Workforce Race and Disability Equality Standards (WRES and WDES) Action Plan

1.   INTRODUCTION

Promoting an inclusive, fair and safe workplace is a key element of our People Plan, Paget's People. The fair treatment of staff is not only the right thing to do but is also directly linked to better clinical outcomes and better patient care experience, as well as being in line with the values of the NHS and our Trust. We also have a Public Sector Equality Duty to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

Annually, all Trusts are required to report performance against standard race and disability equality metrics and publish a resulting action plan. The metrics are called the Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES). Our results were presented to HMG in June and the EDI Steering Group prior to this. The results are therefore not repeated here, however, they highlighted the need for us to continue to focus on:

- Debiassing recruitment (which we are now referring to as Fair Recruitment) with steps taken to encourage applications from individuals who are BME and/or Disabled, and support them through the recruitment process as appropriate. This should also include clarification of recruitment expectations for both applicants and recruiters.
- Ongoing development and empowerment of our staff networks, BME and Disabled staff including encouraging disablility declaration on Electronic Staff Records.
- Continued diversity data monitoring of James Paget Management Programme, Headway, Growing into Leadership and other development programmes to ensure equality of access.
- Continued monitoring and action of reported incidents of abuse by the Violence and Aggression Group. Further development of the work already begun with stakeholders to provide clear guidance for public, staff and managers. Internal and external partnership working to ensure appropriate action is taken. Regular awareness raising communications. Review of conflict resolution training.
- Continuation of Civility and Respect Training and Awareness
- Further embedding of EDI into training programmes and Divisional/Team conversations (see separate paper on EDI training).
- Improving access to reasonable adjustments.
- Learning and engagement programme of events to improve staff relations.
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2.   ACTION PLAN

The Trust has develped a comprehensive diversity and inclusion plan of which response to WRES and WRES data is just one aspect. The plan (appendix 2) is aligned to the NHS Six High Impact actions:
- Chief executives, chairs and board members having EDI objectives
- Fair and inclusive recruitment processes and talent management strategies
- Improvement plan to eliminate pay gaps
- Improvement plan to address health inequalities within the workforce
- Comprehensive induction, onboading and development programme for internationally-recruited staff

- An environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

Appendix 2 shows progress to date.

The WRES/WDES Action Plan (Appendix 1 below) spans across multiple of these high impact actions and will contribute to our People Plan Ambition of an inclusive, fair and safe workplace.

Objective	Milestones and KPIs	Target/monitoring
1. Fair and inclusive recruitment and career progression; elimination of pay gaps		
Identify and collate internal good practice in relation to support for BME and disabled applicants	Intranet resource area shared with staff Toolkit talk delivered Information sharing/networking event Intranet traffic to page	January 2024 March 2024 April 2024 Monthly stats
Develop a toolkit of useful UK application and interview techniques	Toolkit published Internal communications completed Shared at Divisional meetings Intranet traffic Feedback via networks and 1-2-1s	30 November 2023 January 2024 March 2024 Monthly stats 4-6 weekly
2. Eliminate bullying, harassment, discrimination and abuse		
Provide staff with sufficient resource to tackle abuse – conflict resolution	Complete violence and aggression gap analysis Development of action plan in relation to findings	30 November 2023 February 2024
Discourage inappropriate behaviour from public	External communications campaign delivered Host local community safety team to provide hate crime and incident information Reduction in incidents	March 2024 January 2024 V&A biweekly
Ensure all harassment incidents are reported so that they can be addressed. Avoid any loss of service by removal of the ICS Microaggression portal	Reporting information provided to staff # incidents reported Internet traffic to relevant information Improved Staff survey results	30 November 2023 Biweekly dashboards at violence and aggression group
Embed EDI training plan to ensure a baseline knowledge level	Sessions delivered and # staff attended Improved staff survey results	EDI SG bimonthly December 2024
Ensure continuous professional development in EDI knowledge	Review content of JPMP, GIL, Supervisors and Headway programmes and recommend inclusion modules/change for each Investigate potential for CPD accreditation and report to EDI Steering Group Course feedback	April 2024 February 2024 End of each cohort
Improved support and guidance to managers on handling	Toolbox talk delivered Talk and additional materials available	February 2024 March 2024

microaggressions.	on intranet	
	Intranet traffic	Monthly
	Staff Survey results	Annually
	Clinical Leaders Network Response	3 months after launch
Closer working with Norfolk Constabulary (NC) on hate incidents and crimes to build trust and ensure appropriate action is taken	Host 3 drop in sessions with NC staff	June 2024
	Provide staff with clear information on definitions, reasons to report and resulting actions	March 2024
	Agree with staff any potential 3rd party reporting	January 2024
	Staff Survey results	Annual
	Network response	4-6 weekly

3. Staff morale, feeling valued and having appropriate adjustments		
Embed EDI objectives and actions in teams	Each directorate to identify 3 key actions for their teams	January 2024
Improve access to reasonable adjustments	FAQ document published	December 2023
	Investigate opportunities for shared adjustment resources and report to EDI Steering Group	February 2024
	# requiring HR/EDI involvement	Monthly
	Improved staff survey results	December 2024
Improve disclosure rates	Create 'how to' guide for updating personal record	December 2023
	Communicate to staff the how and why	Qtr 1 2024
	% increase in disclosure on ESR	

4. Staff Engagement		
Build staff network resource	Agree strategic plan for developing staff networks at EDI Steering Group	December 2023
Annual calendar of diversity events in association with staff networks	Calendar agreed (min 3 per network)	December 2023
	Programme delivered	November 2024