ACCOUNTABILITY, GOVERNANCE, METRICS AND MONITORING OF THE DELIVERY OF THE STRATEGY

Implementation of this strategy will be monitored by the Workforce Committee with bi-annual progress updates being provided directly to the Board. The following groups will oversee delivery of key work areas to enable this strategy to be delivered:

- Compassionate and Collective Leadership Programme Steering Group
- EDI Steering Committee
- Resourcing and Retention Improvement Programme Steering Group
- Management Executive
- Joint Staff Council
- Joint Local Negotiating Committee

There are success criteria, which are a mix of qualitative and quantitative measures, for each of the elements of the annual action plans. The metrics in the table below will be used to measure the impact of the strategy in effecting improvements in the six objectives outlined in the strategy:

Metric	Objectives which link to this metric	How it will be measured	22/23 position	23/24 goal	24/25 goal
Staff recommending Trust as a good place to work	1-5	Staff Survey question	61.6%	65%	Peer average
Staff recommending Trust as a good place to be treated	1-5	Staff Survey question	85.7%	90%	Better than the peer average
Staff engagement score	1-5	Staff Survey theme	7.1	Peer average	Better than the peer average
Staff morale	1-5	Staff Survey theme	5.7	6.0	Peer average

% of staff who have had an appraisal within last 12m	1,3, 4 & 5	As per PIPR methodology	75%	90%	90%
Quality of the appraisal	1 - 5	Staff Survey questions average; 21b,c & d	29.9%	33%	36.3%
Stability Index ie new staff retained for >12 months	1,2,4 & 5	% of directly employed staff new to the Trust who remain employed by the Trust after 12 months.	80%	84%	89%
Overall mandatory training compliance	1,4 & 5	As per PIPR methodology	85.6%	90%	90%
Cumulative Sickness Absence	1,2 & 5	As per PIPR methodology	4.8%	3.5%	3.5%
Turnover	1 - 5	As per PIPR methodology	15.2%	12%	10.5%
Trust Vacancy Rate	1 - 5	As per PIPR methodology	13.3%	9%	8%
Improve experience for Black, Asian, Minority, Ethnic staff (BAME)	1 - 5	Decrease in numbers of staff from a BAME background experiencing discrimination at work from manager/team leader or other colleagues in the last 12 months.	26.5%	23.8% (stretch target 21.5%)	21.4% (stretch target 16.5%)
		Decrease in the % of staff from a BAME background reporting experiencing bullying and harassment	36.5%	32.8% (stretch target 26.5%)	29.5% (stretch target 16.5%)

		from line managers and colleagues.			
		Increase in the numbers of staff from a BAME background who consider that there is equality of opportunity in career progression.	35.6%	39.2% (stretch target 50%)	43.1% (stretch target 62%)
		Increase in the % of staff from a BAME background in roles at Band 7 and above.	<mark>Xx%</mark>		
Improve experience for disabled staff	1 - 5	Increase in the numbers of staff with a disability who consider that there is equality of opportunity in career progression.	50.8%	55.9%	61.5%
		Decrease in the % of staff with a disability who experience bullying and harassment from their line manager.	15.7%	14.1%	12.7%
		Decrease in the % of staff with a disability who experience bullying and harassment from their line colleagues.	25.6%	23%	20.7%
		Decrease in the number of disabled staff who have felt pressure from their line manager to come to work,	28.9%	26%	23.4%

		despite not feeling well enough to perform their duties.			
Staff reporting being bullied by manager	1, 2 & 5	Staff Survey question	14.5%	13%	11.7%
Staff reporting being bullied by colleagues	1,2 &5	Staff Survey question	23.7%	21.3%	19.2%
Staff reporting that there is the opportunity to develop their career	1, 2 & 3	Staff Survey question	50.5%	55.6%	61.2%
Staff feeling safe to raise concerns	1, 2, 3 & 5	Staff Survey question	61.5%	67.7%	71.1%
Staff believing the Trust takes positive action on their health and wellbeing	1,3 & 5	Staff Survey question	64.2%		
Time to Hire	1 & 5	Time from approval to advertise to unconditional offer	Not available	48 days	43 days
Rostering Effectiveness	3 & 5	% of rosters approved at least six weeks before the start date. Headroom	38% 32.5%	100% 22%	100% 22%