

School of Healthcare Silver Action Plan 2017-2021

<i>Supporting our students, enhancing their development, supporting their careers</i>					
Ref	Action and Objectives	Responsible Officer and named individuals	Priority	Success Measure and deliverables	Timeline
S1	<p>Embed our Athena Swan Strategy into the Staff : Student Forum AS into the SSF</p> <p>Objective: To enhance student awareness and engagement in AS strategy, to encourage participation in innovative solutions to support gender equality.</p>	<p>DoSE</p> <p>DoSE and Chair ASWG</p> <p>DoSE and Chair ASWG</p>	High	<p>Increased awareness of AS agenda and principles by all students through student survey and engagement with AS Activities</p> <ul style="list-style-type: none"> ▪ We will develop a tailored Athena SWAN Action Plan for the SSF including an accountable feedback system for actions between the SSF, ASWG and E&I Committee ▪ Introduce annual events to canvass innovative ideas of gender and intersectional issues for SOH, with a focus on student activity 	<p>April 2018</p> <p>April 2018</p> <p>International Women’s Day March 8th and International Men’s Day, November 19th</p>
S2	<p>Understand why we have fewer men in our UG courses, particularly in social work, at a local and national level.</p> <p>Objective: Attract more men to our UG courses, ensure they feel welcome and are provided with relevant and diverse role models</p>	<p>DoSE</p> <p>ADoSE & SoH Outreach Officer</p> <p>DoSE</p>	High	<p>By understanding the reasons why we attract fewer men, we will take appropriate action to increase the number of males in our UG courses commensurate with Russell Group benchmarking.</p> <ul style="list-style-type: none"> ▪ Focus on outreach activities to promote gender as well as widening participation, targeting male clinical and academic role models for open day and outreach activities, organise outreach activities for male secondary schools and expanding our admission team to include more males 	<p>April 2019</p> <p>May 2018</p> <p>Sept 2018</p>

		HoS and DoSE		<ul style="list-style-type: none"> Working with our Trust partners, capitalising on the wider participation to increase the number of men in nursing apprenticeship programmes Working with the Council of Deans, we will look at developing national initiatives to profile and welcome men into the nursing workforce 	Oct 2019
S3	<p>Understand reasons for low attainment in our male UG students</p> <p>Objective: To increase the attainment for all students, particularly male students, in order to increase high attainment</p>	<p>DoSE</p> <p>DoSE & A Dir of SE (Quality)</p>	High	<p>By investigating the factors that contribute to poor attainment of UG male nurses, we will increase attainment for all UG students to within 5% of Russell Group</p> <ul style="list-style-type: none"> Explore relationships between attainment and access routes to degrees Interrogate data to explore relationship between gender, nursing course and UG modules Conduct regular focus groups with UG students to explore mechanisms to support higher attainment for males Prepare strategy to be provided to SEC for action and ratification 	<p>April 2020</p> <p>July 2018</p> <p>July 2018</p> <p>April 2018</p> <p>October 2018</p>
S4	<p>Understand reasons for low proportion of males in PGT social work and psychotherapy and counselling</p>	<p>DoSE</p> <p>DoSE & A Dir of SE (Quality)</p>	Medium	<p>By understanding the barriers to men in PGT programmes, we will increase the number of men applying for and enrolling in programmes these programmes by 10%</p> <ul style="list-style-type: none"> Conduct regular focus groups with NHS staff to understand barriers and enablers Working with Council and Trust partners, providing targeted marketing for our courses 	<p>April 2020</p> <p>June 2018</p> <p>December 2018</p>
S5	<p>Understand why we have proportionately fewer women in our PGT courses compared to</p>	DoSE	High	<p>By understanding the barriers to women not taking up PGT programmes, we will</p>	April 2019

	<p>our UG courses</p> <p>Objective: Attract more women to our PGT courses, with a particular emphasis on working with our Trust partners to promote career opportunities locally</p>	DoSE & A Dir of SE (Quality)		<p>increase the number of women applying for and enrolling in programmes by 15%</p> <ul style="list-style-type: none"> ▪ Conduct regular focus groups with NHS staff to understand barriers and enablers ▪ Working with our Trust partners, providing targeted marketing for our courses to include role models which are both male and female ▪ We will provide annual updates on uptake of PGT programmes by gender to the Research and Education Training Committee of the Trust. 	<p>June 2018</p> <p>December 2018</p>
S6	<p>Working with our Trust partners, develop an intelligent and sustainable clinical academic career pathways for nurses, midwives, pharmacists, social workers and health professionals locally and nationally</p> <p>Objective: To increase females in clinical academic career for our professional groups which will increase the patient focussed applied research portfolio</p>	<p>PGRT</p> <p>Dame Kathleen Raven Chair of Clinical Nursing & PGRT</p> <p>Prof A Keenan</p> <p>Prof Keenan and Dr Marshall</p>	High	<p>We will double the number of female clinical academics affiliated with the School with conjoint Trust/HEI appointments.</p> <ul style="list-style-type: none"> ▪ Working with the LTHT, we will create a business plan to develop senior posts to support the ongoing development of our clinical academic midwives, and translate into adult nursing as a priority ▪ On a national level, we will contribute to the development of NIHR opportunities associated with the recent review of Training, promoting opportunities for clinical academic careers. ▪ We will work nationally with innovations to develop new and exciting pathways, specifically the NHS Clinical PhD Apprenticeship Trailblazer group 	<p>April 2020</p> <p>Sep 2019</p> <p>June 2018</p> <p>Dec 2018</p> <p>July 2018</p>

Staff Actions: valuing our people, supporting intelligent, flexible careers

Ref	Description of Action	Responsible Officer and named individuals	Priority	Success Measure and deliverables	Timeline
S7	<p>Understand, engage and support Clinical Secondees in terms of the AS strategy</p> <p>Objective: To identify areas of desired support and personal development opportunities for Clinical Secondees working with the School</p>	HoS	Medium	<p>Working with our Secondees we will develop a strategy and plan to sign post and support appropriate personal development opportunities</p> <ul style="list-style-type: none"> ▪ Working party established to identify issues related to Clinical Secondees in relationship to the AS and E&I strategy, identifying personal development opportunities ▪ Report submitted to SEC, Joint Clinical Academic Training Office and the Research Education and Training Board of LTHT 	<p>June 2019</p> <p>December 2018</p> <p>May 2019</p>
S8	<p>Understand, intersectional issues between gender and ethnicity for the School</p> <p>Objective: To provide robust data collection in order to explore potential intersectional issues</p>	HoS	High	<p>We will embed the process of robust data collection around ethnicity for students and staff within the School</p> <ul style="list-style-type: none"> ▪ Encourage self-reporting of ethnicity and other protected characteristics by staff, to be refreshed annually ▪ Explore the intersection of ethnicity with gender and the effects of other protected characteristics on staff recruitment, development and retention in the School, with an appropriate strategy and action plan. 	<p>December 2018</p> <p>April 2018</p> <p>Dec 2019</p>
S9	<p>Improve application and success rate of promotion for female staff</p>	HoS	High	<p>We will increase the number and success rate of females applying for promotion by 20%.</p>	<p>April 2020</p> <p>July 2018</p>

	Objective: To improve the number of females in senior academic posts	HoS and SoH HR HoS, AUD		<ul style="list-style-type: none"> ▪ We will increase the profile of promotions advisors through a targeted communications plan. ▪ We will encourage shadowing of senior staff on committees, within and outside the School and University. 	July 2018
S10	Embed a consistent approach to induction for all staff Objective: to improve the quality and consistency of the induction experience	SoH BM SoH HR	Medium	We will improve the satisfaction of the induction experience and increased awareness of AS <ul style="list-style-type: none"> ▪ We will establish a working party to provide targeted line manager training, updated induction material which reinforces the need to refresh induction content throughout the probation period, particularly targeting PS staff 	July 2019 July 2018
S11	Embed principles for a consistent and meaningful SRDS programme for PS staff Objective: Improve SRDS experience for SES staff	SoH BM SoH HR	High	We will improve the uptake and satisfaction of the SRDS experience for PS staff by 15% <ul style="list-style-type: none"> ▪ We will establish a working party to review and refresh PS SRDS guidelines. We will produce an SRDS handbook for PMTA staff and provide targeted training for line managers 	April 2020 Dec 2018
S12	Valuing our PS staff as essential and equal contributors to the work of the School	SoH BM	High	We will embed process within the School to value the contribution of PS staff as	April 2020

	Objective: To ensure PS staff feel equal and valued members of the School	HoS and SoH BM Chair E&I SoH BM PS Line Managers SoH HR SoH HR SoH BM and HR SoH BM		measured through increased response to “I feel valued” question on the PMF by 15%. Specifically, we will <ul style="list-style-type: none"> ▪ Encourage PS staff to attend graduation ▪ Escalate to Senate the inconsistencies with part-time academic and PMTA staff in annual holidays ▪ Enhance and signpost training opportunities for PMTA staff that is related not only to their current role, but also personal development ▪ Promote and enhance opportunities to shadow other staff in activities such as attending committees ▪ Monitor the impact of the unification of services across the University for PS staff on promotion ▪ Sign post staff to HR Promotions Advisors ▪ Provide visible role models of PS staff who have been supported by AS/E&I strategy (eg flexible working) ▪ Introduce 10 hours per year Citizenship for PMTA staff to engage in University activities (such as mental health initiatives, LGBT activities, volunteering) and to monitor and review impact on widen activities 	December 2017 January 2018 July 2018 May 2018 Dec 2018 June 2018 Dec 2018 June 2018
S13	Embed data collection at early career research events	DoRI ECR Co-ordinator	High	We will embed register of attendees at research meetings	March 2018 Jan 2018

	Objective: To monitor and evaluate gender uptake of early career research opportunities			<ul style="list-style-type: none"> Registers to be provided to event organisers and returned to HoS Office 	
S14	<p>Promoting academic careers to our professional groups early</p> <p>Objective: To increase our PGR students from our UG cohort</p>	<p>DoRI</p> <p>DoSE DoRI Prof A Keenan</p>	High	<p>We will increase the number of UG students taking up internships and research placements by 20% and increase the number of our graduates who return as PGR students by 10%</p> <ul style="list-style-type: none"> Working with our Joint Clinical Academic Training Office, we will develop a new and exciting programme to provide links with the main research themes of the School. We will provide undergraduate clinical academic career workshops, a research conference for the UG students and the opportunities for short term placements with established research teams. 	<p>Dec 2019</p> <p>Dec 2023</p>
S15	<p>Pilot targeted flexible working practice for PS staff</p> <p>Objective: To understand the perceived and real barriers for PS staff being able to work flexibly</p>	SoH BM	High	<p>We will increase the number of PS staff who work flexibly</p> <ul style="list-style-type: none"> Establishing a task and finish group, we will explore reasons why PS staff feel that they are unable to take up flexible working, surveying staff and line managers We will promote, increase and facilitate HR's flexible Working Roadshow, targeting those with line management responsibilities to attend We will pilot a targeted flexible working scheme for PMTA staff, driven by University procedures but underpinned by a culture of values that respect the School's core business, 	<p>Dec 2020</p> <p>July 2018</p> <p>Dec 2018</p> <p>July 2019</p>

				core hours, consistency and respect for others.	
S16	<p>To embed AS principles in correspondence and correspondence practice</p> <p>Objective: To ensure that AS principles are upheld in terms of gendered titles and expectations of receiving correspondence out of business hours</p>	HoS		<p>We will change processes across the School to ensure</p> <p>i. The use of gendered title be discontinued from any School minutes, agendas and internal correspondence.</p> <p>ii. All staff are encouraged to delay sending emails outside business hours until the appropriate working time.</p> <p>iii. All SoH staff are encouraged to have a statement (or similar) in their email signature such as <i>“The School of Healthcare supports flexible working. Please be reassured that should you receive this email outside of normal office hours, I have <u>no expectation</u> for you to read or respond outside of regular Athena-SWAN friendly hours and until your workload permits.</i></p>	May 2018
S17	<p>Enhancing the workload model more effective in supporting the AS agenda</p> <p>Objective: to update the workload model to include prompts around AS issues</p>	HoS	Medium	<p>Working with the Workload Model Taskforce will increase the use of the workload model to monitor AS issues</p> <ul style="list-style-type: none"> ▪ Feeding into the Workload Model Task Force, we will explore citizenship activities for gender bias 	December 2020 May 2018
S18	<p>Embedding AS and E&I strategy and engaging staff</p> <p>Objective: To ensure apposite resourcing and communication to promote and maintain staff engagement for the AS strategy</p>	HoS HoS Chair AWSG		<p>By December 2021, 100% of the Silver Plan is delivered by the SoH. We will</p> <ul style="list-style-type: none"> ▪ Appoint a dedicated E&I Officer to oversee the delivery and outcomes of the AP 	December 2021 May 2018 Mar 2018

		Faculty Marketing and Chair AWSG		<ul style="list-style-type: none"> ▪ Working with the Chair of E&I and ASWG and the AS Project Officer, ensuring that the ASSWG is re-focussed on the delivery of the Silver plan ▪ Working with the Faculty's Marketing team, continually updating external facing materials to support gender balance ▪ Identify dedicated staff for updating the website in accordance with the AS strategy 	<p>May 2018</p> <p>Mar 2018</p>
S19	<p>Ongoing awareness of AS and celebration of the impact of our strategy</p> <p>Objectives: To ensure ongoing engagement through effective school communication of AS initiatives with our AS strategy and to keep staff up to date of AS developments, events, achievements and policies.</p>	Chair of ASWG	High	<p>100% of School staff have awareness of AS initiatives by the end of 2021.</p> <ul style="list-style-type: none"> ▪ Celebration of the completion of our Bronze Action Plan and submission of our Silver Application ▪ A vibrant and continually updated library of staff case studies. Case studies are used on website, social media, communications collateral, internal communications and relevant documents to highlight staff experiences and how initiatives have supported them. A minimum of 1 new case study gathered and promoted per quarter. ▪ Creation of new posters, banners etc. to promote the AS initiative and resources available and are visible across the building 	<p>December 2021</p> <p>January 2018</p> <p>July 2018</p> <p>July 2018</p>