







22/02/2018

SMART Objectives 2017 Action Plan- Workforce Race



RAG

-  In Progress After Completion Date
-  Completed Without Evidence
-  Within Time Frame or Completed With Evidence

			
Area A	0	0	3
Area B	0	0	1
Area C	0	0	2
Area D	0	0	3
Total	0	0	9

Area A

Analysis of current position						Completed (Y/N)	Evidence (Y/N)	RAG
Ref	Action	Reason/ Source	Responsibility	By When	Update on progress/ status			
A1	Review percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A2	Review relative likelihood of staff being appointed from shortlisting across all posts	Information gathering	David Hurrell, Deputy HRD	30/06/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A3	Review relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A4	Review relative likelihood of staff accessing non-mandatory training and CPD	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A5	Review percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A6	Review percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A7	Review percentage believing that trust provides equal opportunities for career progression or promotion	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A8	Review staff survey question 'In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other colleagues'	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
A9	Review percentage difference between the organisations' Board voting membership and its overall workforce	Information gathering	David Hurrell, Deputy HRD	01/08/2017	Complete: submitted to NHS England via Unify2	Y	Y	
Signed Off?						Y		

Area B

Planning the changes						Completed (Y/N)	Evidence (Y/N)	RAG
Ref	Action	Reason/ Source	Responsibility	By When	Update on progress/ status			
B1	WRES narrative report to be written and recommendations made	NHS Contract requirement	David Hurrell, Deputy HRD	01/09/2017	Complete	Y	Y	
B2	Recommendations following WRES narrative report to be agreed with key stakeholders (cf Areas C and D)	Consultation	David Hurrell, Deputy HRD	13/09/2017	Complete	Y	Y	
B3	WRES narrative report and action plan to be shared / approved by Finance & Performance Committee	Governance / approval	Geraldine Opreshko, Director of Workforce & OD	25/09/2017	Complete	Y	Y	
B4	WRES narrative report and action plan to be shared / approved by Trust Board	Governance / approval	Geraldine Opreshko, Director of Workforce & OD	02/11/2017	Complete	Y	Y	
B5	WRES narrative report and action plan to be published on website and via NHS England link	NHS Contract requirement	David Hurrell, Deputy HRD	30/11/2017	Complete	Y	N	
Signed Off?						N		

Area C

Implementing and monitoring						Completed (Y/N)	Evidence (Y/N)	RAG
Ref	Action	Reason/ Source	Responsibility	By When	Update on progress/ status			
C1	Structured shortlisting criteria agreed in advance of activity to improve transparency	TRAC	Anna Dean, Recruitment Team Leader	31/08/2017	Complete: TRAC recruitment / applicant tracking system implemented, which mandates use of objective shortlisting criteria in order for advertisements to be placed	Y	Y	
C2	Staff focus groups to validate possible staff survey feedback themes through QVH conversations; amendment to action plan / follow-up as required	QVH Conversations	Geraldine Opreshko, Director of Workforce & OD	31/10/2017	Complete; no changes required. Review following next annual survey results.	Y	Y	
C3	Management training to include 'inclusive leadership' topic	Leading the Way leadership programme	Annette Byers, Organisational Development Manager	31/12/2017	Leading the Way covers a variety of topics which spans to include inclusive leadership. The programme has recently been launched and we will be developing the next stages of the programme with our colleagues in HR. This will include a section on inclusive leadership. We will be meeting in late 17/18 to see how we can take this forward as a topic	Y	Y	
C4	Revised recruitment/selection training to focus on unconscious bias	Recruitment & Selection	Anna Dean, Recruitment Team Leader	31/12/2017	In progress	N	N	
C5	Board training to be provided to clarify Board responsibilities around Equality & Diversity, including championing internal development	Capsticks LLP	Geraldine Opreshko, Director of Workforce & OD	31/12/2017	Arranged for October 2017 Board seminar - Complete	Y	Y	
C6	Buddying and mentoring programme for all newly qualified clinical posts to consciously support and encourage those from diverse backgrounds	Trust Clinical Practice Educator	Allan Curtis, Clinical Practice Educator	31/01/2018	In progress	N	N	
C7	Fast-track internal transfer programme to consciously support and encourage interest from diverse backgrounds	TRAC	Anna Dean, Recruitment Team Leader	31/01/2018	In progress	N	N	
C8	Plan and implement effective filtering questions to both inform international candidates whether the role is appropriate for permit sponsorship to reduce the likelihood of candidates being inappropriately shortlisted	TRAC	Anna Dean, Recruitment Team Leader	31/01/2018	In progress	N	N	
C9	Roll out of ESR self-service to all areas of the Trust, including prompts to update ethnicity information to improve/maintain data validity	ESR	Jill Dale, Workforce Intelligence Manager	31/03/2018	Complete	Y	Y	
Signed Off?						N		

Area D

Measures of success						Completed (Y/N)	Evidence (Y/N)	RAG
Ref	Action	Reason/ Source	Responsibility	By When	Update on progress/ status			
D1	>97% self-reporting of staff ethnicity	ESR	Jill Dale, Workforce Intelligence Manager	01/08/2018	Confirmation to be obtained through WRES 2018 data analysis	N	N	
D2	Consistent ~13% mean average of BME staff in key band categories: Bands 1-4, Band 5-7, Band 8+/VSM	ESR	Jill Dale, Workforce Intelligence Manager	01/08/2018	Confirmation to be obtained through WRES 2018 data analysis	N	N	
D3	Consistent relative likelihood of BME staff being appointed from shortlisting across all posts compared to White (~10% tolerance)	TRAC	Anna Dean, Recruitment Team Leader	01/08/2018	Confirmation to be obtained through WRES 2018 data analysis	N	N	
D4	No staff-related discrimination / bullying & harassment / concerns on equality of opportunity in career progression themes emerging in 2017/18 NHS Staff Survey	Staff Survey	Geraldine Opreshko, Director of Workforce & OD	01/08/2018	Confirmation to be obtained through WRES 2018 data analysis	N	N	
Signed Off?						N		