



Hull University  
Teaching Hospitals  
NHS Trust

# PEOPLE STRATEGY 2019 - 2024



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## FOREWORD

# GREAT STAFF WILL DELIVER GREAT CARE AND GREAT STAFF NEED TO FEEL VALUED.

**We recognise that through investing in our workforce; their training and development, their opportunities and career pathways, the quality of our leaders and the support networks available to them, our patients will benefit.**

Our organisational vision: GREAT STAFF, GREAT CARE, GREAT FUTURE, emphasises the belief that by caring for our people we will deliver care that is safe, effective and efficient, and gives our patients an exceptional experience.

As a University Teaching Hospital and a partner in the Hull York Medical School, we are committed to providing opportunities for learning and development for all of our staff in a wide variety of clinical and non-clinical roles. That commitment extends to the development of new roles and the provision of apprenticeships, for which we have an excellent reputation on a national scale.

We are the largest employer in the Hull and East Yorkshire region with over 9,000 staff. We also have a large volunteering programme and also offer apprenticeships. We understand the important role we play in providing opportunities for improving skills and employment for local people and we have reflected this in our strategy.

We want all of our staff to say that they will recommend our organisation as a place to receive treatment and to work. This means creating an organisation that is recognised as an 'employer of choice'; where staff are passionate about what they do and feel that it's more than just a job; where our employees feel engaged, valued and empowered to strive continually to improve the care they give to patients and are proud to say they work for Hull University Teaching Hospitals NHS Trust.

Over the next four years, we face continuing challenges, not least of all with funding of our services and rising demand, but there are significant opportunities for us too. Our partnership with the University of Hull will benefit the Trust in terms of recruitment, research and development, treatment options for patients and career development for current and future staff.

We have made great progress in our ambition to be one of the best employers in the NHS with rapid and sustained improvements to our culture, reflected in significantly better staff survey results. The ability to maintain an effective relationship with our staff and a positive working culture will be crucial to our ongoing success. We are therefore committed to supporting our staff to be the very best they can, so that we provide the very best possible care to achieve our ambition of being an outstanding Trust.



**Terry Moran**  
Trust Chairman



**Chris Long**  
Trust Chief Executive

# INTRODUCTION

## THE NEED FOR CHANGE

As demand for care continues to grow and the services we can provide develop at pace, the NHS continues to face pressures on the funding it has available. A key focus of this strategy is on modernising our practices, using new technology, service transformation and reform, repositioning the organisation and managing that transition. The shape of the organisation will undoubtedly change as we and partners seek to improve patient experience and care pathways and deliver more services within local communities, building upon the successes of the past.

In January 2019, the NHS set out its Long Term Plan, which sets out the national goals and strategic direction for the NHS in England for the next 10 years. A key focus of the plan is significant investment to enhance primary and community services, built around primary care networks aimed at reducing the reliance on acute services to care for frail older people and those with long term conditions. Development and delivery of this service model will be supported by the creation of Integrated Care Systems (ICS's) across England by April, 2021. Locally this will be either on the Humber, or Humber, Coast and Vale footprint.

The plan sets out a range of interventions aimed at preventing poor health and reducing health inequalities; most notably committing to halve the rate of childhood obesity. Specific new expectations in relation to hospital care include:

- All inpatients and service users to have an agreed clinical plan and expected date of discharge within 14 hours of admission
- Stillbirths and maternal and neonatal deaths to halve by 2025
- Most women to receive continuity of carer during their pregnancy by 2021.
- Three quarters of all cancers to be diagnosed in stage 1 or 2 by 2028

- Suspected cancer patients and service users to have either a definitive diagnosis or cancer ruled out within 28 days of referral
- Face to face outpatients appointments to be reduced by a third.

The Trust will continue to be focused on quality and meeting patient needs, but it will inevitably be leaner, intent on getting things right first time and sustaining high performance. As a result of 'Getting it Right First Time' service reviews and the use of 'model hospital' data, the Trust will work differently with partners to deliver health care services for the population of Hull, East Riding and surrounding areas.

To achieve more with fewer resources, our workforce needs to be skilled and productive. We also need to provide opportunities and time for staff to research and innovate. We will therefore continue to maximise our employees' performance and continue to develop new ways of working. Our focus in this regard is on creating the right organisational culture where we operate as one team, with a clear set of values and objectives and where we can clearly hold one another to account in a positive and supportive way. Our current leadership styles will also need to evolve to inspire, engage and empower a more flexible workforce.

Over the next three years, the Trust will need to redesign services around patient needs, and offer greater choice and personalised care that reflects an individual's health and care needs. Patient focus will inform all that we do in our community leadership and governance roles and as service providers and service enablers. These roles will require managers and staff to work differently in the future and across organisational boundaries, so our Integrated Care System (ICS) delivers outstanding and sustainable care.

## SHIFTING THE CULTURE - GREAT STAFF, GREAT CARE, GREAT FUTURE

The People Strategy has been developed to continue the shift in organisational culture and deliver a culture that has been defined and requested by our workforce. This is the key to delivering Great Staff which is the foundation of our organisational vision. Only through shifting the culture to that desired by staff can we aspire to deliver the change set out above.

### OUR VISION

Although we believe that our organising principle is to develop services around the patient and their needs, as an organisation we need to ensure that our greatest asset is trained, inspired and properly prepared to enable the best possible delivery of care. Therefore our vision is:-

### GREAT STAFF, GREAT CARE, GREAT FUTURE

We will recruit and engage staff effectively and ensure our leaders understand our focus on caring for our workforce. We will develop, support and equip our staff to enable them to deliver the highest quality healthcare possible. We will provide the best facilities and environment we can to give a positive experience of delivering services. We will involve and communicate as often as possible and listen to views and ideas to improve care for patients.

We want all staff to be proud of the healthcare we deliver and for them to recommend our hospitals as places to receive care and treatment as well as places to work. If we can create this environment our staff will be Great Staff and the care they deliver will be Great Care. It is that which will guarantee our Great Future.

### OUR VALUES

A survey of Trust staff conducted in December 2014 enabled staff to select values which they felt best described their personal values, those in the current culture of the Trust and those in the desired culture of the Trust. As a direct consequence, the Trust values were changed to reflect our staff's values; namely Care, Honesty and Accountability.

These values epitomise 'how we work' rather than 'what we do'. They are about the way managers work with their staff, the way staff work with their managers, the way we all work and interact with each other across every role, every team, every ward and every department. They reflect both those elements which have contributed to the achievements of the Trust and those matters which need to be worked on for the future to both maintain and improve our performance which will be recognised by our Inspectorate, the Care Quality Commission (CQC).

Our staff have also described the behaviours they expect and don't expect to see in accordance with our values and these combine to create our 'Staff Charter' as follows:

### CARE

We are polite and courteous, welcoming & friendly. We smile and we make time to listen to our patients and staff. We consider the impact our actions have on patients and colleagues. We take pride in our appearance and our hospitals and we try to remain positive.

**We do not treat anyone unfairly. We do not let our mood affect the way we treat people. We don't talk negatively about colleagues or other teams. Offensive language, shouting, bullying and spreading rumours are unacceptable.**

### HONESTY

We tell the truth compassionately. We involve patients in decisions about their care and we are honest when things go wrong. We always report errors and raise concerns we have about care. Our decisions and actions are based on facts not stories and opinions.

**We do not withhold information from colleagues or patients. We never discourage staff from reporting concerns. We are not careless with confidential information. We do not present myths as facts.**

### ACCOUNTABILITY

We are all responsible for our decisions and actions and the impact these have on care. All staff are responsible for maintaining high standards of practice and we take every opportunity to continuously learn. Everyone is encouraged to speak up and contribute their ideas to improve the care we provide.

**We do not unfairly blame people. We positively embrace change and we don't discourage people from having opinions. Controlling behaviours and silo working should not be exhibited in our trust.**



Cultural change takes time. If change is to be sustainable it needs to be driven by our managers and leaders. Our workforce has made a clear request of us in terms of the culture they want us to deliver, characterised by ten values:

- ACCOUNTABILITY
- CARE
- CONTINUOUS IMPROVEMENT
- PROFESSIONALISM
- TEAMWORK
- COMPASSION
- HONESTY
- EMPLOYEE ENGAGEMENT
- PATIENT SAFETY
- RESPECT

With these values clearly set out for us by our workforce we are committed to implementing the changes with a planned and measurable approach. To this end we have identified seven strategic workforce themes:-

1. Recruitment and retention
2. Leadership capability and capacity
3. Innovation, learning and continuous improvement
4. Equality, inclusion and diversity
5. Health and wellbeing
6. Employee engagement, communication and recognition
7. Modernising the way we work

Success for the Trust in the end will depend not only on effective leadership, our structures, systems and processes, but also on the way that our employees work effectively with and within them. This is a critical change of approach for our organisation with leaders held to account for the culture in their teams as well as quality and safety, performance and financial measures. In this respect our Trust will be a national leader in measuring and performance managing cultural health.

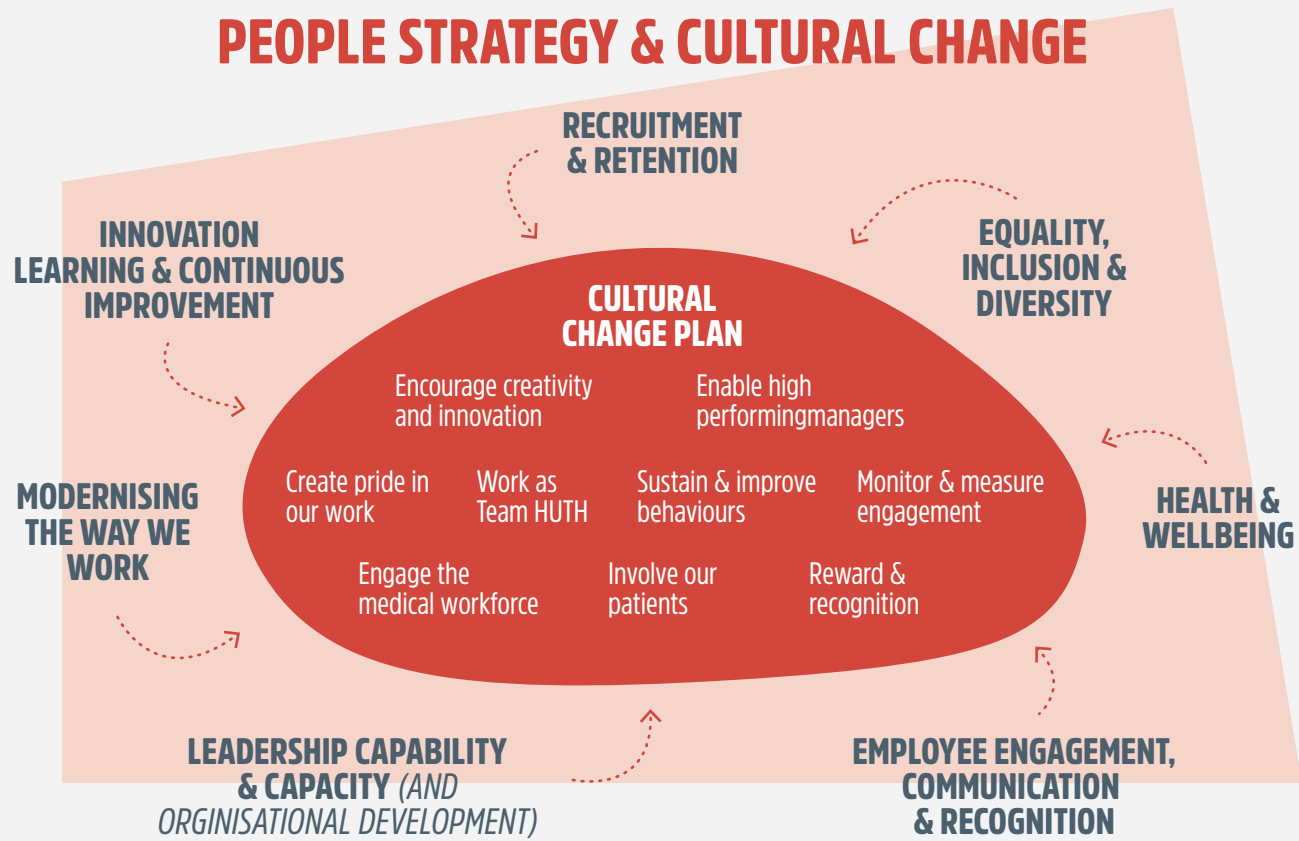
What we offer our employees as part of our written and 'psychological' contract and how we communicate and engage employees will set the tone and culture for our organisation. It will enable the Trust to overcome the challenges we face and provide safe and quality outcomes for patients.

These workforce themes will enable us to deliver the programme of cultural change set out by the Trust's Workforce Transformation Committee. The nine key features of the work plan are illustrated below:

## KEY INFLUENCES

The People Strategy takes into consideration other internal and external drivers, strategies and plans. Internally, these include the People Strategy work plan, the Trust Strategy 2019-24, the Trust Digital Strategy 2018-2023, the Sustainable Healthcare Strategy, the Equality, Diversity and Human Rights Strategy, the Research and Innovation Strategy 2018-2023 and the Staff Survey results. External drivers include the NHS Long Term Plan, NHS Employers Workforce Strategy, the Francis and subsequent reports (Berwick, Keogh and Cavendish), the NHS Leadership Academy Leadership Strategy and model, the Humber Coast and Vale ICS plan, feedback from our Friends and Family Test (I want Great Care) and from CQC service inspections.

The Strategy focuses on the priorities that will deliver high performance. It also complements and informs a number of other workforce strategy documents that have been developed by Humber Mental Health NHS Foundation Trust, Hull City Council, East Riding of Yorkshire Council and at a regional level, our commissioning partners, ICS and ICP system leaders.



# CONTEXT FOR THE PEOPLE STRATEGY

The Trust Strategy sets out the Trust’s approach to the achievement of our vision. It does so by defining some long term goals, setting the scope and level of ambition for each goal over the next 5 years, and providing guidance on the approach or ‘strategy’ we plan to take in achieving those goals.

The goals are as follows:



The People Strategy is a key enabler for all of our goals. We believe that our Great Staff will deliver Great Care leading to a Great Future. We want to create a culture of excellence, high performance and continuous improvement. We will recruit the best staff, retain our talent and develop their skills in order to achieve these goals.

Success will come from having enthusiastic, creative and engaged staff who understand the journey we are on as an organisation and one of our key measures will be that of staff engagement, as set out in the National Staff Survey.

There is a more overt link between the People Strategy and our Honest, Caring and Accountable culture which is reflected in the workforce themes in section 5.

# WORKFORCE PROFILE

AS AT 31ST MARCH, 2019



HEY Statistics as at 31 March, 2019  
Hull and East Riding statistics from the 2011 census



# KEY WORK-FORCE THEMES

## RECRUITMENT AND RETENTION

The recruitment and retention of qualified, skilled and experienced staff to ensure our patients receive the best possible care (high quality, safe and effective) continues to be the Trust's priority.

The 2016-2019 People Strategy has delivered in terms of building and establishing the remarkable people, extraordinary place branding, setting up a number of innovative approaches to recruitment and retention including the introduction of new roles such as Nurse Apprenticeships, Nurse Associates, Advanced Clinical Practitioners and Physician Associates. The Trust has also significantly increased the number and range of apprenticeships with over 200 apprentices working for HUTH and has grown substantially its international recruitment of nursing and medical staff. The Trust has developed a long term partnership with the College of Physicians and Surgeons, Pakistan (CPSP) to enable recruits from across a range of medical and surgical specialities to work and train with HUTH.

The Trust is committed to building on the initiatives already in place and to focus on ensuring we are an employer of choice for local, national and international talent. The Trust is also committed to continuing our very successful 'grow our own' approach to ensuring we have the right people, in the right place, at the right time.

### TO DELIVER THIS WE WILL:

#### RECRUITMENT - ATTRACT HIGH QUALITY CANDIDATES

- Embed and improve the Remarkable People, Extraordinary Place branding and utilise the Trust's new partnership with the University of Hull
- Develop a comprehensive 'grow our own' strategy encompassing all staff groups for example maximise opportunities to recruit into apprenticeship roles, offer development roles for professional staff including non-medical consultant roles, further develop roles such as ACP's and Anaesthetic Practitioners and offer training opportunities to medical staff wishing to pursue a career as a consultant
- Continually review our approach to induction ensuring all staff understand the values, goals and ambition of the trust, that the patient is at the centre of everything we do, but equally important is that enjoy work, smile and have fun
- Work with Hull York Medical School (HYMS) to deliver the expansion of the medical school and maintain a focus on recruiting medical staff through ensuring we offer quality placements and attractive roles; further develop the CPSP partnership and explore opportunities to establish other national and international partnerships
- Continue to recruit staff from overseas until such time as our 'grow our own' programmes develop the workforce numbers and skills we need
- Work with our ICS partners to promote the region, campaign for funding and develop sustainable workforce models across the Humber Coast and Vale
- Implement our Health and Care career framework for our future workforce and increase our presence at recruitment fairs utilising high quality and attractive materials

#### RECRUITMENT - PROCESS

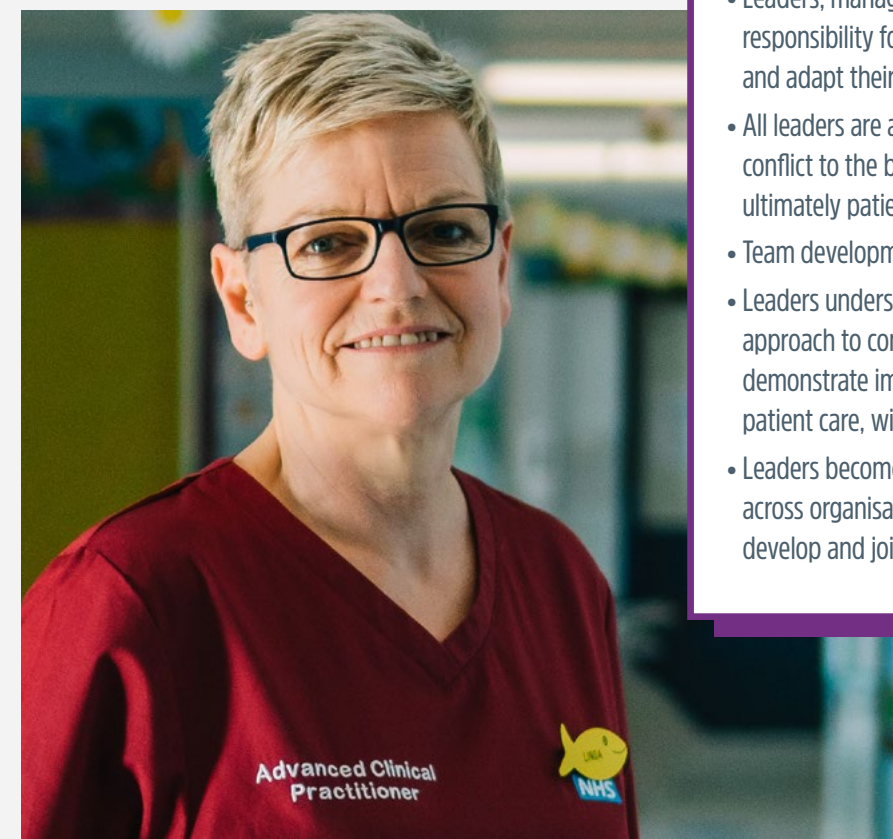
- Streamline recruitment processes to make it simple for both applicant and manager and reduce the length of time it takes to recruit people
- Make better use of technology and social media to target the best talent

#### RETENTION

- Identify and develop talented individuals and support career development for all staff
- Regularly analyse exit interview information to understand and improve staff retention
- Develop robust succession plans to ensure a pipeline of skilled and experienced talent to take on leadership roles

## LEADERSHIP CAPABILITY AND CAPACITY (AND ORGANISATIONAL DEVELOPMENT)

The Trust is fully committed to ensuring that leadership and people management skills and capacity is enhanced at all levels in the organisations, including the Trust Board. We need managers who are confident in not only looking after our services but who also know how to look after their people. By 2022 we want managers that offer a compassionate and accountable approach ensuring that they support, empower, inspire and create an environment for all staff, from whatever background or ability to flourish. Great team working will become the norm supported by leaders who take personal responsibility, give great feedback, manage conflict and support staff well-being. Leaders will be able to use a coaching style and will support front line staff to engage in a process of continuous improvement.



### TO DELIVER THIS WE WILL:

- Ensure all leaders, especially the Trust Board and our very senior managers role model our values and people management approach
- Re-brand what being a leader/manager means at HUTH so everyone is clear, with a central approach to leadership development activity
- Our leaders create a sense of belonging, engagement and act as ambassadors for our organisation through visible, high quality and effective people management that empowers individuals and enables them to flourish
- We have an inclusive approach that values diversity and recognises the value it can bring to the team and the people they serve
- We have a clear leadership and management framework for benchmarking our leadership roles so we can promote personal, performance and talent development
- Our leaders promote a learning and coaching culture that supports a compassionate style with personal accountability for delivering
- Leaders, managers and supervisors take personal responsibility for their approach and impact on their team and adapt their approach and mind-set accordingly
- All leaders are able to give/receive feedback and manage conflict to the benefit of both individuals, staff and ultimately patients
- Team development is valued as a 'business critical' activity
- Leaders understand and support use of the Trust's approach to continuous improvement and are able to demonstrate improvement activity and its impact on patient care, within their teams
- Leaders become transformational system leaders working across organisational boundaries to shape, influence, co-develop and jointly manage integrated services





## INNOVATION, LEARNING AND CONTINUOUS IMPROVEMENT

As a major teaching and University hospital, the Trust is committed to the development of its staff and managers, enabling both to have the right skills to deliver high quality care and services. We want our people to be flexible to embrace change, to look outside for new ideas and to find creative ways to learn and improve services. Our ambition is to be known as a national leader for innovation and research and a Trust that looks for potential in its people and develops every member of staff to be their best, where everyone works together to continuously learn and improve services.

### TO DELIVER THIS WE WILL:

- Undertake a comprehensive review of all education services including governance arrangements and put measures in place to ensure provision is of an outstanding quality which is underpinned by a strong ethos of 'learning lessons' and improving services
- Continue to invest in learning environments to elevate the quality of the learning which will equal but preferably surpass expectations to be regarded as above and beyond those of our competitors
- Further enhance our reputation for the delivery of high quality learning by acting upon the outcomes of a range of quality assessment measures such as Health Education England Quality Standards and GMC and NETS quality surveys
- Ensure medical teaching and training is of high quality and remains a fundamental part of the Consultant job plan
- Ensure all staff have a high quality appraisal and have a personal development plan that is regularly reviewed by their manager
- Become a learning organisation where our workforce has a burning desire to learn and improve every day, that is 'curious' and continually seeks to push boundaries and deliver outstanding care
- Strengthen and nurture new and existing relationships with education commissioners, universities and colleges to influence commissioning decisions regionally and nationally to better meet local needs
- Use the opportunities presented by the Apprenticeship Levy to challenge and work with our services to create new roles and pathways for development
- Continue our partnership with local schools, colleges and the University of Hull and to promote the wide variety of career opportunities and help our community meet their aspirations for a future career in health with HUTH
- Develop and grow the Trust's medical research programme in partnership with the University of Hull which will drive national and international learning and pioneer new ways of working and practice
- Provide staff with the skills and confidence to undertake improvement work through the provision of a wide range of improvement resources, training and support
- Create an improvement community within the Trust to provide peer support and access to learning from other national and international health service providers
- Develop and deliver, in partnership with the University of Hull, an ambitious programme of research and innovation that drives change and is highly regarded nationally and internationally

## EQUALITY, INCLUSION AND DIVERSITY

We will continue to develop an organisational culture that encourages every member of staff, whatever their role or background, to succeed. A Trust where our staff work hard to make a difference for patients, where staff access opportunities to learn, develop and grow and work in a positive environment free from discrimination.

### TO DELIVER THIS WE WILL:

- Explore how we can continue to recruit and retain under-represented groups and where identified take positive action
- Raise the profile of the Trust as an employer of choice by continuing to have, and explore further opportunities for, a presence at local events such as Hull Pride, Differently Abled and the Health Expo
- Promote and encourage the development of, and attendance at, equality related staff networks via the Staff Networks and Resourcing Protocol
- Work in partnership with our staff and trade union representatives and ICS partners on the wide range of equality issues that not only align to legislative requirements but support good practice and the Trust values – care, honesty and accountability
- Actively review and prioritise outcomes from the Workplace Race Equality Scheme, Gender Pay Report and the new Workplace Disability Equality Scheme to reduce differentials and support the continued development of an inclusive workforce characterised by dignity and mutual respect.
- Move from Disability Confident Employer to Disability Confident Leader status.
- Work towards a culture where both in employment and service provision no individual is discriminated against or treated less favourably due to age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation or transgender (Equality Act 2010)
- Work towards the vision as set out in the Trust's Equality, Inclusion and Diversity Strategy







## HEALTH AND WELLBEING

There is a clear case that poor staff health and wellbeing has a significant impact on the performance of NHS organisations (Michael West, 2018). Investing in Health and Wellbeing delivers benefits for the Trust, staff, patients and wider community. The Trust takes seriously its responsibility to provide a wellbeing programme for staff, but at the same time, it is also important that staff take responsibility to look after themselves and each other and we will enable this by promoting and communicating best practice via our Health and Wellbeing programme. By 2022 the Trust will have a proactive health and wellbeing culture where managers actively promote healthy lifestyles and where staff have a good work/life balance.

### TO DELIVER THIS WE WILL:

- Ensure staff have access to a quality Occupational Health service that is SEQOHS (Safe Effective Quality Occupational Health Service) accredited
- Continue to meet our obligations around the delivery of the CQUIN indicators that relate to healthier lifestyles and risky behaviours
- Continue to provide and communicate information via Pattie (the Trust intranet site), including the benefits accessible to staff through working for HUTH.
- Continue to provide the musculoskeletal service for staff together with the fast track outpatient appointment scheme and access to counselling and psychological support
- With support from the CCGs and public health we will offer staff free health checks or access to free health checks
- Develop training and education programmes that promote mental wellbeing and the recognition and management of stress
- Aim to achieve the standards advocated in the Stevenson / Farmer review, “Thriving at Work” and HEE report – “Staff and Learner Mental Health and Wellbeing”
- Further develop our programme to promote and provide opportunities for improving physical wellbeing
- Deliver the requirements of NHS England for the flu vaccination programme
- Promote and support the National and Regional recognition days
- Respond to staff requests and ideas for improving the programme as far as possible

## EMPLOYEE ENGAGEMENT, COMMUNICATION AND RECOGNITION

Engagement of the workforce and gaining the commitment of employees is a key strand of this strategy, and will be a key enabler for a positive working culture. We want our people to work in an environment of trust and openness, where employees feel well informed and listened to and where they feel valued and empowered to do the best job they can. We want our employees to be proud to work for the Trust and ensure their contribution is recognised and celebrated. Maintaining engagement through periods of change is a key challenge, this People Strategy seeks to address.



### TO DELIVER THIS WE WILL:

- Promote digital over paper-based communications
- Reduce reliance on traditional media sources and focus on social media as well as Trust video channels
- Prioritise recruitment and retention/appropriate access issues for communication and marketing
- Promote the positive work our teams and individuals do more widely, with a focus on ensuring our workforce sees and learns more about the good and innovative practice across our organisation
- Enhance the Trust’s reputation in the local community and with commissioners and partners
- Carry out the annual staff survey and quarterly FFT surveys to understand the views of our people and to re-affirm to staff that we listen to their ideas and act upon them through the delivery of a post-survey action plan
- Promote our vision, values and goals, ensuring our leaders are capable of articulating these and delivering their services in line with the needs of the organisation and the capacity and capability of their teams
- Manage change effectively by engaging, consulting and supporting employees appropriately and at the right time
- Deliver a structured programme of events through corporate communications and Lottery-funded engagement events and promotional activities
- Continuously develop the Trust’s reward and recognition schemes, including Moments of Magic and Golden Hearts schemes
- Improve access to and systems of electronic communications, including social collaboration mechanisms and mobile information
- Maintain professional relationships with Trade Unions and provide appropriate forums and mechanisms for informal and formal consultation
- Continue to strengthen engagement with the medical workforce and ensure they are involved in decision-making at all levels



# MODERNISING THE WAY WE WORK

The Trust must always strive to improve its performance in all service areas. This requires us to constantly review what we do and how we do it, which often results in changing our practice. Change inevitably impacts upon the workforce and therefore it's important we manage change well. Over the coming years we will see significant change in many areas of our business, different approaches, new technology and different ways of working. We must work together and with partners to deliver on the challenges ahead and enable staff to learn and continue to develop their skills to remain effective in their roles.

## SOME EXAMPLES OF THESE INCLUDE:

- The Trusts Digital Strategy 2018 – 2023 will see the introduction of new IT systems and initiatives that will require different ways of working and re-training for many staff; e-prescribing, cloud computing, end to end digital transcriptions, e-observations, scan 4 safety and more
- As we embed the ICS, there will be a need for improved workforce planning at local and regional level and the continued introduction of new roles and new ways of working across organisational boundaries
- Understand the impact of the Humber Acute Services Review and implement innovative solutions that transcend organisational form to improve patient pathways and outcomes
- Further develop back office systems such as maximising the use of ESR through streamlining and manager self-service and the roll out of Health Roster and single sign on. All of these will reduce paper transactions, saving time and money
- Support and take a lead role in the ICS Excellence Centre and ACP / PA Faculty
- Work with partners to develop a 'back office' strategy and plan to develop and sustain support services over a larger geographical footprint



# MAKING IT HAPPEN...

**The People Strategy belongs to us all and therefore Trust leaders, managers and staff must accept responsibility to deliver the agreed set of priorities to develop and sustain a world class workforce. Our partners including trade unions share our vision and will support us in our journey.**

Elements of the Strategy that are critical to service areas will feature in Health Group Forward Plans describing the specific actions to be taken. This approach will complement the performance management framework of Health Group managers having accountability for the delivery of corporate and service priorities.



# GOVERNANCE STRUCTURE

- The People Strategy and work plan is managed by the Workforce Transformation Committee. The Committee is chaired by the Director of Workforce and OD and each Health Group and Directorate is represented. The Committee will meet monthly. The Committee will have lead responsibility and be accountable for ensuring the Strategy and work programme is implemented, embedded and delivered across the Trust to realise the full benefits.
- Health Group and Directorate representatives on the Committee will promote and lead the workforce agenda for their area, supported by their HR Business Partner. Health Groups will require managers to implement the People Strategy and to deliver their Health Group specific workforce agenda and to feed ideas and comments to the Committee.
- All workforce matters will be dealt with at this one Committee meeting and all delegates will be 'People Champions'.
- People Strategy progress reports will be presented to the Executive Management Committee and more specific matters will be considered at Performance and Finance and/or Quality Committee. In addition Staff Side Local Negotiating Committee (LNC) and the Joint Negotiating and Consultative Committee (JNCC) will be engaged in plans and informed of progress.
- The Health and Wellbeing Steering Group and Equality, Inclusion and Diversity Steering Group will both report to the Workforce Transformation Committee on a bi-monthly basis and whilst they do not form part of the formal governance arrangements, they are an integral part of the People Strategy to inform and shape the workforce agenda.



# MEASURING SUCCESS

The Trust will measure the success of the Strategy through various means, but specifically through the following key performance indicators:-



We will achieve an attendance rate above <b>96.1%</b>	<b>All staff</b> will receive an appraisal every year and have a development plan that is reviewed	
For the theme of Quality of appraisals as measured by the National Staff Survey the Trust will be in the top <b>20%</b> of organisations by 2022		
<b>Over 90%</b> of our staff will complete their mandatory training every year	By 2022 we will be in the <b>top 20%</b> of Trust's for 'overall engagement' as measured by the National Staff Survey	
By 2022 <b>over 50%</b> of our staff will say that communication between senior management and staff is effective as measured by the National Staff Survey		
By 2022, <b>over 80%</b> of our staff will say that they would recommend our Trust as a place to work as measured by the National Staff Survey		
By 2022, <b>100%</b> of our staff will say that in the last 12 months they have never experienced harassment, bullying or abuse at work from other colleagues, in the National Staff Survey		
<b>Increase</b> the number of black and ethnic minority staff in leadership roles	By 2022 have more than 95% of posts filled	By 2022 staff retention will be 92%
By 2022 <b>62%</b> of our staff will say that they can make improvements happen in their place of work as measured by the National Staff Survey ( <i>Best performing trust in England is 66%</i> )		



