

The Workforce Disability Equality Standard (WDES)

Action Plan 2025 - 2028.

CityCare's Workforce Disability Equality Standard (WDES) Action Plan 2025 – 2028 has been designed by CityCare colleagues at the WDES Workshop which was held on 23rd January 2025. In the workshop the participants had the opportunity to review the results for each of the ten metrics and suggest ways for CityCare to improve on the 2023/24 WDES results and onwards.

The WDES actions will be delivered between 01 April 2025 to 31 March 2028 in line with the People Strategy 2025-2028 via a series of pathways and initiatives which are linked to a specific metric, however, many of the actions will contribute towards more than one metric.

WDES Metrics	Actions for each WDES Metric	Timescale (Completed by)	Who is Responsible
WDES Metric 1: Percentage of staff in Agenda for Change (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.	<p>The actions in this metric are aimed at supporting CityCare to be an inclusive employer, by ensuring clear pathways/initiatives within the organisation for the retention and promotion of our disabled colleagues and colleagues with a long-term condition.</p> <p>Awareness Raising: To work with the DAWN Staff Network Lead and the Communications Team to promote information about Disability and long-term conditions. To celebrate key national awareness days/ weeks/ months. To raise the profile of Disability and long-term conditions by information sharing and signposting colleagues. Also, to encourage DAWN members to actively contribute to awareness raising.</p> <p>Personal Health Passport: To promote the value of the personal Health Passport for colleagues with a disability and/or a long-term condition. To</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Head of Communications and Marketing Assistant Equalities Manager Head of Workforce Intelligence Dawn Staff Network Lead</p>

	<p>introduce the Personal Health passport to new starters at induction and the onboarding stage.</p> <p>ESR Equalities Monitoring Form: To promote the guidance for updating EDI information on ESR. i.e. why it is important; definition of Disability and long-term conditions including health conditions that might not be understood as a 'Disability' or 'long term conditions'.</p> <p>Policies: To promote the Disability Policy to managers by ensuring that they are aware of how their colleagues can access disability leave and offer bitesize training. To update and promote the Special Leave Policy for colleagues with guidance on how they can access special leave.</p> <p>The Dyslexia and Neurodiversity bite size videos by the Dyslexia Association: Once received to work with the Head of Workforce Intelligence to upload these videos onto the intranet and promote the videos.</p> <p>Measurable Outcome: To increase the Disability overall declaration rate for CityCare by 4% each year to help CityCare understand the percentage of staff at each banding level.</p>	<p>Dec 2025</p> <p>Ongoing</p> <p>Sept 2025</p>	
<p>WDES Metric 2: Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts.</p>	<p>Awareness Raising: Providing managers training and awareness raising sessions on how to employ a member of staff with a disability.</p> <p>Workforce Data: We will compare workforce disability rates to local population rates and produce actions to increase the numbers of Disabled candidates recruited.</p> <p>External Recruitment Agencies: Ensure the agencies EDI Recruitment processes are in line with CityCare's policies, procedures and Disability Confident status.</p> <p>Inclusive Recruitment: To ensure that recruiting managers are guided on how to ensure that disabled candidates are fully supported.</p>	<p>Ongoing</p> <p>July 2025</p> <p>April 2026</p> <p>Dec 2026</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development. Head of Recruitment and Transactional Services HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Apprenticeships and Career Engagement Manager Assistant Equalities Manager</p>

	<p>Disability Confident: We will maintain the Disability Confident status and ensure our managers understand their responsibilities to work within this programme.</p> <p>Engaging with our Community: Engage with community groups who supports individuals with a disability to access job opportunities.</p> <p>Volunteering Programme: To encourage Nottingham citizens with a disability or long-term condition to volunteer with CityCare which is in line with our social responsibility priorities.</p> <p>Measurable Outcome: To maintain the relative likelihood of Disabled staff being appointed from shortlisting.</p>	<p>Feb 2027</p> <p>Ongoing</p> <p>Ongoing</p>	Dawn Staff Network Lead
<p>WDES Metric 3: Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance, as measured by entry into the formal capability procedure.</p>	<p>Mental Health First Aiders and Health and Wellbeing Champions: To introduce and utilise Mental Health First Aiders and Health and Wellbeing Champions within CityCare.</p> <p>Capability Process: To monitor the formal and informal capability process to ensure that our disabled colleagues and colleagues with a long-term condition are not treated unfairly throughout the capability process. Ensure managers are trained to consider if any health conditions are impacting on an individual's ability to perform to the standard required.</p> <p>Measurable Outcome: To ensure that the number of colleagues with a disability going through the capability process is proportionate compared with the number of staff without a disability.</p>	<p>April 2025</p> <p>Feb 2028</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Assistant Equalities Manager</p>
<p>WDES Metric 4: 4a(i): Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their</p>	<p>The Culture and Respect at Work Group: To promote the:</p> <ul style="list-style-type: none"> • Prevention and Reduction of Violence and Abuse Policy. • The Respect at Work Policy. <p>DAWN: To promote the Dawn Staff Network as a support mechanism for disabled colleagues.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development.</p>

<p>relatives, or the public in the last 12 months.</p> <p>4a(ii): Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.</p> <p>4a(iii): Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.</p> <p>4b: Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.</p>	<p>Language used: To complete and promote the Accessible Language guide to all colleagues.</p> <p>Allyship Programme: Identify and implement an appropriate Allyship Programme.</p> <p>Active Bystander Training: Consider the rolling out of the Active Bystander Training to include Disabled colleagues.</p> <p>Reverse Mentoring Programme: To encourage Disabled colleagues to participate on the 2nd Cohort of the Reverse Mentoring Programme.</p> <p>Safety Huddles and Risk Assessments: To be used to ensure safe working environments for colleagues.</p> <p>Bullying Harassment or Abuse Reporting Mechanisms: To ensure the development of a clear reporting mechanisms for colleagues and bystanders.</p> <p>Freedom To Speak Up: To encourage more disabled colleagues and colleagues with a long-term condition to become Freedom to Speak Up Champions. This is to enable CityCare staff members to have a greater choice to whom they can raise concerns.</p> <p>WDES: Continue to share progress of this action plan and to promote the WDES across the organisation.</p> <p>Measurable Outcomes: To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.</p>	<p>Sept 2025</p> <p>Dec 2026</p> <p>April 2026</p> <p>Dec 2025</p> <p>Feb 2027</p> <p>Feb 2028</p> <p>Feb 2028</p> <p>Ongoing</p>	<p>Reducing Inequalities Lead and Freedom To Speak Up Guardian HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Head of Communications and Marketing Assistant Equalities Manager Dawn Staff Network Lead</p>
<p>WDES Metric 5: Percentage of staff who believe that their organisation provides equal opportunities for</p>	<p>Appraisal: To monitor the appraisal process to ensure that our disabled colleagues and colleagues with a long-term condition are not treated unfairly throughout the appraisal process. Ensure managers are trained to consider if any health conditions are impacting on an individual's ability to perform to the standard required.</p>	<p>Ongoing</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p>

career progression or promotion.	<p>Apprenticeship Programme: To encourage more disabled colleagues to participate in the apprenticeship programmes available. To look at the breakdown across apprenticeship roles.</p> <p>Positive Action Support: To encourage more disabled colleagues to be recruited into Senior Leader roles in the 8a-8b and 8c-vsm pay bands in both Clinical and Non-clinical roles.</p> <p>Development Programmes: Establish whether our development programmes are accessible to colleagues with a disability</p> <p>Part-time professional courses: SCPHN and other professional qualifications for career progression are often full-time intensive. These courses should be offered as part-time courses.</p> <p>Measurable Outcomes: To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.</p>	<p>Ongoing</p> <p>Feb 2028</p> <p>June 2026</p> <p>Feb 2027</p>	<p>Supported by: Head of Organisational Development. Reducing Inequalities Lead and Freedom To Speak Up Guardian Apprenticeships and Career Engagement Manager Assistant Equalities Manager</p>
<p>WDES Metric 6: Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.</p>	<p>Work-Life Balance Policy: To work with our HR colleagues to promote flexible working through the work-life balance policy.</p> <p>Return to work: To work with our HR colleagues in creating a plan/guidance to support disabled colleagues returning to work by using the Sickness Absence: Support and Care for Staff Policy.</p> <p>Measurable Outcomes: To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.</p>	<p>Sept 2025</p> <p>Nov 2027</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Assistant Equalities Manager</p>
<p>WDES Metric 7: Percentage of staff satisfied with the extent to which their organisation values their work.</p>	<p>Recognition: To improve CityCare's recognition culture around positive feedback and saying thank you to colleagues via informal methods from Senior Managers and line managers to recognise the work colleagues do.</p>	<p>Dec 2025</p>	<p>Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion</p>

	Measurable Outcomes: To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.		Supported by: Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Head of Communications Assistant Equalities Manager
WDES Metric 8: Percentage of staff with a long-lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.	Reasonable adjustments: To consider the creation of Reasonable Adjustments Guidelines for managers via the Reasonable Adjustments Task and Finish Group and feedback into the Culture and Respect at Work Group. Measurable Outcomes: To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.	Ongoing	Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion Supported by: Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Assistant Equalities Manager
WDES Metric 9 9A: The staff engagement score for Disabled staff compared to non-disabled staff (0-10) 9b: Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (if yes, provide an example of current action being taken in your WDES report).	DAWN: To continue to raise the profile of the DAWN Group and encourage more Disabled colleagues and colleagues with long term conditions to join DAWN by being included in the DAWN mailing list and attending the meetings. National Staff Survey: To encourage staff engagement from our Disabled colleagues and colleagues with long term conditions to complete the National Staff Survey to ensure that their voices are being heard. To feedback the results of the National Staff survey to the DAWN Members and come up with some actions to help improve the National Staff Survey results going forward. Measurable Outcomes: To have an improved staff engagement score via the National Staff Survey results each year. To continue to build on CityCare's disabled colleague voices being heard.	Ongoing May 2025	Director of People, Communications and Inclusion – Chief People Officer Deputy Director of People and Inclusion Supported by: Head of Organisational Development. Executive Sponsor for DAWN. Assistant Equalities Manager Dawn Staff Network Lead
WDES Metric 10: Compares specifically the	DAWN: To utilise and work collaboratively with their Executive Sponsor.	Ongoing Dec 2025	Director of People, Communications and Inclusion – Chief People Officer

percentage difference between (i) the organisations' board voting membership and its overall workforce and (ii) the organisations' board executive membership and its overall workforce.	<p>ESR Equalities Monitoring Form: To promote and encourage Board Members to declare if they have a Disability or a long-term condition via ESR.</p> <p>Role models: To offer shadowing opportunities at Committees by Board Members.</p> <p>Measurable Outcomes: To increase the representation of Disabled colleagues at board level over the 3-year period.</p>	Sept 2026	<p>Deputy Director of People and Inclusion</p> <p>Supported by: Head of Organisational Development. Board members Assistant Equalities Manager</p>
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