

## Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) Action Plan October 2021 - October 2022

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

### Workforce Disability Equality Standard (WDES)

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
<b>Metric 1</b>  <b>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.</b>	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	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	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	Assoc Dir. OD/L&D + Head of Leadership/OD	Increased & score on staff survey questions about fairness of career progression from disabled staff
<b>Metric 2</b> <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	Dec 2021	HRM (Rect) + EDI Lead	Reduction in disparity ratios between number of applicants to appointments
	5. Trained panels representative of protected groups	Mar 2022	HRM (Rect) + EDI Lead	
	6. Undertake a review of the implementation of the "guaranteed interview scheme" and retain Level 3 Disability Confident Accreditation	June 2022	HRM (Rect) + EDI Lead	
<b>Metric 3</b> <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)	Dec 2021	Dep. Dir. HR	Increased number of applicants and appointments of people with disabilities
	8. Training for managers on Equality, Diversity & Inclusion (EDI)	Mar 2022	Dep. Dir. HR	
	9. Formal launch of Purple Passport to support reasonable adjustments from Day One	Nov 2021	Dep. Dir. HR	
<b>Metric 4</b> <i>Staff Survey WDES question</i> <i>a) Percentage of Disabled staff compared to non-disabled staff</i>	10. Conduct more detailed analysis of staff survey results to determine whether any service, profession or geographical patterns exist and target interventions to address	June 2022	Ambass. Cultural Change/FTSU + HR Engagement Mgr	Further development of the Speak Up Champion, Advocates and Dignity At Work advisers in line with Trust Values

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
<p><b><i>experiencing harassment, bullying or abuse from:</i></b></p> <p><b><i>a) Patients/Service users, their relatives or other members of the public</i></b></p> <p><b><i>a. Staff with a LTC 25.5% (6.3% above national average)</i></b></p> <p><b><i>b. Staff without a LTC 24.9% (0.2% above national average)</i></b></p> <p><b><i>b) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from manager</i></b></p> <p><b><i>a. Staff with a LTC 12.1%% (3.1% below national average)</i></b></p> <p><b><i>b. Staff without a LTC 8.9% (0.4% above national average)</i></b></p> <p><b><i>c) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from other colleagues</i></b></p> <p><b><i>a. Staff with a LTC 20.1%% (1.2% below national average)</i></b></p> <p><b><i>b. Staff without a LTC 14.8% (1.8% above national average)</i></b></p> <p><b><i>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</i></b></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</p> <p>Dec 2021</p> <p>Dec 2021</p> <p>Mar 2022</p>	<p>Chief Executive + Head of Comms + HR Engagement Mgr</p> <p>Dir. of HR &amp; OD</p> <p>Ambass. Cultural Change/FTSU + Dep. Dir. HR</p> <p>Ambass. Cultural Change/FTSU</p>	<p>Reduction in B&amp;H incidents taking place</p>

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
<p><b>a. Staff with a LTC 50% (8.8% above national average)</b>  <b>b. Staff without a LTC 54.5% (6.3% below national average)</b></p>				
<p><b>Metric 5</b></p> <p><b>Staff Survey WDES</b></p> <p><b>Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</b></p> <p><b>a. Staff with a LTC 83.5% (2.1% above national average)</b>  <b>b. Staff without a LTC 88.2% (0.3% below national average)</b></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>17. Roll out and further promotion of the Positive Action Development Programme (“Flourish”), Change 100 reciprocal mentoring programme</p>	<p>Oct 2022</p> <p>Ongoing</p> <p>Oct 2022</p>	<p>HRM (Rect) + EDI Lead</p> <p>EDI Lead</p> <p>Head of Leadership &amp; OD</p>	<p>Increase in applications from disabled colleagues</p> <p>Increased engagement with the Race &amp; Cultural Awareness Network</p> <p>Proportionate number of appointments to number of applicants</p>
<p><b>Metric 6</b></p> <p><b>Staff Survey WDES</b></p> <p><b>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.</b></p> <p><b>a. Staff with a LTC 24.8% (0.7% above national average)</b>  <b>b. Staff without a LTC 16.7% (0.1% above national average)</b></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</p> <p>Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022</p>	<p>Assoc Dir. OD/L&amp;D + EDI Lead</p> <p>Assoc Dir. OD/L&amp;D + EDI Lead</p> <p>Assoc Dir. OD/L&amp;D + HRM (Rect)</p> <p>Head of Leadership &amp; 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>

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<p><b>Metric 7</b></p> <p><b>Staff Survey WDES</b></p> <p><b>Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.</b></p> <p><b>a. Staff with a LTC 46.6%% (2% above national average )</b></p> <p><b>b. Staff without a LTC 52.3% (2.9% below national average)</b></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>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>Nov 2021</p> <p>Nov 2021</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Head of Leadership &amp; OD</p> <p>Head of Leadership &amp; OD</p> <p>Head of Leadership &amp; OD + EDI Lead</p> <p>OD Expert</p> <p>EDI Lead</p>	<p>Improved retention figures and staff choosing to stay within the Trust / ICS</p>
<p><b>Metric 8</b></p> <p><b>Staff Survey WDES</b></p> <p><b>Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</b></p> <p><b>Staff with a LTC 84. (3.2% above the national average)</b></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>Ongoing</p> <p>Ongoing</p> <p>Ongoing</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>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
	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	Ongoing	EDI Lead	
	31. Invest and promote relevant awareness days to ensure colleagues feel valued and included (via induction, internal comms and Diversity Networks)	Ongoing	EDI Lead + Head of Comms	
<b>Metric 9</b> <b>Staff survey WDES</b> <b>The staff engagement score for Disabled staff, compared to non-disabled staff.</b> <b>a. Staff with a LTC 6.9% (0.4% above national average )</b> <b>b. Staff without a LTC 7.3% (same as national average)</b> <b>b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?</b> <b>Yes</b>	32. Build confidence by promoting and making accessible, specific actions to support the employment and needs of disabled staff 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 34. Initiatives – Disability Confident Scheme, NHS Employers Equality & Inclusion Partners Programme (Alumni)	Ongoing Ongoing Ongoing	Head of Leadership & OD EDI Lead Assoc. Dir. of OD & LD	Engagement and stakeholder management increased, policy and process development Becoming and go-to employer of choice and system lead
<b>Metric 10</b> <b>Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:</b>	35. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and positively seek diversity through future appointments	Oct 2022	Dir. of HR/OD + Chief Executive + Trust Chair	Better representation of the Gloucestershire community's disability demographics at Board and Senior Leadership level. Awareness to the

WDES Metric (Disability)	Action	Target Date for Completion	Lead	Outcome / evidence of Progress
	36. Build on the reciprocal mentoring programme and offers of coaching and mentoring and shadowing opportunities with Exec Team	Oct 2022	Dir. of HR/OD + Head of Leadership/OD	Trust Board around equality issues through the use of patient/staff stories
	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	Dir. of HR/OD	Board members reciprocally mentoring cohort of staff with positive evaluation evidencing Board better understanding obstacles and enablers
	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	EDI Lead	Increased % of disabled applicants for Board and directly sub Board roles  Valuing Difference Network group launched



## Workforce Race Equality Standard (WRES)

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
<p><b>Metric 1</b></p> <p><b>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</b></p>	<ol style="list-style-type: none"> <li>1. As Metric 1 WDES above</li> <li>2. 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</li> <li>3. ESR data recording as per WDES metric 1</li> <li>4. Recruitment and Retention Strategy to reference targets and approach aligned to the Trust's 2021-26 People Strategy</li> </ol>	<p>Oct 2022</p> <p>Oct 2022</p> <p>Jan 2022</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><b>Metric 2</b></p> <p><b>Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants</b></p>	<ol style="list-style-type: none"> <li>5. Newly appointed Recruitment Lead developing plans with the EDI Lead in line with targets in the Trust's 2021-26 People Strategy</li> <li>6. Train panels who are representative of protected groups</li> </ol>	<p>Dec 2021</p> <p>Mar 2022</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><b>Metric 3</b></p> <p><b>Relative likelihood of BME staff entering the formal disciplinary process compared to white staff</b></p>	<ol style="list-style-type: none"> <li>7. Equality Impact Assessments on all Employee Relations (ER) processes</li> <li>8. Identify and develop relevant training for managers</li> </ol>	<p>Dec 2021</p> <p>Dec 2022</p>	<p>Deputy Dir. of HR + EDI Lead</p> <p>Deputy Dir. of HR + OD Expert</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
<p><b>Metric 4</b></p> <p><b>Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff</b></p>	<p>9. Evaluation of the positive action development programme (“Flourish”) for protected groups</p> <p>10. Support throughout the process</p>	<p>Mar 2022</p> <p>Ongoing</p>	<p>Head of Leadership/OD + EDI Lead</p> <p>Head of Leadership/OD + EDI Lead</p>	<p>Wider pool of promotion opportunities</p>
<p><b>Metric 5</b></p> <p><b>Staff Survey</b></p> <p><b>Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</b></p> <p><b>a. BME staff 33% (0.9% above national average)</b></p> <p><b>b. White staff 24.5% (0.9% below national average)</b></p>	<p>11. As Metric 4 WDES</p> <p>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</p> <p>13. Encourage colleagues to report on Datix when they experience any bullying, harassment or abuse from patients, relatives or public</p>	<p>Oct 2022</p> <p>Oct 2022</p>	<p>Chief Executive + EDI Lead</p> <p>Security Management Specialist</p>	<p>Successful engagement with the Diversity Network and Race &amp; Cultural Awareness Network for Gloucestershire with representation from the Trust (EDI Lead) with an aim to support learning from other organisations</p>
<p><b>Metric 6</b></p> <p><b>Staff survey</b></p> <p><b>Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months</b></p> <p><b>a. BME staff 24.7% (0.3% below national average)</b></p> <p><b>b. White staff 21% (1.4% above national average)</b></p>	<p>14. As WDES Metric 4</p> <p>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</p>	<p>Mar 2022</p>	<p>Ambass. Cultural Change/FTSU + Dep. Dir of HR/OD + EDI Lead</p>	<p>Steps towards our “great place to work” aim</p>

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
<p><b>Metric 7</b></p> <p><b>Staff Survey</b></p> <p><b>Percentage of staff believing that their trust provides equal opportunities for career progression or promotion</b></p> <p><b>a. BME staff 74.1% (1.4% above national average)</b></p> <p><b>b. White staff 87.8% (0.9% below national average)</b></p>	<p>16. 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>17. Continue to engage with the RCAN network</p> <p>18. Roll out and further promotion of the Positive Action Development Programme ("Flourish"), Change 100 and reciprocal mentoring programme</p>	<p>Oct 2022</p> <p>Ongoing</p> <p>Oct 2022</p>	<p>HRM (Rect) + EDI Lead</p> <p>HRM (Rect) + EDI Lead</p> <p>Head of Leadership &amp; OD</p>	<p>Increase in applications from colleagues from a minority ethnic background</p> <p>Increased engagement with the Race &amp; Cultural Awareness Network</p> <p>Proportionate number of appointments to number of applicants</p>
<p><b>Metric 8</b></p> <p><b>Staff Survey</b></p> <p><b>Percentage of staff personally experienced discrimination at work from manager/team leader or other colleagues</b></p> <p><b>a. BME staff 10.2% (4.9% below national average)</b></p> <p><b>b. White staff 5% (0.6% below national average)</b></p>	<p>19. Engage with and build the staff led Diversity Network and the Race &amp; 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</p>	<p>Ongoing</p>	<p>EDI Lead + Ambass. Cultural Change/FTSU</p>	<p>Further development of the Speak Up Champion role in line with Trust Values</p>
<p><b>Metric 9</b></p> <p><b>Board Membership</b></p> <p><b>Percentage difference between the organisation's board voting membership and its overall workforce</b></p>	<p>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 the Flourish positive action development programme and mechanisms to support development</p>	<p>Ongoing</p>	<p>Dir. of HR/OD + Head of Leadership/OD</p>	<p>Board leading by example and appearing accessible to colleagues</p>

WRES Metric (Race)	Action	Target Completion Date	Lead	Outcome / evidence of Progress
	21. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and positively seek diversity through future appointments	Oct 2022	Dir. of HR/OD + Chief Executive + Trust Chair	
	22. Continue with the reciprocal mentoring programme and evaluation	Ongoing	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&amp;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>