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|  | **WRES Action Plan 2023/24** | | | | |  |  |  | **Green - On track**  **Amber - Risks to timescales/delivery**  **Red - Exceeded Timescales**  **Blue - Complete with Evidence** |
| **Objective** | **Link to Trust Strategy** | **Action** | **Desired Outcome/Immediate Impact** | **KPI** | **Evidence Assurance** | **Lead** | **Milestones** | **Progress** |  |
| **Eliminate total pay gaps for race**  **NHS England EDI Improvement Plan High Impact Action 3** | Ambition 3 | Analyse data to understand pay gaps by gender and race and put in place an improvement plan to include the Mend the Gap review recommendations for medical staff. This improvement plan will be tracked and monitored by Trust Board. | Develop and implement an improvement plan to eliminate pay gaps | Year-on-year reductions in the gender and race pay gaps | Pay gap reporting | EDI Lead | Plan in place for race by March 2024, |  |  |
| **Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.**  **NHS England EDI Improvement Plan High Impact Action 6** | Ambition 3 | Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set (by March 2024) and plans implemented to improve staff experience year-on-year. | Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur | Improvement in staff survey results on:   * bullying / harassment. * Discrimination. | NHS Staff Survey  NETS | EDI Lead | In place by March 2024 |  |  |

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| **Source** | **Link to Trust Strategy** | **Action** | **Desired Outcome/Immediate Impact** | **KPI** | **Evidence Assurance** | **Lead** | **Milestones** |  |  |
| **Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.**  **NHS England EDI Improvement Plan High Impact Action 6** | Ambitions 1-5 | Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence (by March 2024). | Create an environment that eliminates the conditions in  which bullying, discrimination, harassment and physical  violence at work occur | Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)  Improvement in staff survey results on discrimination from line managers/teams  (ALL Staff)  Bullying & Harassment score metric (NHS professional groups) | NHS Staff Survey  NETS | Workforce and Organisational Development | In place by March 2024 |  |  |
| **Launch awareness/allyship initiatives** | Ambitions 1-5 | Launch See Me First at Black History Month Event 4th October | Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur. Improvements in cultural competency in the Trust. | Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)  Improvement in staff survey results on discrimination from line managers/teams  (ALL Staff)  Bullying & Harassment score metric (NHS professional groups) | NHS Staff Survey and follow up on See Me First Pledges | EDI Team and Staff Networks | In place by October 2023 |  |  |
| **Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.** | Amibitions 1-5 | Introduce initiatives to improve progression for staff from protected characteristic backgrounds | Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation (by June 2025)  Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes (by October 2024). Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint | Improvements in recruitment metric and in distribution of staff across pay bands, reduction in the race pay gap. | Yearly WRES Data | EDI Team | In line with NHS England EDI Improvement Plan deadlines |  |  |
| **Implement a comprehensive induction, onboarding and development programme for internationally recruited staff** | Ambition 3 | Develop and introduce cultural competency and awareness resources | Improvements in cultural competency for the Trust | Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)  Improvement in staff survey results on discrimination from line managers/teams  (ALL Staff)  Bullying & Harassment score metric (NHS professional groups) | NHS Staff Survey WRES Metrics | EDI Team | In place by March 2024 |  |  |