

# MEDWAY NHS FOUNDATION TRUST PEOPLE STRATEGY



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<b>Consultation</b>

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## People Strategy

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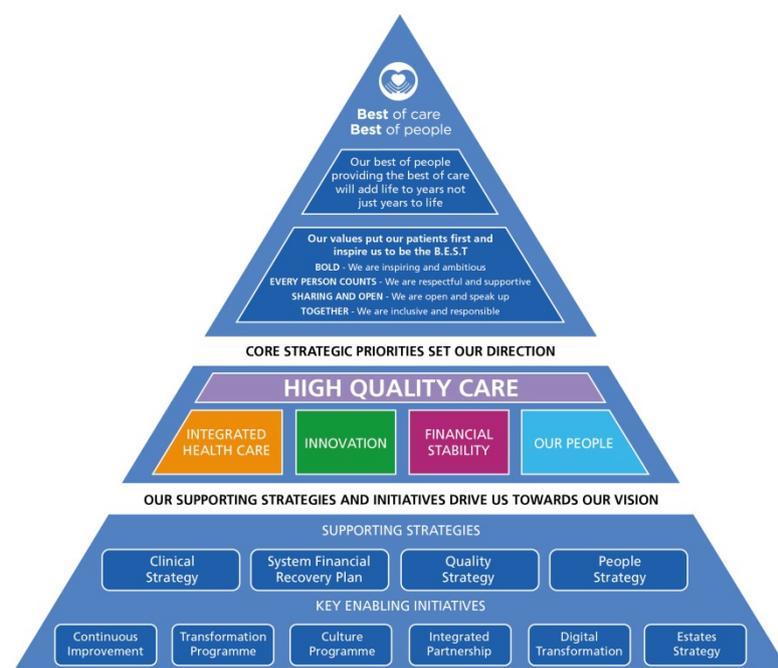
# People Strategy

## 2 Purpose

- 1.1 Our people strategy aims for continued transformational change over the next three years. The Trust's workforce as a whole has evolved significantly over the last two years; we must ensure that our commitment to providing the best of care, through the best of people is reflected in the way, who, and where we deliver care in the future.
- 1.2 This three-year strategy looks to continue underpinning our journey from better, to best, to brilliant. This isn't just an aspiration: it must become a reality if we are to retain talent at Medway. Moreover, it is what our patients deserve.
- 1.3 Implementing this strategy will support the Trust to achieve its overall vision and strategic objectives. Importantly it also details the changes that need to be made to enable the organisation to move forward and adapt to the changing environment of the NHS. It provides a long-term strategic framework under which a number of more detailed projects will be developed to address specific challenges or development priorities.

## 3 The Trust's strategy

- 2.1 All our frontline staff and services will be connected to our Trust Board of Executives by our strategic objectives. These guide our efforts and provide us with a common direction for collaboration throughout the organisation.
- 2.2 The Trust's overall objective is to continually improve our service and provide the best of care through the best of people and in doing so we will add life to years not just years to life.



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- 2.6 Our core strategic priorities ensure our underpinning strategies are guided by these simple but specifically challenging directives. Every person within the trust will use these statements to ensure our improvement efforts are producing the right output and deliver what is needed in our pursuit of high quality care.
- 2.7 Our supporting strategies set out the specific overarching plans to achieve our strategic priorities and the key enabling initiatives are our programmes of work that drive overall delivery and continuous improvement of our service to achieve our objectives.



- 2.8 We hold the patient central to our improvement planning and our priorities are aligned to the achievement of our vision through annual goals and targets.

### 3 Delivering the Trust's objectives

- 3.1 We will enable our people to be brilliant and achieve brilliant outcomes by:

- Offering an exciting and engaging career path across multidisciplinary teams, and clinical and non-clinical settings, where different roles are equally valued;
- Becoming a recognised University Hospital, thereby expanding opportunities for our staff;
- Becoming an employer of choice through creating a brilliant all round offer for our people (including training and development, career development opportunities, and an attractive physical environment);
- Making sure we have the best mix of people with the skills to serve the local population's needs, within the context of an integrated system of health and social care.



- 3.2 Our people strategy will be delivered through three delivery domains:



- 3.3 The strategy and delivery plans will be reviewed and refreshed in parallel with

## People Strategy

the annual business planning cycle to ensure they remain aligned with the Trust's vision and emerging priorities and to take account of internal and external changes in light of new HR evidence and best practice.

- 3.4 Our vision and strategic objectives can only be realised through engagement of our people, our patients, our partners and our community and by tackling health inequalities and by promoting a culture of equality and inclusion.
- 3.5 Our people strategy has been designed in tandem with our clinical and quality strategies to ensure that our culture and future is based on building continuous quality improvement and that we design our workforce to deliver on the clinical services for the future.

### 4 The patients we serve

We serve a population of over **405,000** in Medway and Swale



The proportion of older people experiencing income deprivation is **15.1 per cent.**

**1 in 4** people in Medway has a mental health problem.



Medway has high levels of excess weight, smoking prevalence and alcohol consumption.



**Adult excess weight:** With more than two thirds of adults aged 18 years and over in Medway being overweight or obese, more people are at increased risk of cardiovascular disease, diabetes, some cancers, and other health problems.



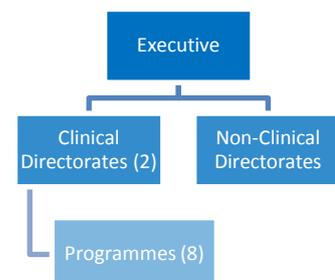
**Smoking:** 19 per cent of adults aged 18 years and over are current smokers. Smoking is the main cause of preventable death in Medway. Medway also has a high rate of pregnant women who smoke.



**Alcohol:** Alcohol is the leading cause of death among 15 to 49 year olds and heavy alcohol use has been identified as a cause of more than 200 health conditions. Research conducted in Medway shows that 15,000 men and 11,000 women (aged 18-65) are drinking at increasing risk levels, which increases the risk of developing a range of illnesses such as cancer, stroke, heart disease, liver disease and damage to the brain and nervous system.

### 5 Our people –today

- 5.1 The Trust is configured to provide care over two clinical directorates (Planned Care, Unplanned and Integrated Care) and two non-clinical directorates (Corporate, Estates and Facilities). There are eight programmes that report across the two clinical directorates which comprised numerous interconnected specialties.



- 5.2 The Trust employs 4,259 substantive employees across nursing, midwifery, medical, dental, scientific, technical, therapeutic, clinical support, ancillary and administrative staff.

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- 5.3 In terms of length of service, the workforce is generally well-balanced with a sizeable number of individuals with a length of service in excess of 10 years (31%), with medium service of five to 10 years (18%) and newer employers of less than five years (51%).
- 5.4 Almost 80% of our workforce identify as female which is largely consistent with the national workforce profile.
- 5.5 In contrast to the national profile, our workforce profile shows an even distribution of ages, with a generally lower median than the national. However, age distribution in specialties and specific staff groups are, in places, less well distributed.
- 5.6 Almost 23% of our workforce come from Black, Asian or Minority Ethnic (BAME) backgrounds, which is more diverse than our local community, but in line with patterns of national and international recruitment to clinical posts.

## 6 National and local drivers

- 6.1 The main national policy, as described in the NHS Long Term Plan, alongside local commissioning intentions, the Trust's quality and clinical strategies and Kent and Medway Sustainability and Transformation Partnership (STP), all help shape our people strategy over the next two years.
- 6.2 The NHS Long Term Plan (2019) sets out new commitments to prevention and health inequalities. This will result in a change in the way that pathways are organised across NHS organisations, the workforce to adapt to our commitments and how health organisations work together. In conjunction with the Topol review (2019), the Trust needs to ensure it has the right enablers to make the best use of technologies including genomics, digital medicine, artificial intelligence and robotics – this will require leadership to advise the Board on digital technology and look to create links with academia to access specialist staff including data scientists. The Interim People Plan for the NHS (2019) sets out the national focus for making the NHS the best place to work, improving our leadership culture, developing our operating model for working collaboratively across integrated care systems and partnerships, prioritising urgent action on nursing shortages while developing a workforce to deliver 21<sup>st</sup> century care.
- 6.3 The Trust is part of the Kent and Medway STP which will help to deliver on the STP's aims of making Kent and Medway a great place to work, live and learn. The Trust is actively part of Take a Different View to attract individuals to work in the county; working across the STP to look at ways of working together more efficiently; and, working towards the same goal of reducing reliance on agency.
- 6.4 Workforce productivity drivers remain an integral part of our improvements. We actively utilise the Model Hospital digital tool, based upon Lord Carter's review of productivity in NHS hospital (2015). Efficiencies as a result of getting it right first time (GIRFT) to improve medical care and reducing unwarranted variations remain a key part of our improvements.
- 6.5 Our people strategy is also driven by patient safety improvements based on the Francis report (2013) and developing workforce safeguards (NHSI, 2018) to deliver high-quality care through safe and effective staffing.

## People Strategy

### 7 Our values

7.1 Our values put our patients first and inspire us to be the BEST, they are Bold, Every person counts, Sharing and open and Together. These exceptional values ensure that every decision we make is filtered and challenged in a transparent way and empower all staff to speak up and make a difference.

7.2 Bold - We are inspiring and ambitious:

- We have high aspirations and want to be the best we can be;
- We make the right decisions with our patients using evidence and best practice;
- We share a common vision;

We can be bold by striving to be the best, having a “can do” attitude and welcoming and learning from new opportunities.

7.3 Every Person Counts - We are respectful and supportive:

- We treat everybody with respect;
- We value the contribution of all staff;
- We support and encourage each other to be our best;

We can make sure every person counts by looking for ways to create a positive experience for others, treating others with kindness and challenging behaviour that is not in line with our values.

7.4 Sharing and Open - We are open and speak up:

- We are open and transparent in all that we do;
- We innovate, share and encourage creativity;
- We are committed to learning and continuous development;

We can be sharing and open by speaking up when we see issues that affect the safety and well-being of others, by questioning, challenging and embracing innovation, and by reflecting and sharing what we learn.

7.5 Together - We are inclusive and responsible:

- We deliver the best care for our patients together;
- We work in partnership with our patients, families and our community;
- We encourage team working to deliver the best outcomes;
- We do what we say we will do;

We can ensure we are working together by being accountable and responsible for everything we do, working in partnership to deliver the best care and making a positive contribution to the success of the Trust.

***We aim to transform ourselves through innovative staff-led improvements that meet the needs of our patients now and in the future***

- 8.1 We are proud of the number of successful workforce initiatives delivered over the last two years and the focus remains on ensuring we provide an environment that allows our Best of People to thrive in their careers and continue to deliver the Best of Care to our patients. Our previous people strategy aimed to be transformational over the last two years, as does this one. At the outset we acknowledged that this was going to require a step change across the organisation and to this end the Trust invested in a transformational team. This team has been successful in increasing capability, upskilling our people in improvement methodology. That is beginning to bear fruit in service reviews and clinical pathways redesign.
- 8.2 We have been successful at improving the workforce efficiency (best size, best cost), while retaining quality, of the Trust and continue to explore collaborative ways of delivering our services with partners across the local health economy. There are a number of workforce plans that look to address the challenges of limited labour supply and skills alongside the financial resources. These include:
- Aligning workforce plans to the clinical and quality strategies to support the ambition of being a specialist emergency centre and working as part of an integrated care partnership;
  - Automation of transactional tasks, digitalisation of processes and other emerging technologies;
  - Expanding roles across the health economy;
  - New roles to manage the supply and demand of labour.
- 8.3 To improve stability of the workforce, the Trust has embarked on a number of retention initiatives for all staff groups. To this end the Trust is delighted to have successfully applied for and been accepted on Cohort 4 of the NHS Improvement Retention Programme, whilst this programme provides access to retention initiatives aimed at the nursing workforce, these can be applied to all staff groups. To support the retention of our staff the Trust successfully implemented values-based recruitment in during 2018/19. Ensuring we are recruiting candidates who are aligned with the Trust values will help us to retain them in our organisation.
- 8.4 The Trust remains focussed on building on use of technology including e-rostering to optimise effective deployment of the existing workforce. Over the last two years the e-rostering system was successfully rolled out across the organisation. The next phase is to maximise the available technology to enhance decision-making on the effective deployment of our people to reduce reliance on often expensive temporary and agency workforce.
- 8.5 The health and wellbeing of our staff is of utmost importance to ensure people are able to thrive at work and provide high-quality care to our patients. The organisation will further develop its health and wellbeing strategies to support a

## People Strategy

healthy working environment; compassionate and inclusive leadership; and, health interventions by further developing its mental health support and employee assistance programmes.

- 8.6 We are aware that we need to change our supply models to ensure our workforce is ready for the future, taking account of the anticipated future labour supply of nurses, doctors and allied health professionals. We will support professional development and work with professional bodies to enable greater cross-boundary opportunities for working to deliver better patient care. Our workforce will adapt by continuing to develop new roles and ways of working deepening our profiles of physician associates, nurse associates and advanced clinical practitioners, while actively investigating other roles. We will adapt to the changing national landscape and implement changes in line with the NHS 10-year plan, such as rebalancing highly-specialist medical roles to generalist roles.
- 8.7 Volunteers form a vital part of our people within the hospital by enhancing the patient and visitor experience at our Trust. We recognise that our volunteers are crucial for the future of health and social care, as partners with, not substitutes for, professional staff. Volunteers provide us with new skills that make a difference to people's lives across wards, clinics, support therapies, and shops, hosting Medway Hospital Radio and raising funds through the Medway League of Friends.
- 8.8 The Trust has significantly reduced its reliance on agency workforce over the last two years by more than 70% by successfully recruiting to substantive clinical positions across the organisation – this has directly released resources to support front-line delivery of services. We must continue to rationalise temporary staffing usage, and with that provide a greater focus on continuity of care, combined with the existing focus of best care with a substantive workforce. International recruitment remains a Trust priority for meeting our labour demands and will continue following the successes we had over the last two years.
- 8.9 The Trust is committed to delivering the very highest standards of access and care to patients from diverse cultures, different age groups and a range of abilities and needs. We want to lead the field of equality, diversity and human rights within the local healthcare economy and the community that we serve and to become the healthcare provider of choice. The Trust will provide a working environment free from discrimination, harassment or victimisation, where everyone receives fair and equitable treatment, with due regard to their sex, pregnancy or maternity status, race, disability, religion or belief, sexual orientation, gender reassignment, marital or civil partnership status or age. The Trust will actively promote equality and best practice in line with equality and human rights legislation to meet the public duties imposed to avoid discrimination.
- 8.10 Above all, planning more robustly is a key driver to ensure the Trust meets its strategic objectives, including financial capacity, to ensure we have the workforce to develop and deliver services for the future. Greater alignment of longer-term workforce planning and anticipated service demands and estates requirements is essential.

***We aim to have a culture of openness and transparency, values that staff live by, and quality-led actions across our entire workforce***

- 9.1 Evidence shows that organisations with strong cultures are capable of increasing operating efficiency and reducing waste. Likewise organisations with less developed cultures find it difficult to adapt to changing demands. Extensive and wider research suggests that culture does matter showing a consistently positive association between culture and clinical outcomes. The relationship between culture and quality, safety or efficiency is unlikely to be easy. Culture change, does not offer any magic answers on its own as culture is complex and far reaching. Changing culture is a long-term project. It is generally accepted that to bring about culture change, all aspects of the organisation need to change. This is our challenge: to create a best culture fit for purpose for now and one that will equip us to lead and deliver on our ambitions. Our people are our biggest asset and we need to harness them to help us create the culture we want, together.
- 9.2 Our Trust has come a long way over the past two years in terms of changing processes and investing in training for our staff. In September 2018 we made a very open and transparent commitment to start some focussed work on developing our culture with our staff at the core. As a result we are shaping a new culture that builds on the positive foundationjs and eliminates the things that hold us back.
- 9.3 Our most recent CQC report highlighted some key areas of focus particularly in the ‘well led’ category. This is an area of priority for the Trust.
- 9.4 With the launch of the ‘You Are the Difference’ programme in September 2018, we have been able to build upon the best of care and best of people vision to further embed an improved culture. This programme sets the tone and type of behaviour we want to see in the Trust at all levels and was designed to re energise the organisation to gear up for a new way of working and displaying a consistent and positive mind-set. Further work must continue if we want this new way of working to embed beyond the training room.
- 9.5 Over the next two years we must further develop the culture at the Trust to build on the work we have already started. We must create the belief in our staff that this is a critical part of the organisation’s development. We must continue now to do this in partnership with our staff to improve morale and increase staff engagement.

We want our staff to feel that they are an integral part of making our culture the one we want and need, a culture that is open, transparent, collaborative, and positive and can do; a culture that enables our people to bring the very best of themselves to work every day, to deliver the best of care to our patients.

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- 9.6 The areas of focus over the coming two years will centre on the following elements:
- Relaunching the Freedom to Speak Up Guardians to enable staff and volunteers to raise concerns with confidence that these will be listened to and acted upon;
  - Continue to build the culture programme across the Trust;
  - Utilising staff survey, pulse surveys and family and friends test data to develop and deliver credible plans that support employee engagement and concerns and make the Trust an employer of choice;
  - Embed cultural key messages including 'Making the Difference', 'This is Us', 'Best of People' and 'High-Quality Care' into every day work practices;
  - Launch a series of supporting toolkits and practical guides for managers and staff to use around building a positive culture within their teams;
  - Create within the Board a deeper understanding of staff satisfaction levels relating to the key themes: Morale and Staff Engagement.

## 10 Best future

***We will deliver a workforce ready for the future, supported with the right skills to deliver quality care and to allow us to reach our full potential***

- 10.1 The future is very exciting for the Trust. Continuing to deliver the best of care, with the best of people must remain at the forefront of the organisation's mind, as we look to design a workforce that supports the long-term sustainability of our hospital. For the Trust to meet its vision for the future, we need to recruit, retain, identify talent, motivate and reward the best of people in order to provide the best of care.
- 10.2 To deliver a workforce that is ready for the future, we will:
- create a positive and supportive environment and culture that allows us all to reach our full potential;
  - create new opportunities for staff through our links with academia with our objective of becoming a university hospital including joint clinical appointments; stronger links to research and innovation; and better opportunities to develop.
  - be engaged, skilled and responsive and deliver a consistently high-quality service to our patients;
  - have both strategic and operational talent data, which means we can proactively plan our services and mitigate risk in relation to workforce changes, supply and demand;
  - develop and source the skills for the future to meet the quality and clinical strategies including specialist skillsets, commercial and digital acumen;

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- reduce costs for our services by attracting the best people, reducing turnover, growing-our-own workforce and developing talent; and
  - meet the expectation of inclusive leadership development.
- 10.3 We will implement talent management into the Trust as a conscious, deliberate approach to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. This will be achieved by:
- developing a compassionate and inclusive leadership development offer and pathway for learning;
  - having a coaching and mentoring register available for all levels across the organisation;
  - establishing a talent pool across the Trust linked to succession planning;
  - building upon the Medway appraisal system launched in April 2018 to understand the workforce profile of performance against objectives, and individual behaviours;
  - continuing to look beyond our boundaries, as a Kent and Medway system, to support and engage with local and regional talent boards.
- 10.4 The Trust has succeeded in integrating apprenticeships into our workforce and services over the last two years. We now have 87 apprentices across clinical and non-clinical areas and aim for an increase to 101 as part of our People Strategy. The apprenticeships range from level three to level eight courses (NVQs to MBAs); the Trust has partnered with prestigious institutions including Henley Business School to ensure the quality of apprentice programmes being offered. This will result in increased capability within the organisation to deliver for our patients.

## 11 Strategy Ownership

- 11.1 The owner and leader of our people strategy and supporting plans is the Executive Director of HR & OD who will ensure it is implemented across the organisation. The delivery plans will be used to monitor and measure success of the implementation of our people strategy.

## 12 References

Document	Ref No
<b>References:</b>	
<b>Trust Associated Documents:</b>	

**END OF DOCUMENT**

## People Strategy

### 13 Delivery Plans

## Best of People

**METRICS:**

- Stability Index (12-month rolling, >12M)
- Turnover rate (12-month rolling, voluntary)
- Reduction in the number of leavers citing work-life balance
- Reduction in temporary workforce spend on nursing staff (%paybill)
- Narrowing of the Gender Pay Gap, WRES and WDES

Initiative & Delivery Expectation	Owner	Timescales & Milestones
<input type="checkbox"/> Develop a retention strategy detailing activities that will be implemented to ensure that our Best of People make the Trust their employer of choice	Deputy Director of HR & OD	Q4 2018/19 delivery through 2019/20
<input type="checkbox"/> Develop workforce plans for all directorates to ensure we have the right people with the right skills and knowledge to deliver quality care. The plans should focus on introducing new roles to address the difficult to recruit to posts and exploring use of technology to maximise productivity and efficiency	HR Business Partners	Q4 2018/19 delivery through 2019/20
<input type="checkbox"/> Deliver actions from the Retention direct support programme by NHSI to improve the retention of nursing staff in the Trust	Deputy Director of HR & OD in conjunction with the Associate Director of Nursing	Q4 2018/19 delivery through 2019/20
<input type="checkbox"/> Overhaul our recruitment process (end to end) to attract a wider pool of candidates aligned to Trust values. This will include revising our job advertisements, highlighting staff benefits, improving engagement during onboarding process and keeping in touch with candidates bi-monthly during their first year in the Trust (stay interviews)	Deputy Director of HR & OD and Head of Resourcing	Q4 2018/19 delivery through 2019/20

## People Strategy

Initiative & Delivery Expectation	Owner	Timescales & Milestones
<p><input type="checkbox"/> Developing and delivering actions plans for Equality and Inclusion to narrow differentials identified in mandatory reports, such as WRES, WDES and Gender Pay Gap, as well as priorities arising out of equality analysis of workforce policies and practices. Additionally, the Trust will develop programmes to support participation in initiatives (such as Step Into Health and the Defence Employer Recognition Scheme) which recognise the specific inclusion and participation challenges faced by reservists and veterans.</p>	<p>Head of Equality &amp; Inclusion</p>	<p>Ongoing</p>
<p><input type="checkbox"/> Continue with the current international recruitment for nursing staff to meet the demand determined in the Trust's workforce operating plan</p>	<p>Head Resourcing</p>	<p>of Ongoing</p>
<p><input type="checkbox"/> Participating in the national survey commissioned by NHS Employers (Questback) to review perceptions of culture affecting progression for men and women with action plans to follow when data is available</p>	<p>Head of Equality &amp; Inclusion</p>	<p>Q1 2019/20</p>

## People Strategy

### Best Culture

**METRICS:**

- YATD impact survey outcomes
- YATD programme penetration rate for each directorate for staff and managers
- Run YATD weekly as part of induction for new joiners – on-going,
- Staff survey increase for morale
- Staff survey increase for staff engagement
- Staff survey all thematic scores

Initiative & Delivery Expectation	Owner	Timescales & Milestones
<input type="checkbox"/> Implement phase 2 delivery of YATD programme.	Head of Culture & Engagement	Programmes to start from 19/03/2019 through to end April 2019
<input type="checkbox"/> Embed 'making a difference@ into everyday working practices across the Trust.	Head of Culture & workforce Engagement	Develop the "offer" by end of July 2019.
<input type="checkbox"/> Obtain sign off of the new Speaking Up Strategy and relaunch new Freedom to Speak up guardian role and new ambassadors via a large scale communication campaign across the Trust.	Lead Freedom to Speak Up Guardian	Board sign up to new strategy by 8 <sup>th</sup> March and large comms campaign by end of March 2019.
<input type="checkbox"/> Continue to include YATD in weekly corporate induction and build into medical induction so that all new starters are aware of our new culture as they join.	Head of Culture & workforce Engagement	Corporate induction launched 7 <sup>th</sup> Jan 2019. Med induction will need to be agreed with DS/JC.
<input type="checkbox"/> Create local staff survey actions plans	Head of culture and workforce Engagement	HRBPs to complete focus groups end April 2019. Action plans reviewed monthly at performance review.

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Initiative & Delivery Expectation	Owner	Timescales & Milestones	
<input type="checkbox"/> HEE Best Place to Work – Complete clever together workshop with Executive team	Head of Culture and workforce engagement	May 2019	
<input type="checkbox"/> Launch Clever Together to crowdsource workforce ideas and solutions	Head of Culture and Workforce Engagement	June 2019	
<input type="checkbox"/> Develop and support Staff Equality Networks to improve staff voice and engagement.	Head of Equality and Inclusion	Launched 2018/19 ongoing	Q4 and

## People Strategy

### Best Future

METRICS:

- |   |  |
|---|--|
| <input type="checkbox"/> Appraisal compliance                   | <input type="checkbox"/> Apprenticeship levy spend and compliance to target                        |
| <input type="checkbox"/> Appraisal staff survey positive score  | <input type="checkbox"/> Staff survey Equality, Diversity & Inclusion opportunities positive score |
| <input type="checkbox"/> Leadership programme impact and volume |  |

Initiative & Delivery Expectation	Owner	Timescales & Milestones
<input type="checkbox"/> Appraisal – To fully embed and build on the existing process. Continue training to meet the requirements of incremental pay award and increase compliance	Group Head of Workforce Development & Organisational Development	Ongoing. Monthly review of compliance and training figures. Staff survey results
<input type="checkbox"/> Talent Management and Succession Planning <ul style="list-style-type: none"> <li>• Produce a talent map identifying staff that are ‘ready now’ and review against vacancies.</li> <li>• Review succession plans against talent scores to ensure the process is embedded.</li> <li>• Utilise the grandparent clause for transparency and consistency</li> <li>• To continue to work with the STP as part of the Talent boards to review the local talent Pool for senior roles</li> </ul>	Group Head of Workforce Development & Organisational Development	Talent maps produced mid and end of year to show distribution. STP – talent boards in six months
<input type="checkbox"/> Leadership Development <ul style="list-style-type: none"> <li>• To begin a targeted approach to those identified on the talent grid as ‘ready now’.</li> <li>• To grow and embed our partnership with Henley Business School</li> <li>• To form part of our offer to new starters</li> <li>• To apply for the Trust ILM level 5 to go onto the apprenticeship framework to income generate</li> <li>• To continue to embed our inclusive coaching and mentoring offer</li> </ul>	Group Head of Workforce Development & Organisational Development	Review of data May 2019 Apprenticeship framework March 2020

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Initiative & Delivery Expectation	Owner	Timescales & Milestones
<input type="checkbox"/> Increase number and variety of Apprenticeships and Work experience: <ul style="list-style-type: none"> <li>• More clinical apprenticeships targeted at hard to recruit areas (remodelling of roles and new roles)</li> <li>• Increase work experience placements</li> <li>• Implement traineeships</li> </ul>	Group Head of Workforce Development & Organisational Development	Meet target of 101 March 31 <sup>st</sup> 2019.
<input type="checkbox"/> Career planning <ul style="list-style-type: none"> <li>• Continue to embed career planning training</li> <li>• Continue to develop pathways of learning</li> <li>• Utilisation of the HEE upskilling funding to support this</li> </ul>	Group Head of Workforce Development & Organisational Development	Review March 2021
<input type="checkbox"/> Equality and Inclusion: Peer review and equality analysis of appraisal, talent management and leadership development to promote equality of opportunity.	Head of Equality and Inclusion	Ongoing