

WRES and WDES Action Plan, 2023-24					
Measure	WDES and/or WDES	Area of development / Action	Impact	Timescale	Lead
Metric 1 - Leadership	WRES	We will: <ul style="list-style-type: none"> Establish a working group of individuals from the Race Equality and Inclusion Staff Network Group (REIN), the EDI Team, HR Team and other interested colleagues to work on a plan of action to become an anti-racist organisation 	The Trust has a clear plan of action that identifies what it needs to do to become anti-racist	November 2023	ODD EDI Team / REIN
	WRES and WDES	<ul style="list-style-type: none"> Continue to ensure the targets aimed at increasing representation of our Black, Asian and Ethnic Minority employees (20%), as well as disabled employees (19%) and LGBTQ+ employees (7%) in all of our leadership and management development programmes are met 	Increase the proportion of Black, Asian and other Ethnic Minority individuals and individuals with a disability in leadership positions across the Trust.	August 2023 and ongoing	ODD Leadership and Management Development Team / SNG's
	WRES	<ul style="list-style-type: none"> Investigate activities and opportunities available at a local (Trust) and regional level (i.e. through the ICS/ICB) aimed at supporting career progression and promotion of our BAME 	Support our BAME colleagues into more senior positions at the Trust / across the system	March 2024	ODD Leadership and Management Development Team / Learning and Development Team

	WRES and WDES	<p>colleagues, and support colleagues to access these</p> <ul style="list-style-type: none"> Continue to run the Trusts Reciprocal Mentoring Programme, with 3 cohorts during 2023-2024 	<p>Improve awareness and understanding and the issues encountered by people with specific protected characteristics</p>	<p>August 2023 and ongoing</p>	<p>ODD EDI Team</p>
	WDES	<ul style="list-style-type: none"> Promote the opportunity to update disability status information on ESR; liaise with the Staff Network Groups, Staff Partners and HR Business Partners to get the message across to colleagues across the Trust; include an ask for colleagues to check their data in the Trust's Appraisal documentation 	<p>More accurate recording of data on ESR</p>	<p>September 2023</p>	<p>HR Team</p>
	WDES	<ul style="list-style-type: none"> Support individual teams to arrange Deaf awareness and introduction to British Sign Language training for their staff 	<p>Raise awareness of Deafness and enable basis BSL skills to be learnt</p>	<p>August 2023 and ongoing</p>	<p>ODD EDI Team</p>
	WDES	<ul style="list-style-type: none"> Continue to promote and offer the support to Dyslexic colleagues through the Dyslexia Workplace Assessment Network and service 	<p>High quality support provided to colleagues with Dyslexia within the Trust</p>	<p>August 2023 and ongoing</p>	<p>Dyslexia Assessors Network / ODD EDI Team / HR</p>

	WRES	<ul style="list-style-type: none"> Work with the HR advisor and business partners on responding to action following MC case review 	Ensure that claims of discrimination are dealt with appropriately and effectively	January 2024	HR Team / ODD EDI Team
Metric 2 - Recruitment	WRES	<p>We will:</p> <ul style="list-style-type: none"> Continue to evaluate and plan for the future rollout to all Bands and job roles the Trust's approach to Inclusive / Representative Recruitment 	Ensure decisions around recruitment are unbiased, fair and inclusive	December 2023 and ongoing	HR Team
	WRES and WDES	<ul style="list-style-type: none"> Begin (and complete within 18 months) the training to embed the Trust's new Recruitment and Selection Policy and approach 	Better understanding of how to conduct an unbiased, fair and inclusive recruitment process	September 2023 and ongoing	HR Team / ODD EDI Team
	WRES	<ul style="list-style-type: none"> Pilot (over a 6 – 12 month period) the Values Based Recruitment approach (with A Kind Life) with 2 professional groups / service areas 	Values assessed as part of the recruitment process to ensure alignment with the Trust's PROUD values and behaviours	December 2023 and ongoing	HR Team / ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Provide exception reports to the EDI Board on variance in patterns related to job applications received, shortlisted and appointed by ethnicity and disability (and include this in the Annual EDI Report) 	Improved data quality and reporting of data / information that enables effective action to be identified, agreed and taken	September 2023 and ongoing	HR Team

	WRES	<ul style="list-style-type: none"> Look at any national guidance and investigate use of bias identifying tools (race and gender) to inform creation of job descriptions and person specifications 	Work towards all job descriptions and person specifications using inclusive and non-biased language / content	December 2023 and ongoing	HR Team
	WRES and WDES	<ul style="list-style-type: none"> Continue to ensure that Equality Impact Assessments are completed to a high standard for any new or changed HR policy, practice or procedure 	Policies, practices and procedures are inclusive and do not discriminate	August 2023 and ongoing	HR Team / ODD EDI Team
	WRES	<ul style="list-style-type: none"> Continue to develop links with the local community to increase visibility as a local employer and promote STH as an employer of choice 	Increase the diversity of individuals applying for roles at STH and increase the Trust's profile in local communities	August 2023 and ongoing	HR Team
	WRES and WDES	<ul style="list-style-type: none"> Refresh the information on applying for posts and the selection process available in accessible formats and add to SharePoint 	Evidence of effectively supporting disabled colleagues and promoting disability equality best practice	September 2023	HR Team
	WDES	<ul style="list-style-type: none"> Achieve the Disability Confident Leader accreditation 	Show to all that the Trust is committed to disability equality	December 2023	HR Team / OD EDI Team

Metric 3 – HR processes	WRES and WDES	<p>We will:</p> <ul style="list-style-type: none"> Strengthen from an EDI point of view the HR investigation and panel training for managers to ensure consistency of decisions, especially in relation to discrimination cases 	Managers able to effectively conduct investigations and participate in panels in an unbiased, fair and appropriate way	August 2023	HR Team / OD EDI Team
	WRES	<ul style="list-style-type: none"> Continue to work with the Race Equality and Inclusion Staff Network Group to encourage Black, Asian and Ethnic Minority managers to put themselves forward for practical investigation and panel member training and act as Investigators/Panellists for active 	Increased numbers of managers from Black, Asian and ethnic minorities involved in investigations and disciplinary panels	August 2023 and ongoing	HR Team / Staff Partners
	WRES	<ul style="list-style-type: none"> Develop a plan to ensure diversity (in terms of representation from an ethnicity and gender perspective) in all disciplinary panels 	Fair and equitable process in place	December 2023	HR Team
	WRES	<ul style="list-style-type: none"> Continue to review cases and themes (through, e.g. the Hotspot meeting with Chair of Staff Partnership) to identify any process and practice 	Fair and equitable process and practices in place	August 2023 and ongoing	HR Team

	WRES	<p>improvements that can be made to improve the approach to the management of HR casework</p> <ul style="list-style-type: none"> • Link with relevant forums, e.g. the Junior Drs Forum, to establish a better understanding of staff experiences to enable targeted intervention and action 	Ensure that all staff have a voice and that this is heard	August 2023 and ongoing	EDI Team
	WRES	<ul style="list-style-type: none"> • Raise awareness of REIN as a source of personal support for staff involved in the disciplinary processes, linking up with Freedom to Speak Up Champions 	Colleagues become more familiar with the Staff Networks and are able to connect with them	August 2023 and ongoing	HR Team
	WDES	<ul style="list-style-type: none"> • Develop and agree with the Disability and Wellbeing Staff Network Group (DAWN) the implementation plan for roll out of the Trust's new Workplace Reasonable Adjustment Policy and Passport 	Ensures reasonable adjustments (RA's) are managed and applied in a fair and equal way; avoids delays in applying for and accessing RAs; ensures that RAs are seamlessly in place	September 2023	DD EDI Team / HR Team / DAWN
	WDES	<ul style="list-style-type: none"> • Begin the Managing Attendance Policy Review 	Ensures that attendance matters are managed in an unbiased, fair, equitable and inclusive way	March 2024	HR Team

Metric 4 - Training	WRES and WDES	We will: <ul style="list-style-type: none"> Actively promote the EDI training available across the Trust; use EDI Champions, Freedom to Speak Up Champions, Wellbeing Champions and other key roles to communicate the message 	All colleagues have an understanding of the Trust's aspirations, an overview of EDI and its importance to their job role	September 2023 and ongoing	HR Team / ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Investigate easier access to the EDI learning available on PALMS for all staff 	Colleagues able to access the training more easily	September 2023	ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Complete a review of mandatory EDI training and produce / launch new programme 	New and improved mandatory EDI learning available for all colleagues to access	October 2023	ODD EDI Team
	WRES	<ul style="list-style-type: none"> Continue to monitor the uptake of training to ensure equity of access and opportunity and provide regular reports to the EDI Board 	Ensure Black, Asian and ethnic minority colleagues have access to learning and development opportunities	October 2023 and ongoing	Learning and Development Team
Metric 5, 6 and 8 - Staff experience	WRES and WDES	We will: <ul style="list-style-type: none"> Continue to Work with REIN, DAWN and Staff Partners to reduce all forms of discrimination, bullying, harassment and abuse 	Ensure all staff feel safe and confident at work regardless of ethnicity and/or disability	August 2023 and ongoing	HR / ODD EDI Team / Staff Partners and Chairs of REIN and DAWN

	WRES and WDES	<ul style="list-style-type: none"> Continue to promote the Trusts Freedom to Speak Up Guardians and Advocates 	Greater reporting of incidents / concerns through the F2SU channels	August 2023 and ongoing	HR Team / Lead Freedom to Speak Up Guardian
	WRES and WDES	<ul style="list-style-type: none"> Continue to review Freedom to Speak Up cases, report through identified governance processes, and ensure that lessons are learned 	Colleagues have confidence in the F2SU processes	August 2023 and ongoing	HR Team / Lead Freedom to Speak Up Guardian
	WRES and WDES	<ul style="list-style-type: none"> Launch the new Acceptable Behaviour at Work (ABW) Policy across the Trust 	Ensure awareness of the new policy	September 2023	HR Team
	WRES and WDES	<ul style="list-style-type: none"> Develop and implement a training programme for the new Equality Champions from across all areas of the Trust 	Build confidence and capability of EDI Champions	September 2023 and ongoing	ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Focus a 'Conversation Corner', part of the LEAD management briefings, on raising awareness and understanding of the new Acceptable Behaviour at Work Policy 	Increase awareness and understanding of the new policy	March 2024	HR / ODD Leadership and Management Development Team
	WRES and WDES	<ul style="list-style-type: none"> Continue to promote the Equal Opportunities in Employment Policy 	Colleagues aware of policy and feel confident to apply it	August 2023 and ongoing	HR Team

	WRES and WDES	<ul style="list-style-type: none"> Continue to work with all four Staff Network Groups and support their ongoing development 	Staff Networks feel supported and enabled	August 2023 and ongoing	ODD EDI Team
Metric 7 – Equal opportunities (Metric 9 in WDES – Staff engagement)	WRES	We will: <ul style="list-style-type: none"> Continue working with specific departments to identify barriers to progression for specific job roles and Bands, using the WRES Metrics as a guide, and identify and implement positive action measures to increase the success rates of Black, Asian and ethnic minority employees 	Ensure colleagues have equality of access to opportunities for progression, that opportunities for career progression are open to all and awarded on merit, and that the Trust is addressing the barriers that exist and inhibiting staff from achieving their aspirations and potential	August 2023 and ongoing	HR Team / ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Ensure that the provision of protected time is being accessed and enabled for all of the Chairs / Deputy Chair within the four Staff Network Groups (including REIN and DAWN) 	Chair and Deputy Chairs / other core roles within the networks have the time to undertake network-related tasks and activities	August 2023 and ongoing	ODD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Undertake Ethnicity and Disability Pay Gap reports 	Identify and understand the reasons for any disparities in pay related to ethnicity and disability	February 2023	HR Team

Metric 9 – Board membership (Metric 10 in WDES – Board representation)	WRES and WDES	We will: <ul style="list-style-type: none"> Continue to ensure that the recruitment process for Non-Executive Board members is inclusive and that the Board of Directors is representative (in terms of demographics) of local communities 	Increase diversity at the most strategic level of the Trust	August 2023 and ongoing	Chief Execs Office
	WRES and WDES	<ul style="list-style-type: none"> Continue to ensure the recruitment process for Governors is inclusive and that Governors are representative (in terms of demographics) of local communities 	Increase the diversity of Governors to ensure they represent the communities we serve	August 2023 and ongoing	Chief Execs Office
	WRES and WDES	<ul style="list-style-type: none"> Launch the EDI Development Programme for Trust Board of Directors 	Increase and improve EDI knowledge and expertise	November 2023	Chief Execs Office / OD EDI Team
	WRES and WDES	<ul style="list-style-type: none"> Ensure 100% attendance of Board members on all modules (x3) of the EDI Development Programme 	EDI Objective for all Board members to attend	March 2024 (end of programme)	TEG / Chief Execs Office
	WRES and WDES	<ul style="list-style-type: none"> Launch the EDI Development Programme for Governors 	Increase and improve EDI knowledge and expertise	November 2023	Chief Execs Office / OD EDI Team

	WRES and WDES	<ul style="list-style-type: none"> Ensure that the recruitment process for recruiting Freedom to Speak Up Guardians and Champions is inclusive and that they are representative of the workforce and wider community 	More representative group of F2SU Guardians and Champions	September 2023 and ongoing	HR Team
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