

ACTION PLAN FOR THE SOUTH WESTERN AMBULANCE SERVICE NHS TRUST TO MEET THE REQUIREMENTS OF THE EQUALITIES AND DIVERSITY STRATEGY 2006-2009

Action No	Action	Responsible person	Outcome	Target date	Outcomes/Progress to date	Status to date R, A, G or Achieved	Last month RAG status	Applicable Equality duty: Applicable publication - monitoring process
Short term objectives								
S7	Engage with and liaise with minimum of three disabled groups in each of the Four counties.	Comms and PR Manager/ HR Business Manager/ Task Group Leader for Stakeholders	Engage with and liaise with a geographical spread of disabled groups to improve communication and mutual understanding.	30 November 2008 Slippage to 28 Feb 09	HR Business Manager has made contact with Forum for Equality in Somerset (FEDS) which focuses on disabled. (November 2007) Contact with Cornwall Deaf association Further work needed to meet action of 4 groups within each county.			Disability E and D Strategy; Disability Equality Duty; Trust Communication Strategy;
S9	Identify a key group from each of the E&D strands in each of the four counties for engagement in consultative processes. 4x6 = 24 groups	HR Business Manager/ PR Comms Manager and Task Group Leader for Stakeholders		30 November 2008 Slippage to 28 Feb 09	Liaised with Equality South West who have a network already set up for consultation events. ESW have agreed to support facilitating consultation process, however, there would need to be	HR Business manager contacted 2 Race Equality Councils who are keen to become engaged; further discussions		All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication

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					financial support set aside for this service.	needed to establish more fully expectations on both sides. Trust are engaged with COMPACT therefore have contacts through this forum however, there is also an expectation that some financial reward is provided.		Strategy;
S9a	Identify and set up an internal group or direct staff to support groups (whichever is the most relevant to the needs of the staff) in each of the equality strands	Task Group Leader for Stakeholders / HR Business Manager // PR Comms Manager		30 November 2008 Slippage 28 Feb 09	Group set up as part of the Cornwall healthcare partnership for GLBT staff were invited to be members via OLMs. (launch 24 July 2008) Steering Group set up for learning disabilities group (dyslexia) (1 st meeting 4 June	Cornwall health and Social care partnership forum requested UNITY to provide support to set up BME groups. Funding		All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy;

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					2008)	required to take this forward.		
S10	Web site up-to-date with all basic and relevant information	PR and Comms Manager / HR Business Manager	Information provided in-line with our statutory obligations and is accessible to staff and public	From 31 December 2006	Information in relation to statutory obligations as required under the duties are published.	Achieved		All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy;
S17a	Learning and Development for managers on improved understanding of E and D	Directors and all line managers / Hr Business Manager	Improved ways of working and embedding of e and d within the working environment. Anticipated reduction in staff absences and disciplinaries and grievances	Between 1 July 2008 and 31 March 2009 15% July 2008 30% October 2008 60% January 2009 100% 31 March 2009	Dates in calendar for managers across the trust to attend Diversity in Action course (2 days). (agreed by Trust SDAG that managers would attend) Other opportunities available but not mandatory or agreed by senior team are for managers to attend Management development days and / or Combined Management and E and D development , and An understanding on how to apply HR	Courses being undertaken. Training prospectus have courses available for individuals to attend. Leadership and Development course being undertaken from Feb to May – includes e and d awareness	Not due until March 09 but may be some slippage on achieving 100% of managers attending due to operational and frontline needs	All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Learning and Development Strategy; SB4H

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					practices/ policies Development – dates in calendar until March 09	Business case completed in order for the Diversity in Action courses to continue in the next financial year.		
S22a	All staff who currently have level 1 KSF re E and D to work towards achieving level 2	Line Managers / ESR Manager	Improved understanding and engagement in E&D issues so as to support better internal relationships. Improved service delivery for patients and external stakeholders	31 November 2008 Slippage to 31 March 09 30% 31 Sept 08 65% 31 January 09 100% 31 March 09	ESR Manager to provide support to managers in relation to the outlines as some need to be re-evaluated to be in-line with the agreed level 2 ESR Manager progressing well with this - at September 08 completion of appraisals stood at 65% All post outlines now have level 2 E&D attached. Staff are being assigned the new post outlines on	Achieved 31 January 2009	some slippage as outlines have to be agreed with staff during appraisals	All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; THCTTP; KSF; Workforce Plan

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					completion of their current appraisal.			
S25	Create a baseline of information relating to staff data, (including training and development) in relation to 6 equality strands.	Education Business Manager HR Business Manager	Robust monitoring system in place to support decision-making at strategic level, which will impact on operational level.	30 September 2008 Slippage to 31 December owing to technicalities in merger of ESR	Staff data captured through recruitment and ESR. ESR needs be merged for Dorset, Somerset, Devon and Cornwall – scheduled for technical merger by 31 November. ESR manager recruited to facilitate a speedier process. Staff up-date questionnaire on personal details being sent out by 31 October for return by 1 December	Achieved		All with particular to Race, Disability and Gender E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH;
S25a	Create a baseline of information relating to the	Head of Strategic Communicati		30 September 2008	Reliable source for population data have been identified from	Some data being		All with particular to Race, Disability

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	population data in relation to 6 equality strands.	ons		31 March 09	the DPH reports Some information provided but require a process that supports continuous reliable data	collated in the MIUs Work in progress re overall patient data collection		and Gender E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy;
S25b (S38)	Collate information in relation to ethnicity, disability and gender on patients to meet our statutory duties	HR Business Manager Head of Strategic Communications Clinical Audit Manager	Require robust system in place to ensure analysis of data to demonstrate support of elimination of discriminatory practices and health inequalities The information will support more robust decision making	From 30 September 2008 Slippage December 08 Slippage March 09	Patient record forms have ethnicity included. Agreed at Directors to fund a post to support the retrieval of data and to carry out appropriate analysis for informed decision-making. Software solution may be used as an alternative will be determined by Sept 08.	Some data being collated in the MIUs Work in progress re overall patient data collection IT to provide update on the status of the software and provide assurance s on	From 30 September 2008 – some slippage	All with particular to Race, Disability and Gender E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; Business Plan; Trust Strategic Direction;

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						access for this facility		
S26	Identify funds to support compliance of statutory requirements to involve disabled people.	Director of Finance	Involvement of disabled groups will support and influence appropriate service delivery and improve recruitment practices within the Trust.	31 December 2008	Previous year funding supported through operations directorate. Pacesetters funding contributed to supporting this in 2007/08. Finance working on budget allocations in March / April 09 for next year's allocations		Not due until 31 December but needs to be included in the financial business planning cycle	All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; Business Plan; Trust Strategic Direction; THCTTP; Workforce Plan
S26a	Identify funds to support any appropriate reasonable adjustments to be implemented to avoid discrimination claims	Director of Finance	Demonstrate an organisation that is inclusive and supports the needs of diverse community		Previous year funding supported through operations directorate	Achieved Funding managed through the risk reserve created at budget setting for 2008/09	Not due until 31 December but needs to be included in the financial business planning cycle	As S26
S27	To identify external funding streams to support objectives	Director of Finance / HR Business	To support improvements and progress for	31 December 2008	Made contact with Access to Work.	Access to work support.		As S26

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	in respect of equality and diversity within the Trust	Manager / Task Group Leads	groups who are under-represented within the workforce. To be anticipatory to the needs of staff that require reasonable adjustments in the working environment		Looking at viability of providing external e and d training to other organisations to self-finance e and d activity within the trust	Applied for Pacesetters project funding for 2009/2010		
S28	Identify and implement three new ways of encouraging people from diverse backgrounds to work for the Trust.	HR Business Manager Recruitment / Workforce Manager	There is a diverse workforce at all levels of the workforce and in all areas	30 November 2008 Slippage 28 Feb 09	Workforce task group set up to manage and implement actions for improved recruitment processes from diverse backgrounds Re-written Recruitment Policy. Recruitment Policy takes better account of fair and equitable way of selecting prospective employees. See S7 S9 and S9a and L2	See Workforce Task Group action plan		Disability Race Gender Sexual Orientation Age Religion & Belief E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for

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								some managers; Business Plan; Trust Strategic Direction; THCTTP; LQF; KSF; HR Strategy; Workforce Plan
S29	Identify and implement three positive actions to improve the representation of the population within the workforce in terms of disabled people, race and gender.	HR Business Manager Recruitment Manager	A workforce that is more representative of the population.	31 December 2008	Workforce task group set up to manage and implement actions for improved recruitment processes from diverse backgrounds	See Workforce Task Group action plan	Not due until 31 December 2008 – but on track	Disability, Race and Gender also included E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; THCTTP; LQF; KSF; HR

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								Strategy; Workforce Plan
S31	Identify and implement four ways of supporting staff from ethnic groups, disabled groups, who are gay, lesbian or bisexual and practice a religion or belief.	HR Business Manager Task group leaders	Improved workforce retention and satisfaction	30 November 2008 Slippage 28 Feb 09	Some cross-over with S9a. Learning Disabilities Steering Group set up looking at ways for supporting employees trust-wide. GLBT Group set up in Cornwall in partnership with other Healthcare Trusts. Conference set up for 13 November 2008 to facilitate improved understanding for staff and managers in respect of the equality strands. Liaised with Race Equality Councils and awaiting meetings to determine way forward See S7 S9 and S9a	Cornwall health and Social care partnership forum requested UNITY to provide support to set up BME groups. Funding required to take this forward.		Race, Disability, Sexual Orientation, Religion & Belief. E and D Strategy; Disability, Race, Gender Equality Duty;; S4BH; personal objectives for some managers; KSF; HR Strategy

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S32	Training programme for managers on KSF	ESR manager	All staff to be familiar with requirements for progression in line with fairness and equity	31 December 2007 31 March 2008 31 December 2009 50% 31 March 09 100% 31 December 09	<p>Some Training already completed – although there is a backlog to get through.</p> <p>ESR Manager newly appointed and has action plan in place to manage the delivery of this.</p> <p>ESR Manager progressing well with this 78% of managers have received training. Training dates have been added to the Training Prospectus and ad hoc training is available on request.</p>	78% completed by 31 January 2009		<p>All</p> <p>E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; THCTTP; LQF; KSF; HR Strategy; Workforce Plan</p>
S32a	OLM's, Clinical Tutors and heads of departments to achieve level 3 / 4 KSF concerning E&D.	Line Managers / ESR Manager	Improved understanding and engagement in E&D issues. Improved management of staff and	31 November 2008 Slippage to 31 March 09	<p>Appraisal and KSF inclusive of level 3 Managers being provided with E&D education.</p> <p>ESR Manager to provide support to</p>	Achieved 31 January 2009	ESR Manager progressing well with this Approx	<p>Disability</p> <p>Race</p> <p>Gender</p> <p>Sexual Orientation</p> <p>Age</p> <p>Religion &</p>

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			improved service delivery to stakeholders	30% 31 Sept 08 65% 31 January 09 100% 31 March 09	<p>managers in relation to the outlines as some need to be re-evaluated to be in-line with the agreed level ³/₄</p> <p>ESR Manager progressing well with this - at September 08 completion of appraisals stood at 65%</p> <p>All OLM's, Clinical Tutors and heads of departments' post outlines now have level 3/4 E&D attached.</p> <p>Managers are being assigned the new post outlines on completion of their current appraisal.</p>		40% managers undertake Diversity in Action Training course. Looking at e-learning as another method of delivering E and D awareness although this is not as effective in embedding cultural change	<p>Belief</p> <p>E and D Strategy; personal objectives for some managers; Business Plan; LQF; KSF; training & Education Strategy</p>
S33	Training on understanding Bullying and	All Managers	Eliminate discriminatory practices in	From 31 December 2007	Have carried out dignity at work sessions for staff and	HR Team continuing to run		As 32a

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	Harrassment / Dignity at Work for all staff		respect of gender, disability and ethnicity predominantly but also cover all other equality strands	10% 31 March 08 20% 30 Sept 08 40% 31 Jan 09 55% 30 Jun 09 70% 31 Oct 09 100% 31 Dec 09	on target.	sessions in respect of this. Percentage lower than anticipated due to supporting performance and release.		
S34	To achieve the two-tick symbol for the new Trust.	Estates Manager HR Business Manager	People with specific needs because of their impairment are not disadvantaged in working for the Trust.	31 November 2008 Target dates are from 31 March to 1 April annually. Achieved for 08/09	To re- apply for next financial year	Achieved – annual ongoing annual activity		Disability E and D Strategy; Disability, Race, Gender Equality Duty;; S4BH; personal objectives for some managers; KSF; HR Strategy, Strategic Direction; Estates Strategy
S34a	To have a schedule	Estates	People with	31	Schedule in place for	Improvement	Require	As S34

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	for a disability friendly environment – including parking	Manager	specific needs because of their impairment are not disadvantaged in working for the Trust.	December 08	buildings improvements– require clarification regarding specific activity Have made available 1 parking space for member of staff.	t work being carried out at Trust HQ to facilitate better access and car parking for disabled people Require update from Estates re the overall Trust strategy	update from Estates	
S35	To review the Equality and Diversity Strategy	HR Business Manager	Consultation of the document and update the Strategy. Evaluate the move towards more inclusive approach	May 2009	Consultation process to begin from the beginning of January 2009 to the end of March 2009 for Board approval in May 2009	Strategy out for consultation. Involvement all equality strands – in particular those with disabilities in order to support the revised document		All E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; Business Plan; Trust Strategic Direction; THCTTP; Workforce Plan

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Medium Term Objectives								
M1	Spot checks carried out with providers to the Trust to ensure the principles of Equality and Diversity are being implemented. Info provided to the E and D Committee	Procurement Manager / HR Business Manager	The Trust will use its influence to ensure there is fair treatment of people within the community and fulfil its public duty to ensure that discriminatory practices are eliminated. The E and D group will monitor practices on an annual basis	From 31 November 2008 30% 28 Feb 09 50% May 09 25% Aug 09 100% 31 Nov 09	The trust has sent out information concerning our policy of equal opportunities - requests to suppliers have been made and replies have been received. E and D Statement also published for inclusion in all SLAs (31 Aug 08)	Sending out annual letters to suppliers requesting information on equal opportunities Working towards process for spot checks to be completed by 31 Nov 2009		Disability Race Gender Sexual Orientation Age Religion & Belief E and D Strategy; Disability, Race, Gender Equality Duty; S4BH; PASA
M1a	To complete a guidance booklet for suppliers and commissioners as a means of identifying our requirements in-line with equality	Procurement Manager / identified manager leading on commissioning / HR Business Manager	External bodies will have a clear understanding of our requirements in respect of equal opportunities. The Trust will use its influence to ensure there is fair treatment of people within the community and fulfil its	28 February 2009 Slippage to June 2009	On track for completion	Work in progress to be completed for June 2009		Race, Disability Gender E and D Strategy; Disability, Race, Gender Equality Duty; S4BH; Business Plan; Trust Strategic Direction

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			public duty to ensure that discriminatory practices are eliminated.					
M2	To capture views of people with learning disabilities and/or mental health problems are used to drive actual improvements in service	Head of Strategic Communication and HR Business Manager	Through PPI, Patient Surveys, targeted focus groups, website suggestions board information can support Trust activity, commissioning bodies and other health service organisations	31 December 2008 Slippage – May 2009	Have set up a learning disabilities group as part of the involvement of disabled people to establish ways in which to support staff and potential staff and patients. (4 June 08) Anticipating this group will cover all other disabilities in the future – focus in the initial stages on dyslexia and how to support staff with this condition	Views captured via the Learning Support Group and through the consultation and involvement process for the E and D Strategy Review for 31 May 2009		Disability specific but includes Race and Gender E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; Operating Framework
M3	Monitor appraisals in terms of e and d inclusion	Director of HR and Workforce	Include equality and diversity within appraisals and target achievement for all staff.	31 March 2009	Set up a process for gathering data. ESR merger has facilitated this. Governance committee and	Achieved 31 January 2009	As at 31 January 2009 68% of appraisals complete	All E and D Strategy; Disability, Race, Gender

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					board receive this information on 6 monthly basis – published on the Web Monitoring system needs to be set up in order to evaluate effectiveness Monitoring reporting system has been set up to report appraisal completion against the E&D Strands		d	Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers;; KSF; HR Strategy;
M4	To ensure that merge employment policies have an Equality Impact assessment	All policy writers/ Company Secretary/ PPPG Group / HR Business Manager	To ensure that our practices and policies eliminate any discriminatory practices as a result of carrying out an impact assessment. Improved service delivery and staff satisfaction	31 March 2009	Impact Assessments being carried out and updated on the web site on completion Continuing to be processed	Achieved		

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M4a	To ensure that merge employment policies have a Full Equality Impact assessment if required	All policy writers/ Company Secretary/ PPPG Group / HR Business Manager	To ensure that our practices and policies eliminate any discriminatory practices as a result of carrying out an impact assessment. Improved service delivery and staff satisfaction	31 December 2009	The Compliance and Legislation Task Group are Working through non-employment policies currently and will progress the full equality impact assessments for employment within the work plan over the coming year			

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Long Term								
L1	Managers to work	All Managers	Improvement on	March 2010	There is an	Appraisals at		All

	towards achieving 100% appraisals and PDRs		staff satisfaction survey and on the service delivery and health outcomes for service users, including those.		improvement in respect of appraisals being completed on a monthly basis. Currently achievement is at 65% as at October 2008 Appraisals at 31 January 09 is at 68%	31 January 09 is at 68% - an improvement on October figures		E and D Strategy; Disability, Race, Gender Equality Duty; Trust Communication Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; Operating Framework 2008/09
L2	Manage recruitment practices and /or employment practices more effectively in terms of recruiting and retaining disabled people as defined under the Disability Discrimination Act. Take positive action in recruiting disabled people	Dir of HR and Workforce	There is an increase in disabled staff who are being positively managed in the organisation – including staff with a mental health and long term condition. Less grievances and /or tribunals Greater skills set and demonstrate a model employer	31 December 2009	Workforce task group is working towards ensuring there is a mechanism for greater representation of minority groups. Also courses in place to support improved knowledge for managers when carrying out recruiting and selection process. Trust has a learners support steering group that involved disabled staff to identify	This work is aligned with the workforce task group action plan		Disability E and D Strategy; Disability, Race, Gender Equality Duty; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; KSF; HR Strategy; Workforce Plan

					improved ways of working for the trust			
L3	To ensure that all training plans for clinical study days include e and d objectives in order for staff to gain knowledge of the wider health inequalities issues and to support service delivery, commissioning requirements.	Head of Education/ Education Business Manager/ clinical tutors	Better partnerships working with PCTs and GPs and other health community. Resources better managed. Improved cost efficiencies.	31 March 2009	Clinical Tutors have been asked to embed E and D within training plans. Monitoring process required to ensure this is occurring in all plans as anecdotally this is not an accepted norm in all plans	Assurance from the education dept that this has been achieved. Clinical supervisory courses include E and D within the programme		All E and D Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; learning and Development Strategy
L4	To ensure that policy writers are familiar with how to complete Equality Impact Assessments for all policies as a matter of course	All policy writers/ Company Secretary/ HR Business Manager	To ensure that our practices and policies eliminate any discriminatory practices as a result of carrying out an impact assessment. Improved service delivery and staff satisfaction	31 March 2009 40% 31 December 08 50% 28 February 09 75% April 09 80 % June 09 100% sept 09	Training dates in the diary for policy writers to attend Working through the policies Progressing well with EIAs although percentage achievement to date could be progressed more quickly	All Employ - ment policies complete. Remaining policies being completed via the compliance and legislation group to ensure consistency and faster process. Policy leads required to attend session to ensure ownership of the policy and to understand		All E and D Strategy; S4BH; personal objectives for some managers; Business Plan; Trust Strategic Direction; KSF; HR Strategy; Recruitment Strategy

						further actions required if necessary. Timetable has been highlighted for the year.		
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