



**Countess of Chester Hospital NHS
Foundation Trust**

Organisation Code: RJR

Region: North West

**Workforce Disability Equality Standard
2019 - 2024**

Countess of Chester Hospital NHS Foundation Trust
North West

Summary for the 2023/24 reporting year

RJR

Trust type: **Acute with or without Community**

Indicator number and description			Trust	North West	Acute	National	Rank*
1: Representation of Disabled staff in the workforce by pay band							
Workforce Disability representation			4.9%	5.7%	5.6%	5.7%	
Disability non-declaration rate			7.3%	15.1%	14.5%	14.3%	22%
Pay band at which %Disabled drops off	Non-clinical	Band 4 - Band 5 +	Equitable	Band 4	Band 4	Band 4	
	Clinical	Band 4 - Band 5 +	Equitable	Band 6	Band 8A	Band 8A	
	Medical		Equitable	Equitable Band 7	Equitable Band 8A	Equitable Band 8A	
Gap: %Disabled 8c to VSM - workforce overall							
	Non-clinical		+1.3%	-1.0%	-2.2%	-1.6%	21%
	Clinical		+0.1%	-2.7%	-1.0%	-1.6%	26%
2: Likelihood of appointment from shortlisting							
likelihood ratio non-disabled / Disabled			1.56	1.08	0.94	0.98	90%
3: Likelihood of entering formal capability proceedings (excluding ill health)							
likelihood ratio Disabled / non-disabled			0.00	2.42	14.38	2.22	
4a: Harassment, bullying or abuse from patients, relatives or the public in last 12 months							
	Disabled		31.3%	27.4%	29.7%	30.0%	69%
	Not disabled		23.7%	20.2%	23.5%	23.3%	63%
4b: Harassment, bullying or abuse from managers in last 12 months							
	Disabled		17.8%	13.7%	15.0%	14.6%	84%
	Not disabled		9.7%	7.1%	8.6%	8.2%	76%
4c: Harassment, bullying or abuse from other colleagues in last 12 months							
	Disabled		25.9%	21.9%	25.4%	23.8%	72%
	Not disabled		17.0%	13.3%	16.4%	15.4%	78%
4d: Reporting of harassment, bullying or abuse at work							
	Disabled		53.0%	53.4%	50.6%	52.5%	47%
	Not disabled		48.5%	51.6%	49.4%	51.4%	75%
5: Belief organisation provides equal opportunities for career progression or promotion							
	Disabled		41.8%	52.0%	51.7%	52.2%	94%
	Not disabled		49.5%	59.4%	57.6%	58.1%	5%

* ranks the Trust from 0% (best in the country) to 100% (worst in the country) on each indicator, based on effect size.

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Countess of Chester Hospital NHS Foundation Trust
North West

Summary for the 2023/24 reporting year continued

RJR

Trust type: Acute with or without Community

Indicator number and description	Trust	North West	Acute	National	Rank*
6: Pressure from managers to come to work, despite not feeling well enough					
Disabled	30.5%	25.9%	28.1%	26.6%	77%
Not disabled	20.3%	17.4%	19.4%	18.5%	72%
7: Satisfaction with the extent to which the organisation values their work					
Disabled	20.8%	37.2%	35.0%	36.9%	99%
Not disabled	35.2%	47.9%	46.8%	47.8%	96%
8: Disabled staff whose employer has made reasonable adjustment(s)					
Disabled	63.2%	73.6%	73.4%	74.5%	97%
9a: Staff engagement score					
Disabled	6.0	6.5	6.5	6.5	94%
Not disabled	6.6	7.0	7.0	7.0	93%
10: Disabled representation on the board minus workforce					
Overall	+2.3%	+0.3%	+0.2%	+0.8%	33%
Voting members	+2.3%	-0.1%	+0.3%	+0.9%	35%
Executive members	+11.8%	+0.5%	-0.8%	+0.5%	12%

* ranks the Trust from 0% (best in the country) to 100% (worst in the country) on each indicator, based on effect size.

Quick guide to colour coding

A quick guide to the colour coding used in the tables of analyses is presented below.

Indicator 1 gap in representation at pay bands 8C to VSM, and indicators 2 and 3: colour coding for the degree of inequality

	Inequality, large degree
	Inequality, medium degree
	Inequality, small degree
	Equity / proportional

Indicators 4a to 9: heat map colour coding for the degree of poor outcome, relative to the benchmark

	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

Indicator 10: colour coding for the degree of inequality

	Underrepresentation by three or more board members
	Underrepresentation by two board members
	Underrepresentation by one board member
	Equity / proportional representation

Percentile ranks: colour coding

	Best 5%
	Best 10%
	Best 25%
	Middle 50%
	Worst 25%
	Worst 10%
	Worst 5%

Note: Regarding the colour coding of the indicators in the summary table on page 2, it is possible that an indicator will be colour-coded green in the “Trust” column, but yellow, orange, or red in the “Percentile rank” column (or vice versa). The colour coding in the “Trust” column conveys whether or not the indicator is different from equity or proportional representation to a statistically significant degree. Sometimes, even a very large value may not be different from equity or proportional representation to a statistically significant degree if it is based on a very small number of people (this is often the case with indicator 3). Meanwhile, the colour-coding in the “Percentile rank” column reflects the percentage of Trusts that had a better value for that indicator when ranked by the size of the deviation from equity or proportional representation. This ranking does not take into account statistical significance. Indicators that are colour-coded yellow, orange, or red in both the “Trust” and “Percentile rank” columns should be a cause for particular concern as this combination denotes that the indicator is both significantly different from equity or proportional representation, and amongst the worst in the country.

Introduction

This report features a summary of Workforce Disability Equality Standard (WDES) indicators for Countess of Chester Hospital NHS Foundation Trust.

The intention of this report is to provide detailed information to each Trust on their WDES indicators. The 2023/24 NHS standard contract requires Trusts to submit an annual report to the co-ordinating commissioner on progress in implementing their annual WDES action plan. It is intended that this data report will allow each Trust to understand where the data indicates the areas of greatest challenge are, be that around recruitment, promotion, capability referral, education, bullying and harassment or board representation. The report also highlights areas where the Trust is performing well – we hope it is possible in these situations to learn from good practice and share that with other providers. The Trust's data is tabulated alongside data for the region, as well as data from Trusts of similar type. The intention is to benchmark against relevant comparators. The report is shared with the regional EDI leads who we work closely with and will be able to help with identifying target actions.

The disaggregated metrics also allow accurate monitoring to ensure that the results of targeted actions taken can be seen, rather than being 'diluted' when numbers are looked at as a whole. The quantitative information is analysed and interpreted using inferential statistical techniques, adopting the standards applied in the social and medical sciences. A comprehensive user guide is provided alongside this report. The user guide includes guidance on interpreting the metrics, the colour coding used in the tables of analysis, and the graphs and charts included in the report. We welcome feedback from you about the report, and of course are keen to work with you in developing action plans for the Trust.

The current reporting year for the purposes of this report is 2024. Data for indicators 1 to 3, and indicator 10 are taken from WDES data portal submissions relating to the workforce as at the end of March 2024. Data for indicators 4 to 9a come from the NHS Staff Survey run in November and December 2023.

The NHS equality, diversity, and inclusion improvement plan

The NHS equality, diversity, and inclusion (EDI) improvement plan, published by NHS England in June 2023, sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce. Several of the WDES indicators align with success metrics from the NHS EDI improvement plan. These indicators are highlighted in the table below and are also flagged throughout the main body of this report.

NHS equality, diversity, and inclusion improvement plan success metrics	Aligned WDES metrics
High Impact Action 1: Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable	
Annual chair and chief executive appraisals on EDI objectives	Any
High Impact Action 2: Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity	
a) Relative likelihood of staff being appointed from shortlisting across all posts	2
b) Access to career progression, training and development opportunities	5
c) Year-on-year improvement in race and disability representation leading to parity over the life of the plan	1
d) Year-on-year improvement in representation of senior leadership (Band 8C and above) over the life of the plan	1
e) Diversity in shortlisted candidates	
f) Combined Indicator Score metric on quality of training NETS	
High Impact Action 3: Develop and implement an improvement plan to eliminate pay gaps	
Year-on-year reductions in the gender, race and disability pay gaps	
High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce	
a) Organisation action on staff health and wellbeing	
b) National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training	
High Impact Action 5: Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff	
a) Sense of belonging for internationally recruited staff	
b) Reduction in instances of bullying and harassment from team/line manager experienced by internationally recruited staff	
High Impact Action 6: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur	
a) Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)	4b, 4c
b) Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)	
c) Bullying & Harassment score metric (NHS professional groups) NETS	

Areas for Improvement

A maximum of three high priority areas for improvement have been identified for the Trust. These are the areas from amongst the Trust's indicators with the worst percentile rankings against other Trusts. For indicators 1 to 3 and 10, a further criterion is that the indicator is different from equality to a statistically significant degree. For indicators 4a to 7 and 9a, performance must also be significantly worse than that for the other disability status group.

High priority areas for improvement within the Trust (to a maximum of three):
Indicator 7: satisfaction with the extent to which the organisation values their work
Indicator 8: disabled staff whose employer has made reasonable adjustment(s) to enable them to work
Indicator 5: belief that the organisation provides equal opportunities for career progression or promotion

Areas of Best Performance

A maximum of three areas of best performance have been identified for the Trust. These are the areas from amongst the Trust's indicators with the best percentile rankings against other Trusts, and where the Trust performs in the best 10% of Trusts nationally. For indicators 1 to 3 and 10, a further criterion is that the indicator is not different from equality to a statistically significant degree. For indicators 4a to 7 and 9a, performance must also be similar to that for the other disability status group.

Areas of best performance within the Trust (to a maximum of three):
No areas identified

Please note, this area of best performance is intended to highlight a potential example of good practice that could be further built upon within the organisation, and also shared with other organisations. Nonetheless, there may remain the need for further improvement in this indicator. The mandated standards team will analyse for, and look to celebrate areas where good performance is maintained or further improved, year-on-year.

The quality and completeness of data submissions

For the 2023/24 reporting year, WDES data submissions from 17 trusts were either incomplete or had to be amended after the submission deadline. Performing quality checks and dealing with inaccurate and incomplete submissions causes significant delays to the analysis of the data, and to the production of the organisation level and national level reports here at NHS England. Please ensure that your data are submitted, complete, accurate, and to the technical specification, by the submission deadline.

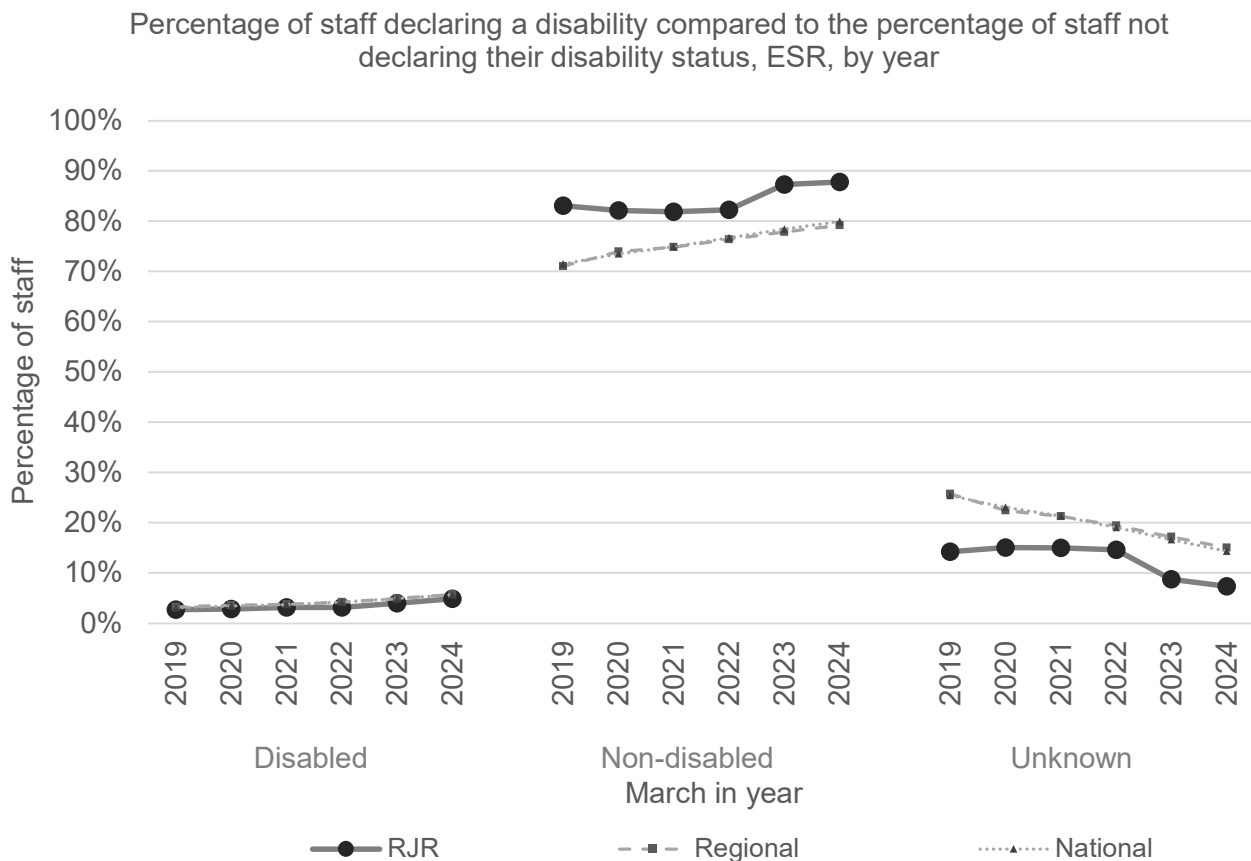
Countess of Chester Hospital NHS Foundation Trust: data were submitted complete and on time, with no amendments required after the submission deadline, thank you.

Section 13.6 of the 2024/25 NHS Standard Contract (Service Conditions) stipulates: The Provider (if it is an NHS Trust or an NHS Foundation Trust) must implement the high impact actions set out in the NHS Equality, Diversity and Inclusion Improvement Plan and measure its progress against the success metrics set out in the Plan, as well as the wider metrics under the National Workforce Race Equality Standard and the National Workforce Disability Equality Standard. The Provider must be prepared, if requested to do so by the Co-ordinating Commissioner, to provide a written report on its implementation and progress to its public board meeting and/or to the Co-ordinating Commissioner.

Indicator 1

The representation of disability in the workforce based on the Electronic Staff Record

Overall 4.9% of staff declared that they had a disability. Meanwhile 87.8% of staff declared that they did not have a disability, and 7.3% of staff did not declare whether they had a disability or not. When rates of non-declaration are higher than or similar to the declaration rate, this adds significant uncertainty to the estimate of Disability representation in the workforce. The actual level of Disability representation in this organisation's workforce could be anywhere between 4.9% and 12.2%.



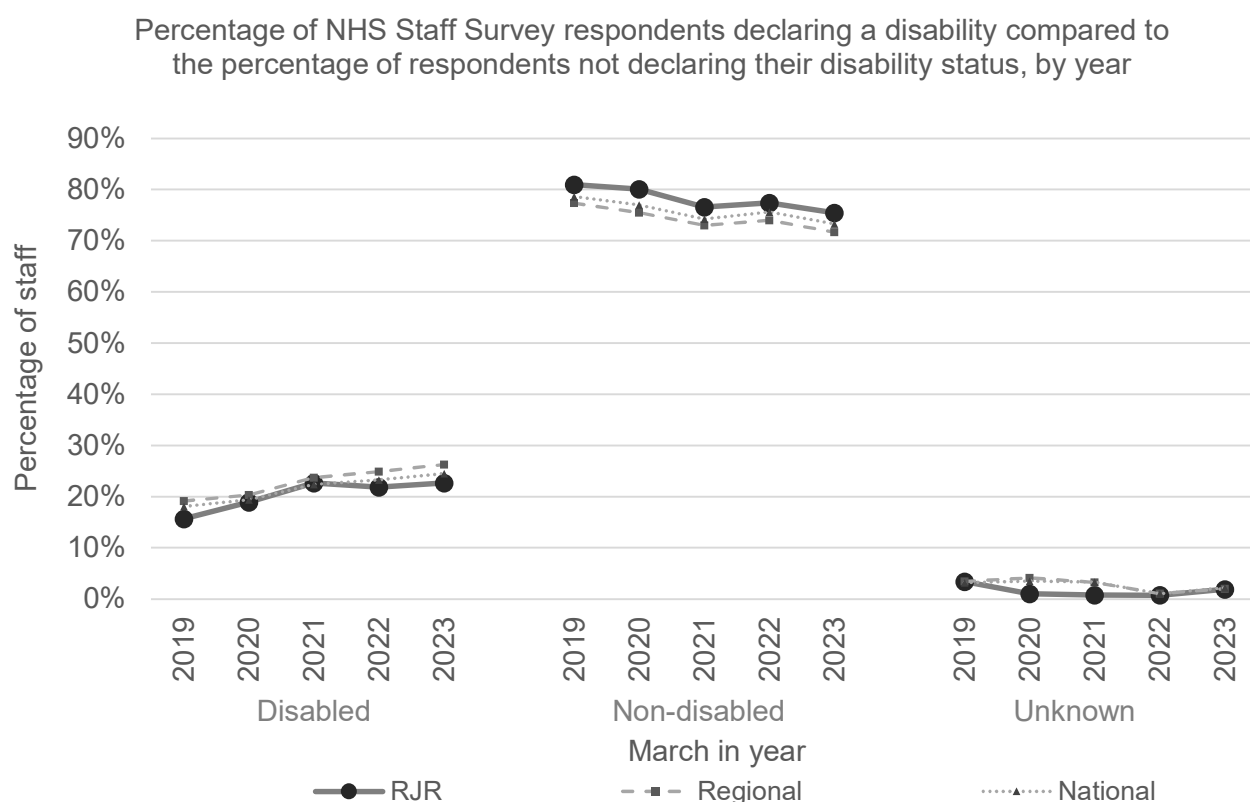
Percentage of staff declaring a disability compared to the percentage of staff not declaring their disability status, ESR, by year

		Reporting year					
		2019	2020	2021	2022	2023	2024
This organisation	Disabled	2.7%	2.8%	3.1%	3.1%	4.0%	4.9%
	Non-disabled	83.1%	82.1%	81.9%	82.3%	87.3%	87.8%
	Unknown	14.2%	15.1%	15.0%	14.6%	8.7%	7.3%
North West	Disabled	3.3%	3.6%	3.8%	4.2%	4.9%	5.7%
	Non-disabled	71.0%	74.0%	74.9%	76.4%	77.8%	79.2%
	Unknown	25.7%	22.5%	21.3%	19.4%	17.2%	15.1%
National	Disabled	3.1%	3.5%	3.7%	4.2%	4.9%	5.7%
	Non-disabled	71.5%	73.5%	74.9%	76.7%	78.4%	80.0%
	Unknown	25.4%	23.1%	21.3%	19.1%	16.6%	14.3%

The representation of disability in the workforce based on the National Staff Survey

The NHS Staff Survey offers another estimate of the representation of Disabled staff in the workforce. Typically, a greater percentage of survey respondents declare whether they have a disability or not, than do staff through ESR; although not all staff respond to the staff survey (nationally, 48% in 2023). The NHS Staff Survey asks “Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?”

Overall 22.7% of staff survey respondents declared that they had a disability. Meanwhile 75.4% of respondents declared that they did not have a disability, and 1.9% of respondents did not declare whether they had a disability or not.



Percentage of staff declaring a disability compared to the percentage of staff not declaring their disability status, NHS Staff Survey, by year

		Survey year				
		2019	2020	2021	2022	2023
This organisation	Disabled	15.7%	18.9%	22.7%	21.8%	22.7%
	Non-disabled	81.0%	80.1%	76.6%	77.4%	75.4%
	Unknown	3.4%	1.0%	0.8%	0.8%	1.9%
North West	Disabled	19.2%	20.4%	23.7%	24.9%	26.3%
	Non-disabled	77.4%	75.5%	73.0%	74.0%	71.7%
	Unknown	3.5%	4.2%	3.3%	1.1%	2.0%
National	Disabled	18.1%	19.4%	22.4%	23.3%	24.5%
	Non-disabled	78.7%	77.0%	74.2%	75.6%	73.3%
	Unknown	3.2%	3.5%	3.3%	1.1%	2.2%

Indicator 1

Non-clinical staff on AfC paybands

Success metric "c" for High Impact Action 2: Year-on-year improvement in race and disability representation leading to parity over the life of the plan.

Disabled staff were represented at 6.1% across all non-clinical AfC roles.

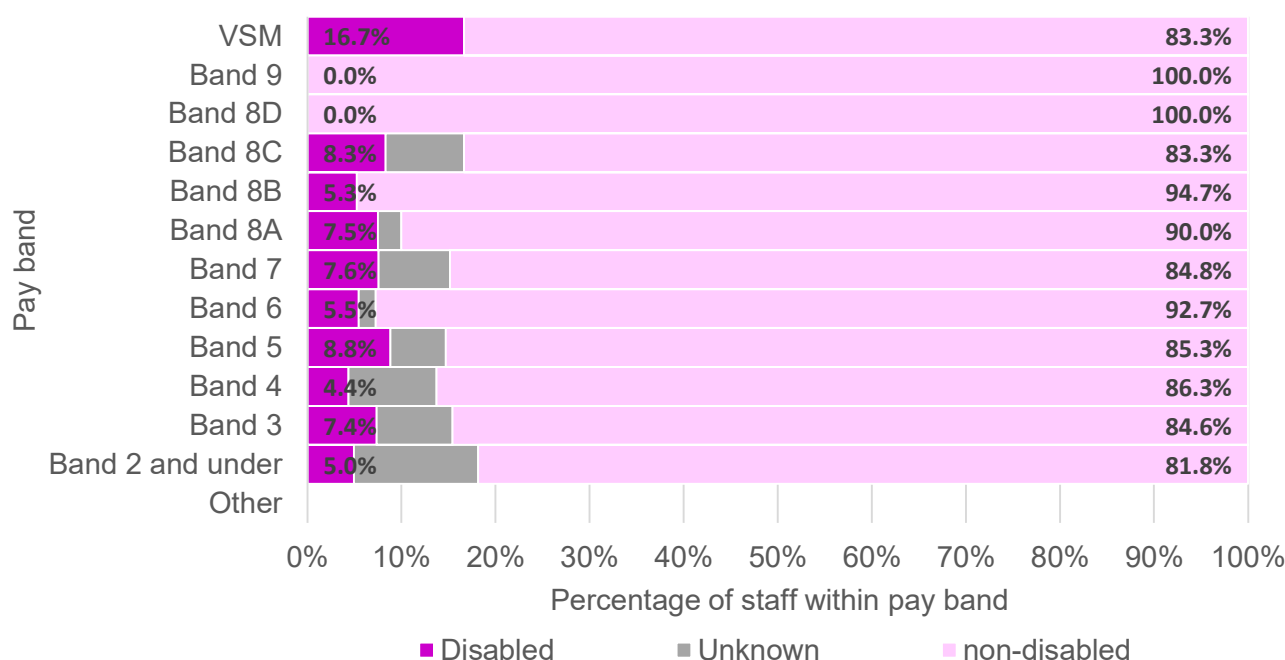
At Band 4 and under (e.g., administrative and technical support roles, estates officer):

- Disabled representation was 5.6%, overall.
- Disabled staff were proportionately represented by pay band.

At Band 5 and over (graduate and management level roles):

- Disabled representation was 7.4%, overall.
- Disabled staff were proportionately represented by pay band.

AfC bands: non-clinical (percentage representation)



AfC bands: non-clinical (headcount)

Pay Band	Disabled		Unknown		non-disabled	
VSM	1	16.7%	0	0.0%	5	83.3%
Band 9	0	0.0%	0	0.0%	3	100.0%
Band 8D	0	0.0%	0	0.0%	6	100.0%
Band 8C	1	8.3%	1	8.3%	10	83.3%
Band 8B	1	5.3%	0	0.0%	18	94.7%
Band 8A	3	7.5%	1	2.5%	36	90.0%
Band 7	5	7.6%	5	7.6%	56	84.8%
Band 6	3	5.5%	1	1.8%	51	92.7%
Band 5	9	8.8%	6	5.9%	87	85.3%
Band 4	7	4.4%	15	9.4%	138	86.3%
Band 3	21	7.4%	23	8.1%	241	84.6%
Band 2 and under	21	5.0%	56	13.2%	347	81.8%
Other	0		0		0	

Percentages are calculated by row

Clinical staff on AfC paybands

Success metric "c" for High Impact Action 2: Year-on-year improvement in race and disability representation leading to parity over the life of the plan.

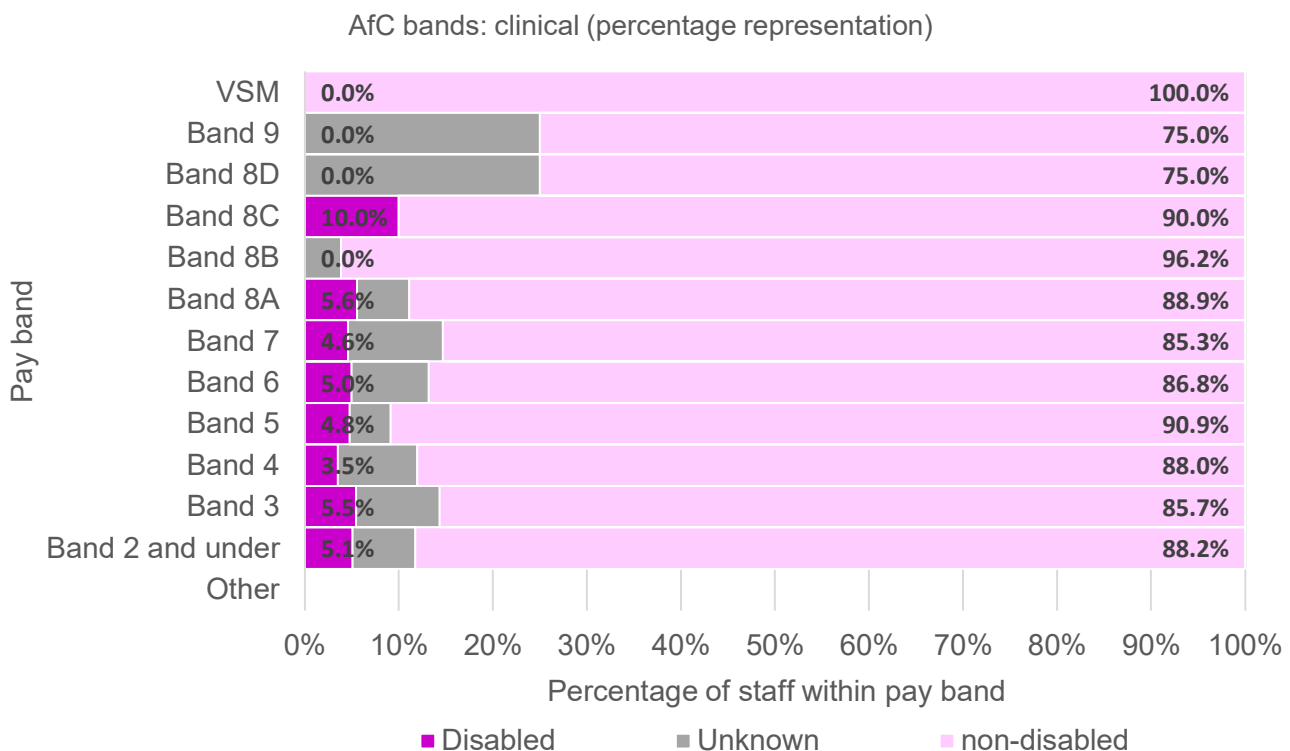
Disabled staff were represented at 4.9% across all clinical AfC roles.

At Band 4 and under (e.g., clinical support workers and healthcare assistants):

- Disabled representation was 5.0%, overall.
- Disabled staff were proportionately represented by pay band.

At Band 5 and over (e.g., clinical roles requiring professional registration including nurses):

- Disabled representation was 4.8%, overall.
- Disabled staff were proportionately represented by pay band.



AfC bands: clinical (headcount)

Pay Band	Disabled		Unknown		non-disabled	
VSM	0	0.0%	0	0.0%	2	100.0%
Band 9	0	0.0%	1	25.0%	3	75.0%
Band 8D	0	0.0%	1	25.0%	3	75.0%
Band 8C	1	10.0%	0	0.0%	9	90.0%
Band 8B	0	0.0%	1	3.8%	25	96.2%
Band 8A	7	5.6%	7	5.6%	112	88.9%
Band 7	17	4.6%	37	10.1%	314	85.3%
Band 6	28	5.0%	46	8.2%	487	86.8%
Band 5	46	4.8%	42	4.4%	875	90.9%
Band 4	5	3.5%	12	8.5%	125	88.0%
Band 3	16	5.5%	26	8.9%	251	85.7%
Band 2 and under	42	5.1%	55	6.7%	727	88.2%
Other	0		0		0	

Percentages are calculated by row

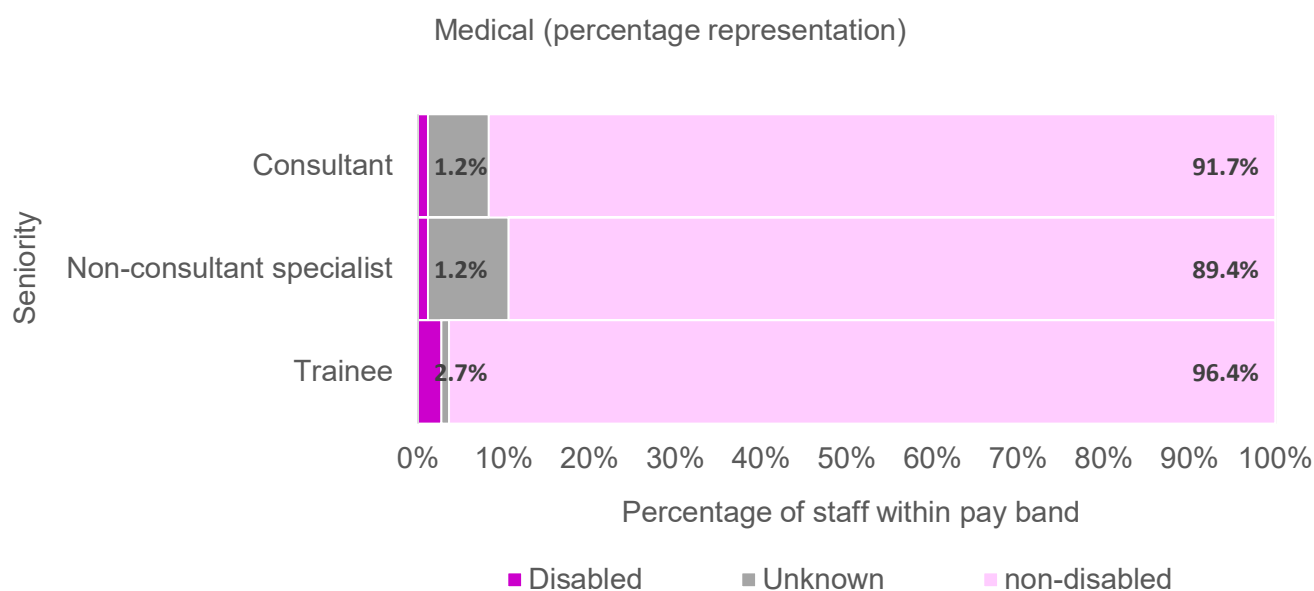
Medical staff

Success metric "c" for High Impact Action 2: Year-on-year improvement in race and disability representation leading to parity over the life of the plan.

Disabled representation was 1.6% across all medical and dental roles.

Amongst medical and dental staff:

- Disabled staff were proportionately represented by level.



Medical (headcount)

Seniority	Disabled		Unknown		non-disabled	
Consultant	3	1.2%	18	7.1%	233	91.7%
Non-consultant specialist	1	1.2%	8	9.4%	76	89.4%
Trainee	3	2.7%	1	0.9%	106	96.4%

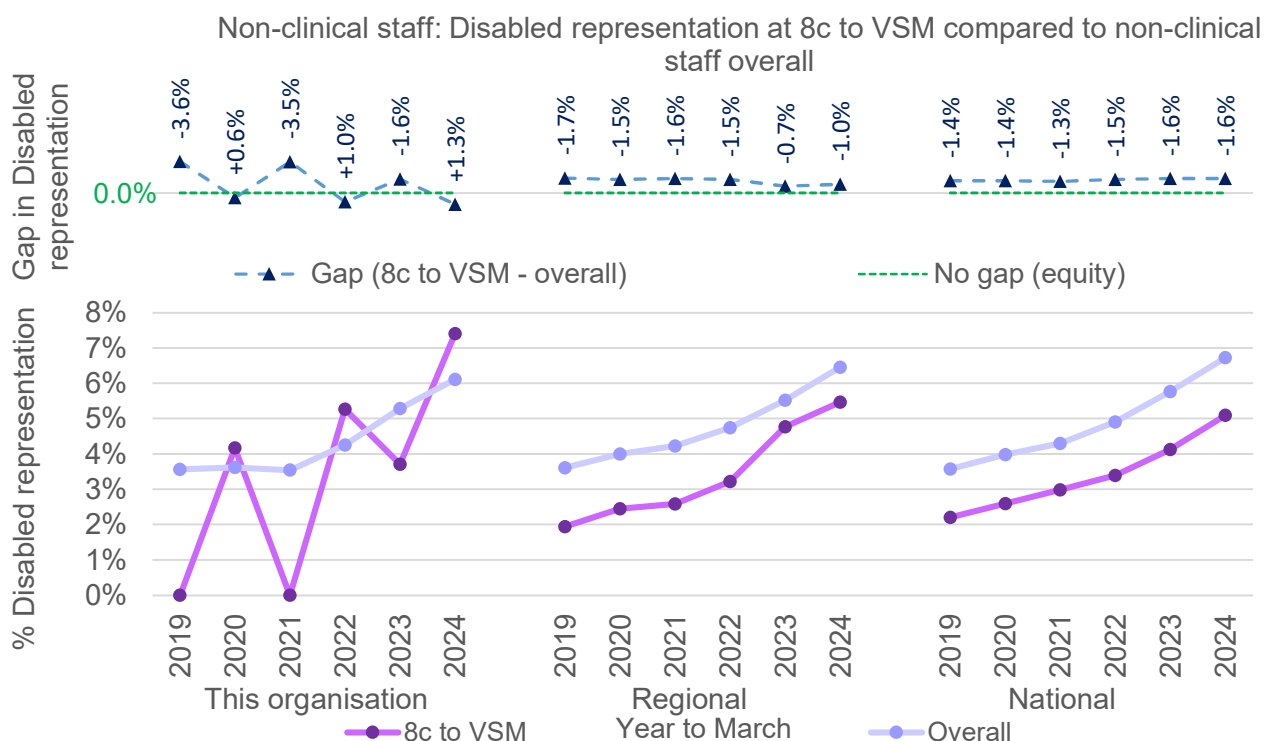
Percentages are calculated by row

The representation of disability at non-clinical pay bands 8C to VSM

Success metric "d" for High Impact Action 2: Year-on-year improvement in representation of senior leadership (Band 8C and above) over the life of the plan.

Disabled staff were represented at 7.4% in senior non-clinical AfC roles (pay bands 8c to VSM); not significantly different from the 6.1% observed across all non-clinical AfC roles.

- Amongst non-clinical AfC staff at 8C to VSM, 3.7% did not declare whether they had a disability or not; therefore the actual level of disability representation amongst senior non-clinical AfC staff could be anywhere between 7.4% and 11.1%.
- Overall 9.2% of non-clinical AfC staff did not declare whether they had a disability or not; therefore the actual level of disability representation amongst all non-clinical AfC staff could be anywhere between 6.1% and 15.3%.



Number of Disabled staff observed at 8C to VSM level in non-clinical roles: 2

Number of Disabled staff expected at 8C to VSM level in non-clinical roles: 1 to 2

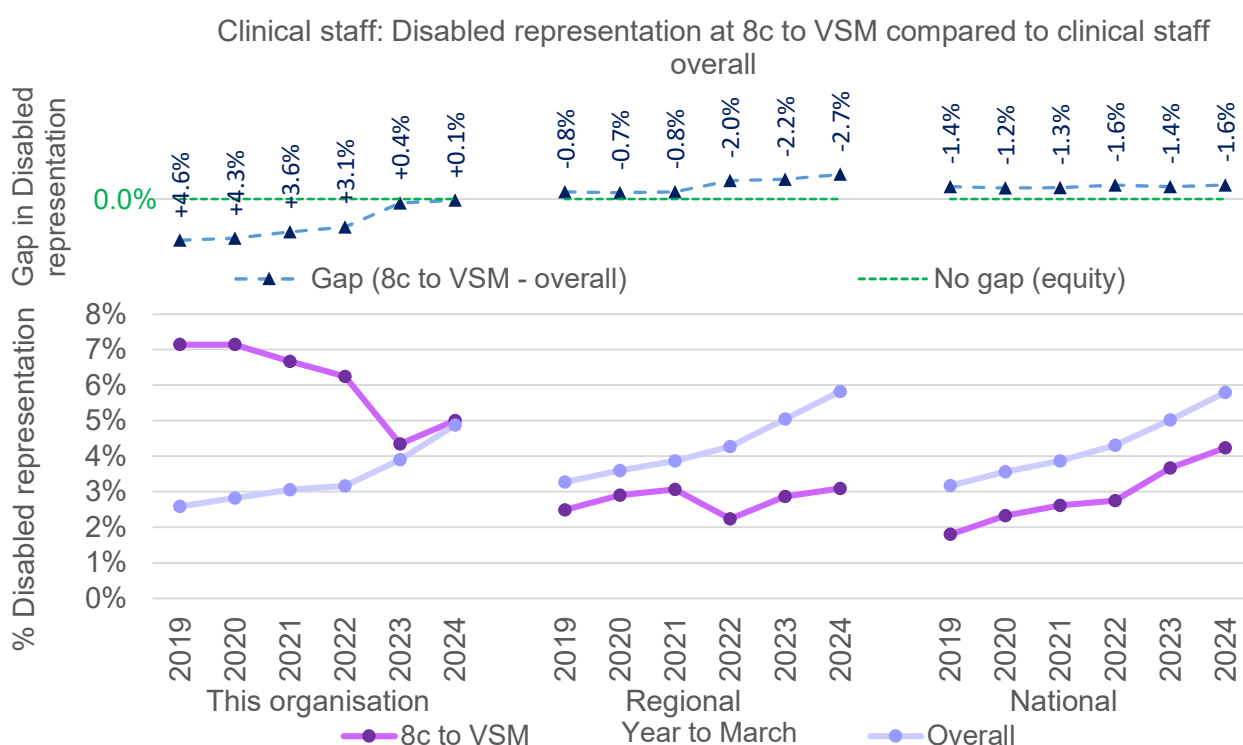
		Reporting year					
		2019	2020	2021	2022	2023	2024
This organisation	8c to VSM	0.0%	4.2%	0.0%	5.3%	3.7%	7.4%
	Overall	3.6%	3.6%	3.5%	4.2%	5.3%	6.1%
	Gap	-3.6%	+0.6%	-3.5%	+1.0%	-1.6%	+1.3%
North West	8c to VSM	1.9%	2.5%	2.6%	3.2%	4.8%	5.5%
	Overall	3.6%	4.0%	4.2%	4.7%	5.5%	6.5%
	Gap	-1.7%	-1.5%	-1.6%	-1.5%	-0.7%	-1.0%
National	8c to VSM	2.2%	2.6%	3.0%	3.4%	4.1%	5.1%
	Overall	3.6%	4.0%	4.3%	4.9%	5.8%	6.7%
	Gap	-1.4%	-1.4%	-1.3%	-1.5%	-1.6%	-1.6%

The representation of disability at clinical pay bands 8C to VSM

Success metric "d" for High Impact Action 2: Year-on-year improvement in representation of senior leadership (Band 8C and above) over the life of the plan.

Disabled staff were represented at 5.0% in senior clinical AfC roles (pay bands 8c to VSM); not significantly different from the 4.9% observed across all clinical AfC roles.

- Amongst clinical AfC staff at 8C to VSM, 10.0% did not declare whether they had a disability or not; therefore the actual level of disability representation amongst senior clinical AfC staff could be anywhere between 5.0% and 15.0%.
- Overall 6.9% of clinical AfC staff did not declare whether they had a disability or not; therefore the actual level of disability representation amongst all clinical AfC staff could be anywhere between 4.9% and 11.7%.



Number of Disabled staff observed at 8C to VSM level in clinical roles: 1

Number of Disabled staff expected at 8C to VSM level in clinical roles: 0 to 1

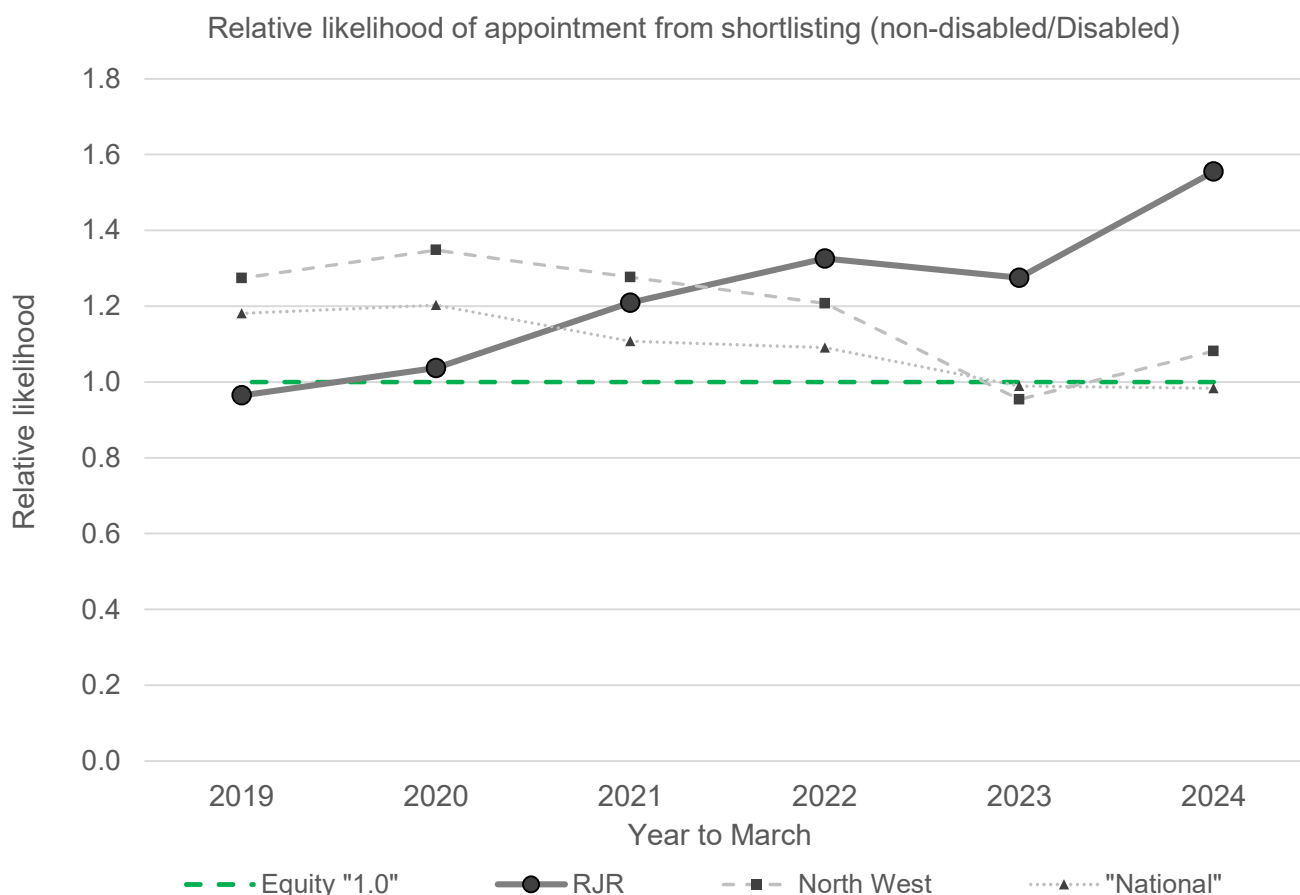
		Reporting year					
		2019	2020	2021	2022	2023	2024
This organisation	8c to VSM	7.1%	7.1%	6.7%	6.3%	4.3%	5.0%
	Overall	2.6%	2.8%	3.1%	3.2%	3.9%	4.9%
	Gap	+4.6%	+4.3%	+3.6%	+3.1%	+0.4%	+0.1%
North West	8c to VSM	2.5%	2.9%	3.1%	2.2%	2.9%	3.1%
	Overall	3.3%	3.6%	3.9%	4.3%	5.0%	5.8%
	Gap	-0.8%	-0.7%	-0.8%	-2.0%	-2.2%	-2.7%
National	8c to VSM	1.8%	2.3%	2.6%	2.7%	3.7%	4.2%
	Overall	3.2%	3.6%	3.9%	4.3%	5.0%	5.8%
	Gap	-1.4%	-1.2%	-1.3%	-1.6%	-1.4%	-1.6%

Indicator 2

The relative likelihood of non-disabled applicants being appointed from shortlisting compared to Disabled applicants

Success metric "a" for High Impact Action 2: Relative likelihood of staff being appointed from shortlisting across all posts.

At March 2024 the likelihood ratio was 1.56; higher than "1.0" or equity to a small degree. Specifically, 603 out of 2428 non-disabled candidates were appointed from shortlisting (24.8% of non-disabled candidates) compared to 42 out of 263 Disabled candidates (16.0% of Disabled candidates).



Example: a value of "2.0" would indicate that non-disabled candidates were twice as likely as Disabled candidates to be appointed from shortlisting, whilst a value of "0.5" would indicate that non-disabled candidates were half as likely as Disabled candidates to be appointed from shortlisting.

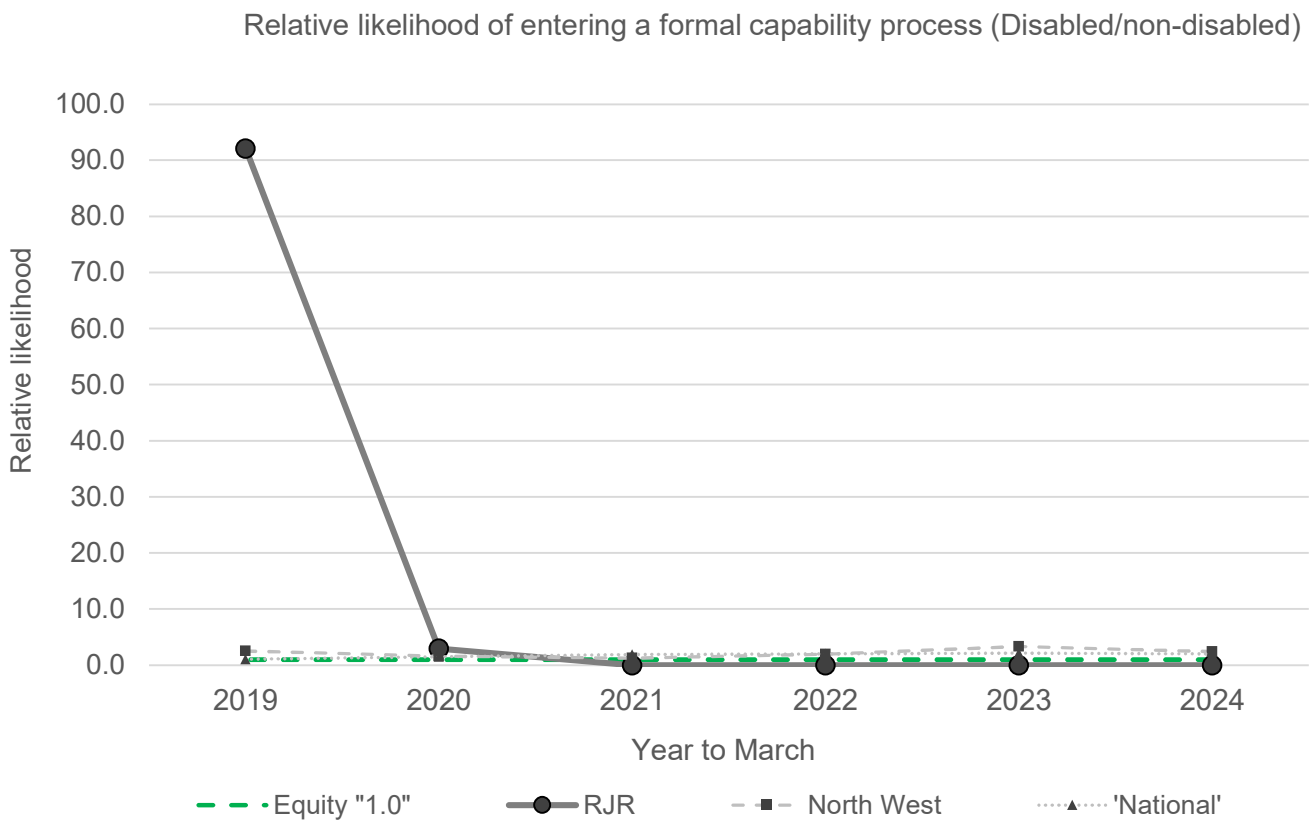
	Reporting year					
	2019	2020	2021	2022	2023	2024
This organisation	0.96	1.04	1.21	1.33	1.28	1.56
North West	1.27	1.35	1.28	1.21	0.95	1.08
National	1.18	1.20	1.11	1.09	0.99	0.98

Indicator 3

The relative likelihood of Disabled staff entering the formal capability process compared to non-disabled staff

At March 2024 the likelihood ratio was 0.00; Specifically, 0 out of 241 Disabled staff entered formal capability proceedings (0.00% of the Disabled workforce) compared to 5 out of 4346 non-disabled staff (0.12% of the non-disabled workforce).

Please note, this metric is based on a two-year rolling average and considers entry into capability proceedings on the grounds of performance only. Numbers entering into capability proceedings on the grounds of ill-health are deducted from the total.



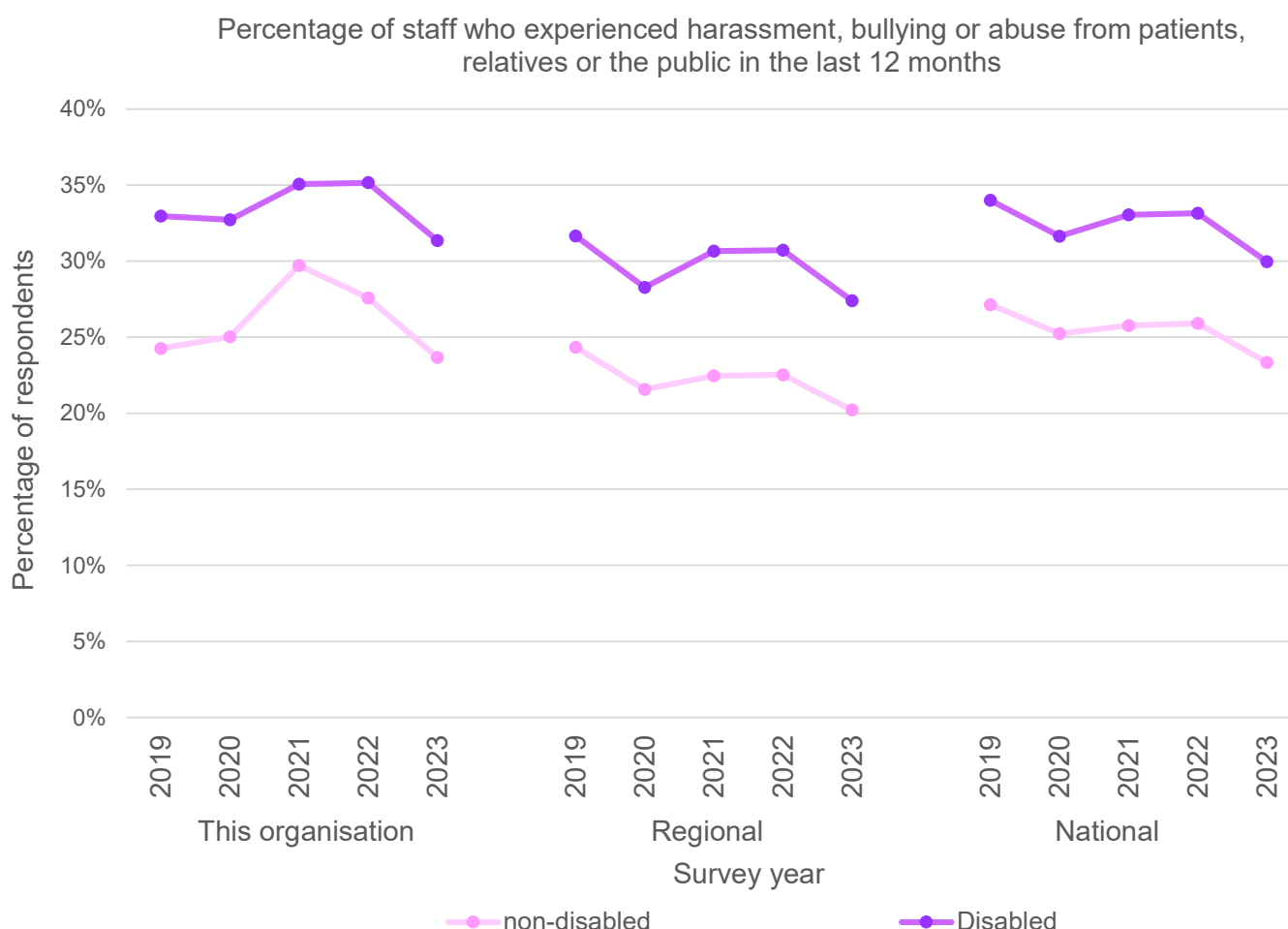
Example: a value of "2.0" would indicate that Disabled staff were twice as likely as non-disabled staff to enter a formal capability process, whilst a value of "0.5" would indicate that Disabled staff were half as likely as non-disabled staff to enter a formal capability process.

	Reporting year					
	2019	2020	2021	2022	2023	2024
This organisation	92.09	2.97	0.00	0.00	0.00	0.00
North West	2.58	1.63	1.27	2.01	3.35	2.41
National	1.08	1.53	1.94	2.01	2.17	2.04

Indicator 4a

The percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

The percentage of staff who experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months was significantly higher for Disabled staff, 31.3%, than for non-disabled staff, 23.7%.



Percentage of staff who experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	24%	25%	30%	28%	24%
	Disabled	33%	33%	35%	35%	31%
North West	non-disabled	24%	22%	22%	23%	20%
	Disabled	32%	28%	31%	31%	27%
National	non-disabled	27%	25%	26%	26%	23%
	Disabled	34%	32%	33%	33%	30%

Percentage of staff who experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	26%	27%	31%	29%	26%
non-disabled women	25%	26%	31%	30%	25%
Disabled women	34%	32%	38%	37%	32%
non-disabled men	20%	21%	24%	21%	18%
Disabled men	18%	35%	26%	29%	21%

Percentage of staff who experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months, by disability and occupational group

Occupation Disability		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	24%	21%	23%	21%	19%
	Disabled	34%	35%	32%	38%	32%
Medical and dental	non-disabled	35%	32%	36%	35%	22%
	Disabled	45%	52%	45%	53%	24%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	42%	37%	45%	39%	35%
	Disabled	64%	45%	50%	49%	40%
Healthcare assistants	non-disabled	25%	36%	42%	40%	40%
	Disabled	SUPP	38%	52%	46%	54%
Wider care team	non-disabled	13%	14%	17%	15%	13%
	Disabled	9%	18%	18%	14%	16%
General management	non-disabled	3%	9%	8%	12%	7%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	11%	22%	12%	11%	14%
	Disabled	8%	13%	22%	24%	21%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

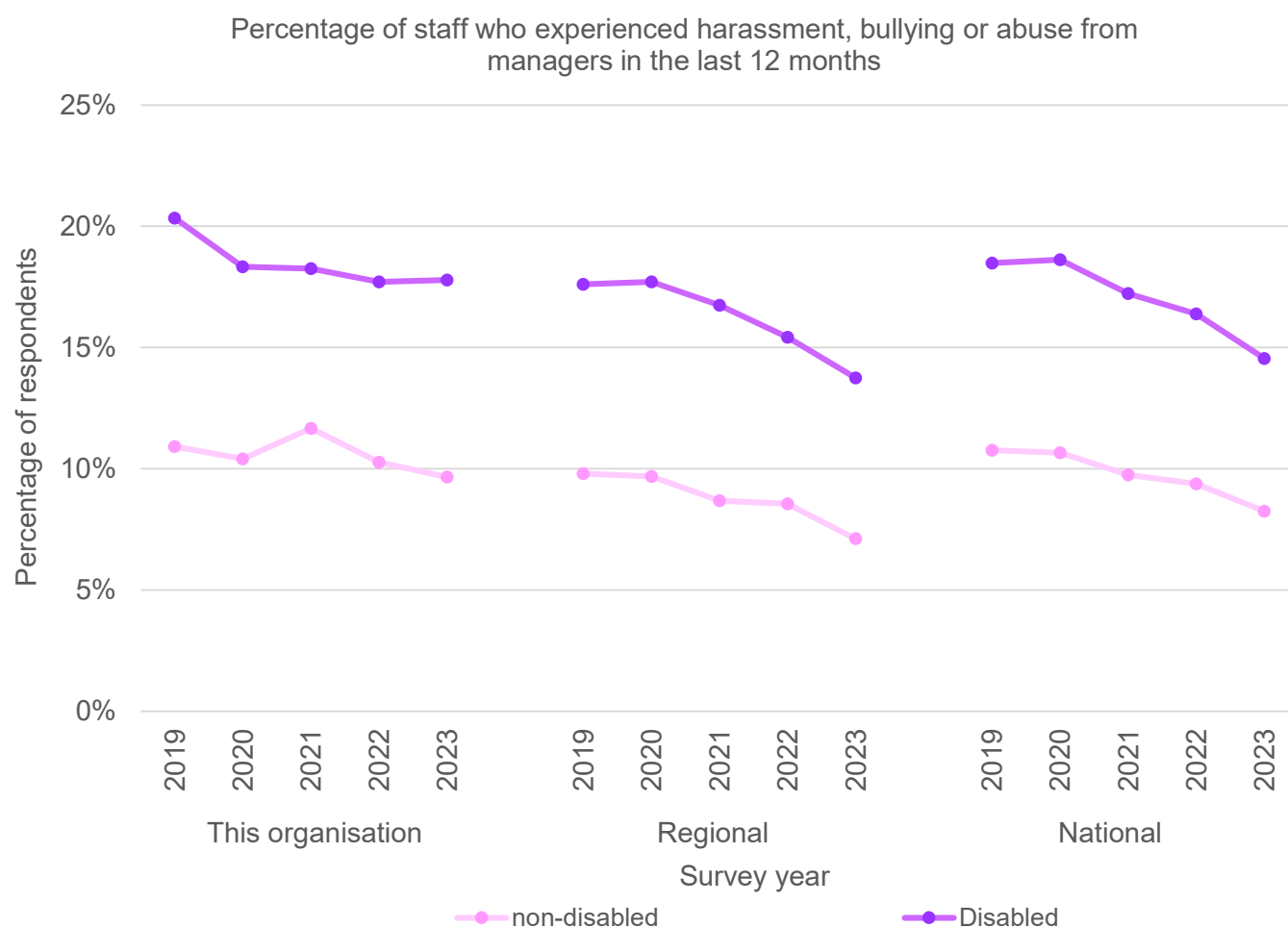
SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 4b

The percentage of staff who experienced harassment, bullying or abuse from managers in the last 12 months

Success metric "a" for High Impact Action 6: Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff).

The percentage of staff who experienced harassment, bullying or abuse from managers in the last 12 months was significantly higher for Disabled staff, 17.8%, than for non-disabled staff, 9.7%.



Percentage of staff who experienced harassment, bullying or abuse from managers in the last 12 months, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	11%	10%	12%	10%	10%
	Disabled	20%	18%	18%	18%	18%
North West	non-disabled	10%	10%	9%	9%	7%
	Disabled	18%	18%	17%	15%	14%
National	non-disabled	11%	11%	10%	9%	8%
	Disabled	18%	19%	17%	16%	15%

Percentage of staff who experienced harassment, bullying or abuse from managers in the last 12 months, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	12%	12%	13%	12%	12%
non-disabled women	10%	9%	10%	9%	9%
Disabled women	20%	16%	18%	17%	15%
non-disabled men	12%	13%	18%	15%	11%
Disabled men	12%	27%	20%	17%	25%

Percentage of staff who experienced harassment, bullying or abuse from managers in the last 12 months, by disability and occupational group

Occupational group		Survey year				
Disability		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	3%	7%	7%	4%	4%
	Disabled	17%	17%	15%	14%	12%
Medical and dental	non-disabled	15%	11%	19%	20%	18%
	Disabled	45%	24%	10%	29%	29%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	20%	15%	15%	12%	13%
	Disabled	24%	18%	26%	22%	16%
Healthcare assistants	non-disabled	8%	4%	5%	4%	6%
	Disabled	SUPP	13%	5%	16%	18%
Wider care team	non-disabled	9%	10%	11%	10%	8%
	Disabled	15%	22%	19%	11%	19%
General management	non-disabled	6%	9%	15%	15%	11%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	8%	15%	7%	5%	6%
	Disabled	8%	13%	26%	33%	36%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

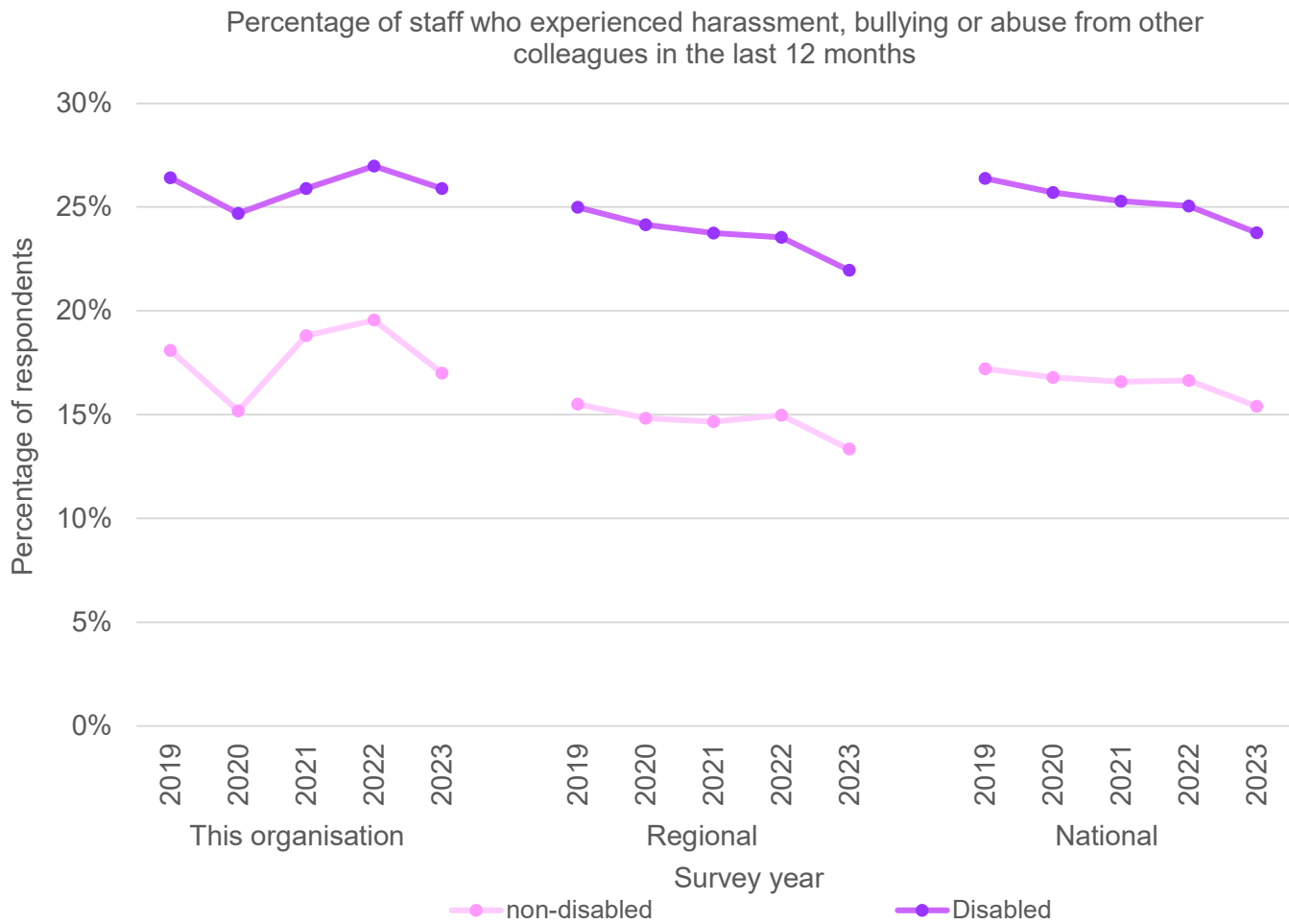
SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 4c

The percentage of staff who experienced harassment, bullying or abuse from other colleagues in the last 12 months

Success metric "a" for High Impact Action 6: Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff).

The percentage of staff who experienced harassment, bullying or abuse from other colleagues in the last 12 months was significantly higher for Disabled staff, 25.9%, than for non-disabled staff, 17.0%.



Percentage of staff who experienced harassment, bullying or abuse from other colleagues in the last 12 months, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	18%	15%	19%	20%	17%
	Disabled	26%	25%	26%	27%	26%
North West	non-disabled	15%	15%	15%	15%	13%
	Disabled	25%	24%	24%	24%	22%
National	non-disabled	17%	17%	17%	17%	15%
	Disabled	26%	26%	25%	25%	24%

Percentage of staff who experienced harassment, bullying or abuse from other colleagues in the last 12 months, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	19%	17%	20%	21%	19%
non-disabled women	19%	15%	18%	19%	18%
Disabled women	27%	25%	27%	26%	25%
non-disabled men	16%	14%	20%	20%	12%
Disabled men	18%	21%	20%	27%	24%

Percentage of staff who experienced harassment, bullying or abuse from other colleagues in the last 12 months, by disability and occupational group

Occupation Disability		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	12%	12%	14%	15%	14%
	Disabled	33%	20%	25%	33%	24%
Medical and dental	non-disabled	22%	18%	26%	27%	18%
	Disabled	50%	43%	32%	53%	36%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	25%	21%	23%	23%	23%
	Disabled	30%	28%	36%	27%	24%
Healthcare assistants	non-disabled	31%	11%	13%	19%	20%
	Disabled	SUPP	24%	31%	20%	24%
Wider care team	non-disabled	16%	11%	18%	14%	13%
	Disabled	17%	22%	17%	19%	25%
General management	non-disabled	11%	16%	16%	21%	13%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	18%	21%	14%	16%	10%
	Disabled	8%	13%	13%	38%	36%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

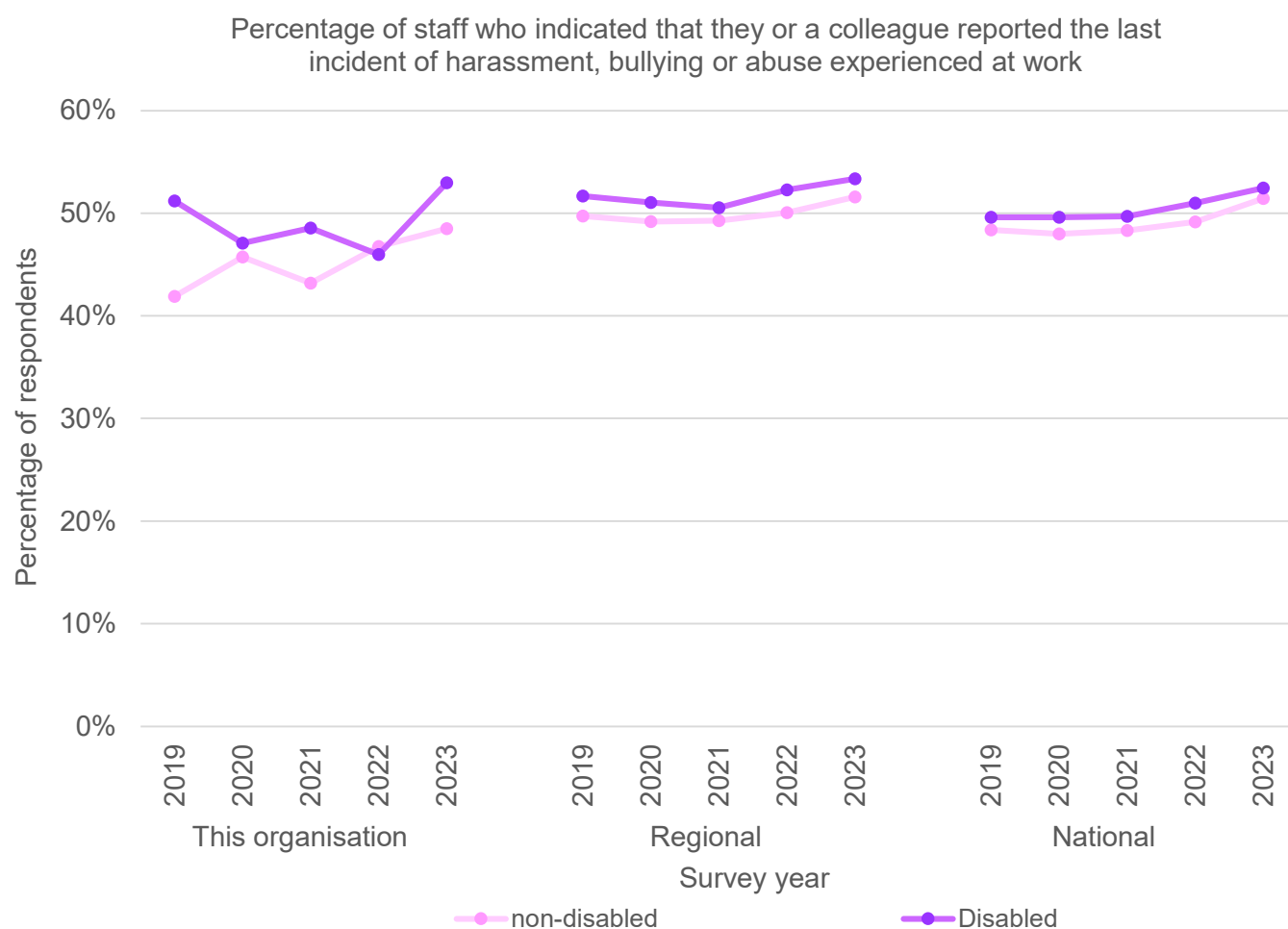
	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 4d

The percentage of staff who indicated that they or a colleague reported the last incident of harassment, bullying or abuse experienced at work

The percentage of staff who indicated that they or a colleague reported the last incident of harassment, bullying or abuse experienced at work was similar for Disabled staff, 53.0%, and for non-disabled staff, 48.5%.



Percentage of staff who indicated that they or a colleague reported the last incident of harassment, bullying or abuse experienced at work, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	42%	46%	43%	47%	48%
	Disabled	51%	47%	49%	46%	53%
North West	non-disabled	50%	49%	49%	50%	52%
	Disabled	52%	51%	51%	52%	53%
National	non-disabled	48%	48%	48%	49%	51%
	Disabled	50%	50%	50%	51%	52%

Percentage of staff who indicated that they or a colleague reported the last incident of harassment, bullying or abuse experienced at work, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	44%	46%	45%	47%	50%
non-disabled women	43%	49%	44%	48%	50%
Disabled women	54%	44%	51%	49%	52%
non-disabled men	39%	37%	42%	40%	41%
Disabled men	SUPP	56%	29%	28%	52%

Percentage of staff who indicated that they or a colleague reported the last incident of harassment, bullying or abuse experienced at work, by disability and occupational group

Occupation Disability		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	34%	48%	39%	45%	45%
	Disabled	39%	32%	33%	49%	46%
Medical and dental	non-disabled	30%	26%	29%	28%	33%
	Disabled	SUPP	50%	18%	17%	33%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	43%	45%	47%	54%	49%
	Disabled	60%	51%	58%	45%	50%
Healthcare assistants	non-disabled	63%	64%	65%	57%	65%
	Disabled	SUPP	50%	57%	50%	67%
Wider care team	non-disabled	48%	49%	37%	43%	51%
	Disabled	50%	53%	45%	52%	58%
General management	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	SUPP	48%	SUPP	54%	27%
	Disabled	SUPP	SUPP	SUPP	55%	SUPP

Heat map colour coding for the degree of poor outcome, relative to the benchmark

	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

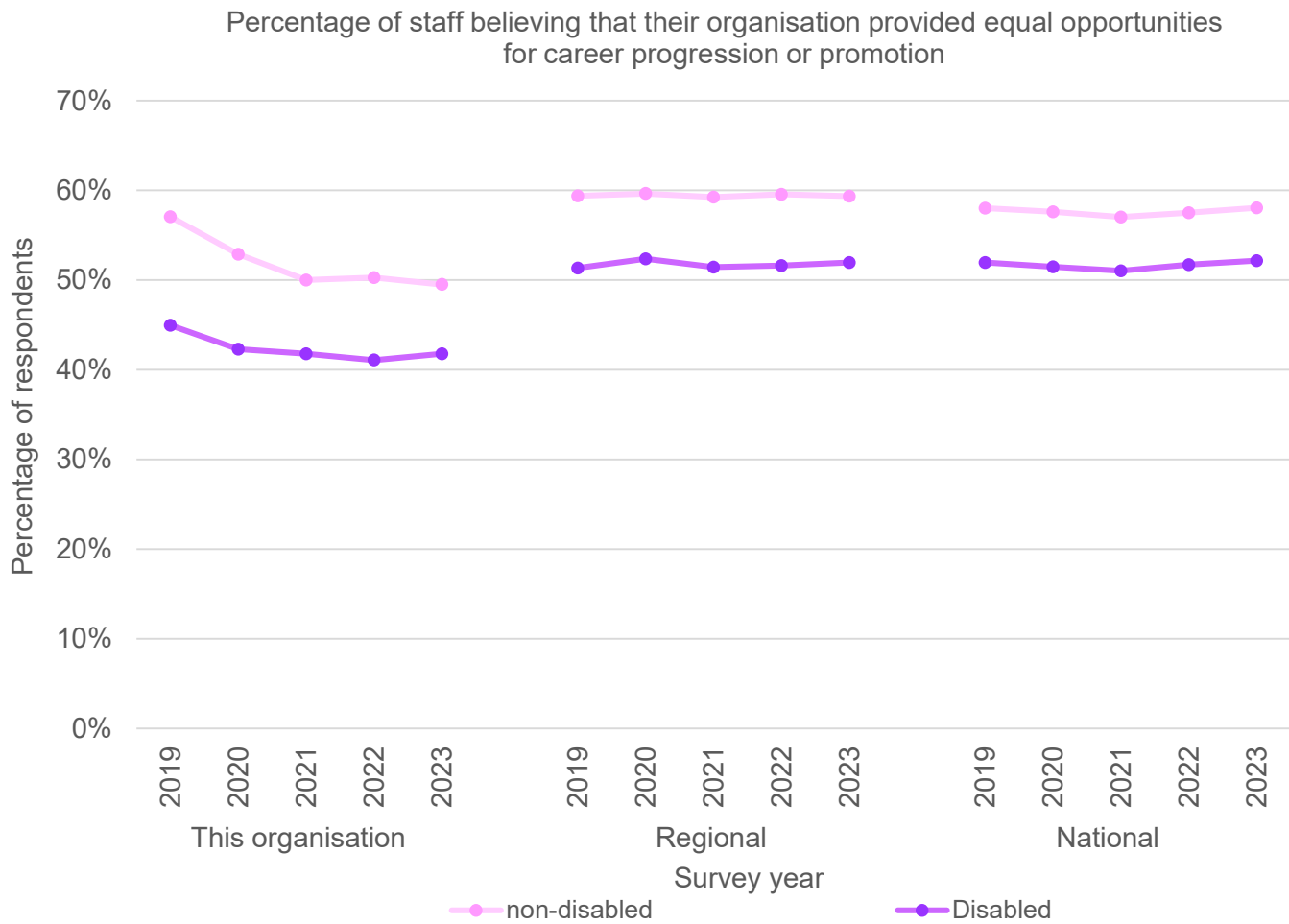
SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 5

The percentage of staff who believed that their organisation provided equal opportunities for career progression or promotion

Success metric "b" for High Impact Action 2: Access to career progression, training and development opportunities.

The percentage of staff who believed that their organisation provided equal opportunities for career progression or promotion was significantly lower for Disabled staff, 41.8%, than for non-disabled staff, 49.5%.



Percentage of staff who believed that their organisation provided equal opportunities for career progression or promotion, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	57%	53%	50%	50%	50%
	Disabled	45%	42%	42%	41%	42%
North West	non-disabled	59%	60%	59%	60%	59%
	Disabled	51%	52%	51%	52%	52%
National	non-disabled	58%	58%	57%	57%	58%
	Disabled	52%	51%	51%	52%	52%

Percentage of staff who believed that their organisation provided equal opportunities for career progression or promotion, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	55%	51%	48%	48%	48%
non-disabled women	57%	53%	51%	50%	50%
Disabled women	47%	44%	43%	42%	42%
non-disabled men	58%	52%	51%	53%	50%
Disabled men	44%	38%	36%	40%	44%

Percentage of staff who believed that their organisation provided equal opportunities for career progression or promotion, by disability and occupational group

Occupation Disability		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	60%	56%	54%	59%	57%
	Disabled	46%	52%	52%	50%	39%
Medical and dental	non-disabled	60%	58%	53%	48%	47%
	Disabled	45%	43%	45%	41%	64%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	57%	48%	44%	47%	43%
	Disabled	42%	42%	38%	35%	40%
Healthcare assistants	non-disabled	67%	53%	54%	51%	42%
	Disabled	SUPP	51%	40%	41%	46%
Wider care team	non-disabled	54%	52%	50%	46%	51%
	Disabled	42%	36%	40%	46%	40%
General management	non-disabled	67%	72%	73%	68%	64%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	47%	57%	49%	58%	61%
	Disabled	58%	31%	35%	23%	29%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

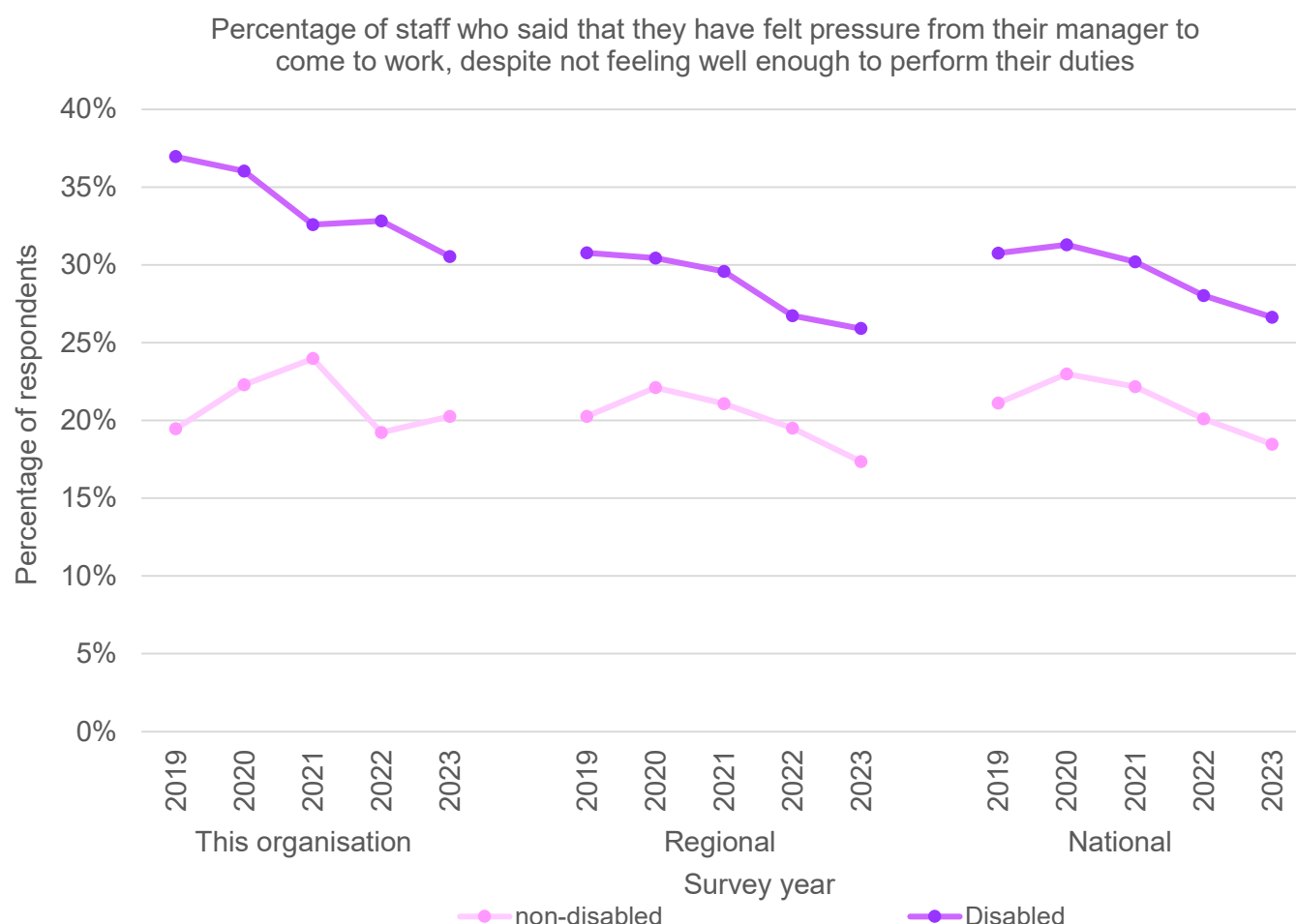
	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 6

The percentage of staff who said that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties

The percentage of staff who felt pressure from their manager to come to work, despite not feeling well enough to perform their duties was significantly higher for Disabled staff, 30.5%, than for non-disabled staff, 20.3%.



Percentage of staff who felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	19%	22%	24%	19%	20%
	Disabled	37%	36%	33%	33%	31%
North West	non-disabled	20%	22%	21%	19%	17%
	Disabled	31%	30%	30%	27%	26%
National	non-disabled	21%	23%	22%	20%	18%
	Disabled	31%	31%	30%	28%	27%

Percentage of staff who felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	24%	26%	27%	23%	24%
non-disabled women	21%	22%	23%	19%	21%
Disabled women	37%	34%	32%	33%	30%
non-disabled men	15%	23%	31%	20%	14%
Disabled men	26%	44%	34%	32%	23%

Percentage of staff who felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, by disability and occupational group

Occupation Disability		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	17%	28%	22%	19%	16%
	Disabled	42%	33%	35%	34%	30%
Medical and dental	non-disabled	9%	16%	20%	32%	26%
	Disabled	SUPP	50%	SUPP	SUPP	27%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	23%	24%	27%	19%	23%
	Disabled	31%	34%	33%	35%	32%
Healthcare assistants	non-disabled	24%	16%	28%	21%	22%
	Disabled	SUPP	38%	35%	44%	33%
Wider care team	non-disabled	20%	20%	22%	16%	19%
	Disabled	34%	36%	30%	20%	25%
General management	non-disabled	29%	8%	10%	27%	13%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	0%	19%	31%	7%	10%
	Disabled	SUPP	SUPP	40%	35%	33%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

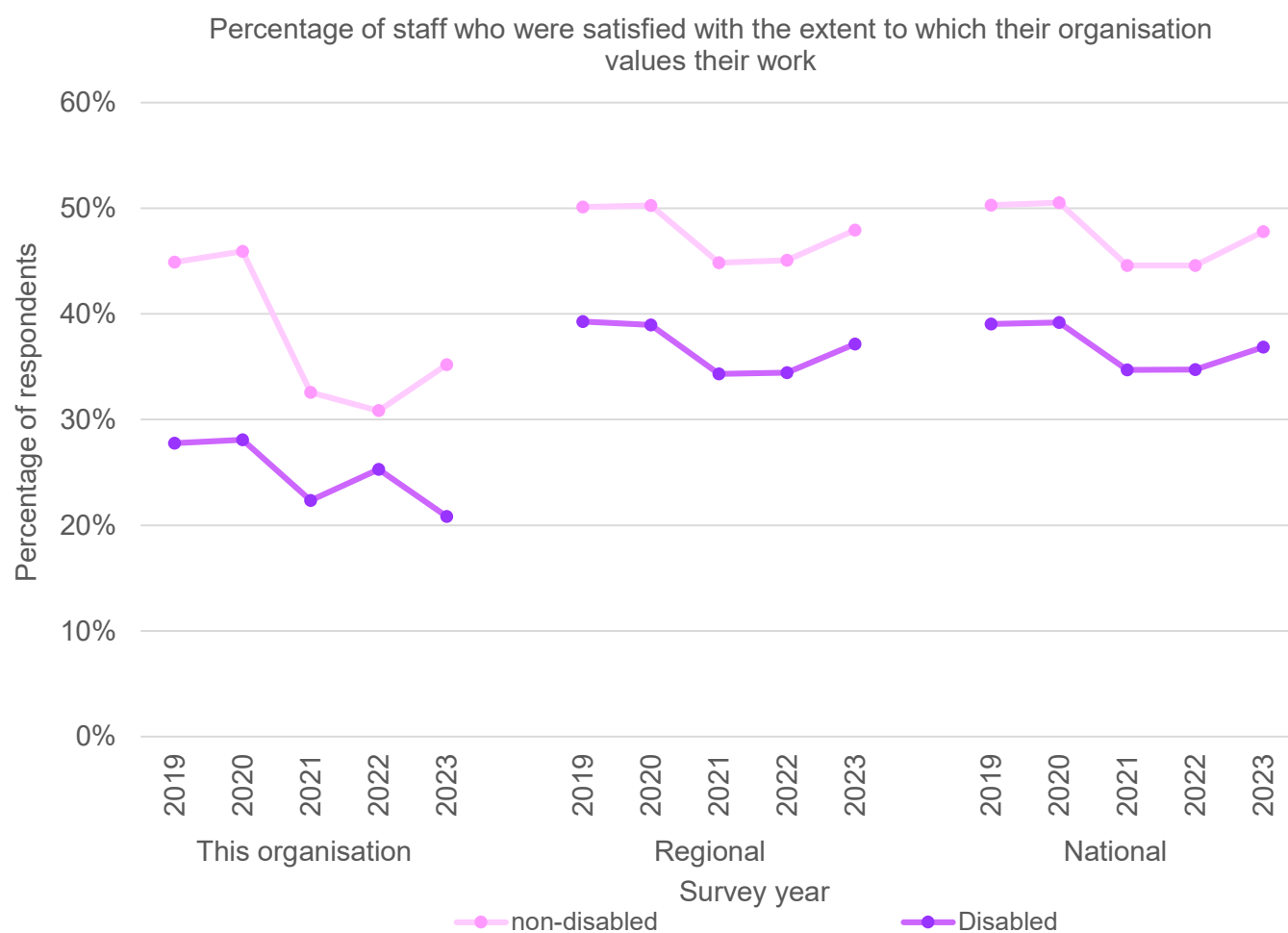
	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 7

The percentage of staff who were satisfied with the extent to which their organisation values their work

The percentage of staff who were satisfied with the extent to which their organisation values their work was significantly lower for Disabled staff, 20.8%, than for non-disabled staff, 35.2%.



Percentage of staff who were satisfied with the extent to which their organisation values their work, by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	45%	46%	33%	31%	35%
	Disabled	28%	28%	22%	25%	21%
North West	non-disabled	50%	50%	45%	45%	48%
	Disabled	39%	39%	34%	34%	37%
National	non-disabled	50%	51%	45%	45%	48%
	Disabled	39%	39%	35%	35%	37%

Percentage of staff who were satisfied with the extent to which their organisation values their work, by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	42%	42%	30%	30%	32%
non-disabled women	43%	45%	32%	30%	35%
Disabled women	29%	30%	20%	25%	21%
non-disabled men	51%	51%	39%	36%	40%
Disabled men	29%	24%	32%	27%	17%

Percentage of staff who were satisfied with the extent to which their organisation values their work, by disability and occupational group

Occupational group		Survey year				
Disability		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	51%	45%	34%	35%	36%
	Disabled	25%	34%	29%	20%	18%
Medical and dental	non-disabled	56%	44%	36%	32%	31%
	Disabled	9%	24%	25%	18%	28%
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	34%	39%	26%	25%	30%
	Disabled	23%	27%	17%	27%	16%
Healthcare assistants	non-disabled	33%	46%	26%	25%	38%
	Disabled	SUPP	26%	10%	25%	24%
Wider care team	non-disabled	44%	54%	37%	34%	35%
	Disabled	41%	24%	27%	29%	25%
General management	non-disabled	39%	47%	31%	30%	66%
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	61%	49%	52%	48%	59%
	Disabled	33%	33%	22%	23%	14%

Heat map colour coding for the degree of poor outcome, relative to the benchmark

	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

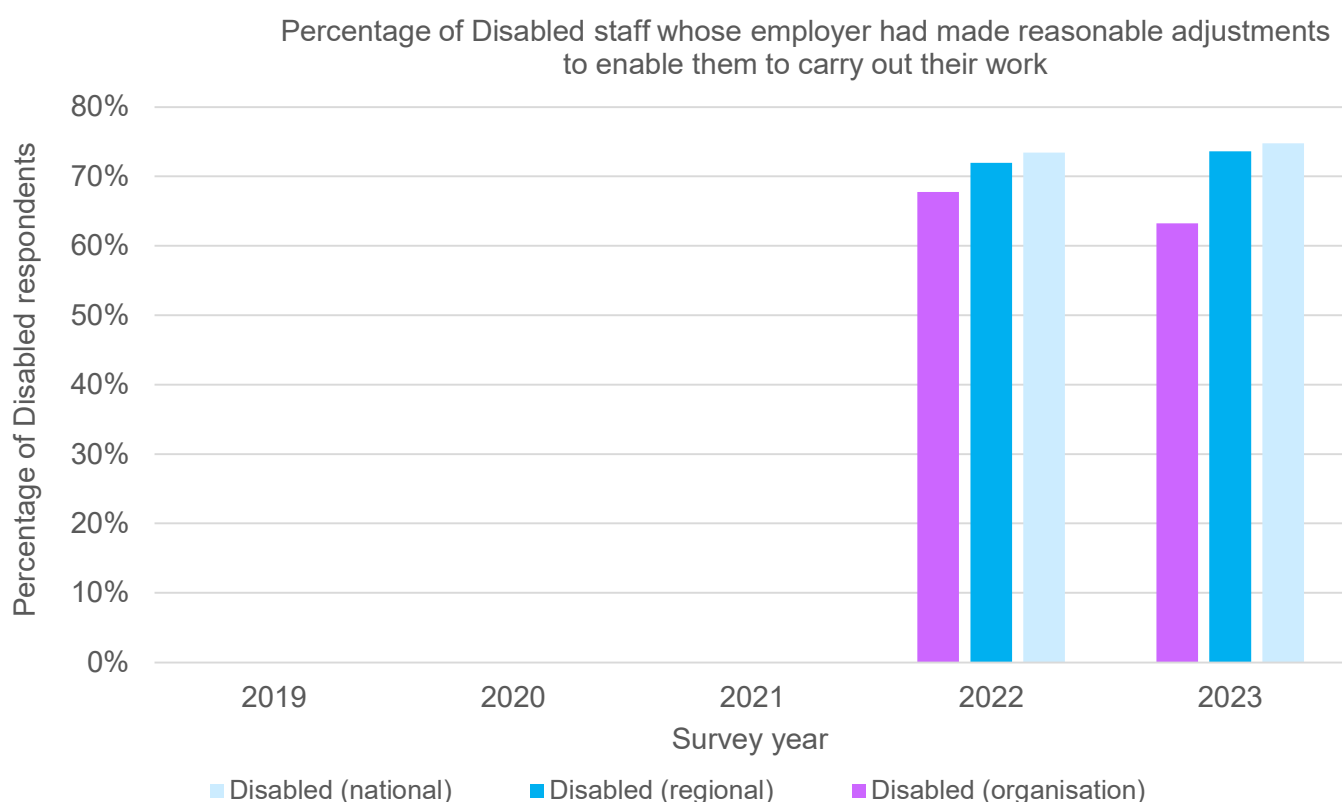
SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 8

The percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work

The percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work was significantly lower for Disabled staff at this organisation, 63.2%, than for Disabled staff nationally, 74.8%.

The percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work was significantly lower for Disabled staff in the North West region 73.6%, than for Disabled staff nationally, 74.8%.



Percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work, at this organisation and nationally

Disabled staff	Survey year				
	2019	2020	2021	2022	2023
National				73%	75%
North West				72%	74%
This organisation				68%	63%

Percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work by gender, at this organisation and nationally

Disabled staff	Survey year				
	2019	2020	2021	2022	2023
Disabled staff nationally				73%	75%
Disabled women (national)				75%	76%
Disabled women (organisation)				69%	64%
Disabled men (national)				71%	72%
Disabled men (organisation)				62%	63%

Percentage of Disabled staff whose employer had made reasonable adjustments to enable them to carry out their work, by occupational group, at this organisation and nationally

Occupation	Disabled staff	Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	National				76%	77%
	Organisation				67%	71%
Medical and dental	National				68%	67%
	Organisation				SUPP	50%
Ambulance (operational)	National				58%	63%
	Organisation				SUPP	SUPP
Nurses and midwives	National				73%	75%
	Organisation				66%	59%
Healthcare assistants	National				72%	74%
	Organisation				66%	58%
Wider care team	National				76%	76%
	Organisation				78%	69%
General management	National				75%	75%
	Organisation				SUPP	SUPP
Other	National				73%	76%
	Organisation				69%	SUPP

Heat map colour coding for the degree of poor outcome, relative to the benchmark

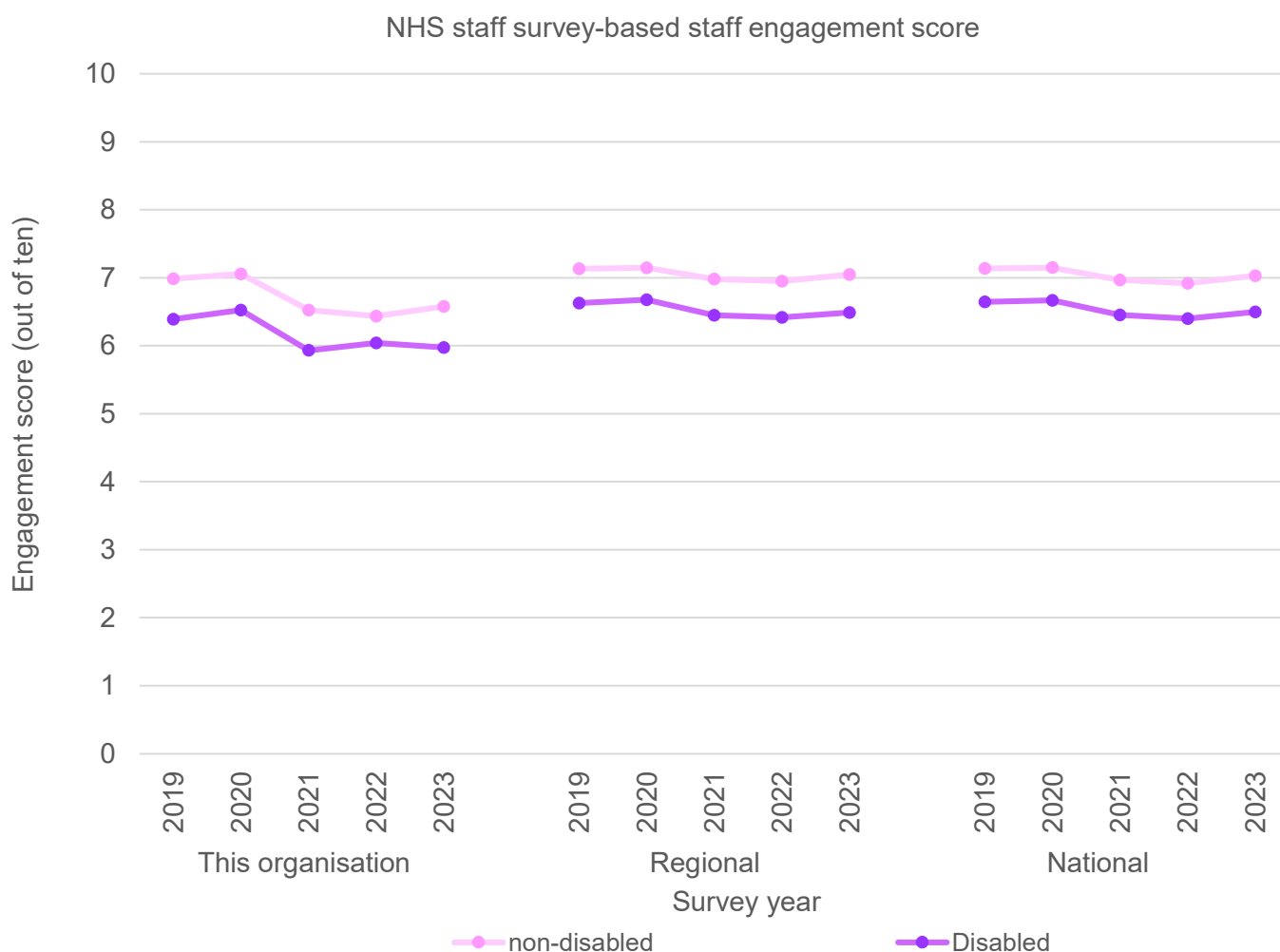
	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 9a

The NHS staff survey-based staff engagement score

The staff engagement score for Disabled staff, 6.0, was significantly lower than for non-disabled staff, 6.6.



Staff engagement scores by disability

		Survey year				
		2019	2020	2021	2022	2023
This organisation	non-disabled	7.0	7.1	6.5	6.4	6.6
	Disabled	6.4	6.5	5.9	6.0	6.0
North West	non-disabled	7.1	7.1	7.0	7.0	7.0
	Disabled	6.6	6.7	6.4	6.4	6.5
National	non-disabled	7.1	7.1	7.0	6.9	7.0
	Disabled	6.6	6.7	6.5	6.4	6.5

Staff engagement scores by disability and gender

Disability and gender	Survey year				
	2019	2020	2021	2022	2023
Overall	6.9	6.9	6.4	6.3	6.4
non-disabled women	7.0	7.1	6.5	6.5	6.6
Disabled women	6.5	6.6	6.0	6.1	6.0
non-disabled men	7.0	7.0	6.7	6.4	6.6
Disabled men	6.5	6.2	5.8	6.0	6.0

Staff engagement scores by disability and occupational group

Occupation Overall al group		Survey year				
		2019	2020	2021	2022	2023
Allied health prof.	non-disabled	7.3	7.2	6.6	6.6	6.6
	Disabled	6.6	6.7	6.2	6.1	5.9
Medical and dental	non-disabled	6.9	7.0	6.3	6.3	6.1
	Disabled	5.7	6.2	5.5	5.2	5.9
Ambulance (operational)	non-disabled	SUPP	SUPP	SUPP	SUPP	SUPP
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Nurses and midwives	non-disabled	6.8	6.9	6.4	6.3	6.5
	Disabled	6.3	6.7	5.7	5.9	5.8
Healthcare assistants	non-disabled	6.7	7.0	6.1	6.3	6.7
	Disabled	SUPP	6.6	5.6	5.7	6.1
Wider care team	non-disabled	6.9	7.1	6.7	6.5	6.6
	Disabled	6.8	6.3	6.1	6.6	6.3
General management	non-disabled	7.3	7.6	7.4	7.2	7.4
	Disabled	SUPP	SUPP	SUPP	SUPP	SUPP
Other	non-disabled	7.2	7.3	6.9	7.0	7.1
	Disabled	6.7	6.4	6.0	5.4	5.8

Heat map colour coding for the degree of poor outcome, relative to the benchmark

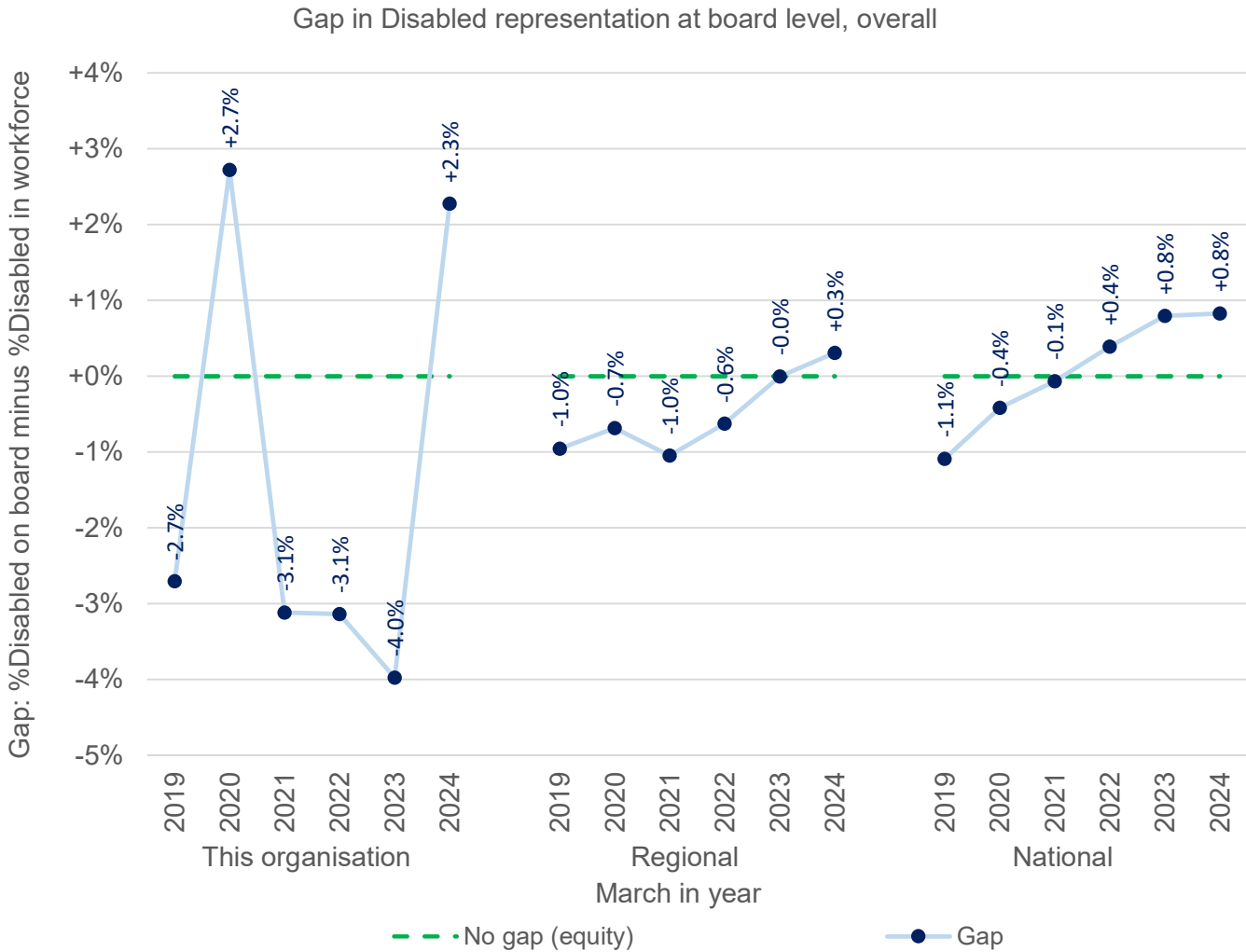
	Benchmark
	Very high
	High
	Quite high
	Similar to benchmark
	Quite low
	Low
	Very low

SUPP = Suppressed (percentages based on 10 or fewer respondents have been suppressed)

Indicator 10

Overall board membership

At March 2024, the difference between Disabled representation on the board and in the workforce was +2.3%. Disabled members were at least proportionately represented on the board in terms of a headcount.

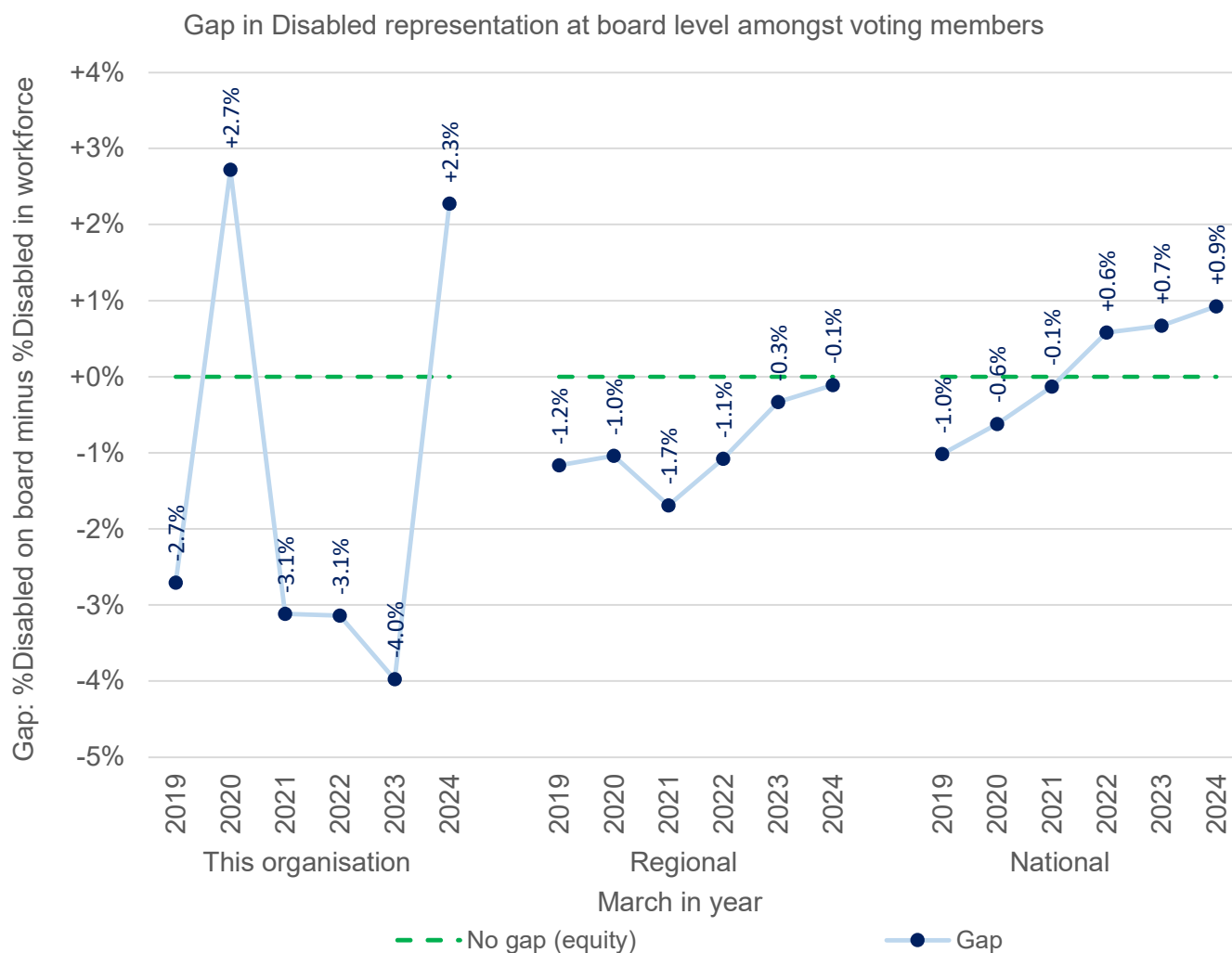


	Reporting year					
	2019	2020	2021	2022	2023	2024
This organisation	-2.7%	+2.7%	-3.1%	-3.1%	-4.0%	+2.3%
North West	-1.0%	-0.7%	-1.0%	-0.6%	-0.0%	+0.3%
National	-1.1%	-0.4%	-0.1%	+0.4%	+0.8%	+0.8%

The board representation indicator is calculated by deducting the percentage of Disabled staff in the workforce from the percentage of Disabled members on the board of directors. A value of "0.0" means that the percentage of Disabled members on the board of directors is exactly the same as the percentage of Disabled staff in the workforce. A positive value means that the percentage of Disabled members on the board of directors is higher than in the workforce, and a negative value means that the percentage of Disabled members on the board of directors is lower than in the workforce. These calculations are made for all board members considered together, as well as for voting members and executive members considered separately.

Voting board membership

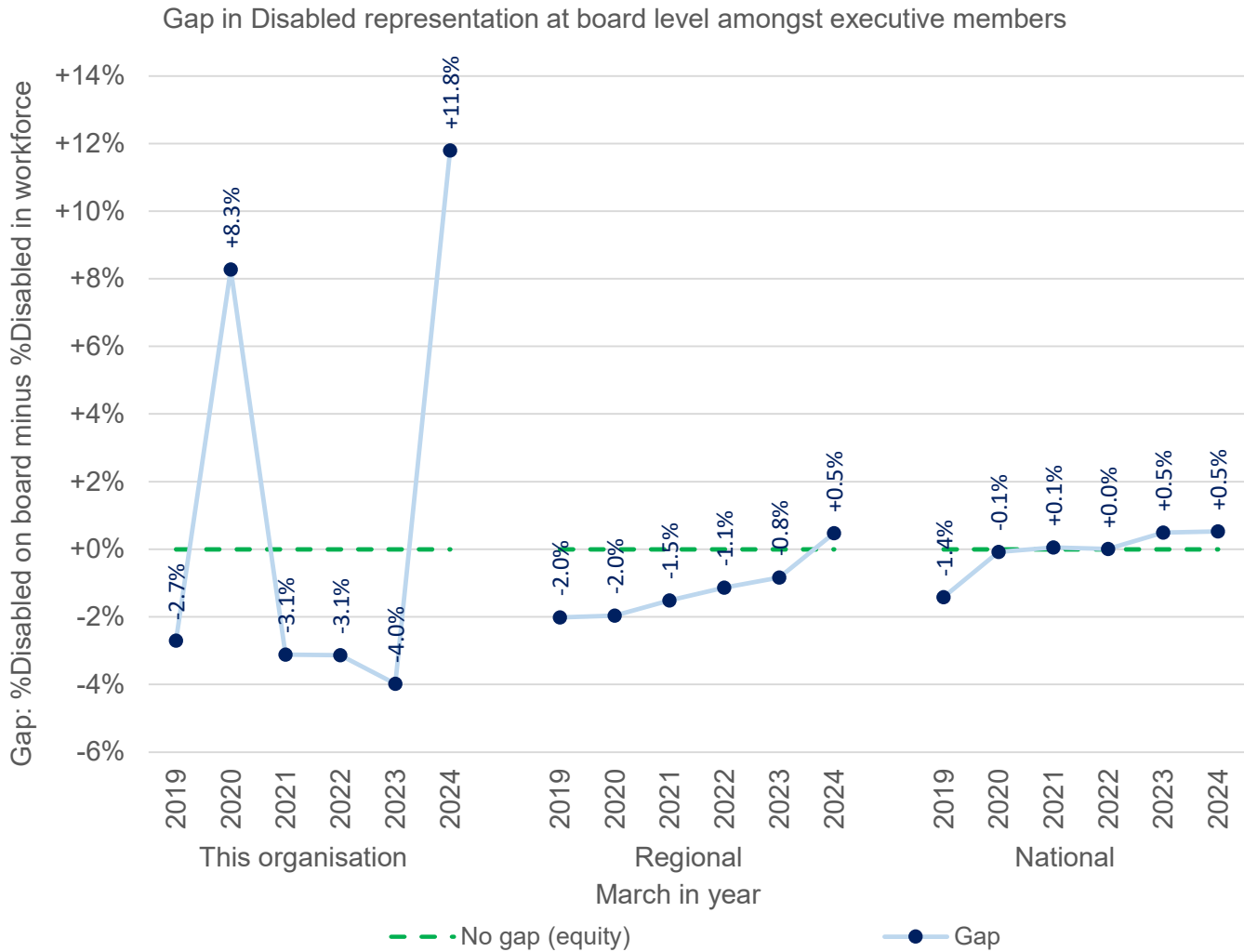
At March 2024, the difference between Disabled representation on the board and in the workforce was +2.3% amongst voting members. Disabled members were at least proportionately represented on the board in terms of a headcount of voting members.



	Reporting year					
	2019	2020	2021	2022	2023	2024
This organisation	-2.7%	+2.7%	-3.1%	-3.1%	-4.0%	+2.3%
North West	-1.2%	-1.0%	-1.7%	-1.1%	-0.3%	-0.1%
National	-1.0%	-0.6%	-0.1%	+0.6%	+0.7%	+0.9%

Executive board membership

At March 2024, the difference between Disabled representation on the board and in the workforce was +11.8% amongst executive members. Disabled members were at least proportionately represented on the board in terms of a headcount of executive members.



	Reporting year					
	2019	2020	2021	2022	2023	2024
This organisation	-2.7%	+8.3%	-3.1%	-3.1%	-4.0%	+11.8%
North West	-2.0%	-2.0%	-1.5%	-1.1%	-0.8%	+0.5%
National	-1.4%	-0.1%	+0.1%	+0.0%	+0.5%	+0.5%