WRES data 2022-2023 Action plan for 2023-2024

WRES indicator	2019-2020 data	2020-2021 data	2021-2022 GSTT +RBH	2022-2023 GSTT +RBH	2023-2024 action planning	Timescale /RAG
2.Relative likelihood of white staff being appointed from shortlisting	1.45	1.5	1.6	1.5 ⬇	1. End to end recruitment process including evaluation of diverse panels. 2. Embed Diverse Panel training into standard recruitment training for all hiring managers 3. Set up, measure and evaluate diverse shortlisting with a view to roll out in phases 4. hiring managers to be supported to conduct inclusive recruitment campaigns 5. Embed written developmental feedback to all unsuccessful black and ethnic minority candidates 6. Visibility and alignment with Model employer goals.	April 24 Dec 23 April 24 April 24 Feb 24
3. Indicator 3 Relative likelihood of BME staff entering the formal disciplinary process	2.8 77 staff	4.15 44 staff	3.23 87 staff	2.7 ⬇	1. Increasing numbers of trained staff on facilitated conversations and conflict resolution within areas 2. Greater capacity within mediation service to provide early local support 3. Monitor and analyse data to develop preventative measures 4. Developing a framework across all disciplines that is consistent with JC principles	Feb 24 Dec 23 Dec 23 Feb 24
4. likelihood of White staff accessing non-mandatory training and CPD compared to BME staff	0.95	0.97	1.32	2 ⬆	1. Participation data (qualitative and quantitative) to be used to develop and analyse effective communications, selection process and access to training. 2. To create electronic study leave form on the new LMS to enable analysis of data prior to line management approval. 3. Robust data alongside workforce intelligence data will enable closer look at trends, courses, depts. Against protected characteristics etc.	April 24 Dec 23 Feb 24
5. % of staff experiencing bullying,	24%	24% White 30%	BME 26% White 29%	BME 26% White 29% ➡	1. Anti-Racism Plan 2. Empowering staff to call out negative/bullying behaviour –Allyship 3. Roll out Active bystander workshops /speaking out culture	Dec 23 Ongoing Ongoing

harassment or abuse from patients, relatives/public in the last year						
6. % of staff experiencing harassment, bullying or abuse from staff in the last year	27%	28% White 26%	BME 27% White 26%	BME 29% White 26% ⬆	1. **Anti-Racism Plan** 2. **Advancing the recognition, understanding and impact of racism and discrimination within teams** 3. **Improve Cultural competence, knowledge of micro aggression and removing bias** 4. **Advance cultural competence through sustained uptake of Reverse mentoring programme, embedding recommendations from external evaluation** 5. **Supporting staff through time of uncertainty and its impact on health and wellbeing.** 6. **Increase visibility of Inclusion Agents in all areas, championing EDI best practice.** 7. **Speaking up, active bystander and taking action clearer escalation routes for raising concerns**	**Dec 23** **Ongoing** **Ongoing** **Ongoing** **Ongoing** **Ongoing** **Ongoing**
7. % of staff believing that the Trust provides equal opportunities for career progression or promotion	66%	62% White 84%	BME 45% White 61%	BME 46% White 60% ⬆	1. **Introduction of a suite of Accredited Leadership & Talent Programmes utilising the Apprenticeship Levy,** 2. **Creating a "one stop shop" Careers Hub on the new Learning Management System which will provide enhanced career support and resources and enable everyone in the organisation to take control and help shape their career.** 3. **Introducing Career mentors that leverage our staff expertise to inspire and support our staff, develop potential and build networks.** 4. **Working as an early adopter site for the national NHSEI Scope for Growth career conversation tool** 5. **Make all acting up and secondment opportunities available to all via TRAC** 6. **Monitor promotion/recruitment against the aspirational model employer goals.**	**Ongoing** **Ongoing** **Ongoing** **Ongoing** **Ongoing** **Ongoing**

8. In the last year have you personally experienced discrimination at work from your manager, team leader or other colleagues	15%	17% White 9%	BME 18% White 9%	BME 18% White 9%	1. **Anti-Racism Plan** 2. **Increase and improve zero tolerance messaging.** 3. **Supporting staff in effective de-escalation (local resolution/ active bystander tools)** 4. **Trust Values refresh - to support and strengthen positive behaviours amongst leaders and staff aligned to our values and behaviours which will include:** 5. **Healthy Relations toolkit for managers and team leaders to facilitate their own team sessions to strengthen psychological safety and civility, inclusion and ways of putting the Trust values into action as a team** 6. **Restore Leadership Support Circles to support leaders to lead compassionately** 7. **Monitor role out of People Managers programme to support the development of managers. The programme includes core modules around managing teams inclusively and psychological safety.** 8. **Promoting the NHS Core Managers Inclusive Leadership Programme for all People Managers across the Trust for senior leaders to develop insight and skills to foster a culture of compassion and inclusion.**	**Dec 23** **Ongoing** **Ongoing** **April 24** **Nov 22** **Jan 23** **Dec 24** **Ongoing**
9. % difference between the organisations Board voting membership and its overall % of BME staff in the workforce	BME - 28.5% White 27.8% Unknown 0.6%	BME - 24.2% White 16.7% Unknown 7.5%	BME - 30.5% White 22% Unknown 8.4%	BME - 35% White 35%	1. **Diversity weighting in executive recruiting to widen and broaden recruitment** 2. **Embedding Talent, sponsorship and succession planning to develop staff into senior roles**	**April 23** **April 24**

WDES data 2022-2023 Action plan for 2023-2024

WDES Indicator	2019-2020	2020-2021	2021-2022 RBH+GSTT	2022-2023 GSTT +RBH	2023-2024 actions	Timescale and RAG
1. Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (VSM) (including executive board members) compared with the percentage of staff in the overall workforce.	3%	3%	3%	3.80% ⬆	1. Share and declare promotion and benefits campaigns 2. visibility of good practice/ examples of adjustments 3. Embedding workplace adjustment process/passport in recruitment processes and HR policy- centralising process 4. Review of end to end recruitment processes	Ongoing April 23 April 23 April 23
2. Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts. This refers to both external and internal posts.	1%	1.06	1.17	1.23 ⬆	1. External review of end to end recruitment processes 2. Increasing managers awareness and advancing knowledge and competence in supporting staff with disabilities/LTHC/ND 3. Using Business Disability Forum membership to advance visibility/support/guidance to managers/employees and candidates. 4. Vacancy managers to be supported to conduct inclusive recruitment campaigns/shortlisting/interviews	April 23 Ongoing July 22/ongoing April 23
3.Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure	0.64	1.06	3.29	1.8 ⬇	1. Launch new People Managers programme to support the development of managers. The programme will include core modules around managing teams inclusively and psychological safety. 2. Monitor and analyse data to develop preventative measures using tools and resources. 3. Developing a framework across all disciplines that is consistent with JC principles 4. Enabling/encouraging access to, support ie EAP/SWCAY	Oct 22 March 23 Oct 22 Ongoing

4.In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?	31%	34%	34%	34% ↔	1. Clear visible messaging about discrimination free environment, including zero tolerance approach to abuse/discrimination 2. Empowering staff to call out negative/bullying behaviour 3. Active bystander/speaking out culture	April 23 Ongoing Ongoing
5. In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?	19%	21%	19%	22% ⬆	1. Embedding the people managers programme and promoting the NHS Core Managers Inclusive Leadership Programme 2. Delivering our Living our values programme - to support and strengthen positive behaviours amongst leaders and staff aligned to our values and behaviours which will include: Healthy Relations toolkit for managers 3. Restore and Recover Leadership Support Circles to support leaders to lead compassionately 4. Improve/advance Cultural competence, knowledge of micro aggression and removing bias, through sustained Reverse mentoring programme 5. Increase visibility of Inclusion Agents in all areas, championing EDI best practice.	Oct 23 April 23 Jan 23 Ongoing Ongoing
6. In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?	28%	29%	31%	32% ⬆	1. Increase awareness of support mechanisms within the Trust eg Inclusion Agents, Speaking up, networks, unions, escalation routes 2. Workplace Adjustments – mapping and embedding of robust, visible and effective workplace adjustment pathway. 3. Maximising the use of advice line to complement Employee Relations and Occupational health offer 4. Review and creation of 5 policies with BDF support 5. Maximise access and use of an online hub with information, best practice, support for managers and employees 6. Working towards Smart assessment with recommendations that will help us to achieve level 3 in the Disability Confident accreditation	Ongoing April 23 Ongoing May 23 Ongoing May 23

7. The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	51%	53%	52%	50% ⬇️	1. Increase awareness of support mechanisms within the Trust eg Inclusion Agents, Speaking up, networks, unions, escalation routes 2. Inclusion Agents that specifically support DLTHC and/or mentor support specifically linked for staff with a DLTHC 3. Utilising the BDF knowledge hub	Ongoing April 23 Ongoing
8. Does your organisation act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	76%	67%	49%	44% 🔻	1. Introduction of a suite of Accredited Leadership & Talent Programmes utilising the Apprenticeship Levy, 2. Creating a "one stop shop" Careers Hub on the new Learning Management System to provide enhanced career support and resources 3. Introducing Career mentors that leverage our staff expertise to inspire and support our staff, develop potential and build networks. 4. Working as an early adopter site for the national NHSEI Scope for Growth career conversation tool 5. Make all acting up and secondment opportunities available to all via TRAC 6. Monitor promotion/recruitment against the disability disclosure	June 23 June 23 June 23 Mar 23 April 23 April 23
9. Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	30%	31%	30%	32% 🔺	1. Increase Health & Wellbeing offer focussing on mental health for managers and staff. Increasing EAP and Showing we care about you reach and uptake as in staff survey action plan 2. Use of evaluation methods to monitor stress metrics 3. Workplace Adjustments - Review of our current process to assess adjustments for staff with the sign up to 1 year membership with Business Disability Forum; review and creation of 5 policies 4. Access to an online hub with information, best practice, support for managers and employees	Dec 23 April 23 Ongoing May 23

					5. Smart assessment with recommendations that will help us to achieve level 3 in the Disability Confident accreditation	
Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work	49%	44%	40%	38% ⬇	1. Through good quality PDR's and opportunity to training and development 2. Positive conversations and teams in an inclusive, compassionate and psychological safe working environment 3. Reducing the volume of staff wanting to leave	2023 2023 2024
Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.	68%	75%	69%	64% ⬇	1. Workplace Adjustments – mapping and embedding of robust, visible and effective workplace adjustment pathway. 2. Maximising the use of advice line to complement Employee Relations and Occupational health offer 3. Review and creation of 5 policies with BDF support 4. Maximise access and use of an online hub with information, best practice, support for managers and employees 5. Working towards Smart assessment with recommendations that will help us to achieve level 3 in the Disability Confident accreditation Embedding Workplace adjustment passport	April 23 Ongoing April 23 Ongoing May 23 Ongoing
The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.	7.2%	7.1	6.9	6.6 ⬇	1. Continue to engage and work closely with stakeholders, networks, unions and other to listen, embed and shape programmes of work. 2. Enhance and improve communicator channels to ensure information is visible and effective	2023 ongoing 2023 ongoing