

WRES Action Plan 2022 - 2025



Actions

Indicator 1

- Provide detailed data to divisions on their workforce profile and applicant success rates. Each division to then identify three hot spot areas to improve representation.
- Work with the communications team to incorporate representative imagery within the Trust.
- Support internal progression through meaningful career conversations for our current BAME staff within Band 8a and above roles and report back on progress to EDGE on an annual basis.

Indicator 2

- Review the recruitment process and work with other Trusts to identify improvements.
- Implement a de-biasing recruitment framework/ toolkit and embed within our recruitment policy and training.
- Introduce positive action statements within job descriptions for Band 8a and above roles
- Implement balanced interview panels in respect of ethnicity for Band 8a and above roles
- Provide detailed data to divisions on their workforce profile and applicant success rates. Each division to then identify three hot spot areas to improve representation.

Indicator 3

- Implement a new employee relations system to allow for detailed reporting and enable us to review and reflect on our learning from cases.

Actions

Indicator 5

- Monitor the numbers of Datix Incident Reporting related to bullying or abuse from patients towards our staff and assess if these incidences were managed effectively in line with our protocol.
- Work with the Norfolk Police on reporting hate crime

Indicator 6 & 8

- Produce a microaggressions campaign and incorporate within relevant training highlighting the awareness and how to appropriately challenge.
- Revise our Dignity at Work Policy.
- Deliver call it out workshops to our managers
- Launch a Kindness and Respect Campaign
- Increase the diversity of the freedom to speak up champion role

Indicator 7

- Agree a staff leadership charter making the expectations and behaviours of leaders clear
- Provide shadowing opportunities such as; forecasting/budgeting, business/strategy planning and operational for staff enrolled onto the Accelerated Development Programme.
- Introduce an ethnicity pay gap audit

Measures/ Outcomes

Indicator	Outcome	Timeline
1	Each division to ensure they have BAME representation within Band 8a and above roles. Report progress back to the EDGe on an annual basis.	March 2025
2	Senior leaders/ Triumvarites are held accountable for ensuring a de-bias approach for recruitment. All Band 8a and above roles will have a balanced decision making interview panel in respect of ethnicity.	March 2024 July 2023
3	Improved monitoring of our employee relations cases which will enable regular reporting.	June 2024
5, 6, 8	BAME colleagues feel more confident in speaking up. Staff are active allies and know how to appropriately challenge behaviours and support their colleagues.	July 2023 August 2023
7	At least 10% improvement in how people feel about equal opportunities. Increased BAME representation participating in decision making forums and other development opportunities. 'Hot spot' areas on staff development which require improvement are monitored regularly and are addressed locally.	March 2025 March 2024 July 2023