

Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) Action Plan October 2022 - October 2023

(see end of document for lead roles in full*)

Workforce Disability Equality Standard (WDES) **23 complete** and/or BAU, out of 38 actions (over 60%)

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
Metric 1 Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.	1. Communications and data quality campaign to reduce the number of staff whose Electronic Staff Record (ESR) data is recorded as 'not stated' This will be linked to WRES reporting also to encourage staff to update their equalities data. ESR does not currently reflect a true representation, in contrast to the Staff Survey which shows a larger proportion of colleagues voluntarily sharing data about their disability and is therefore more representative.	Oct 2022 (Jan 2023)	Assoc Dir. Workforce Systems	ESR data quality and WDES reporting will significantly improve >50% and mirror the NHS Staff Survey data. >=10% year on year reduction in 'not stated' Trust's 2021-26 People Strategy has agreed actions to improve disability recruitment.
	2. Undertake detailed data analysis to identify specific roles or directorates where disabled colleagues are less represented at Band 7 and above level to inform proactive, target campaigns	Dec 2021 (Mar 2023)	Assoc Dir. Workforce Systems + Dep. Dir. HR	Disability recruitment is a strand of all directorate, service and Trust-level Workforce Plans targeted at increasing representation in line with the Long-Term Plan ambitions

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	3. Targeted development for disabled colleagues and career progression/ talent line through talent management conversations	Mar 2022 (May 2022)	Assoc Dir. OD/L&D + Head of Leadership/OD	Increased & score on staff survey questions about fairness of career progression from disabled staff
Metric 2 <i>Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.</i>	4. Newly appointed Recruitment Lead developing plans with the EDI Lead in line with targets in the Trust's 2021-26 People Strategy 5. Trained panels representative of protected groups 6. Undertake a review of the implementation of the "guaranteed interview scheme" and retain Level 3 Disability Confident Accreditation	Dec 2021 (Complete) Mar 2022 (May 2022) June 2022 (Aug 2022 and annual)	HRM (Rect) + EDI Lead HRM (Rect) + EDI Lead HRM (Rect) + EDI Lead	Reduction in disparity ratios between number of applicants to appointments
Metric 3 <i>Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.</i>	7. Review the Equality Impact Assessments on all ER processes (using new process) 8. Training for managers on Equality, Diversity & Inclusion (EDI) 9. Formal launch of Purple Passport to support reasonable adjustments from Day One	Dec 2021 (Complete / BAU) Mar 2022 (on-going / BAU) Nov 2021 (July 2022 / BAU)	Dep. Dir. HR Dep. Dir. HR Dep. Dir. HR	Increased number of applicants and appointments of people with disabilities
Metric 4	10. Conduct more detailed analysis of staff survey results to determine whether any	June 2022 (on-going)	Ambass. Cultural Change/FTSU +	Further development of the Speak Up Champion, Advocates

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<p>Staff Survey WDES question</p> <p>a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:</p> <p>a) Patients/Service users, their relatives or other members of the public</p> <p>a. Staff with a LTC 25.5% (6.3% above national average)</p> <p>b. Staff without a LTC 24.9% (0.2% above national average)</p> <p>b) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from manager</p> <p>a. Staff with a LTC 12.1%% (3.1% below national average)</p> <p>b. Staff without a LTC 8.9% (0.4% above national average)</p>	<p>service, profession or geographical patterns exist and target interventions to address</p> <p>11. Communication campaign focused on the value added by disabled workforce through our new trust values and Executive blogs</p> <p>12. Subject to funding consider making EDI training essential for anyone with responsibility for investigating /addressing bullying or harassment issues</p> <p>13. Process for on-going review of exit interviews of colleagues to identify if disability issues are being reported in any area within the Trust</p> <p>14. Engage with colleagues to further develop a network of Speak Up Champions across the Trust to help champion diversity, challenge inappropriate behaviour and act as knowledge points to signpost colleagues appropriate to resources.</p>	<p>Mar 2022 (on-going)</p> <p>Dec 2021 (on-going)</p> <p>Dec 2021 (on-going)</p> <p>Mar 2022 (on-going)</p>	<p>HR Engagement Mgr</p> <p>Chief Executive + Head of Comms + HR Engagement Mgr</p> <p>Dir. of HR & OD</p> <p>Ambass. Cultural Change/FTSU + Dep. Dir. HR</p> <p>Ambass. Cultural Change/FTSU</p>	<p>and Dignity At Work advisers in line with Trust Values</p> <p>Reduction in B&H incidents taking place</p>

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<p>c) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from other colleagues</p> <p>a. Staff with a LTC 20.1%% (1.2% below national average)</p> <p>b. Staff without a LTC 14.8% (1.8% above national average)</p> <p>d) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it</p>				
<p>Metric 5</p> <p>Staff Survey WDES</p> <p>Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</p>	<p>15. Conduct more detailed analysis of staff survey results to determine whether any service, profession or geographical patterns exist and target interventions to address</p> <p>16. Engage with the Disability Awareness Network and seek challenge</p>	<p>Oct 2022 (on-going)</p> <p>Ongoing (complete / BAU)</p>	<p>HRM (Rect) + EDI Lead</p> <p>EDI Lead</p>	<p>Increase in applications from disabled colleagues</p> <p>Increased engagement with the Race & Cultural Awareness Network</p> <p>Proportionate number of appointments to number of applicants</p>

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
<p>a. Staff with a LTC 83.5% (2.1% above national average)</p> <p>b. Staff without a LTC 88.2% (0.3% below national average)</p>	<p>17. Roll out and further promotion of the Positive Action Development Programme ("Flourish"), Change 100 reciprocal mentoring programme</p>	<p>Oct 2022 (complete)</p>	<p>Head of Leadership & OD</p>	
<p>Metric 6</p> <p>Staff Survey WDES</p> <p>Percentage of staff with a long term condition (LTC) compared staff without a LTC saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.</p> <p>a. Staff with a LTC 24.8% (0.7% above national average)</p> <p>b. Staff without a LTC 16.7% (0.1% above national average)</p>	<p>18. Disability awareness training, including undertaking Equality Impact Assessments (EIA)</p> <p>19. Further engagement with the successful Change 100 programme and widening across the Trust</p> <p>20. Training on reasonable adjustments and the "Purple Passports" process</p> <p>21. Identifying "champions" with or without lived experience to form allyships and mentoring to disabled colleagues</p>	<p>Mar 2022 (on-going / BAU)</p> <p>Mar 2022 (N/a)</p> <p>Mar 2022 (on-going / BAU)</p> <p>Mar 2022 (on-going)</p>	<p>Assoc Dir. OD/L&D + EDI Lead</p> <p>Assoc Dir. OD/L&D + EDI Lead</p> <p>Assoc Dir. OD/L&D + HRM (Rect)</p> <p>Head of Leadership & OD + EDI Lead</p>	<p>Overall health and wellbeing improved</p> <p>Skilled, confident managers</p> <p>Trust values "working together" to create an improved culture</p>
<p>Metric 7</p> <p>Staff Survey WDES</p> <p>Percentage of Disabled staff compared to non-disabled staff saying that</p>	<p>22. Increase the uptake of the NHS Annual Staff Survey 2021 with the promotion of Trust WDES plan</p> <p>23. Detailed analysis of the NHS Annual Staff Survey 2020 results to identify trends</p>	<p>Nov 2021 (on-going)</p> <p>Nov 2021 (on-going)</p>	<p>Head of Leadership & OD</p> <p>Head of Leadership & OD</p>	<p>Improved retention figures and staff choosing to stay within the Trust / ICS</p>

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<p><i>they are satisfied with the extent to which their organisation values their work.</i></p> <p>a. Staff with a LTC 46.6%% (2% above national average)</p> <p>b. Staff without a LTC 52.3% (2.9% below national average)</p>	<p>24. Work with Staff Networks to explore and target areas with less than satisfactory</p> <p>25. Signpost training and peer support to targeted areas, for all staff with particular focus to line manager training</p> <p>26. Standard agenda item to ensure on-going consultation with the Disability Awareness Network</p>	<p>Ongoing (Complete / BAU)</p> <p>Ongoing (Complete / BAU)</p> <p>On-going (Complete)</p>	<p>Head of Leadership & OD + EDI Lead</p> <p>OD Expert</p> <p>EDI Lead</p>	
<p>Metric 8</p> <p>Staff Survey WDES</p> <p>Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</p> <p>Staff with a LTC 84. (3.2% above the national average)</p>	<p>27. Facilitate regular and ad hoc / bespoke management signposting to training on reasonable adjustments</p> <p>28. Reasonable adjustments will support our drive for retention and further support colleagues to work to the best of their abilities. Targeted communications / training to ensure that colleagues/ managers are aware how they access support.</p> <p>29. Seek advice and support from specialist employment services to ensure workplace adjustments are in place i.e., Access to Work (and Purple Passport)</p> <p>30. Further development and promotion of the staff led Diversity and specific staff networks to reach out and hear the voices of staff and understand their experiences and needs</p>	<p>Ongoing (Complete)</p> <p>Ongoing (Complete)</p> <p>Ongoing (Complete)</p> <p>Ongoing (Complete)</p>	<p>Svc Dir. OH + HR Engagement Mgr</p> <p>Svc Dir. OH + HR Engagement Mgr</p> <p>Svc Dir. OH + HR Engagement Mgr + HRM (Rect)</p> <p>EDI Lead</p>	<p>Increased opportunity for internal and external advice, training. Additional content on Working Well website</p> <p>Current awareness through social media and Trust events i.e. Carers week, Deaf Awareness week and Mental Health Day</p> <p>Evidence of wider use of external expert employment support agencies</p>

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
	31. Invest and promote relevant awareness days to ensure colleagues feel valued and included (via induction, internal comms and Diversity Networks)	Ongoing (Complete)	EDI Lead + Head of Comms	
<p>Metric 9</p> <p>Staff survey WDES</p> <p>The staff engagement score for Disabled staff, compared to non-disabled staff.</p> <p>a. Staff with a LTC 6.9% (0.4% above national average)</p> <p>b. Staff without a LTC 7.3% (same as national average)</p> <p>b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?</p> <p>Yes</p>	<p>32. Build confidence by promoting and making accessible, specific actions to support the employment and needs of disabled staff</p> <p>33. Disability Awareness Network; comprises of a Chair, co-Chair, senior manager lead and a dedicated resource to support and development and support of the Network and Chairs</p> <p>34. Initiatives – Disability Confident Scheme, NHS Employers Equality & Inclusion Partners Programme (Alumni)</p>	<p>Ongoing (On-going)</p> <p>Ongoing (Complete)</p> <p>Ongoing (Complete)</p>	<p>Head of Leadership & OD</p> <p>EDI Lead</p> <p>Assoc. Dir. of OD & LD</p>	<p>Engagement and stakeholder management increased, policy and process development</p> <p>Becoming and go-to employer of choice and system lead</p>
<p>Metric 10</p> <p>Percentage difference between the organisation's Board voting membership and its organisation's</p>	35. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and positively seek diversity through future appointments	Oct 2022 (on-going)	<p>Dir. of HR/OD + Chief Executive + Trust Chair</p> <p>Dir. of HR/OD</p>	<p>Better representation of the Gloucestershire community's disability demographics at Board and Senior Leadership level. Awareness to the Trust Board around equality issues through the use of patient/staff stories</p>

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
overall workforce, disaggregated:	36. Build on the reciprocal mentoring programme and offers of coaching and mentoring and shadowing opportunities with Exec Team	Oct 2022 (On-track / On-going across ICS)	+ Head of Leadership/OD	Board members reciprocally mentoring cohort of staff with positive evaluation evidencing Board better understanding obstacles and enablers
	37. Proactively encourage disabled applicants to apply for future roles and target through executive search and disclose the makeup of the current board on advertisement	Ongoing (On-going)	Dir. of HR/OD	Increased % of disabled applicants for Board and directly sub Board roles
	38. Engage with the Diversity and staff networks to identify any potential barriers to the progression of disabled colleagues into senior leadership and Board roles and identify mechanisms to support the development	Ongoing (On-going / BAU)	EDI Lead	Valuing Difference Network group launched

Reviewed Oct 2022

Workforce Race Equality Standard (WRES) 14 complete and/or BAU, out of 22 actions (over 63%)

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
<p>Metric 1</p> <p>Percentage of staff in each of the AfC Bands 1-9 OR Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce</p>	<ol style="list-style-type: none"> As Metric 1 WDES above Promote and facilitate colleagues to attend 'Ready Now' training programme available to those working at Band 8+ and the 'Stepping Up' programme available to those working at bands 4-7 through the NHS Leadership Academy ESR data recording as per WDES metric 1 Recruitment and Retention Strategy to reference targets and approach aligned to the Trust's 2021-26 People Strategy 	<p>(Jan and Mar 2023)</p> <p>Oct 2022 (On-going – new progs)</p> <p>Oct 2022 (Jan 2023)</p> <p>Jan 2022 (TBA)</p>	<p>Head of Leadership/OD</p> <p>Assoc Dir. Workforce Systems</p> <p>Deputy Dir. of HR + EDI Lead</p>	<p>Information relating to both programmes will be available to colleagues through communications, intranet leadership pages and senior managers targeting staff to who the programmes are most suited to</p> <p>As per WDES Metric 1 - BME recruitment is a strand of all workforce plans and Recruitment and Retention Strategy</p>
<p>Metric 2</p> <p>Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants</p>	<ol style="list-style-type: none"> Newly appointed Recruitment Lead developing plans with the EDI Lead in line with targets in the Trust's 2021-26 People Strategy Train panels who are representative of protected groups 	<p>Dec 2021 (Complete)</p> <p>Mar 2022 (on-going / BAU)</p>	<p>HRM (Rect) + EDI Lead</p> <p>HRM (Rect) + EDI Lead</p>	<p>Reduction in disparity ratios between number of applicants to appointments</p>
<p>Metric 3</p> <p>Relative likelihood of BME staff entering the formal disciplinary process compared to white staff</p>	<ol style="list-style-type: none"> Equality Impact Assessments on all Employee Relations (ER) processes 	<p>Dec 2021 (Complete / BAU)</p>	<p>Deputy Dir. of HR + EDI Lead</p>	<p>Increased number of applicants and appointments of people from ethnic minority backgrounds</p>

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
	8. Identify and develop relevant training for managers	Dec 2022 (Complete)	Deputy Dir. of HR + OD Expert	
Metric 4 <i>Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff</i>	9. Evaluation of the positive action development programme ("Flourish") for protected groups 10. Support throughout the process	Mar 2022 (Complete) Ongoing (Complete)	Head of Leadership/OD + EDI Lead Head of Leadership/OD + EDI Lead	Wider pool of promotion opportunities
Metric 5 Staff Survey <i>Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</i> a. BME staff 33% (0.9% above national average) b. White staff 24.5% (0.9% below national average)	11. As Metric 4 WDES 12. Continue to build relationships with partner organisation networks to identify shared risks across the system through the WRES metrics, and review shared solutions across the system 13. Encourage colleagues to report on Datix when they experience any bullying, harassment or abuse from patients, relatives or public	Oct 2022 (On-going / BAU) Oct 2022 (On-going / BAU)	Chief Executive + EDI Lead Security Management Specialist	Successful engagement with the Diversity Network and Race & Cultural Awareness Network for Gloucestershire with representation from the Trust (EDI Lead) with an aim to support learning from other organisations
Metric 6 Staff survey <i>Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months</i> a. BME staff 24.7% (0.3% below national average)	14. As WDES Metric 4 15. Review Trust approach to supporting and signposting staff experiencing bullying. This will include a review of the Speak Up Champion role and the refresh of our EDI policies to adopt the 'just culture' and civility and respect principles	Mar 2022 (On-going / BAU)	Ambass. Cultural Change/FTSU + Dep. Dir of HR/OD + EDI Lead	Steps towards our "great place to work" aim

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
b. White staff 21% (1.4% above national average)				
Metric 7 Staff Survey Percentage of staff believing that their trust provides equal opportunities for career progression or promotion a. BME staff 74.1% (1.4% above national average) b. White staff 87.8% (0.9% below national average)	16. Conduct more detailed analysis of staff survey results to determine whether any service, profession or geographical patterns exist and target interventions to address 17. Continue to engage with the RCAN network 18. Roll out and further promotion of the Positive Action Development Programme ("Flourish"), Change 100 and reciprocal mentoring programme	Oct 2022 (on-going) Ongoing (BAU) Oct 2022 (Complete)	HRM (Rect) + EDI Lead HRM (Rect) + EDI Lead Head of Leadership & OD	Increase in applications from colleagues from a minority ethnic background Increased engagement with the Race & Cultural Awareness Network Proportionate number of appointments to number of applicants
Metric 8 Staff Survey Percentage of staff personally experienced discrimination at work from manager/team leader or other colleagues a. BME staff 10.2% (4.9% below national average) b. White staff 5% (0.6% below national average)	19. Engage with and build the staff led Diversity Network and the Race & Cultural Network which has a key role in overseeing plans to improve the experiences of all colleagues with a protected characteristic, in collaboration with Staff side colleagues	Ongoing (Complete)	EDI Lead + Ambass. Cultural Change/FTSU	Further development of the Speak Up Champion role in line with Trust Values
Metric 9 Board Membership	20. Engage with the Diversity Network and specific staff networks to identify any potential barriers to the progression of colleagues from minority backgrounds into senior leadership roles and roll out	Ongoing (BAU)	Dir. of HR/OD + Head of Leadership/OD	Board leading by example and appearing accessible to colleagues

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
Percentage difference between the organisation's board voting membership and its overall workforce	the Flourish positive action development programme and mechanisms to support development			
	21. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and positively seek diversity through future appointments	Oct 2022 (on-going)	Dir. of HR/OD + Chief Executive + Trust Chair	
	22. Continue with the reciprocal mentoring programme and evaluation	Ongoing (on track / on-going across the ICS)	Dir. of HR/OD + Head of Leadership/OD	

Lead Titles	Abbreviations
Ambassador for Cultural Change / Freedom to Speak Up Guardian	<i>Ambass. Cultural Change/FTSU</i>
Associate Director of Organisational Development & Learning & Development	<i>Assoc Dir. OD/L&D</i>
Associate Dir. Of Workforce Systems & Planning	<i>Assoc Dir. Workforce Systems</i>
Chief Executive	<i>Chief Executive</i>
Deputy Director of Human Resources	<i>Dep. Dir. HR</i>
Director of Human Resources & Organisational Development	<i>Dir. of HR/OD</i>
Equality, Diversity & Inclusion Lead	<i>EDI Lead</i>
Service Director, Working Well Occupational Health	<i>Svc Dir. OH</i>
Head of Communications	<i>Head of Comms</i>
Head of Leadership & Organisational Development	<i>Head of Leadership/OD</i>
Human Resources & Engagement Manager	<i>HR Engagement Mgr</i>
Organisational Development Expert	<i>OD Expert</i>
Security Management Specialists	<i>Security Management Specialists</i>
Senior HR Manager (Recruitment)	<i>HRM (Rect)</i>
Trust Chair	<i>Trust Chair</i>