

WRES and WDES Action Plan, 2024-25						
Measure	WDES and/or WDES	Area of development / Action	Impact	Timescale	Lead	RAG-rating
Metric 1 - Leadership	WRES	<ul style="list-style-type: none"> Establish workforce diversity targets for achievement over the next 5 years, for Bands 5 to VSM 	Greater workforce diversity, specifically in relation to ethnicity	December 2024	Chief Executive (KM) / OD Director (PW) / All TEG / EDI Team (SE) / HR Recruitment Team (DP)	
	WRES	<ul style="list-style-type: none"> Establish Board of Director diversity targets for achievement over the next 5 years 	Greater Board level representation, specifically in relation to ethnicity	December 2024	Chief Executive (KM) / OD Director (PW) / All TEG / EDI Team (SE)	
	WRES	<ul style="list-style-type: none"> To move the Trust's language from 'Black, Asian and ethnic minority' to 'Global majority' 	Positive change of language to more accurately reflect the global position of all Black and Asian communities being in a majority	March 2025	EDI Team (RJ) / Comms Team (JP) / Staff Partners (JC) / HR Business Partner Team (LB)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Create and achieve the actions in the Trust's Anti-Racist Action Plan 	The Trust has a clear plan of action that identifies what it needs to do to become anti-racist	August 2024	EDI Team (RJ) / Race Equality and Inclusion Staff Network (REIN) / Staff Partners (JC)	
	WRES and WDES	<ul style="list-style-type: none"> Run the final cohort of the Trusts Reciprocal Mentoring Programme in 2023-2024 (launching September 2024) and produce an evaluation report with a view to 	Improve awareness and understanding and the issues encountered by people with specific protected characteristics	September 2024 for launch of final cohort; evaluation to be completed by March 2025	EDI Team (RJ)	

		continuing the programme into the future				
	WDES	<ul style="list-style-type: none"> Continue to promote the opportunity to update disability status information on ESR 	More accurate recording of data on ESR	September 2024	HR Business Partner Team (LB) / Staff Partners (JC) / All Staff Network Groups / EDI Executive Committee members / Facilities Directorate/ Medical HR Team	
	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 	High quality support provided to colleagues with Dyslexia within the Trust	July 2024 and ongoing	Dyslexia Assessors Network / EDI Team (CR/SE) / HR Business Partner Team (LB)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Play a pivotal role in the Sheffield Race Equality Partnership 	Working in partnership to achieve an anti-racist Sheffield	July 2024 and ongoing	Chief Executive (KM) / OD Director (PW)	
	WRES	<ul style="list-style-type: none"> Create a series of good news stories that identify and promote individuals who have secured career progression of promotion across the Trust 	Raising awareness of the opportunities available within the Trust and recognising individuals achievements	December 2024	EDI Team (SE, RS, RJ) / All Staff Network Groups / Staff Partners (JC) / HR Recruitment Team (DP)	

Metric 2 - Recruitment	WRES	<ul style="list-style-type: none"> Produce proposal for People Strategy Executive Committee (PSEC) for rollout to selected Bands and job roles the Trust's approach to Diverse Recruitment 	Ensure decisions around recruitment are unbiased, fair and inclusive	July 2024	HR Recruitment Team (DP) / EDI Team (SE)	
	WRES	<ul style="list-style-type: none"> Once approved by PSEC, implement the new approach to Diverse Recruitment 	Ensure decisions around recruitment are unbiased, fair and inclusive	September 2024 and ongoing	HR Recruitment Team (DP) / EDI Team (SE)	
	WRES and WDES	<ul style="list-style-type: none"> Rollout training on recruitment best practice, incorporating the Trust's approach to Diverse Recruitment and EDI 	Better understanding of how to conduct an unbiased, fair and inclusive recruitment process	July 2024 and ongoing	HR Recruitment Team (DP) / EDI Team (SE, RJ & RS)/ Medical HR Team	
	WRES and WDES	<ul style="list-style-type: none"> Review the pilot the Values Based Recruitment approach (with A Kind Life) and see if it's fit for purpose 	Values assessed as part of the recruitment process to ensure alignment with the Trust's PROUD values and behaviours	December 2024	HR Recruitment Team (DP)	
	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	July 2024	HR Recruitment Team (DP)/ Medical HR 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 2024 and ongoing	HR Recruitment Team (DP) / Learning and Development Team (SO-W)	

	WRES and WDES	<ul style="list-style-type: none"> Investigate suitable Positive Action measures and innovative solutions to increase workforce diversity 	Increase the diversity of individuals in a wide range of roles at STH, at all levels	September 2024 and ongoing	HR Recruitment Team (DP) / EDI Team (RS, SE)/ Medical 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	March 2025	HR Recruitment Team (DP) / EDI Team (SE, RJ), Disability and Wellbeing Network (DAWN)	
Metric 3 – HR processes	WRES	<ul style="list-style-type: none"> Investigate the deterioration of WRES Metric 3 – the relative likelihood of ethnic minority staff entering the formal disciplinary process compared to that of white staff 	To better understand the negative changes to this metric and to tackle the causes of it effectively	July 2024	HR Business Partner Team (LB)/ Medical HR Team	
		<ul style="list-style-type: none"> Review the GMC impartiality process 	to ensure that the Trust decision making process for medical HR processes is fair, unbiased and consistent with GMC standards.	December 2024	Medical HR Team	
	WRES	<ul style="list-style-type: none"> Review investigations and / or hearing that have resulted in a 'No case to answer' 	To better understand the decision making process	August 2024	HR Business Partner Team (LB)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Run session with HR Business Partner Team on the importance of good and thorough 'fact-finding' prior to formal investigation 	Improve the quality of investigations and ensure that accuracy is optimised	September 2024 and ongoing	HR Business Partner Team (LB)/ Medical HR Team	

	WRES	<ul style="list-style-type: none"> Run session with specific services (TBC) on the importance of good and thorough 'fact-finding' prior to formal investigation 	Improve the quality of investigations and ensure that accuracy is optimised	September 2024 and ongoing	HR Business Partner Team (LB)	
	WRES	<ul style="list-style-type: none"> Increase the pool of case investigators for medical and dental cases with a focus on the diversity 	Improve the diversity of case investigators to ensure investigations are fair and unbiased.	October 2024	Medical HR Team	
	WRES	<ul style="list-style-type: none"> Educate all colleagues on the Trust's tolerance to misconduct 	All colleagues, across the Trust, have the desired awareness and understanding	September 2024 and ongoing	HR Business Partner Team (LB)	
	WRES	<ul style="list-style-type: none"> Review feedback received from Exit Questionnaires based on protected characteristics (to feed into EDI Hotspot meetings) 	Understand the reasons why colleagues are leaving the Trust to enable changes to be made	August 2024	HR Recruitment Team (DP)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Conduct a Deep Dive into the Trust's inclusive recruitment approach 	To ensure that the Trust achieves its ambitions in relation to becoming an inclusive organisation	September 2024	HR Recruitment Team (DP)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Share our EDI approach with our suppliers of Bank and Agency workers 	External colleagues feel welcomed and valued	August 2024	HR Recruitment Team (DP)/ Medical HR Team	
	WRES and WDES	<ul style="list-style-type: none"> Continue to report on all relevant HR data (e.g. Cases, Recruitment and Selection, etc) to the EDI Executive Committee 	Improved data quality and reporting of data / information that enables effective action to be identified, agreed and taken	July 2024 and ongoing	HR Business Partner Team (LB) / HR Recruitment Team (DP)/ Medical HR Team	

	WRES and WDES	<ul style="list-style-type: none"> Include all HR data in the annual EDI Report 	Visibility and transparency of STH's performance	January 2025	HR Business Partner Team (LB) / EDI Team (RS)	
	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 policy, practice or procedure 	Policies, practices and procedures are inclusive and do not discriminate	August 2024 and ongoing	HR Business Partner Team (LB) / All Trust Policy Authors, anyone creating new or making significant changes to any policy, procedure, project, service, etc.	
	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 2024	HR Business Partner Team (LB) / EDI Team (SE)/ Medical 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 Partners) to identify any process and practice improvements that can be made to improve the approach to the management of HR casework 	Fair and equitable process and practices in place	July 2024 and ongoing	HR Business Partner Team (LB) / EDI Team (SE) / Staff Partners (JC)/ Medical HR Team	
	WRES	<ul style="list-style-type: none"> Continue to link with relevant forums, service areas / Care Groups and individuals to establish a better 	Ensure that all staff have a voice and that this is heard	July 2024 and ongoing	EDI Team (SE, RJ, RS)	

		understanding of colleagues experiences				
	WRES and WDES	<ul style="list-style-type: none"> Design and deliver effective interventions to support teams / services / Care Groups who are facing immediate challenges 	Ensure that targeted action is taken to support teams / services to embed best EDI practice and are equitable and inclusive	July 2024 and ongoing	EDI Team (SE, RJ, RS)	
	WRES	<ul style="list-style-type: none"> Continue to promote and raise awareness of REIN as a source of personal support for staff involved in the disciplinary processes, linking up with Freedom to Speak Up Guardians 	Colleagues become more familiar with the Staff Networks and are able to connect with them	July 2024 and ongoing	HR Business Partner Team (LB)/ Medical HR Team	
	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	June 2024	HR Business Partner Team (LB)	
Metric 4 - Training	WRES and WDES	<ul style="list-style-type: none"> Support colleagues wishing to further their career within the Trust with information about appropriate learning and development opportunities, to better prepare individuals for their next steps 	Ensure that those individuals wanting to progress their career have access to the right training to ensure they perform at their best	August 2024 and ongoing	HR Recruitment Team (DP) / Learning and Development Team (SO-W) / EDI Team (RJ)	
	WRES and WDES	<ul style="list-style-type: none"> Continue to actively promote the EDI training available across the Trust; use EDI Champions, Freedom to Speak Up Champions, Wellbeing Champions and 	All colleagues have an understanding of the Trust's aspirations, an overview of EDI and its importance to their job role	July 2024 and ongoing	HR Business Partner Team (LB) / EDI Team (RS, RJ, SE)/ Medical HR Team	

		other key roles to communicate the message				
	WRES and WDES	<ul style="list-style-type: none"> Embed EDI into the fabric of all Trust training, learning and development 	EDI is a feature of all learning within the Trust	July 2024 and ongoing	OD Leadership and Management Development Team (GH) / Learning and Development Team (KV)	
	WRES and WDES	<ul style="list-style-type: none"> Continue to develop and run a range of EDI Webinars on a variety of topics, that are accessible to everyone across the Trust and beyond 	Colleagues increase their awareness and understanding of key EDI topics and issues	July 2024 and ongoing	EDI Team (RJ, RS) / All Staff Network Groups	
	WRES and WDES	<ul style="list-style-type: none"> Review the targets aimed at increasing representation of Black, Asian and ethnic minority employees (20%), disabled employees (19%) and LGBTQ+ employees (7%) in all of our leadership and management development programmes 	Increase the proportion of Black, Asian and ethnic minority, disabled and LGBTQ+ colleagues accessing Leadership and Management Development training	August 2024	ODD Leadership and Management Development Team (GH) / EDI Team (RJ, RS)	
	WRES and WDES	<ul style="list-style-type: none"> Revise the targets aimed at increasing representation of Black, Asian and ethnic minority, disabled and LGBTQ+ employees in all of our leadership and management development programmes, taking account of current population profiles 	Increase the proportion of Black, Asian and ethnic minority, disabled and LGBTQ+ colleagues accessing Leadership and Management Development training	August 2024	ODD Leadership and Management Development Team (GH) / EDI Team (RJ, RS)	

		and STH's targets around workforce diversity				
	WRES	<ul style="list-style-type: none"> Establish a targeted in-house Leadership and Management Development Programme for our Black, Asian and ethnic minority colleagues 	Support our Black, Asian and ethnic minority colleagues into more senior positions at the Trust / across the system	March 2025	ODD Leadership and Management Development Team (GH)	
	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 Executive Committee 	Ensure Black, Asian and ethnic minority colleagues have access to learning and development opportunities	October 2023 and ongoing	Learning and Development Team (KV)	
Metric 5, 6 and 8 - Staff experience	WRES and WDES	<ul style="list-style-type: none"> Continue to work with all Staff Network Groups 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	July 2024 and ongoing	HR Business Partner Team (LB) / EDI Team (RJ, RS, SE) / Staff Partners (JC) / All Staff Network Groups/ Medical HR Team	
	WRES and WDES	<ul style="list-style-type: none"> Continue to promote the Trusts Freedom to Speak Up Guardians and Champions 	Greater reporting of incidents / concerns through the F2SU channels	August 2023 and ongoing	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	Lead Freedom to Speak Up Guardian	

	WRES and WDES	<ul style="list-style-type: none"> Continue to deliver the training programme for the EDI Champions 	Build confidence and capability of EDI Champions	July 2024 and ongoing	EDI Team (RS)	
	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	July 2024 and ongoing	EDI Team (RJ, RS)	
Metric 7 – Equal opportunities (Metric 9 in WDES – Staff engagement)	WRES	<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	July 2024 and ongoing	HR Recruitment Team (DP) / EDI Team (SE)	
	WRES and WDES	<ul style="list-style-type: none"> Address the issues surrounding the provision of protected time / payment for time spent is being accessed and enabled for all of the Chairs / Deputy Chair within the four Staff Network Groups 	Chair and Deputy Chairs / other core roles within the networks have the time to undertake network-related tasks and activities	July 2024	EDI Team (SE, RJ, RS)	
	WRES	<ul style="list-style-type: none"> Produce an Ethnicity Pay Gap report 	Identify and understand the reasons for any disparities in pay related to ethnicity	December 2024	HR Team (RR)	

	WDES	<ul style="list-style-type: none"> Produce a Disability Pay Gap report 	Identify and understand the reasons for any disparities in pay related to disability	January 2025	HR Team (RR)	
Metric 9 – Board membership (Metric 10 in WDES – Board representation)	WRES and WDES	<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 Executive (KM / SC)	
	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 Executive (KM / SC)	
	WRES and WDES	<ul style="list-style-type: none"> Develop the Board of Directors EDI Objectives for 2024-25 	Objectives set	October 2024	Chief Executive (KM) / OD Director (PW)	
	WRES and WDES	<ul style="list-style-type: none"> Plan future / ongoing EDI training and awareness for Board of Directors and Governors 	Increase and improve EDI knowledge and expertise	November 2024	Chief Executive (KM) / OD Director (PS) / All TEG / EDI Team (SE, RS)	