

WORKFORCE 'DISABILITY' AND 'RACE' EQUALITY STANDARDS

GHC Workforce Data and Action Plans 2022/23

The following sets out Gloucestershire Health and Care NHS Foundation Trust's plans to address Disability and Race inequalities within in its workforce and the provision of its services

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

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At a glance summary of the WDES metrics and WRES indicators and the data required from ESR and the Staff Survey are set below in tables 1 and 2 respectively:

Table 1 – Data Collection Framework Metrics and Indicators

WDES Metric	Disability – INCLUDES Bank Workers <ul style="list-style-type: none"> • Disabled • Non-Disabled 	WRES Indicator	Race – EXCLUDES Bank Workers <ul style="list-style-type: none"> • White • BME • Ethnicity Unknown / Null
1	Headcount	1	Headcount
2	Shortlisted applicants and likelihood of appt	2	Shortlisted applicants and likelihood of appt
3	Average number [average headcount] entering formal Capability and how many are solely ill-health	3	Number [actual headcount] entering formal Disciplinary/Investigation to calculate the relative likelihood
		4	Accessing non-mandatory training and CPD and likelihood
4a – 9a	NHS Staff survey (4a - 9a)	5 - 8	NHS Staff survey (5 - 8)
9b	Action taken to facilitate the voices of disabled staff		
10	Board Members – by disability and % to overall workforce <ul style="list-style-type: none"> • by voting / non-voting • by Exec / Non-Exec 	9	Board Members – by ethnicity and % to overall workforce <ul style="list-style-type: none"> • by voting / non-voting • by Exec / Non-Exec
WDES Survey	Disability Survey on experiences, actions and targets (25 questions)		

Table 2 – Staff Survey Questions

NHS Staff Survey 2021 WRES & WDES dashboard			
WDES		WRES	
4(a)	Experiencing bullying / harassment / abuse	5	% Experiencing bullying / harassment / abuse – from public/patients 12 months
4(b)	Reporting bullying and harassment taken to facilitate the voices of disabled staff	6	% Experiencing bullying / harassment / abuse – from colleagues 12 months
5	Equal opportunities for progression and promotion	7	Equal opportunities for progression and promotion
6	Experiencing pressure to attend work when feeling unwell	8	Personal experience of discrimination from manager / colleagues
7	Staff satisfaction and extent to feeling valued		
8	Adequate adjustments for long term illness		
9(a)	Staff engagement		

WDES data submission August 2022

Metrics		Disabled	Non-disabled	Unknown			
1	Headcount – Non-Clinical The percentage of staff in AfC paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.	AfC Bands 1 (and under), 1, 2, 3 and 4	Headcount			Total Headcount Bands 1 (and under), 2, 3 and 4	
			39	684	130		
			Percentage				
			4.6%	80.2%	15.2%		853
		AfC Bands 5, 6 and 7	Headcount			Total Headcount Bands 5,6 and 7	
			8	247	22		
			Percentage				
			2.9%	89.2%	7.9%		277
		AfC Bands 8a and 8b	Headcount			Total Headcount Bands 8a and 8b	
			2	51	2		
			Percentage				
			3.6%	92.7%	3.6%		55
AfC Bands 8c, 8d, 9 and VSM	Headcount			Total Headcount Bands 8c, 8d, 9 and VSM			
	0	18	4				
	Percentage						
	0%	81.8%	18.2%		22		
1	Headcount – Clinical The percentage of staff in AfC paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.	AfC Bands 1 (and under), 1, 2, 3 and 4	Headcount			Total Headcount Bands 1 (and under), 2, 3 and 4	
			30	808	115		
			Percentage				
			3.1%	84.8%	12.1%		953
		AfC Bands 5, 6 and 7	Headcount			Total Headcount Bands 5,6 and 7	
			103	1793	225		
			Percentage				
			4.8%	83.4%	11.9%		2151
		AfC Bands 8a and 8b	Headcount			Total Headcount Bands 8a and 8b	
			3	153	17		
			Percentage				
			1.7%	88.4%	9.8%		173
AfC Bands 8c, 8d, 9 and VSM	Headcount			Total Headcount Bands 8c, 8d, 9 and VSM			
	0	15	1				
	Percentage						
	0%	93.8%	6.3%		16		
2	Recruitment Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	Number of shortlisted applicants	426	5154	113	Total Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	
		Number appointed from shortlisting	64	1229	19		

		Likelihood of shortlisting/ appointed	0.15	0.24	0.17	1.59
3	Capability Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.	Number of staff in workforce	234	4784	681	Total Relative likelihood of Disabled staff entering the formal capability process compared to non-disabled staff 0
		Average number of staff entering the formal capability for any reason	0	11.5	9	
		Of these, how many are on the grounds of ill health?	0	0	0	
		Likelihood of staff entering the formal capability process	0.000000	0.002404	0.013216	
4-9a	Staff Survey data	<ul style="list-style-type: none"> ➤ Workforce Disability Equality Standard (WDES) improvements in the scores by : <ul style="list-style-type: none"> ➤ 3.5% in terms of those experiencing harassment, bullying or abuse from colleagues ➤ 10.2% in terms of those saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it 				
9b	Staff Engagement Has your organisation taken action to facilitate the voices of Disabled staff to be heard?	Yes	<p>Please provide at least one practical example of current action being taken in the relevant section of your WDES annual report</p> <p>Monthly Disability Awareness Network with a Chair and Co-Chair and resourced from and supported by the OD Team's EDI Lead. Chair and Co-Chair also attend the corporate Diversity Network, Chaired by a NED and involves Board Members.</p> <p>Our disabled staff also have access to the quarterly Pulse Survey and have attendance at bi-monthly forums.</p> <p>The Disability Network Chair attends the monthly Execs meeting.</p>			
			Disabled	Non-disabled	Unknown	
10	Board voting membership Percentage difference between the organisation's Board voting membership and its organisation's overall workforce	Total Board members	0	10	4	Total Percentage difference between the organisation's Board voting membership and its organisation's overall workforce ?
		How many are voting members	0	10	4	
		Number of non-voting members	0	0	0	

WRES data submission August 2022

Indicators		White	BME	Ethnicity unknown/ Null		
1a	Headcount Non-Clinical Workforce	Under Band 1	0	0	0	Total Headcount: 0
		Band 1	16	33	0	Total Headcount: 49
		Band 2	294	31	6	Total Headcount: 331
		Band 3	301	15	4	Total Headcount: 320
		Band 4	171	11	1	Total Headcount: 183
		Band 5	103	9	2	Total Headcount: 114
		Band 6	90	11	1	Total Headcount: 102
		Band 7	62	5	2	Total Headcount: 134
		Band 8A	31	4	1	Total Headcount: 36
		Band 8B	19	2	1	Total Headcount: 22
		Band 8C	10	0	0	Total Headcount: 10
		Band 8D	6	0	0	Total Headcount: 6
		Band 9	0	0	0	Total Headcount:
		VSM	5	0	0	Total Headcount: 5
1b	Headcount Clinical Workforce	Under Band 1	0	0	0	Total Headcount: 0
		Band 1	0	0	0	Total Headcount: 0
		Band 2	211	18	0	Total Headcount: 229
		Band 3	385	55	10	Total Headcount: 450
		Band 4	253	19	2	Total Headcount: 274
		Band 5	590	87	9	Total Headcount: 686
		Band 6	926	55	11	Total Headcount: 992
		Band 7	446	22	5	Total Headcount: 473
		Band 8A	126	3	4	Total Headcount: 133
		Band 8B	37	1	2	Total Headcount: 40
		Band 8C	6	0	0	Total Headcount: 6

		Band 8D	5	0	0	Total Headcount: 5
		Band 9	3	0	0	Total Headcount: 3
		VSM	1	1	0	Total Headcount: 2
		Medical & Dental Consultants	40	20	3	Total Headcount: 63
		Of which Senior Medical Manager	0	0	0	Total Headcount: 0
		Non-consultant career grade	31	14	0	Total Headcount: 45
		Trainee Grades	20	7	1	Total Headcount: 28
		Other	11	0	1	Total Headcount: 12
2	Relative likelihood of staff being appointed from shortlisting across all posts	Number of shortlisted applicants	3914	779	65	Total Headcount: 4,758
		Number of appointed from shortlisting	1086	114	20	Total Headcount: 1,220
		Relative likelihood of appointment from shortlisting	28%	15%	31%	Total: Relative likelihood of White staff being appointed from shortlisting compared to BME staff 1.87
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	Number of staff in workforce	4,199	393	66	Total: 4,658
		Number of staff entering the formal disciplinary process	17	1	1	Total: 19
		Likelihood of staff entering the formal disciplinary process	0%	0%	2%	Total: Relative likelihood of BME staff entering the formal disciplinary Process compared to White staff 0%
4	Relative likelihood of staff accessing non-mandatory training and CPD	Number of staff in workforce	4,199	393	66	Total 4,658
		Number of staff accessing nonmandatory training and CPD	3679	344	58	Total: 4,081
		Likelihood of staff accessing non-mandatory	88%	88%	88%	Total:

		training and CPD				Relative likelihood of staff accessing non-mandatory training and CPD compared to BME staff
						1%

4-9	Staff Survey Data	<ul style="list-style-type: none"> ➤ Workforce Race Equality Standard (WRES) improvements in the scores by: <ul style="list-style-type: none"> ➤ 2.9% in terms of those experiencing harassment, bullying or abuse from colleagues ➤ 2% in terms of those believing that the Trust provides equal opportunities for career progression or promotion
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9	Percentage difference between the organisations' Board voting membership and its overall workforce.	Total Board members	12	2	0	Total: 14
		Of which: Voting Board members	12	2	0	Total: 14
		Non-voting Board members	0	0	0	Total: 0
		Exec Board members	6	1	0	Total: 7
		Non-exec Board members	6	1	0	Total: 7
		Number of staff in workforce	4,199	393	66	Total: 4,658
		Total Board members- % by Ethnicity	86%	14%	0%	
		Voting Board members-% by Ethnicity	0%	0%	0%	
		Non-voting Board members-% by Ethnicity	0%	0%	0%	
		Executive Board members-% by Ethnicity	0%	0%	0%	
		Non-executive Board members-% by Ethnicity	0%	0%	0%	
		Overall Workforce-% by Ethnicity	90%	8%	1%	
		Difference (Total board – Overall workforce)	-4%	6%	-1%	

Workforce Equality Standards Result Highlights (WRES and WDES)

	BME	White	LTC	Non LTC
% experiencing harassment, bullying or abuse from patients/public in the last 12 months	34.1% (132)	27.4% (2201)	29.4% (588)	27.0% (1743)
% experiencing harassment, bullying or abuse from colleagues in the last 12 months	21.8% (133)	18.9% (2197)	16.6% (584)	14.1% (1714)
% who believe organisation provides equal opportunity with regard to career progression / promotion	45.9% (133)	59.6% (2191)	57.0% (582)	59.1% (1740)
% of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months	12.3% (130)	4.3% (2197)		

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Workforce Equality Standards Result Highlights (WDES Specific)






	LTC	Non LTC
% experiencing harassment, bullying from managers	11.8% (583)	7.3% (1736)
% experiencing harassment, bullying at work reported it	60.2% (211)	60.0% (543)
% felt pressure to come to work despite not feeling well enough	20.5% (390)	17.5% (806)
% satisfied that organisation values their work	43.1% (589)	51.3% (1749)
% of staff with LTC say employer has made adequate adjustments	84.7% (334)	
Staff Engagement (scale 0- 10) (org average 7.2)	7.0 (590)	7.3 (1755)




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Workforce Disability Equality Standard (WDES) 18 actions

WDES Metric (Disability)	Action	Different to / Continuation of Current Practice	Target Date for Completion	Lead	KPIs for monitoring actions and sustainability
<p>Metric 1</p> <p><i>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.</i></p>	<p>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.</p>	<p>Continuation</p>	Jan 2023	Assoc Dir. Workforce Systems	<p>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'</p> <p>Trust's 2021-26 People Strategy has agreed actions to improve disability recruitment.</p>
	<p>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</p>	<p>Different</p>	Mar 2023	Assoc Dir. Workforce Systems + Dep. Dir. HR	<p>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</p> <p>Increased & score on staff survey questions about fairness of career progression from disabled staff</p>





WDES Metric (Disability)	Action	Different to / Continuation of Current Practice	Target Date for Completion	Lead	KPIs for monitoring actions and sustainability
<p>Metric 2</p> <p><i>Recruitment</i> Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts</p>	<p>3. Diverse panels and trained panels and focus groups</p>	<p>Continuation</p> 	<p>On-going / BAU</p>	<p>HRM (Rect) + EDI Lead</p>	<p>Reduction in disparity ratios between number of applicants to appointments</p>
<p>Metric 3</p> <p><i>Capability</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.</p>	<p>4. Retain good practice reflected in our data of the Managing Attendance Policy and the Purple Passport principles</p>	<p>Continuation</p> 	<p>On-going / BAU</p>	<p>Dep. Dir. HR</p>	<p>Increased number of applicants and appointments of people with disabilities</p>
<p>Metric 4</p> <p><i>Staff Survey WDES question</i></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</p> <p>b. Staff without a LTC</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</p> <p>b. Staff without a LTC</p> <p>c) Percentage of Disabled staff compared to non-disabled staff experiencing</p>	<p>5. 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>6. Communication campaign focused on the value added by disabled workforce through our new trust values and Executive blogs</p> <p>7. Subject to funding consider making EDI training essential for anyone with responsibility for investigating /addressing bullying or harassment issues</p>	<p>Continuation</p>  <p>Continuation</p>  <p>Different</p> 	<p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>Ambass. Cultural Change/FTSU + HR Engagement Mgr</p> <p>Chief Executive + Head of Comms + HR Engagement Mgr</p> <p>Dir. of HR & OD</p>	<p>Further development of the Speak Up Champion, Advocates and Dignity At Work advisers in line with Trust Values</p> <p>Reduction in B&H incidents taking place</p>






WDES Metric (Disability)	Action	Different to / Continuation of Current Practice	Target Date for Completion	Lead	KPIs for monitoring actions and sustainability
<p><i>harassment, bullying or abuse from other colleagues</i></p> <p>a. Staff with a LTC b. Staff without a LTC</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>8. 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>Continuation</p>	<p>On-going</p>	<p>Ambass. Cultural Change/FTSU</p>	
<p>Metric 5</p> <p>Staff Survey WDES</p> <p><i>Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</i></p> <p>a. Staff with a LTC b. Staff without a LTC</p>	<p>9. 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>Continuation</p>	<p>On-going)</p>	<p>HRM (Rect) + 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>
<p>Metric 6</p> <p>Staff Survey WDES</p> <p><i>Percentage of staff with a LTC compared to 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.</i></p> <p>a. Staff with a LTC b. Staff without a LTC</p>	<p>10. Identifying “champions” with or without lived experience to form allyships and mentoring to disabled colleagues (RMP)</p>	 <p>Different</p>	<p>Mar 2023</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>




WDES Metric (Disability)	Action	Different to / Continuation of Current Practice	Target Date for Completion	Lead	KPIs for monitoring actions and sustainability
<p>Metric 7</p> <p>Staff Survey WDES</p> <p><i>Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.</i></p> <p>a. Staff with a LTC b. Staff without a LTC</p>	<p>11. Increase the uptake of the NHS Annual Staff Survey 2021 with the promotion of Trust WDES plan</p> <p>12. Detailed analysis of the NHS Annual Staff Survey 2020 results to identify trends</p>	<p>Continuation</p>  <p>Continuation</p> 	<p>On-going</p> <p>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>
<p>Metric 8</p> <p>Staff Survey WDES</p> <p><i>Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</i></p> <p>Staff with a LTC</p>	<p>13. Continue to facilitate regular and ad hoc / bespoke management signposting to training on reasonable adjustments, Purple Passport</p> <p>14. Invest and promote relevant awareness days to ensure colleagues feel valued and included (via induction, internal comms and Diversity Networks)</p>	<p>Continuation</p>   <p>Continuation</p>  	<p>On-going</p> <p>On-going</p>	<p>Svc Dir. OH + HR Engagement Mgr</p> <p>Svc Dir. OH + HR Engagement Mgr</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>
<p>Metric 9</p> <p>Staff survey WDES</p> <p><i>The staff engagement score for Disabled staff, compared to non-disabled staff.</i></p> <p>a. Staff with a LTC b. Staff without a LTC</p> <p>b) Has your Trust taken action to facilitate the voices of</p>	<p>15. Build confidence by promoting and making accessible, specific actions to support the employment and needs of disabled staff</p>	<p>Continuation</p> 	<p>On-going</p>	<p>Head of Leadership & OD</p>	<p>Engagement and stakeholder management increased, policy and process development</p> <p>Becoming and go-to employer of choice and system lead</p>

WDES Metric (Disability)	Action	Different to / Continuation of Current Practice	Target Date for Completion	Lead	KPIs for monitoring actions and sustainability
<p><i>Disabled staff in your organisation to be heard?</i></p> <p>Yes</p>					
<p>Metric 10</p> <p><i>Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:</i></p>	<p>16. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and positively seek diversity through future appointments</p> <p>17. Build on the reciprocal mentoring programme and offers of coaching and mentoring and shadowing opportunities with Exec Team</p> <p>18. Proactively encourage disabled applicants to apply for future roles and target through executive search and disclose the makeup of the current board on advertisement</p>	<p>Different</p>  <p>Continuation</p>  <p>Different</p> 	<p>On-going</p> <p>On-track / On-going across ICS</p> <p>On-going</p>	<p>Dir. of HR/OD + Chief Executive + Trust Chair</p> <p>Dir. of HR/OD + Head of Leadership/OD</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> <p>Board members reciprocally mentoring cohort of staff with positive evaluation evidencing Board better understanding obstacles and enablers</p> <p>Increased % of disabled applicants for Board and directly sub Board roles</p>

Workforce Race Equality Standard (WRES) 15 actions

WRES Metric (Race)	Action	Different to / Continuation of Current Practice	Target Completion Date	Lead	KPIs for monitoring actions and sustainability
<p>Metric 1</p> <p><i>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</i></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 	<p>Continuation</p>  <p>Continuation</p> 	<p>Jan and Mar 2023</p> <p>On-going</p>	<p>Head of Leadership/OD</p> <p>Assoc Dir. Workforce Systems</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><i>Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants</i></p>	<ol style="list-style-type: none"> Train panels who are representative of protected groups 	<p>Continuation</p> 	<p>On-going / BAU</p>	<p>HRM (Rect) + EDI Lead</p>	<p>Reduction in disparity ratios between number of applicants to appointments</p>
<p>Metric 3</p> <p><i>Relative likelihood of BME staff entering the formal disciplinary process compared to white staff</i></p>	<ol style="list-style-type: none"> Identify and develop relevant training for managers 	<p>Continuation</p> 	<p>On-going</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	Different to / Continuation of Current Practice	Target Completion Date	Lead	KPIs for monitoring actions and sustainability
<p>Metric 4</p> <p><i>Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff</i></p>	<p>6. Continue to achieve equity by monitoring and evaluating programmes through the Networks</p> <p>7. ICS programmes such as Flourish and Allyship</p>	<p>Continuation</p>  <p>Continuation</p> 	<p>On-going</p> <p>On-going</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>Metric 5</p> <p><i>Staff Survey</i></p> <p><i>Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</i></p> <p>a. BME staff 33% (0.9% above national average)</p> <p>b. White staff 24.5% (0.9% below national average)</p>	<p>8. As Metric 4 WDES</p> <p>9. 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>10. Encourage colleagues to report on Datix when they experience any bullying, harassment or abuse from patients, relatives or public</p>	<p>Continuation</p>  <p>Continuation</p> 	<p>On-going / BAU</p> <p>On-going / BAU</p>	<p>Chief Executive + EDI Lead</p> <p>Security Management Specialist</p>	<p>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</p>
<p>Metric 6</p> <p><i>Staff survey</i></p> <p><i>Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months</i></p>	<p>11. As WDES Metric 4</p> <p>12. Continue to forge links with the FTSU Guardian, Staff Side and policy group / civility and respect principles</p>	<p>Continuation</p> 	<p>On-going / BAU</p>	<p>Ambass. Cultural Change/FTSU +</p>	<p>Steps towards our “great place to work” aim</p>

WRES Metric (Race)	Action	Different to / Continuation of Current Practice	Target Completion Date	Lead	KPIs for monitoring actions and sustainability
<p>a. BME staff 24.7% (0.3% below national average)</p> <p>b. White staff 21% (1.4% above national average)</p>				Dep. Dir of HR/OD + EDI Lead	
<p>Metric 7</p> <p>Staff Survey</p> <p><i>Percentage of staff believing that their trust provides equal opportunities for career progression or promotion</i></p> <p>a. BME staff 74.1% (1.4% above national average)</p> <p>b. White staff 87.8% (0.9% below national average)</p>	<p>13. 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>Continuation</p> 	On-going	HRM (Rect) + EDI Lead + Head of Leadership & OD	<p>Increase in applications from colleagues from a minority ethnic background</p> <p>Increased engagement with the Race & Cultural Awareness Network</p> <p>Proportionate number of appointments to number of applicants</p>
<p>Metric 8</p> <p>Staff Survey</p> <p><i>Percentage of staff personally experienced discrimination at work from manager/team leader or other colleagues</i></p> <p>a. BME staff 10.2% (4.9% below national average)</p> <p>b. White staff 5% (0.6% below national average)</p>	<p>14. 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</p>	<p>Continuation</p> 	On-going	EDI Lead + Ambass. Cultural Change/FTSU	Further development of the Speak Up Champion role in line with Trust Values
<p>Metric 9</p> <p>Board Membership</p>	<p>15. Increase the overall visibility of inclusion within Trust Board and Senior Leaders. Proactively and</p>	<p>Different</p> 	On-going	Dir. of HR/OD + Chief Executive +	Board leading by example and appearing accessible to colleagues







WRES Metric (Race)	Action	Different to / Continuation of Current Practice	Target Completion Date	Lead	KPIs for monitoring actions and sustainability
<i>Percentage difference between the organisation's board voting membership and its overall workforce</i>	positively seek diversity through future appointments			Trust Chair	

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>

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¹ All ESR and staff data sets relied upon are as at 31st March 2021.

KEY: Our Six Strategic Objectives and Our Commitments

	<p style="text-align: center;">Model Recruitment and Retention</p> <p>We will attract new people who are as great as those we already have. We will do what we can to encourage people to stay, welcoming flexible working, innovative roles and new ways of working.</p>
	<p style="text-align: center;">Health & Wellbeing</p> <p>We will put the physical and mental health and wellbeing of our people as one of our top workforce priorities.</p>
	<p style="text-align: center;">Great Culture, Values and Behaviours</p> <p>We will develop a great culture with kind, compassionate leadership, strong values and behaviours, and where working life can be passionate, vibrant, innovative and inspiring.</p>
	<p style="text-align: center;">Strong Voice</p> <p>We will make sure people have a strong voice, are heard, valued and influential in the organisation and in the wider local, regional and national systems.</p>
	<p style="text-align: center;">EDI</p> <p>We will be a fair organisation that celebrates diversity and ensures real equality and inclusion. People will be able to bring their hearts to work, free from bullying or discrimination.</p>
	<p style="text-align: center;">Full Potential</p> <p>We will make this a place where people get great training and development to realise their full potential. We will develop stronger partnerships with education and training providers.</p>