time they experienced harassment, bullying or abuse at work they or a colleague reported it
Metric 5	Staff Survey Q14: % Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
Metric 6	Staff Survey Q11: % Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
Metric 7	Staff Survey Q5: % Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work
Metric 8	Staff Survey Q28b: % Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work
Metric 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?
Metric 10	% Difference between the organisation's Board voting membership and its organisation's overall workforce

## 2. Executive summary

A summary of the data over the last 5 years with current highlights and points are detailed in the [WDES Action Implementation Plan 2024/25](#)

### **Metric 1 Disabled staffing across the bands**

In 2024 (as of 31st March) there were 4736 staff, **8.5%** of staff declared a disability (on ESR) across all pay bands in both clinical and non-clinical (6.4% last year), this represents a steady increase over the last 5 years. 82% of staff declared that they had no disability (79.7% last year). The disability status of 9.5% of staff was unknown/undeclared.

Chart 1 Total non/disabled/unknown staff composition

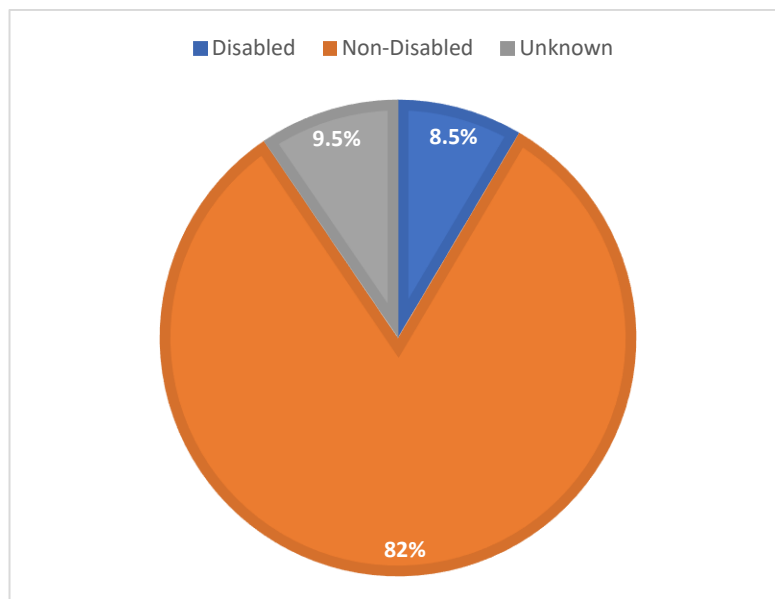
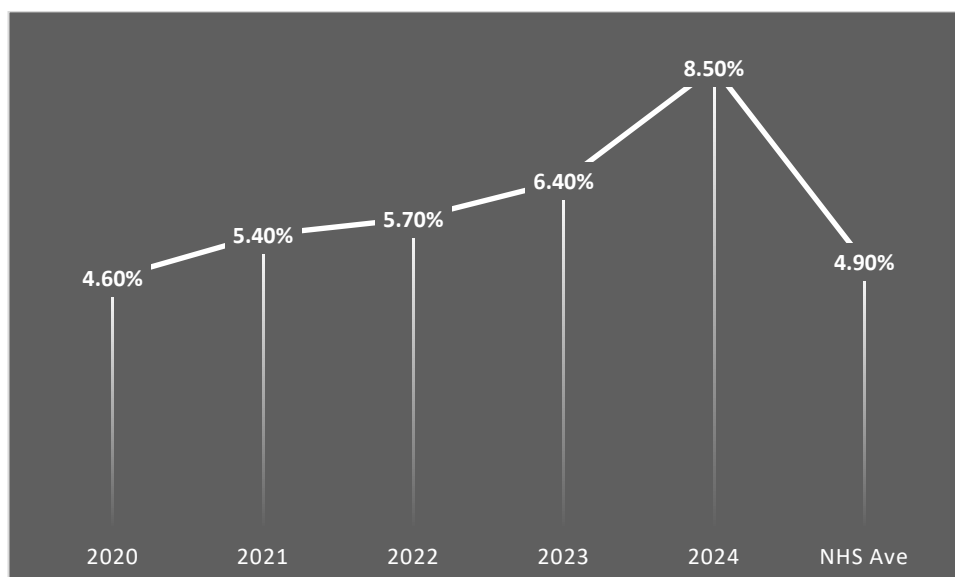


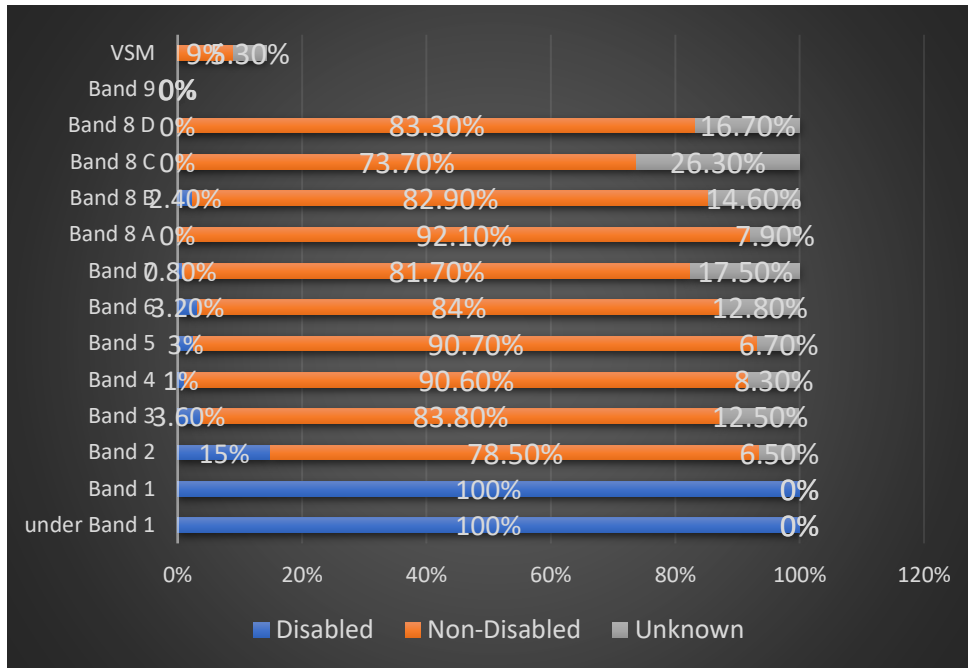
Chart 2 A 5 year view of our Disabled staff with current NHS (all Trusts) Average



The declaration rates of our staff have steadily increased, with a notable increase of 2.1% from last year to 8.5% this year. The NHS all Trust average is 4.9%. The Charts below show a breakdown of staff by their disability status if known with reference to Agenda for Change (AfC) pay bands (grading and pay system for NHS staff)

### Non-clinical staff on AfC pay bands

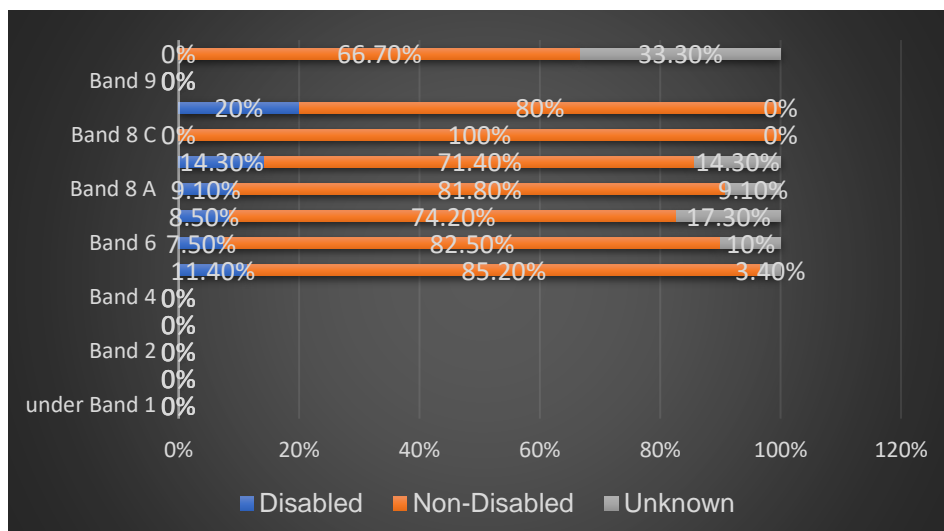
Chart 3 AfC bands: non-clinical (percentage representation)



Disabled staff were represented at 8.5% in all non-clinical AfC roles.  
 Total Non-Clinical Non-Disabled workforce = 82.2%  
 Total Non-Clinical Unknown workforce = 9.3%  
 Total headcount in non-clinical roles = 3237

### Clinical staff on AfC pay bands

Chart 4 AfC bands: Clinical (percentage representation)



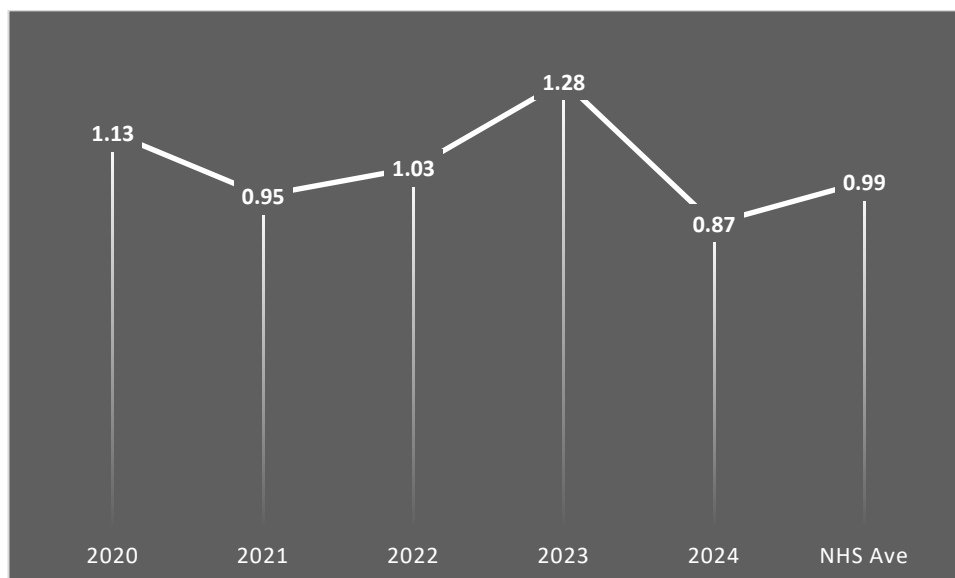
Total Clinical Disabled workforce = 8.7%  
Total Clinical Non-Disabled workforce = 81.6%  
Total Clinical Unknown workforce = 9.7%  
Total headcount =1499

- Despite the increase in the declarations rate this year we should aim to have 2% improvement over three years, showing a 0.7% improvement in 24/25, reaching 9.2% by the end of the Financial year. We should aim to further improve declaration by communicating the purpose and positive benefit of staff updating personal details on the ESR self-service portal (in partnership with DARE). For example, we could also consider removing barriers that prevent the career movement of staff by introducing 'Empowerment passport' (or similar), which is portable digital tool that allows health learners to carry their support and adjustment needs.

### **Metric 2 Appointment of Shortlisted Disabled applicants**

The relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts (at March 2024) the likelihood ratio was 0.87; lower than 1.0 (which is "equity") to a small degree. A figure below 1.00 indicates that Disabled candidates are more likely to be appointed from shortlisting.

Chart 5 likelihood of non-disabled staff compared to Disabled staff being appointed



The Chart above shows the changes over a 5 year period, the end column reflects the NHS all trusts average which is at 0.99 almost at point 1, the point of 'equity'.

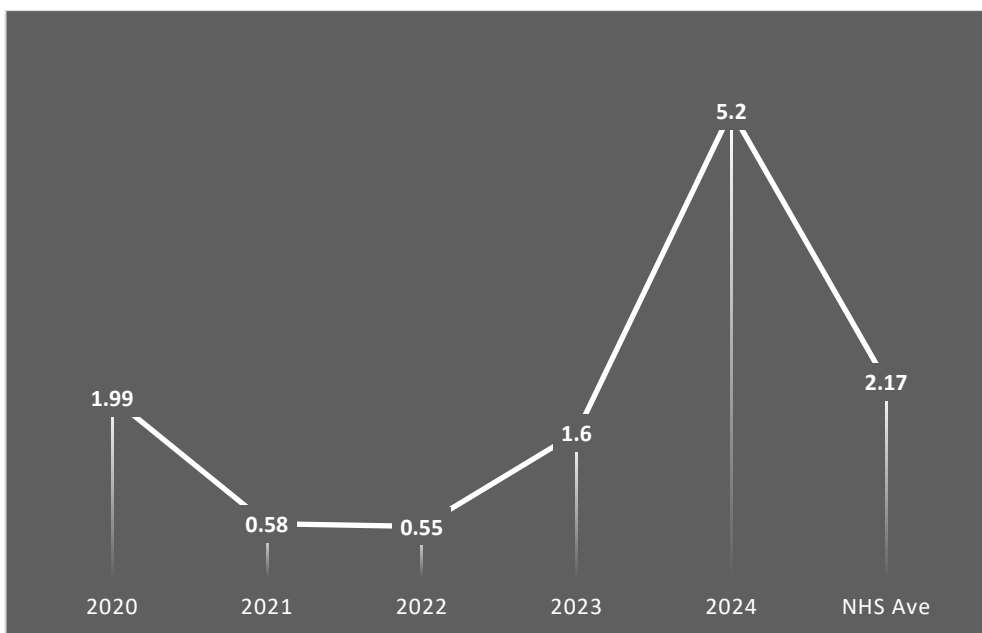
- Appointing disabled staff is not just about meeting quotas or fulfilling legal obligations; it's about fostering an inclusive environment that benefits the Trust and society as a whole. It helps to counteract bias, promote diversity, and ensure that everyone has a fair chance to succeed. We should aim to keep this positive trajectory to enable us to meet our aim of more representation of disabled staff.

### **Metric 3 Likelihood of Disabled staff entering the formal capability process**

The relative likelihood of Disabled staff entering the formal Capability process (on the grounds of performance management) compared to Non-disabled staff (at March 2024 the likelihood ratio) was 5.2; however, it was 1.60 last year.

A relative likelihood above 1 indicates that disabled staff are more likely to enter formal capability processes than non-disabled staff: a likelihood ratio of 5 indicates that disabled staff are five times as likely to enter a formal capability process compared to non-disabled staff.

Chart 6 Relative likelihood of Disabled staff entering the formal capability process compared to non-disabled staff



The Chart above shows the changes over a 5-year period, the end column reflects the NHS all trusts average which is at 2.17 which is over twice as likely to enter a formal capability process compared to non-disabled staff.

- We should create a more supportive environment that reduces the likelihood of disabled employees needing to enter the formal capability process, thereby fostering a more inclusive and productive workplace.
- The difference in numbers entering the process didn't change between 2023 and 2024 but the overall number of cases reduced which may explain the spike in the graph. We will be creating a flow chart similar to the decision tree which reminds HR, to check ESR to see if there is potentially a disability being behind capability issues and how to follow on once that information is checked. Nevertheless, to ensure that any EDI concerns identified are addressed, the Head of ED&I should be consulted on complex cases.



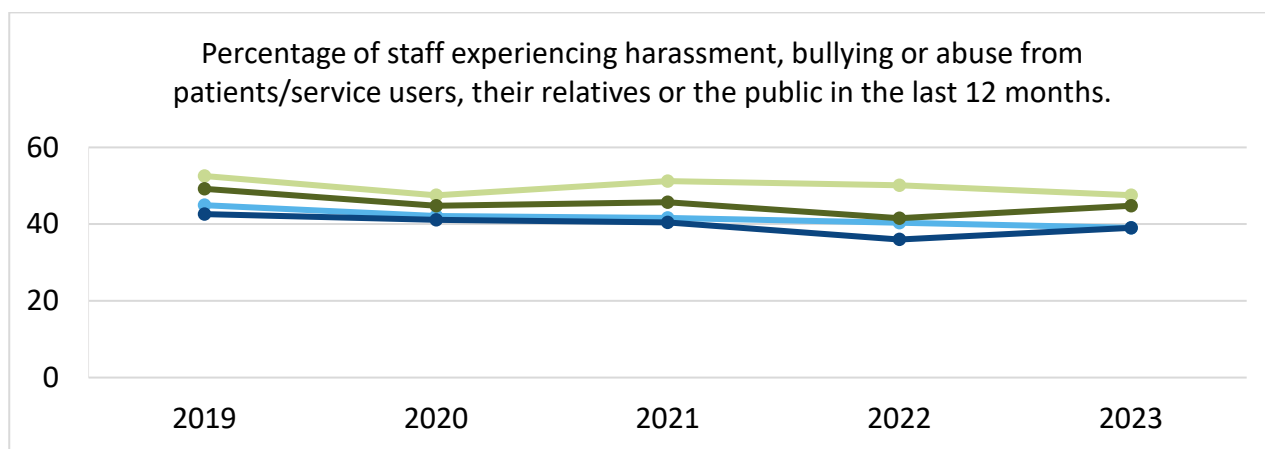
Metrics 4 to 9a relate to the 2023 NHS Staff Survey (March 2024) a year in arrears, The percentage figures are rounded up.

**Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public, managers, and colleagues**

**Metric 4 (a) Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public**

- The percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months was not as good as last year for Disabled staff (45%) than for Non-disabled staff (39%).
- The percentage of disabled staff experiencing harassment, bullying or abuse from patients, relatives, or the public for during this year’s National Staff Survey (NSS) was 45% this this is not as good as last year (42%). Comparable Ambulance Trusts average for disabled/LTC staff is 48%.

Chart 7 The percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	49.20%	44.75%	45.74%	41.54%	44.80%
Staff without a LTC or illness: Your org	42.61%	41.11%	40.40%	35.98%	39.03%

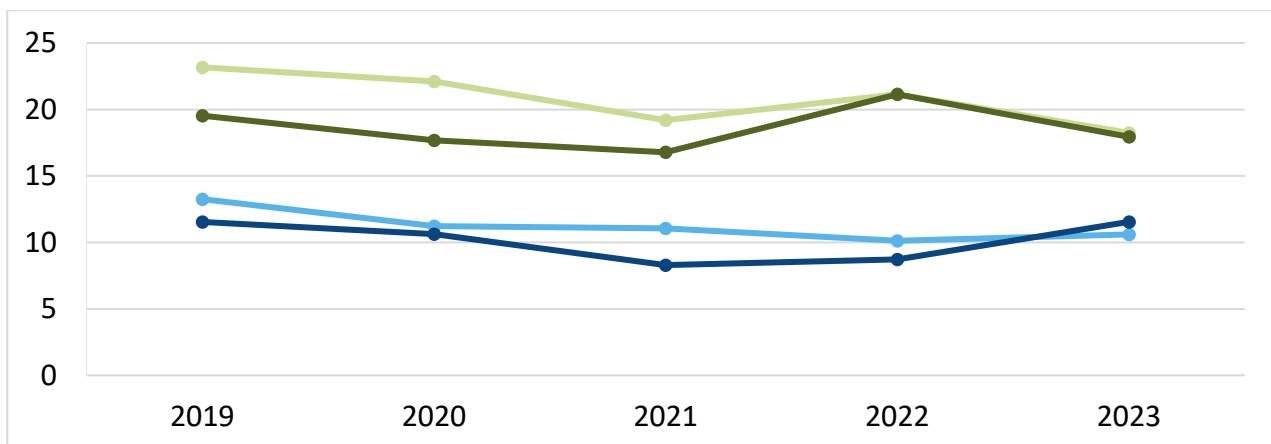
Staff with a LTC or illness: Average	52.55%	47.50%	51.25%	50.17%	47.52%
Staff without a LTC or illness: Average	44.93%	42.12%	41.58%	40.36%	39.03%

- Reducing the incidence of disabled staff experiencing harassment, bullying, and abuse (BHA) from patients and the public is crucial for creating a safe, inclusive workplace. It ensures the well-being and helps foster a respectful environment, improving job satisfaction, retention, and overall sense of 'belonging'.
- The Trust will need to raise awareness and address the safety of our disabled staff for example by presenting the figures at level 1 meetings in context alongside the checklist to create awareness and to recognise and challenge inappropriate behaviour.

#### **Metric 4 (b) Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months**

- The percentage of staff experiencing harassment, bullying or abuse from line managers in last 12 months was not as good as last year for Disabled staff (18%) than for Non-disabled staff (12%).
- The percentage of disabled staff experiencing harassment, bullying or abuse from managers was 18% comparably better than last year (21%). Comparable Ambulance Trusts average for disabled/LTC staff at 18%

Chart 8 percentage of disabled staff experiencing harassment, bullying or abuse from managers



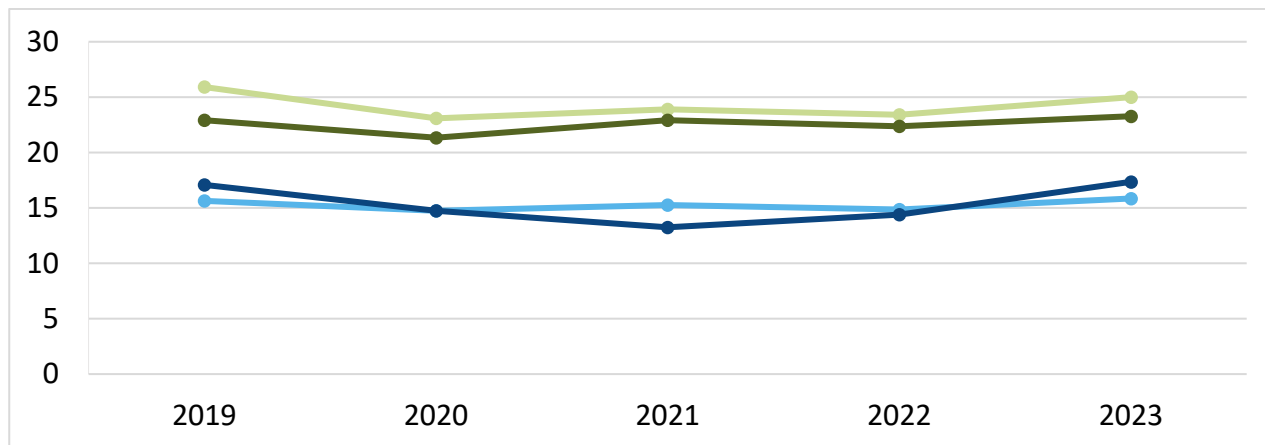
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	19.53%	17.68%	16.78%	21.14%	17.95%
Staff without a LTC or illness: Your org	11.54%	10.63%	8.29%	8.72%	11.55%
Staff with a LTC or illness: Average	23.17%	22.10%	19.20%	21.14%	18.24%
Staff without a LTC or illness: Average	13.25%	11.22%	11.06%	10.12%	10.59%

- Harassment, bullying, or abuse of disabled staff by colleagues is unacceptable, and in particular from managers as there is further impact of the regarding the 'power dynamics', reflecting a failure in upholding basic standards of respect and equality. It creates a toxic, hostile work environment, leading to disengagement, and high turnover. Such behaviour not only devalues disabled employees, eroding their confidence and sense of belonging, but also perpetuates systemic racism within the Trust.
- The Trust will be ensuring processes are transparent and set out the key routes to reporting incidents including options for anonymous reporting. To encourage a just and learning approach by building in relevant figures in the analysis into our training sessions so they are shared with and educate managers.

**Metric 4 (c) Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months**

- The percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months was not as good as last year for Disabled staff (23%) than for Non-disabled staff (17%).
- The percentage of disabled staff experiencing harassment, bullying or abuse from other colleagues was 23% which is close to but not as good as last year (22%). Comparable Ambulance Trusts average for disabled/LTC staff at 25%.

Chart 9 percentage of disabled staff experiencing harassment, bullying or abuse from other colleagues



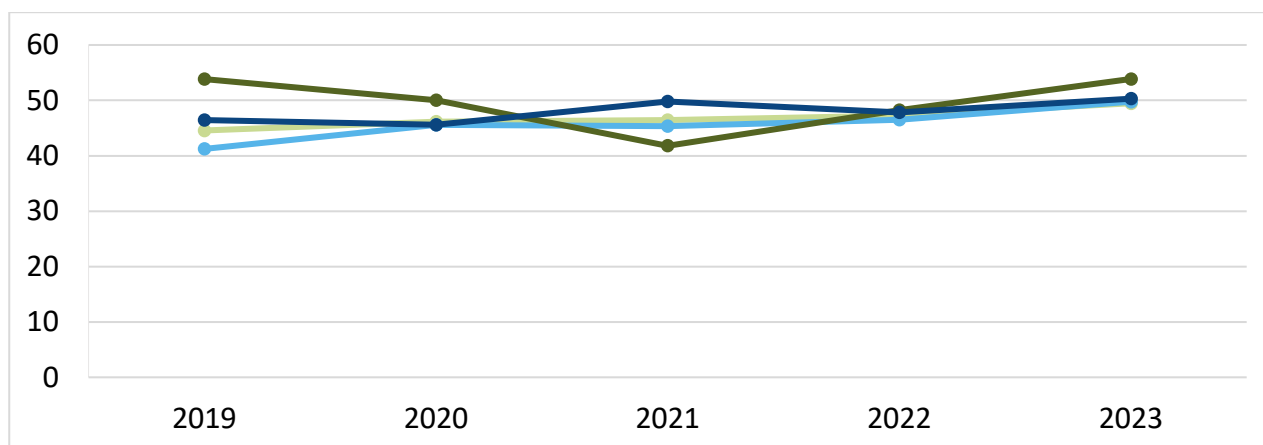
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	22.91%	21.34%	22.92%	22.38%	23.28%
Staff without a LTC or illness: Your org	17.08%	14.74%	13.25%	14.38%	17.36%
Staff with a LTC or illness: Average	25.91%	23.09%	23.90%	23.40%	25.00%
Staff without a LTC or illness: Average	15.65%	14.74%	15.25%	14.87%	15.85%

- As mentioned above Harassment, bullying, or abuse of disabled staff by colleagues is unacceptable, even if there was little change from last year. Our Disability Awareness, Representation and Equality Staff Network (DARE) will continue to gain examples and understanding on what staff experience is and be able to look at what can be done to overcome this. Additionally, training that will include micro-aggressions and lived experiences should help staff understand the impact of negative behaviour towards our disabled staff.

**Metric 4 (d) Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it**

- The percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it was comparably better for Disabled staff (54%) than for Non-disabled staff (50%).
- The percentage of disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it was 54%, comparably better than last year (48%). Comparable Ambulance Trusts average for disabled/LTC staff at 49%.

Chart 10 percentage of disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it



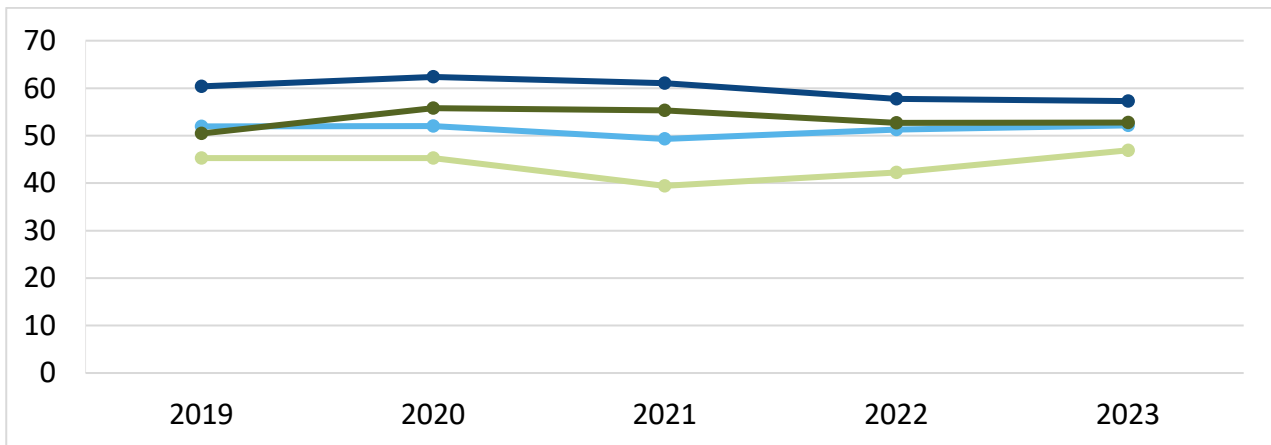
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	53.82%	50.00%	41.79%	48.24%	53.87%
Staff without a LTC or illness: Your org	46.46%	45.60%	49.79%	47.80%	50.31%
Staff with a LTC or illness: Average	44.57%	46.17%	46.43%	47.26%	49.48%
Staff without a LTC or illness: Average	41.24%	45.60%	45.34%	46.49%	49.77%

- When staff report that they or a colleague took action by reporting harassment, bullying, or abuse, it reflects a positive workplace culture. This demonstrates that employees feel empowered and supported to speak up against inappropriate behaviour, knowing that their concerns will be addressed.
- We aim to further support colleagues to ‘speak up’ or report by offering multiple reporting channels, including anonymous options or a ‘safe space’ with the DARE network, to accommodate different comfort levels and ensure confidentiality.

**Metric 5 Percentage of staff believing that Trust provides equal opportunities for career progression or promotion**

- The percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion was not as good as last year for Disabled staff (53%) than for Non-disabled staff (57%).
- The percentage of disabled staff/LTC who believe that their organisation provides equal opportunities for career progression or promotion was 53%, similar to the previous year (53%). Comparable Ambulance Trusts average for disabled/LTC staff at 47%.

Chart 11 percentage of disabled staff/LTC who believe that their organisation provides equal opportunities for career progression or promotion



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	50.44%	55.78%	55.32%	52.68%	52.77%
Staff without a LTC or illness: Your org	60.39%	62.37%	61.07%	57.76%	57.28%

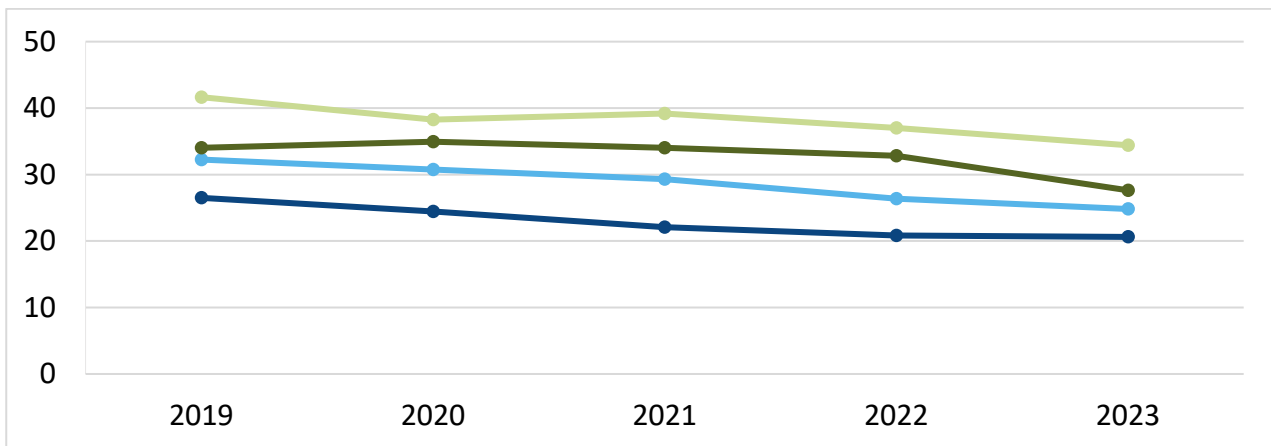
Staff with a LTC or illness: Average	45.27%	45.26%	39.42%	42.27%	46.91%
Staff without a LTC or illness: Average	51.95%	52.04%	49.30%	51.28%	52.16%

- When staff believe that everyone has equal chances for career progression or promotion, it boosts their motivation and commitment. They are more likely to work hard when they see fair opportunities for advancement. This belief encourages a diverse and inclusive workplace, where talent is recognised equally. It also helps keep skilled employees, as they feel valued and see a future with the organisation, engendering a sense of 'belonging'. Overall, this assurance in fairness creates a positive work environment, improves productivity, and enhances the Trust's reputation as a good place to work.
- Our Disability Awareness, Representation and Equality Staff Network (DARE) will work with the recruitment team to actively to promote roles within internal Staff Networks and work with the recruitment team on making interview questions more accessible. This joint work and positive action with the trusted network will provide confidence for our disabled staff to seek career progression.

**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**

- 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 not as good as last year for Disabled staff (28%) than for Non-disabled staff (21%).
- The percentage of disabled staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties was 28% comparably better than last year (33%). Comparable Ambulance Trusts average for disabled/LTC staff was 34%

Chart 12 percentage of disabled staff who have felt pressure from their manager to come to work, despite not feeling well



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	34.04%	34.94%	34.04%	32.81%	27.64%
Staff without a LTC or illness: Your org	26.50%	24.45%	22.11%	20.86%	20.62%
Staff with a LTC or illness: Average	41.64%	38.28%	39.17%	37.04%	34.41%
Staff without a LTC or illness: Average	32.26%	30.77%	29.30%	26.39%	24.82%

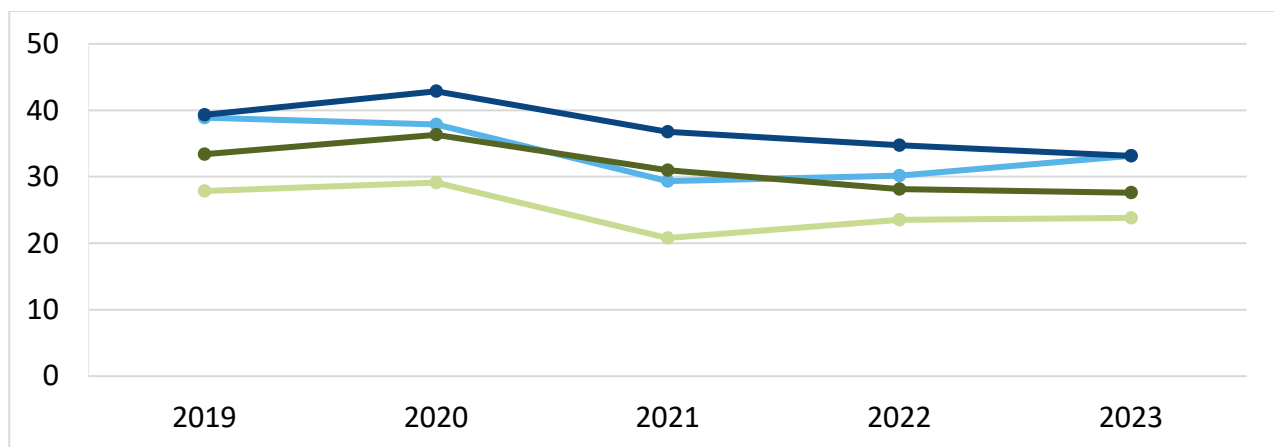
- Presenteeism, where employees work despite being unwell, is a concern for our disabled staff. It can result from fears of being seen as less capable or concerns about job security. This can lead to lower productivity, worsening health, and more stress. For disabled employees, the effects are even greater, as they may struggle without proper support. To address this, we need to create an inclusive culture, encourage open communication, and ensure that reasonable adjustments are made so disabled staff can work effectively without harming their well-being.
- To understand our disabled staff's concerns, we will be looking to investigate whether a 'reasonable adjustment' can be applied for a higher absence threshold, to help alleviate the stress and anxiety that disabled staff might feel about needing to take time off despite feeling unwell.



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

- The percentage of staff satisfied with the extent to which their organisation values their work was not as good as last year for Disabled staff (28%) than for Non-disabled staff (33%).
- The Percentage of disabled/LTC staff satisfied with the extent to which their organisation values their work was 28% similar to the previous year (28%). Comparable Ambulance Trusts average for disabled/LTC staff at 24%.

Chart 13 Percentage of disabled/LTC staff satisfied with the extent to which their organisation values their work



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	33.39%	36.31%	30.96%	28.13%	27.60%
Staff without a LTC or illness: Your org	39.29%	42.86%	36.77%	34.76%	33.14%
Staff with a LTC or illness: Average	27.84%	29.12%	20.78%	23.51%	23.83%
Staff without a LTC or illness: Average	38.89%	37.89%	29.35%	30.15%	33.14%

- Being valued is a fundamental human need, when staff have a disability, this need is amplified. This sense of being valued also fosters loyalty, reducing turnover and helping to retain top talent. Moreover, when employees believe their contributions are

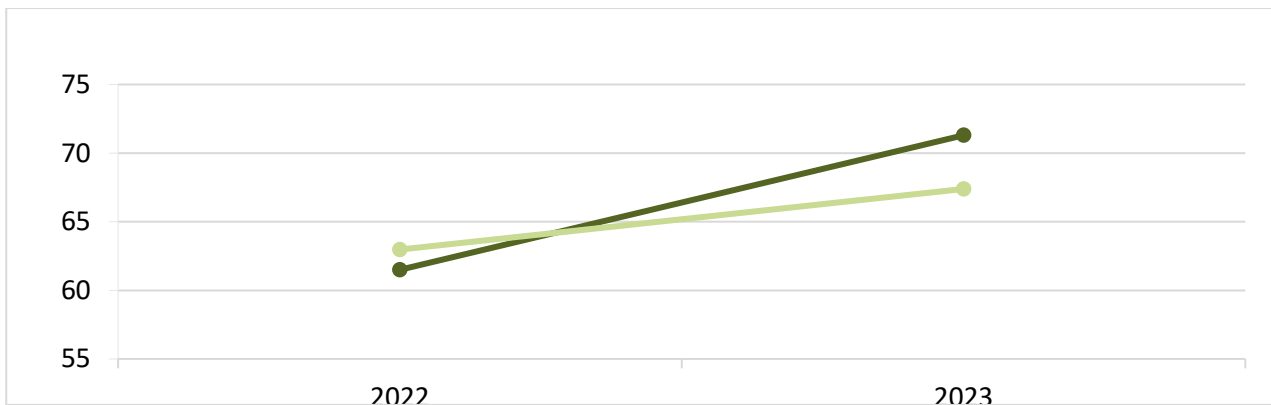
recognised and appreciated, they are more likely to be engaged, productive, and committed to their roles.

- To celebrate our disabled staff, DARE will launch a process of recognition for disabled staff and amongst other support our Health & Well-being team will continue with well-being programs that address the holistic needs of disabled employees, including physical, mental, and emotional well-being.

**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**

- Percentage of disabled staff with a long-lasting health condition/illness saying their employer has made adequate adjustment(s) to enable them to carry out their work was 71% comparably better than last year (62%). Comparable Ambulance Trusts average for disabled staff was 67%.

Chart 14 Percentage of disabled staff with a long-lasting health condition saying their employer has made adequate adjustment(s)



	2022	2023
Staff with a LTC or illness: Your org	61.50%	71.30%
Staff with a LTC or illness: Average	62.97%	67.39%

- When staff with long-term health conditions say their employer has made adequate adjustments to help them work, it shows a supportive and inclusive workplace. These adjustments, like flexible hours or modified duties, help employees do their best despite health challenges. This boosts their productivity, job satisfaction, and loyalty while reducing absenteeism. By meeting these needs, the Trust shows it values

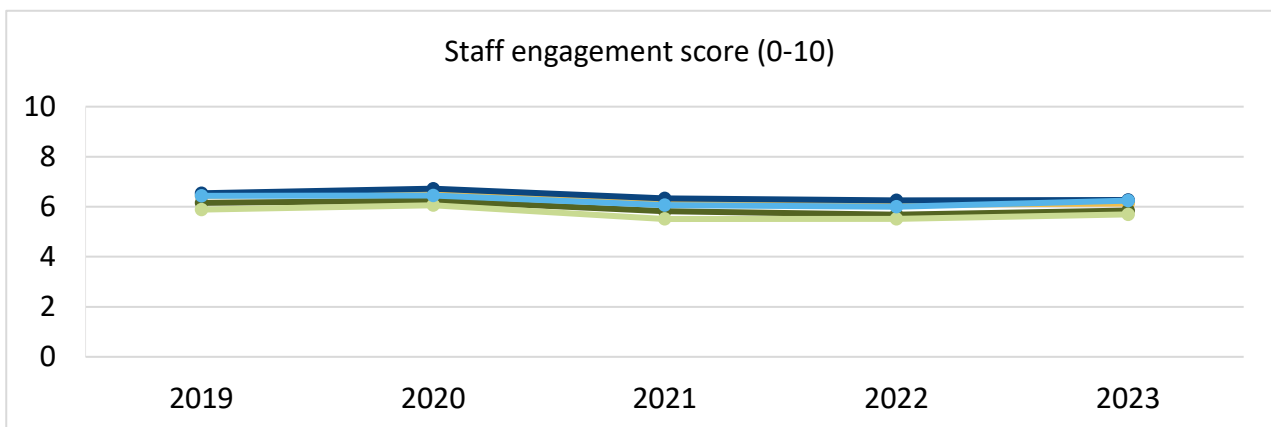
employee well-being, creating a culture of trust and respect. This benefits both employees and the Trust, leading to a more engaged and resilient workforce.

- Examples of how we can enable and enhance our disabled staff to carry out their work is through the development of a reasonable adjustments passport for staff to support with understanding and implementation of reasonable adjustments. Additionally, raise awareness about the importance of reasonable adjustments and the benefits they bring to both disabled employees and the organisation as a whole.

**Metric 9 Staff engagement score for Disabled staff compared with non-disabled staff (0-10)**

- The staff engagement score was not as good as last year for Disabled staff (5.84) than for Non-disabled staff (6.27). The Trusts average score was 6.13.
- Comparable Ambulance Trusts average score for disabled/LTC staff at 5.69

Chart 15 Staff engagement score for Disabled staff compared with non-disabled staff



	2019	2020	2021	2022	2023
Organisation average	6.44	6.59	6.17	6.08	6.13
Staff with a LTC or illness: Your org	6.15	6.24	5.83	5.68	5.84
Staff without a LTC or illness: Your org	6.53	6.72	6.34	6.25	6.27
Staff with a LTC or illness: Average	5.89	6.06	5.51	5.52	5.69

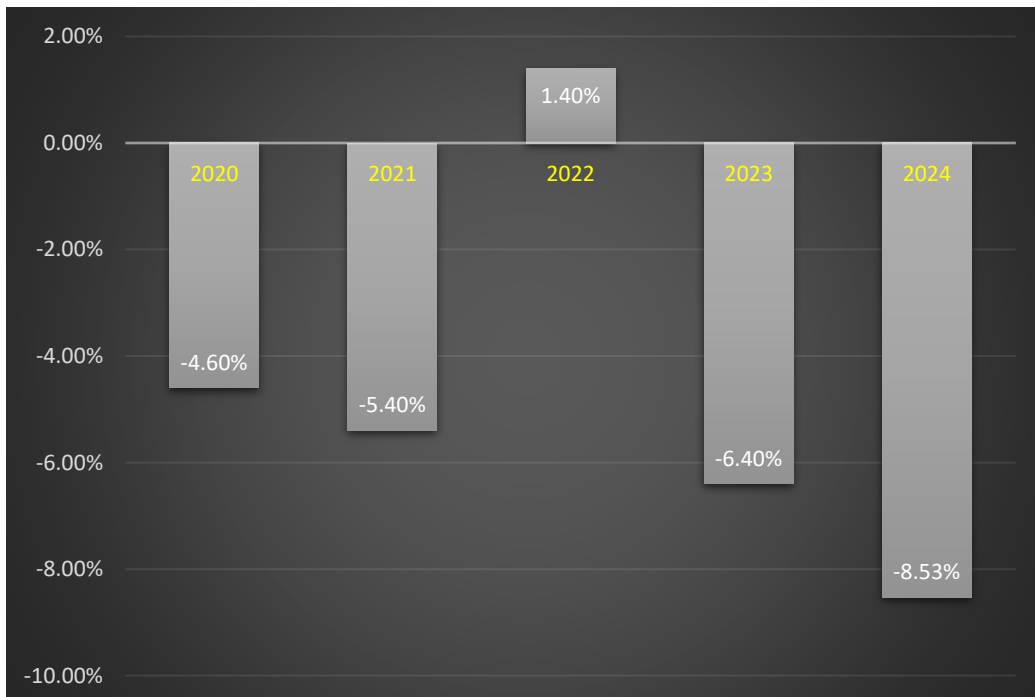
Staff without a LTC or illness: Average	6.43	6.45	6.06	6.00	6.25
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- Engaging with our disabled staff offers many benefits, including diverse perspectives and talents that enrich the workplace. It creates a more inclusive environment where everyone feels valued. By involving disabled employees in decision-making, we can identify and remove barriers, improving accessibility and job satisfaction.
- To genuinely engage we need to acknowledge and appreciate the contributions of disabled employees and to educate all of our staff in the now mandatory Oliver Mcgowan training.

**Metric 10 Disabled (voting) board membership**

In March 2024, the difference between Disabled representation on the board and in the workforce was -8.53%. Disabled members were underrepresented on the board by one member in terms of headcount.

Chart 16 Difference % (Total Board - Overall workforce)



- Having disabled representation on the Board enhances diversity, brings valuable perspectives, and ensures that the needs of disabled employees are considered in decision-making. It fosters inclusivity and demonstrates a commitment to equal

opportunities, ultimately leading to more informed and equitable policies and a stronger organisational culture.

- We need to consider that although the number of voting Board members is small in comparison with the overall staff population, the impact disability being represented at that level would be huge.

### 3. WDES progress in 2023/2024

We continue to implement and monitor the WDES action plans and have implemented our ED&I strategy which includes our statutory required Equality Objectives. We also published our Annual Public Sector Equality Duty (PSED) report and provide a six-month update of our WDES to the Executive and Board. As part of the CQC inspection a portfolio of evidence was provided with the Head of ED&I interviewed for the 'Well-led' their criteria.

The metrics we need to progress on in the following year are:

- The relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting and will be addressed in the Action implementation plans ([metric 2](#))
- The percentage of disabled staff experiencing harassment, bullying or abuse from managers continues to grow and will be addressed in the Action implementation plan ([metric 4](#)). There was also a slight increase in negative behaviours from colleagues that will require monitoring.
- Percentage of disabled staff/LTC who believe that their organisation provides equal opportunities for career progression or promotion. Addressed in the Action implementation plan ([metric 5](#))
- The Percentage of disabled/LTC staff satisfied with the extent to which their organisation values their work. Addressed in the Action implementation plan ([metric 7](#))
- Percentage of disabled staff with a long-lasting health condition/illness saying their employer has made adequate adjustment(s) to enable them to carry out their work. Addressed in the Action implementation plan ([metric 8](#))
- To better engage with Disabled staff. Addressed in the Action implementation plan

We have made progress and are doing better than the comparable Ambulance Trusts on most metrics.

Our key achievements of note over the year have been:

- We have re-launched and re-branded our Disability Network, now called DARE (Disability Awareness, Recognition and Equality Staff Network)
- All Board members now have their own Equality Objectives that will be reviewed annually as part of the NHSE EDI Implementation plan (high impact action).
- We have had a consistent increase in the number of staff declaring a disability or Long Term Health Condition (LTHC) ([metric 1](#))
- We have added capacity to Freedom to speak up team to further ensure a targeted approach and support mechanism for disabled staff ([metric 4](#))

- The percentage of disabled staff experiencing harassment, bullying or abuse from patients, relatives, or the public for during this year's National Staff Survey (NSS) was 41.5% a drop from the previous year (45.7%). We are also better than the comparable Ambulance Trusts average for disabled/LTC staff at 50.2%. ([metric 4a](#))
- Added fields to enable monitoring all Protected Characteristics on DATIX
- The percentage of disabled staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties was 32.8% a drop from the previous year (34.0%). We are better than the comparable Ambulance Trusts average for disabled/LTC staff was 37% ([metric 6](#))
- Create Board Champions that are aligned to the Protected Characteristic and be ambassadors for the Staff Networks ([metric 10](#))
- We redesigned published documents to meet the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018

#### 4. Conclusion and next steps

The action and interventions identified in this report are both behavioural and structural and form part of a significant culture change programme which takes time, energy, and leadership. Nevertheless, the report indicates that although we have a long way to go in implementing and embedding the plan, we are making steady progress in relation to comparable Ambulance Trusts.

Next steps:

Over next twelve months, will focus on the following key actions:

- Create a more supportive environment that reduces the likelihood of disabled employees needing to enter the formal capability process.
- Raise awareness regarding BHA and address the safety of our disabled staff from patients and the public.
- Our Disability Awareness, Representation and Equality Staff Network (DARE) will continue to gain examples and understanding on what staff experience is and be able to look at what can be done to overcome this.
- Training that will include micro-aggressions and lived experiences should help staff understand the impact of negative behaviour towards our disabled staff.
- Ensuring processes are transparent and set out the key routes to reporting incidents including options for anonymous reporting
- To provide equal opportunities and career progression, DARE will work with the recruitment team to actively to promote roles within internal Staff Networks and work with the recruitment team on making interview questions more accessible.
- To reduce presenteeism we will investigate whether a 'reasonable adjustment' can be applied for a higher absence threshold, to help alleviate the stress and anxiety that disabled staff might feel about needing to take time off despite feeling unwell.
- To genuinely engage, acknowledge and appreciate the contributions of disabled employees and to educate all of our staff in the now mandatory Oliver McGowan training.

- Provide development to the Board on their ED&I responsibilities through the NHSE EDI improvement plan.
- Ensure we meet the NHSE Equality Implementation plans and use the High Impact Actions (HIA) to renew our ED&I strategy and Equality objectives with the WDES informing and evidencing progress
- Continue to strengthen the support and development to the Networks Board Executive Sponsors.
- To monitor disability in the recruitment process and deep dive into data to assess any patterns of bias

This (WDES) report has also given us the opportunity to self-reflect and go beyond 'business as usual'. We will be delivering our next steps through [Action implementation plan](#) and will include ongoing reviews of actions mentioned in this report.

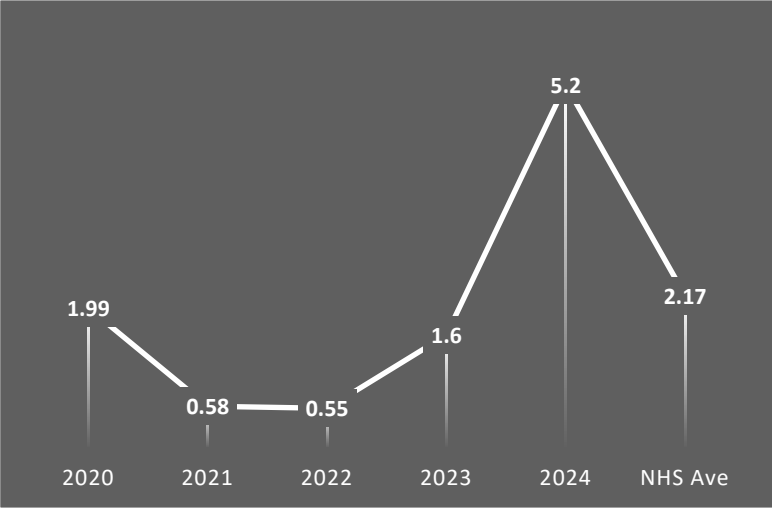
## WDES Action Implementation Plan 2024/25

		2020	2021	2022	2023	2024	Trends		Comment/Observations	
Disabled workforce		4.6%	5.4%	5.7%	6.4%	8.5%	<p>■ Disabled ■ Non-Disabled ■ Unknown</p>		<p>8.5% of staff declared a disability across the Trust this represents the largest increase (2.1% from last year) over the last 5 years. The NHS all Trust average is 4.9%, we 3.6% over the NHS all Trusts average</p> <p>Non-Clinical Disabled workforce = 8.5%</p> <p>Non-Clinical Non-Disabled workforce = 82.2%</p> <p>Non-Clinical Unknown workforce = 9.3%</p> <p>Total Non-Clinical headcount = 3237</p> <p>Clinical Disabled workforce = 8.7%</p> <p>Clinical Non-Disabled workforce = 81.6%</p> <p>Clinical Unknown workforce = 9.7%</p> <p>Total Clinical headcount = 1499</p>	
Metric 1 Disabled staffing across the bands							<p>4.60% 5.40% 5.70% 6.40% 8.50% 4.90%</p> <p>2020 2021 2022 2023 2024 NHS Ave</p>			
Metric	Objective	Action/s					Timescales	Lead/s		
1	To improve disability declaration rates by a 2% improvement over three years, showing a 0.7% improvement in 24/25, reaching 9.2% by	<ul style="list-style-type: none"> <li>Communicate purpose and positive benefit of staff updating personal details on the ESR self-service portal. Through 'Good Start' session, ESPM, HWB conversations, Disability Awareness month.</li> <li>DARE network to champion ESR declarations through communications via Viva and Intranet, including video instructions.</li> </ul>					On-going	Head of ED&I		
							March 2025	DARE		



	<b>the end of the Financial year.</b>			<ul style="list-style-type: none"> <li>Extra promotion during UK Disability History Month 16/11/24 – 16/12/24</li> </ul>																	
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>																
Metric 2 Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting	1.13	0.95	1.03	1.28	0.87	<table border="1"> <caption>Relative likelihood of Disabled candidates being appointed from shortlisting</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>1.13</td> </tr> <tr> <td>2021</td> <td>0.95</td> </tr> <tr> <td>2022</td> <td>1.03</td> </tr> <tr> <td>2023</td> <td>1.28</td> </tr> <tr> <td>2024</td> <td>0.87</td> </tr> <tr> <td>NHS Ave</td> <td>0.99</td> </tr> </tbody> </table>	Year	Value	2020	1.13	2021	0.95	2022	1.03	2023	1.28	2024	0.87	NHS Ave	0.99	<p><b>Disabled candidates are more likely to be appointed from shortlisting. 0.87</b> represents the largest number of Disabled people appointed over the last 5 years</p> <p>A figure below 1.00 indicates that Disabled candidates are more likely to be appointed from shortlisting.</p>
Year	Value																				
2020	1.13																				
2021	0.95																				
2022	1.03																				
2023	1.28																				
2024	0.87																				
NHS Ave	0.99																				
<b>Metric</b>	<b>Objective</b>			<b>Action/s</b>		<b>Timescales</b>	<b>Lead/s</b>														
<b>2</b>	<b>To ensure equitable number of disabled candidates to be successfully recruited</b>			<p>el should have undertaken Recruitment Skills Training within the previous 3</p> <p>gement, evidence of understanding and behaving inclusively should be an job's person specification.</p> <p>m our Networking Groups to be trained on recruitment best practice and panels ensuring interviews questions are fair and balanced.</p> <p>with organisations, universities, and professional networks that support y promote job openings.</p> <p>romote our roles to those who struggle to gain employment due to their</p>		<p>Quarterly reviews</p> <p>Continually</p> <p>December 2024</p> <p>Ongoing When recruiting in</p>	<p>Recruitment</p> <p>Recruitment</p> <p>Recruitment</p> <p>Recruitment Digital and</p>														

		<p>ask staff to be our case studies for these celebrations.</p> <ul style="list-style-type: none"> <li>• 5 members of the DARE network to have completed the Recruitment Skills Training to be able to support at interviews to help promote diversity and support interview panel.</li> <li>• Work with recruitment on process for how this will happen and remuneration for staff who support this process.</li> <li>• DARE to work with recruitment team on making interview questions more accessible.</li> </ul>	<p>the local areas</p> <p>As per attraction planner</p> <p>March 2025</p> <p>March 2025</p>	<p>Engagement Team</p> <p>DARE Recruitment</p> <p>DARE Recruitment</p>
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	2020	2021	2022	2023	2024		
Metric 3 Likelihood of Disabled staff entering the formal capability process	1.99	0.58	0.55	1.6	5.2	 <p>A line chart with a dark grey background and white lines and text. The x-axis labels are 2020, 2021, 2022, 2023, 2024, and NHS Ave. The y-axis represents the likelihood ratio. The data points are: 2020 (1.99), 2021 (0.58), 2022 (0.55), 2023 (1.6), 2024 (5.2), and NHS Ave (2.17). The lines connect the points in chronological order, showing a significant peak in 2024.</p>	<p>A relative likelihood above 1 indicates that disabled staff are more likely to enter formal capability processes than non-disabled staff: a likelihood ratio of <b>5.2</b> indicates that disabled staff are over five times as likely to enter a formal capability process compared to non-disabled staff.</p>

Metric	Objective	Action/s				Timescales	Lead/s	
3	To monitor the number disabled staff in the capability process	<ul style="list-style-type: none"> <li>HR should be consulted during the capability hearing and dismissal process to ensure that EDI concerns have been identified and addressed and to provide guidance and expertise on EDI matters, including reasonable adjustments that could be made to retain the staff member if relevant. The Head of ED&amp;I should be consulted on complex cases only. (BDO Audit)</li> <li>Create a flow chart similar to the decision tree which reminds us (HR), to check ESR to see if there is potentially a disability being behind capability issues and how to follow on once that information is checked.</li> <li>Ensure employee's needs are discussed prior to reaching formal capability stage and implement reasonable adjustments in informal stage prior to progressing to formal stage.</li> <li>Development of a reasonable adjustments passport for staff to support with understanding and implementation of reasonable adjustments before reaching capability stage.</li> </ul>				<p>September 2024</p> <p>September 2024</p> <p>August 2024</p> <p>March 2025</p>	<p>HR</p> <p>HR</p> <p>HR</p> <p>HR EDI DARE</p>	

Metrics 4– 9 taken from Staff Survey 2023 (published March 2024)

	2019	2020	2021	2022	2023	Trends	Comment														
Metric 4 (a) Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public	49.2 %	44.70 %	45.70 %	41.50 %	44.80 %	<table border="1"> <caption>Trends Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>49.20%</td> </tr> <tr> <td>2020</td> <td>44.70%</td> </tr> <tr> <td>2021</td> <td>45.70%</td> </tr> <tr> <td>2022</td> <td>41.50%</td> </tr> <tr> <td>2023</td> <td>44.80%</td> </tr> <tr> <td>NHS Ave</td> <td>47.52%</td> </tr> </tbody> </table>	Year	Percentage	2019	49.20%	2020	44.70%	2021	45.70%	2022	41.50%	2023	44.80%	NHS Ave	47.52%	<p>We are <b>not as good as last year.</b></p> <p><b>Comparable Ambulance Trusts</b> average for disabled/LTC staff is 47.52%.</p>
Year	Percentage																				
2019	49.20%																				
2020	44.70%																				
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2023	44.80%																				
NHS Ave	47.52%																				
Metric	Objective		Action/s			Timescales	Lead/s														
4a	<p><b>To reduce the incidence of harassment, bullying or abuse from patients, relatives, or the public</b></p>		<ul style="list-style-type: none"> <li>Promote harassment checklist/sexual safety toolkit to managers &amp; team leads</li> <li>Ensuring processes are transparent, and set out the key routes to reporting incidents including options for anonymous reporting</li> <li>Promotion of the harassment checklist/sexual safety checklist by HRAs at level 1 meetings – for harassment on any grounds.</li> <li>Build in relevant figures in the analysis into our training sessions so they are shared with and educate managers attending training.</li> <li>Present the figures at level 1 meetings in context alongside the checklist to create awareness and to recognise and challenge inappropriate behaviour.</li> </ul>			<p>December 2024</p> <p>On-going</p> <p>December 2024</p> <p>December 2024</p> <p>December 2024</p>	<p>FTSU</p> <p>FTSU</p> <p>HR</p> <p>HR</p> <p>HR</p>														

		<ul style="list-style-type: none"> <li>• Devise incident reporting campaign to encourage staff to report all incidents, near misses or issues of concern placing an emphasis on the reporting of harassment, bullying, discrimination. Staff should also be able to report these anonymously.</li> <li>• Publicise the importance of reporting incidents by having articles in Staff Matters related to the various 'Awareness months' e.g. Black History month; LGBTQ+ month; Disability Awareness month, etc.</li> <li>• We include a section in the Incidents report to the HSRG on incidents involving staff with protective characteristics – this is being developed to include the category of incidents (such as bullying, harassment, etc.) so that we can identify how many of these incidents involve staff who have protected characteristics</li> <li>• Ensure the information in this report is also provided to the Violence, Prevention and Reduction group (from August 2024) onwards; and the Health &amp; Wellbeing Group; and Equality Diversity &amp; Inclusion (ED&amp;I) Steering Group.</li> <li>• Report a dashboard for the identification of staff with protected characteristics reporting incidents to the ED&amp;I Steering group</li> <li>• DARE to explore public campaign with SCAS communications team and AACE Disability Network to look at decreasing abuse.</li> </ul>	<p>December 2024</p> <p>On-going</p> <p>On-going</p> <p>August 2024</p> <p>Qrtly</p> <p>November 2024</p>	<p>Head of Risk and Security</p> <p>Head of Risk and Security</p> <p>Head of Risk and Security</p> <p>Head of Risk and Security</p> <p>Head of Risk and Security</p> <p>DARE Communications team</p>
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	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>																	
Metric 4 (b) Percentage of disabled staff experiencing harassment, bullying or abuse from managers	19.53 %	17.68 %	16.78 %	21.14 %	17.95 %	<table border="1"> <caption>Percentage of disabled staff experiencing harassment, bullying or abuse from managers</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>19.53%</td> </tr> <tr> <td>2020</td> <td>17.68%</td> </tr> <tr> <td>2021</td> <td>16.78%</td> </tr> <tr> <td>2022</td> <td>21.14%</td> </tr> <tr> <td>2023</td> <td>17.95%</td> </tr> <tr> <td>NHS Ave</td> <td>18.24%</td> </tr> </tbody> </table>	Year	Percentage	2019	19.53%	2020	17.68%	2021	16.78%	2022	21.14%	2023	17.95%	NHS Ave	18.24%	<p>We are comparably <b>better than last year.</b></p> <p><b>Comparable Ambulance Trusts</b> average for disabled/LTC staff is 18.24%</p>	
Year	Percentage																					
2019	19.53%																					
2020	17.68%																					
2021	16.78%																					
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2023	17.95%																					
NHS Ave	18.24%																					
<b>Metric</b>	<b>Objective</b>		<b>Action/s</b>				<b>Timescales</b>	<b>Lead/s</b>														

<p><b>4b</b></p>	<p><b>To reduce the incidence of harassment, bullying or abuse from Managers</b></p>	<ul style="list-style-type: none"> <li>• We will continue to roll out conscious bias as a section with the collation of facts training (delivering since January 2023)</li> <li>• Promotion of the harassment checklist/sexual safety checklist by HRAs at level 1 meetings – for harassment on any grounds.</li> <li>• Promotion of reasonable adjustments at level 1 meetings.</li> <li>• Implement the work from our People Promise and bring managers, FTSU and HR together to discuss roles within processes and how we can use the various routes to highlight issues to benefit all staff.</li> <li>• Training for the HR Operations Team regarding micro-aggressions with lived experiences from people who have been on the receiving end of this.</li> <li>• Look to Coproduce ESPM module with on reasonable adjustments (following from disability in the workplace policy and learning disability and neurodiversity policy)</li> </ul>	<p>On-going</p> <p>December 2024</p> <p>December 2024</p> <p>December 2024</p> <p>December 2024</p> <p>January 2025</p>	<p>HR</p> <p>HR</p> <p>HR</p> <p>HR</p> <p>FTSU Team/ Head of ED&amp;I</p> <p>OD EDI DARE</p>
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	2019	2020	2021	2022	2023																
<p>Metric 4 (c) Percentage of disabled staff experiencing harassment, bullying or abuse from other colleagues</p>	<p>22.91 %</p>	<p>21.34 %</p>	<p>22.92 %</p>	<p>22.38 %</p>	<p>23.28 %</p>	<table border="1"> <caption>Percentage of disabled staff experiencing harassment, bullying or abuse from other colleagues</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>22.91%</td> </tr> <tr> <td>2020</td> <td>21.34%</td> </tr> <tr> <td>2021</td> <td>22.92%</td> </tr> <tr> <td>2022</td> <td>22.38%</td> </tr> <tr> <td>2023</td> <td>23.28%</td> </tr> <tr> <td>NHS Ave</td> <td>24.80%</td> </tr> </tbody> </table>	Year	Percentage	2019	22.91%	2020	21.34%	2021	22.92%	2022	22.38%	2023	23.28%	NHS Ave	24.80%	<p>We are <b>not better</b> than last year.</p> <p><b>Comparable Ambulance Trusts</b> average for disabled/LTC staff is 24.80%.</p>
Year	Percentage																				
2019	22.91%																				
2020	21.34%																				
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2023	23.28%																				
NHS Ave	24.80%																				

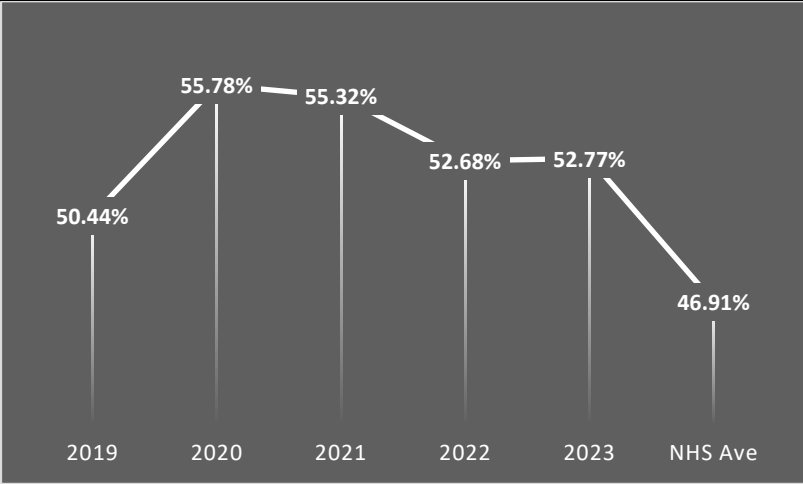


Metric	Objective	Action/s				Timescales	Lead/s

<b>4c</b>	<b>To reduce the incidence of harassment, bullying or abuse from other colleagues</b>	<ul style="list-style-type: none"> <li>• We will continue to roll out conscious bias as a section with the collation of facts training (delivering since January 2023)</li> <li>• Promotion of the harassment checklist/sexual safety checklist by HRAs at level 1 meetings – for harassment on any grounds.</li> <li>• Promotion of reasonable adjustments at level 1 meetings.</li> <li>• Implement the work from our People Promise and bring managers, FTSU and HR together to discuss roles within processes and how we can use the various routes to highlight issues to benefit all staff.</li> <li>• Training for the HR Operations Team regarding micro-aggressions with lived experiences from people who have been on the receiving end of this. Build in some of the figures in the analysis into the training</li> <li>• DARE to continue to gain examples and understanding on what staff experience to be able to look at what can overcome this.</li> <li>• All level 1 team meetings to have had a talk on reasonable adjustments.</li> </ul>	On-going	HR	
			December 2024	HR	
			December 2024	HR	
			December 2024	HR	
			December 2024	FTSU Team/ Head of ED&I	
			Ongoing March 2025	DARE HR Head of ED&I DARE Learning Disability Specialist	
<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	



Metric 5 Percentage of disabled staff/LTC who believe that their organisation provides equal opportunities for career progression or promotion	50.4 %	55.8 %	55.3 %	52.6 %	52.7 %
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We are **similar** to last year.  
**Comparable Ambulance Trusts** average for disabled/LTC staff is 46.91%.

Metric	Objective	Action/s			Timescales	Lead/s
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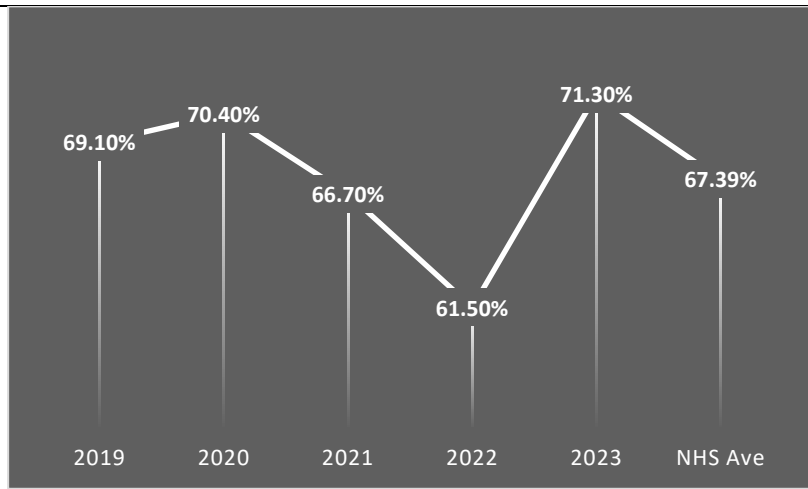
5	<b>To maintain in providing equal opportunities</b>	<p>At least one member of the panel should have undertaken Recruitment Skills Training within the previous 3 year period.</p> <p>For any role that involves management, evidence of understanding and behaving inclusively should be an essential competency within the job's person specification.</p> <p>EDI Recruitment Champions from our Networking Groups to be trained on recruitment best practice and positive action to then assist on panels ensuring interviews questions are fair and balanced.</p> <p>Targeted Recruitment: Partner with organisations, universities, and professional networks that support Disabled communities to actively promote job openings.</p> <p>Work with local job centres to promote our roles to those who struggle to gain employment due to their disability.</p> <ul style="list-style-type: none"> <li>Promote celebrated days and ask staff to be our case studies for these celebrations.</li> <li>DARE to continue to gain examples and understanding on why staff feel there is an issue with career progression for those with disabilities and what might help overcome this.</li> </ul>	Quarterly reviews	Recruitment	
			Continually	Recruitment	
			December 2024	Recruitment	
			Ongoing		
			When recruiting in the local areas	Recruitment Digital and Engagement Team	
			As per attraction planner		
			Ongoing	DARE	
	2019	2020	2021	2022	2023

Metric 6 Percentage of disabled staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	34.0 %	34.9 %	34.0 %	32.8 %	27.6 %	<p>A bar chart with a dark grey background and white bars. The x-axis labels are 2019, 2020, 2021, 2022, 2023, and NHS Ave. The y-axis represents percentages. The bars are connected by a thin white line. The values are: 2019 (34.04%), 2020 (34.94%), 2021 (34.04%), 2022 (32.81%), 2023 (27.64%), and NHS Ave (34.41%).</p>	<p>We are comparably <b>better</b> than last year.</p> <p><b>Comparable Ambulance Trusts</b> average for disabled/LTC staff is 34.41%</p>
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Metric	Objective	Action/s	Timescales	Lead/s			
6	To reduce disabled staff 'presenteeism'	<ul style="list-style-type: none"> <li>Investigate whether a 'reasonable adjustment' can be applied for a higher absence threshold, to help alleviate the stress and anxiety that disabled staff might feel about needing to take time off despite feeling unwell</li> <li>Initiate discussions around use of the sickness policy for staff with disabilities and whether fit for purpose.</li> </ul>	<p>February 2025</p> <p>March 2025</p>	<p>HR</p> <p>EDI HR DARE</p>			
	2019	2020	2021	2022	2023		

Metric 7 Percentage of disabled staff satisfied with the extent to which their organisation values their work	33.4 %	36.3 %	30.9 %	28.1 %	27.6 %	<table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>33.39%</td> </tr> <tr> <td>2020</td> <td>36.31%</td> </tr> <tr> <td>2021</td> <td>30.96%</td> </tr> <tr> <td>2022</td> <td>28.13%</td> </tr> <tr> <td>2023</td> <td>27.60%</td> </tr> <tr> <td>NHS Ave</td> <td>23.83%</td> </tr> </tbody> </table>	Year	Percentage	2019	33.39%	2020	36.31%	2021	30.96%	2022	28.13%	2023	27.60%	NHS Ave	23.83%	<p>We are <b>similar</b> to last year.</p> <p><b>Comparable Ambulance Trusts</b> average for disabled/LTC staff is 23.83%.</p>	
Year	Percentage																					
2019	33.39%																					
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2022	28.13%																					
2023	27.60%																					
NHS Ave	23.83%																					
Metric	Objective		Action/s			Timescales	Lead/s															
7	<b>To improve disabled staff satisfaction rates and their work</b>		<ul style="list-style-type: none"> <li>Continue with well-being programs that address the holistic needs of disabled employees, including physical, mental, and emotional well-being.</li> <li>Provide access to mental health resources, counselling services, and employee assistance programs to support the mental health of disabled staff.</li> <li>DARE to launch a process of recognition for staff</li> </ul>			<p>On-going</p> <p>On-going</p> <p>December 2024</p>	<p>HWB</p> <p>HWB</p> <p>DARE</p>															
	2019	2020	2021	2022	2023																	

Metric 8 Percentage of disabled staff with a long-lasting health condition/illness saying their employer has made adequate adjustment(s) to enable them to carry out their work	69.1 %	70.4 %	66.7 %	61.5 %	71.3 %
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We are **better** than last year.  
**Comparable Ambulance Trusts** average for disabled staff is 67.39%.

Metric	Objective	Action/s				Timescales	Lead/s
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8	<p><b>To embed our responsibility to making reasonable adjustment</b></p>	<ul style="list-style-type: none"> <li>• Implement the 'Disability in Employment 'policy</li> <li>• Implement the Learning Disability and Neurodiversity Policy</li> <li>• Development of a reasonable adjustments passport for staff to support with understanding and implementation of reasonable adjustments.</li> <li>• Raise awareness about the importance of reasonable adjustments and the benefits they bring to both disabled employees and the organisation as a whole.</li> <li>• Educate managers to move away from people needing a diagnosis especially for neuro diverse conditions where it is very difficult to gain a diagnosis, if people are presenting with a disability, we need to explore adjustments regardless - working groups with HR, OH, Disability Specialist and Management leads to discuss and agree best approach.</li> </ul>	<p>December 2024 September 2025  March 2025   On-going   Feb 2025</p>	<p>Head of ED&amp;I  DARE  HR Head of EDI DARE Head of EDI  DARE Learning Disabilities Specialist (LDS) HR, OH, Head of EDI Learning Disabilities Specialist</p>				
		2019	2020	2021	2022	2023		

Metric 9 Staff engagement score for Disabled staff compared with non-disabled staff (0-10)	6.44	6.59	6.17	6.08	6.13	<table border="1"> <caption>Staff Engagement Scores</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>6.44</td> </tr> <tr> <td>2020</td> <td>6.59</td> </tr> <tr> <td>2021</td> <td>6.17</td> </tr> <tr> <td>2022</td> <td>6.08</td> </tr> <tr> <td>2023</td> <td>6.13</td> </tr> <tr> <td>NHS Ave</td> <td>5.69</td> </tr> </tbody> </table>	Year	Score	2019	6.44	2020	6.59	2021	6.17	2022	6.08	2023	6.13	NHS Ave	5.69	<p>We are comparably <b>better</b> than last year.</p> <p><b>Comparable Ambulance Trusts</b> average score for disabled/LTC staff is 5.69</p>	
Year	Score																					
2019	6.44																					
2020	6.59																					
2021	6.17																					
2022	6.08																					
2023	6.13																					
NHS Ave	5.69																					
Metric	Objective		Action/s			Timescales	Lead/s															
9	To better engage with Disabled staff		<ul style="list-style-type: none"> <li>Employee Involvement: Involve disabled staff in decision-making and forums.</li> <li>Training and all staff undergo Oliver McGowan training.</li> <li>Recognition: Acknowledge and appreciate the contributions of disabled employees</li> </ul>			February 2025  On-going  December 2024	HR DARE  Education  DARE															