Our Combined People

People Plan
2023 – 2028

Our Combined People Plan on a Page

Our purpose:
"To be Outstanding in ALL that we do and HOW we do it"

Our plan:
"To further develop a diverse engaged workforce, outstanding in all that we do"

How we will measure success?

Our strategic outcomes, by 2028

Vacancy level of 5% or below

Turnover level of 8% or less

A workforce which is representative of our community at every level

A sickness absence rate of 4% or less

We retain our NHS Staff survey results as being one of the top three NHS Trusts nationally across the NHS and, beyond, one of the best employers in the UK

We will do this by focusing on the 5 priorities below and by exceeding expectations:

We will ensure this continues to be a great place to work.

We will be inclusively representative of our communities.

We will ensure our people's health and well-being is supported better than any employer in the NHS.

We will work with partners in Staffordshire to provide the best opportunities for our people to achieve their potential and aspirations.

We will ensure our people systems and policies enable the Trust to deliver outstanding services.

Contents Page

1. Introduction

Thank you for reading our People Plan. This is one of the most important documents in the Trust as it details how we collectively make the Trust the best place to work within the NHS.

This can only be achieved if we all feel a collective pride, inclusion and a sense of belonging. Where we create a working environment where people can thrive by being their best, authentic selves. This will be done if we feel a sense of hope, opportunity and control (living well). Where civility and kindness leads to compassion and physiological health benefits for all of us and where we realise the impact that kindness and compassion has on the people who use and come into contact with our services and where we also have joy at work.

It is important that we each feel a sense of belonging to a team, a service and an organisation that cares for us and that we care about. That we work in a multi-disciplinary team environment with clear shared purpose, direction, support, diversity and inclusivity. A team that has great processes that support working together and across teams; where improvement is part of the day job; where it is safe for people using our services and for us all, and where it feels safe to raise concerns without fear; where there are enough people to deliver services; where we are supported to develop and where it can be fun. A place we can feel pride. To do this we need to ensure we have an inclusive, stable, vibrant workforce with the right skills, enthusiasm and experience, in the right numbers and staff that have a great experience at work.

We also need a workforce that sits within our current context and is able to flex for the future. A context where sustainability is vitally important to many of our people. An environment of flexibility and social responsibility – supporting local organisations particularly from the third sector – are all considered important to our people.

Our Combined People Plan has been developed by listening to our Combined people. Around 15% of our people have been involved in feeding back directly to us on this plan and we have also utilised the 2022 Staff Survey where over 69% of our people gave us feedback.

The feedback from our people is also provided with the context of the NHS in 2023. A context of huge challenges on staffing with generally insufficient supply of staff, a cost of living crisis and post pandemic impact on people and on pressures for services. These unprecedented times have led us to reimagining some of the things we do and making step changes in some of our processes and approaches.

Our Combined People Plan builds on the great work that has taken place across the Trust in the past 10 years and more and compliments the NHS People Plan (2021 - 10 year vision). It sets out what we want to do now and how we are going to do it and it needs to be both the "what" and the "how"! Many great plans have the what and fail because the how is not done well or in the right way. This plan will explain both with the aspiration of making an outstanding place to be and work at the centre. It will also plot a route for us to achieve our aspirations and the criteria to know when we have arrived.

Dr Buki Adeyemo - Chief Execuitive

Janet Dawson - Vice Chair and Chair of People, Culure and Development Committee

Paul Draycott - Chief People Officer

2. Context

2.1 National context

The UK economy is in uncharted waters. As a post-pandemic economy that has left the European Union as a trading entity, in a cost of living crisis and has major challenges in respect to healthcare workforce supply the context for delivery of this People Plan is a challenge. This is also in a context of increased demand on services and a requirement to expand services within a mental health context. We also have record numbers of people leaving the NHS. A Kings Fund publication "The NHS nursing workforce – have the floodgates opened?" in October 2022 identified that there was a 25% increase in the number of nurses leaving the profession, with two thirds of those leavers being under 45 years of age.

2.2 System context

As part of an Integrated Care System we believe at Combined that wherever possible we work with partners to ensure the best health and outcomes for the people in our communities. This also serves well for collaboration within the context of our people. Working together to develop and grow together is vital. This supports the best way of developing, building understanding and trust, ensuring all have access to the best possible development and support opportunities and to make the most of economies of scale.

We also play a vital role within our communities as an "Anchor Institution". An organisation that "Have an important presence in a place, usually through a combination of: being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets." (Centre for Local Economic Strategies). This puts Combined and our partners within the NHS and local authorities in a very privileged position and one that we must take seriously – including the employment of people within our communities.

2.3 Local context

As a Trust, North Staffordshire Combined Healthcare has always had a loyal and stable workforce. Whilst this remains the case there are still very real challenges, at the time of publishing this plan our:
- vacancy levels are at 10.71%
- turnover is at 14.74%
- sickness is at 4.99%

This also hides the fact that in some areas (particularly inpatient mental health and Access services) vacancy levels can be as high as 40% and reliance on temporary workforce and agency staffing is considerable.

There is however, good news. Despite the above-mentioned challenges our NHS Staff Survey results which provide a real barometer of staff engagement and morale for the Trust, has significantly improved year on year, over the past decade to the point of reporting both the highest response rate of any similar Trust and the best overall scores compared to similar Trusts. This is a great platform from which to build, but one we are not complacent about. There remain many things we can do to continue to improve the experience of working at Combined. Again, this plan will outline what those actions will be.

The table below summarises where Combined is in respect to Staff Survey results.

People Promise Elements and Themes: Overview

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagememt	Morale
Your org	7.8	6.6	7.3	6.5	6.1	7.2	7.4	7.4	6.5
Best	7.9	6.6	7.4	6.6	6.1	7.2	7.4	7.4	6.5
Average	7.5	6.3	7.0	6.2	5.7	6.7	7.1	7.0	6.0
Worst	7.0	5.9	6.1	5.7	4.6	6.2	6.7	6.2	5.2
Responses	1225	1221	1218	1221	1178	1213	1224	1225	1225

North Staffordshire Combined Healthcare NHS Trust Benchmark report

Demonstrating our achievements and progress from staff responses, across the Trust with regards to compassion, inclusivity, recognition and reward, speaking up, our learning culture, working flexibly, as a team, staff engagement and morale.

2.4 Current Staffing Challenges

The landscape for people across the NHS as a whole is very challenging. As of September 2022 there are in excess of 132,000 vacancies in the NHS as a whole with record numbers of people choosing to leave their careers within the NHS. Nursing vacancies are also at a record high and up 20% from the same time last year with nearly 47,000 vacancies, there also remains significant challenges with regards to Medic and AHP vacancies.

The table below details the position in relation to staffing position at North Staffordshire Combined Healthcare NHS Trust. Current staffing Full Time Equivalent (as at 22/23)

	Permanent number	2021/22 Total no.	2020/21 Total no.
Medical	60.90	57.89	50.13
Ambulance staff	2.00	2.00	0
Administration, Estates and Management	358.94	353.61	313.72
Healthcare Support workers and other support staff	479.94	432.47	391.40
Nursing, midwifery and health visiting staff	508.38	505.14	468.58
AHP/Scientific, therapeutic and technical staff	209.22	201.90	176.11
Social Care staff	21.20	20.11	19.93
Total average numbers	**1640.59**	**1573.11**	**1419.87**

From this position we know that our greatest risks sit across our services and we aspire to reduce these to 5% or less. Our 4 priority headline groups are:

	Vacancy rate 22/ 2023	Lowest Vacancy Rate Team	Highest Vacancy Rate Team
Mental Health Acute Inpatients	15.1%	Ward 4 (0.3%)	All Age Access (35%)
Mental Health Community	8.1%	Stoke Wellbeing (0%)	Greenfields CMHT (19%)
Specialist	14.2%	CYP Short Breaks (2%)	Intensive Support Hub (40%)
Primary Care	4.7%	Moorcroft Medical Practice (0.2%)	Holmcroft Surgery (12.8%)

Our turnover position is 14.74% and we aspire to bring this below 8%. Our 5 current most challenging areas are:

	Turnover rate Jan 2023
Stoke Heath Prison	64.6%
Intensive Support Hub	57%
Estates Management & Projects	55%
Harplands Receptionist	39%
Stoke CDAS	35%

3. Our Combined Strategy

'To continue to be Outstanding in all we do and how we do it'

Our values and quality priorities have shaped our strategic priorities and are underpinned by four key enablers, which act as the pillar of why, how and what we do. These are vital pillars to our People Plan.

3.1 Our Strategy

Our newly developed Trust strategy (2023) identifies the following 3 areas of priority for us.

Our Combined People Plan is central to the delivery of this Strategy – as a Trust our People are everything and working together to create an environment where everyone can thrive is essential to the delivery of our strategy.

3.2 Our way of working

Our Strategy also defines our aspirations across four areas – People, Sustainability, Quality and Partnerships.

In relation to People, having received lots of feedback, we have identified the following five areas:

1. We will be inclusively representative of our communities.

2. We will ensure this continues to be a great place to work.

3. We will ensure our people's health and well-being is supported better than any employer in the NHS.

4. We will work with partners in Staffordshire to provide the best opportunities for our people to achieve their potential and aspirations.

5. We will ensure our people systems and policies enable the Trust to deliver outstanding services.

The final element of the strategy is that of mapping the strategic priorities against the enablers for the delivery. Table 3 shows the People elements within the wider context of our strategy.

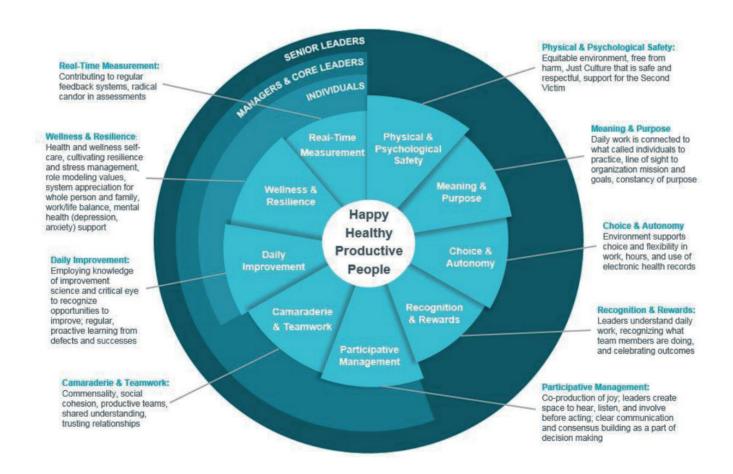|		Enablers			
		Quality	*People*	*Partnerships*	*Sustainability*
Strategic Priorities	*Prevention*	Reduce suicide rates year on year by 2028	Improve staff health year on year	Embed Mental Health service within NHS 111	By 2024 we will have supported 35% of service users into employment
	Access	Improve access by coproducing new services with our communities	Ensure our Trust is the best place to work in the NHS	Expand our primary care offer	Develop digital access to all of our services by 2028
	Growth	Reduce waiting times for services	Increase our workforce by developing our services	Increase the number of services delivered in collaboration with partners by 50%	Deliver a 50% net zero reduction by 2028

4. Living Well/Recovery

Another vital component of Our Combined People Plan is that of Recovery/Living Well which is an internationally recognised approach focussed traditionally on the people using our services to lead fulfilling lives and maintain independence through early prevention, self-help and by empowering people to take positive steps to manage their own health and wellbeing.

Three pillars of Living Well are related to providing Hope, Opportunity, Control. This strengths based philosophy is equally important when we consider our people delivering our services – enabling hope, opportunity and control is something that resonates in working life but is far easier to enable for the people using our services if the people providing our services are supported in this way too.

5. Joy in Work

Further evidence informing our People Plan comes from The Institute for Healthcare Improvement's model of Joy at Work, the details are outlined below. This models fits entirely with the environment and culture we are continuing to strive for as a Trust Trust and compliments other evidence drawn upon, such as Positive Organisational Scholarship, which will help us build on the positive attributes of our people, processes and organisation.

Real-Time Measurement: Contributing to regular feedback systems, radical candor in assessments

Wellness & Resilience: Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, work/life balance, mental health (depression, anxiety) support

Daily Improvement: Employing knowledge of improvement science and critical eye to recognize opportunities to improve; regular, proactive learning from defects and successes

Camaraderie & Teamwork: Commensality, social cohesion, productive teams, shared understanding, trusting relationships

Physical & Psychological Safety: Equitable environment, free from harm, Just Culture that is safe and respectful, support for the Second Victim

Meaning & Purpose: Daily work is connected to what called individuals to practice, line of sight to organization mission and goals, constancy of purpose

Choice & Autonomy: Environment supports choice and flexibility in work, hours, and use of electronic health records

Recognition & Rewards: Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes

Participative Management: Co-production of joy; leaders create space to hear, listen, and involve before acting; clear communication and consensus building as a part of decision making

SENIOR LEADERS / MANAGERS & CORE LEADERS / INDIVIDUALS

Real-Time Measurement · Physical & Psychological Safety · Wellness & Resilience · Meaning & Purpose · Daily Improvement · Choice & Autonomy · Camaraderie & Teamwork · Recognition & Rewards · Participative Management

Happy Healthy Productive People

6. Strategic approach
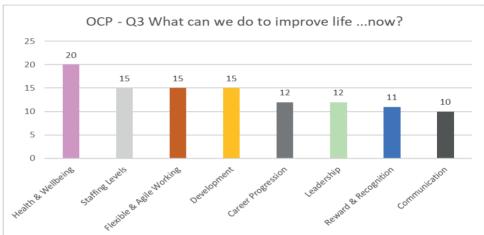
6.1 What Matters to Our Combined People?

In constructing the latest version of "Our Combined People Plan" we wanted to get lots of feedback from our people – around 210 engaged in the process. To do this we embarked on a month long engagement process utilising existing structures – team meetings, events etc. and also bespoke sessions.

Full details of the process are in Appendix 1.

The following is a summary of the feedback we received.

These themes help inform the priorities for our People Plan. Where they fall into other areas these will be referenced in Appendices.

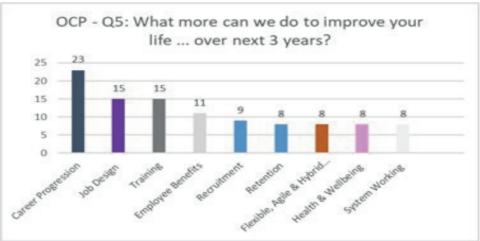OCP - Q3 What can we do to improve life ...now?

Health & Wellbeing: 20, Staffing Levels: 15, Flexible & Agile Working: 15, Development: 15, Career Progression: 12, Leadership: 12, Reward & Recognition: 11, Communication: 10

OCP - Q4 What more can we do to improve your life... over next 12 months?

Agile, Hybrid & Flexible Working: 13, Development: 13, Team Environment: 12, Pay: 11, Staffing Levels: 10, Career Progression: 7

OCP - Q5: What more can we do to improve your life ... over next 3 years?

Career Progression: 23, Job Design: 15, Training: 15, Employee Benefits: 11, Recruitment: 9, Retention: 8, Flexible, Agile & Hybrid...: 8, Health & Wellbeing: 8, System Working: 8

6.2 What we want to be – what does success look like?

From this review and best practice research, our five priority areas for the next 5 years are:

1. Inclusive & Representative

We will be inclusively representative of our communities:

Celebrating and recognising diversity

Developing a culture of justice, belonging and inclusivity

Representative of our diverse communities at every level

Measures

Measured across A4C and Medical pay scales and our organisational people profile

Support/talent system in place to be representative at all levels

Equity exists across key inclusion areas

2. Great Place to Work

Ever increasing levels of engagement and morale across the Trust

People feel valued and supported

Really positive team cultures

Measures

Vacancies less than 5%

Turnover less than 8%

We are a Team score is over 8

Recommendation as a place to work 85%

We are high performers against external benchmarks Top 100 Places to Work

3. We ensure our people's health and wellbeing is supported better than any employer in the NHS

Coordinated, accessible wellbeing offer

More happy, healthy, resilient people

Flexibility and work-life balance

Measures

Sickness absence of less than 4%

Improved scores from presentism within the staff survey from 53.2% reduction in 2022 beat current best (49.4%) and achieve 45% by 2028 "

We are safe and healthy" score improved to 7.0 from 6.4

Reduce violence and abuse towards staff by 50%

4. Achieve Potential and Aspirations

Provide the best opportunities for our people to achieve their potential and aspirations

Enabling people to achieve their career aspirations

Delivering great Succession Plans

Demonstrating great leadership

Measures

Compassionate Leadership score over 8

At least 50% of promotions are from within the Trust and we have internal and external pipelines for our vacancies – never fail to recruit

Everyone has a supportive conversation at least 6 monthly about where they are in their career and what we can do to support them

Effective Succession Plan in place across the Trust

5. Our people systems and policies enable the Trust to deliver great services

Consistently good customer service

Making systems and processes for our people far easier to use

Getting the fundamentals right

Measures

Support and take up of flexible/agile working

Policy external accreditation

Internal Customer Satisfaction Process and scores

7. Making it happen

We will reflect this People Plan in our existing work programmes across the People, OD, Inclusion and Governance Directorate to ensure effective management and delivery of the plan's priority areas. Delivery of this plan will be overseen and scrutinised by the People Culture and Development Committee, via regular performance and work stream reports and an annual review highlighting progress and updates.

The strategic outcome measures and other key People metrics will be embedded within the Trust's Integrated Quality Performance Reports to provide regular assurance to the Trust Board. Performance against the plan will also be reported to the Senior Leadership Team (SLT) as required. The plan will be further embedded into the Directorates and we will ensure strategic priorities, key performance indicators and trajectories for progress are embedded in Directorate Business Plans and management processes. We will also maintain a clear line of engagement with the Joint Consultation, Negotiating and Consultation Committee (JNCC) as part of this process.

8. Conclusion

This plan will help to create an environment with co-owned, co-designed, co-delivered services, where our people are valued and able to take responsibility. Where there are no recruitment gaps; where career progression and development is encouraged and enabled for all; where a learning culture is embedded, people feel safe to speak up and are given autonomy to act; where we make things simple and we do the right things for our people. We will work in partnership with colleagues across the health, social and voluntary sectors to deliver outstanding care - this will enable us to develop and embed a culture (the way we think, feel and act) that enables us to deliver outstanding services.

Whilst very ambitious in aspiration with detailed programmes, this plan will enable us to continue to move forward, ensuring that the people using our services are central to everything we do, and that our people are led well and supported to create a culture and environment to flourish and thrive.

Appendix A: Detailed plans/work streams

The following are Working Plans that will be monitored, reviewed and amended over time to reflect the current position and need. What is presented here is a summary behind which are specific plans with leads, detailed actions and outcomes with appropriate time frames.

1. Inclusive & Representative

We will be inclusively representative of our communities:
• Celebrating and recognising diversity
• Developing a culture of justice, belonging and inclusivity
• Representative of our diverse communities at every level

How priority contributes to strategic outcome?
A culture of inclusion, where everyone is valued for their individual skills, talents, backgrounds a and knowledge that they bring to their team and service is essential. A more inclusive and diverse workforce will lead to improved patient experience, improved retention and staff engagement.

Measures
• Measured across A4C and Medical pay scales and our organisational people profile
• Support/talent system in place to be representative at all levels
• Equity exists across key inclusion areas

Trust Programme	Work Stream	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Inclusion & Diversity	Develop Consolidated Inclusion Plan based on the following programmes of work	Plan in place and improvement being delivered				
	Inclusive Recruitment, Development & Talent Management – Deliver "No More Tick Boxes" actions	Comprehensive 5 year plan in place (linking all Inclusion Plans) Principles reflected in all workstreams	All actions embedded	Review of impact		
	Delivery of the RACE Code	Deliver Must do's	Deliver Should do's		Deliver Could do's	
	Going for Gold: NHS Rainbow Badge accreditation	Silver		Gold		
	Annual Diversity and Inclusion education delivered	90%	100%			
	Anti-racist Organisation	Launch Expert Training Programme			Delivery of The Race Code	

	Differently abled Buddy Scheme	Policy guidance to support reasonable adjustments	Completion and evaluation of Pilot scheme		
	Employment pathway for people with lived experience	Pathway developed & piloted 6 people through programme	12 people through pathway	24 people through pathway	Business as usual
	Reverse Mentoring scheme	10 pairs taking part	20 pairs	30 pairs	40 pairs	50 pairs
	Develop and Deliver EDS22 Plan	Plan developed and agreed with trajectories Trajectories tracked			
System Programmes	**Inclusive Leadership**	HPS C2 delivered	HPS C3		HPS C4	
	HCSW New to Care/ Developing in Care	Pilot – 10 people and review			

2. Great Place to Work

- Ever increasing levels of engagement and morale across the Trust
- People feel valued and supported
- Really positive team cultures

How priority contributes to strategic outcome

There is a wealth of evidence that when people are engaged and involved in decisions, the outcomes for them and their patients, their performance and motivation improves. We want Combined to continue to be a great place to work, where people can want to work, stay with us and recommend Combined to others as the place to be.

Measures

- Vacancies less than 5%
- Turnover less than 8%
- We are a Team score is over 8
- Recommendation as a place to work 85%
- We are high performers against external benchmarks Top 100 Places to Work

Trust Programmes	Work Streams	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Development	Increase coaching capacity and approach within the Trust	50% increase in uptake on Coaching platform		60% increase on baseline		70% increase on baseline
Widening Participation	Princes Trust (PT)	Princes Trust Pilot 'Get Into'	Princes Trust Apprentice Program Collaboration			
	SEN Internships	2 HEE supported internships	2 HEE supported internships			
	Apprenticeships	Levy fully utilised	Support new roles	50% increase apprenticeships		
	Develop route to employment for disadvantaged in community	Establish program	5 people employed	8	10	15
	Stretch Assignments - underrepresented groups & successors	5+ stretch assignments filled bay		5+ stretch assignments filled by underrepresented groups/ successors		5+ stretch assignments filled by underrepresented groups/ successors

Engagement	Staff Survey Annual business cycle 90%	Increase response rate to 75%	Increase response rate 80%	Increase rate to 85%	90%	
	Instil great team practices	Develop offer and roll out	All priority teams (minimum 50%) involved	100% teams involved		
Recognition and reward	Development of ongoing schemes	Develop approach and plan				

Milestones	Baseline	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
All teams to have a minimum of 50% of staff responding to the staff by 2025	To be determined		All teams 50%			
Vacancies less than 5%	10.7%	9%	8%	7%	6%	5%
Turnover less than 8%	14.74%	13%	11.5%	10%	9%	8%
We are a Team score is over 8	7.4	7.5	7.65	7.8	7.9	8.0
Recommendation as a place to work 85%	70.7%	73.5%	77%	80%	82.5%	85%
We are high performers against external benchmarks be in Top 100 Places to Work						Achieved

3. We ensure our people's health and wellbeing is supported better than any employer in the NHS

• Coordinated, accessible wellbeing offer
• More happy, healthy, resilient people
• Flexibility and work-life balance

How priority contributes to strategic outcome

Supporting staff wellbeing is part of our focus. There are clear benefits to individual colleagues but also to the organisation and our patients in terms of improved retention and reduced sickness absence where we ensure that staff wellbeing is our priority.

Measures

• Sickness absence of less than 4%
• Improved scores from presentism within the staff survey from 53.2% reduction in 2022 beat current best (49.4%) and achieve 45% by 2028
• "We are safe and healthy" score improved to 7.0 from 6.4
• Reduce violence and abuse towards staff by 50%

Trust Programmes	Work Streams	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Health & Wellbeing	**Review facilities and access to estate for staff to ensure they meet requirements (linked with Estates Strategy)**	Review access to all estate for teams linked to Hybrid working Implement plan to address shortfalls	Clear evidenced based policy in place for effective hybrid working and all staff aware			
	Violence Reduction Plan bringing together all related strands of work	Develop Plan and approach		Reduce violence to staff by 50%		
	Operational Health & Wellbeing Group	Development of representative group. Action plan to support 1-5 years				
	Develop wellbeing education	Virtual, e learning and face to face delivery of full suite				

	Establish a "Volunteer Programme"	To attract and provide opportunities for people to volunteer	Voluntary opportunities for all			
	Utilise the principles of Recovery/ Living Well for all of our people	Support the roll out of the Living Well Strategy with appropriate programmes				
Staff psychological wellbeing hub	**Collaboration on system H&W work streams**	Continued development throughout NSCHT and the system				
	Wellbeing Ambassadors	Wider development and collaboration of wellbeing ambassadors/ champions etc. across the system	Monitor, action and review			
System Programmes	**To secure long term funding**	Peer to peer carers support network	Monitor, action and review			

Milestones & Measures	Baseline	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Sickness absence of less than 4% by March 2026	5%	4.75%	4.5%	4.25%	4%	
Improved scores from presentism within the staff survey and beat current best	53.2%	52%	50.5%	48.75%	47%	45%
"We are safe and healthy" score improved	6.4	6.5	6.6	6.75	6.85	9
Reduce violence and abuse by 50% from 2022 baseline by 2028	20% of staff	Less than 18% staff	Less than 16% staff	Less than 14% staff	Less than 12% staff	Less than 10% staff

4. Achieve Potential and Aspirations

Provide the best opportunities for our people to achieve their potential and aspirations
• Enabling people to achieve their career aspirations
• Delivering great Succession Plans
• Demonstrating great leadership

How priority contributes to strategic outcome
Supporting staff to grow, develop and fulfil their potential the way they want enables us to have great

people in all the right places to deliver for our patients. Ensuring great leadership and management harnesses and supports that talent in the right way to maximise it's potential.

Measures
• Compassionate Leadership score over 8
• At least 50% of promotions are from within the Trust and we have internal and external pipelines for our vacancies – never fail to recruit
• Everyone has a supportive conversation at least 6 monthly about where they are in their career and what we can do to support them
• Effective Succession Plan in place across the Trust

Trust Programmes	Work Streams	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Leadership Development	Review Leadership and Development offer for the trust and system	Plan in place				
	Develop and deliver Senior Clinical Leadership Programme (CDs and ADs)					
	Foundations in Management & Leadership	2 cohorts	2 cohorts	2 cohorts	2 cohorts	2 cohorts
	Combined Connects	1 cohort delivered – Band 6 & 7	1 cohort delivered – Band 6 & 7	1 cohort delivered – Band 6 & 7	1 cohort delivered – Band 6 & 7	1 cohort delivered – Band 6 & 7
	Leadership Academy (virtual & face to face)	Increase attendance & listen back to average 80 people	Increase attendance & listen back to average 100 people	Increase attendance & listen back to average 120 people		

Talent Management	Career Pathways & Progression	Develop Career pathways for all professional groups	65% staff can identify where they are on pathway	75% staff can identify where they are on pathway	85% staff can identify where they are on pathway	95% staff can identify where they are on pathway
	Succession Plans for Key & Critical Roles in place & being progressed	30% of successors apply for stretch assignments/ vacancies are successful	40%	50%	60%	
	Career progression of internal applicants	Develop talent and Succession Planning process and commence roll out	80% of staff have a talent development plan.	100% staff have talent development plan		
Joy at Work	The Institute for Healthcare Improvement's model Joy at Work to provide framework for our people activities	Develop Plan to pull together all strands in this area under Joy at Work	Annual Assessment	Annual Assessment	Annual Assessment	Annual Assessment
Education	Statutory & Mandatory	90%	91%	92%	93%	94%
	Digital & VR Park	Develop plan and commence deployment	Identify and deliver roll out trajectory			
System Programmes	High Potential Scheme			Cohort 3		Cohort 4
	System Leadership Alumni					
	System Connects	Programme development	Cohort 1	Cohort 2	Cohort 3	Cohort 4
	WM Coaching & Mentoring Pool	20+ mentors & 5 coaches trained in Combined	Ongoing	Ongoing		

Milestone measure	Baseline	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Staff Survey Compassionate Leadership score over 8.3	7.6	7.8	8.0	8.1	8.2	8.3
All staff have a career conversation that is rated at least 7/10	None at present	60%	70%	80%	90%	95%
Internal & External Talent Pipelines for Key & Critical Roles	None at present	TRAC talent pipelines in place for key / critical roles	Move to BAU			

5. Our people systems and policies enable the Trust to deliver great services

- Consistently good customer service
- Making systems and processes for our people far easier to use
- Getting the fundamentals right

How priority contributes to strategic outcome

Delivering consistently excellent customer service across the People directorate will enable the delivery of all strategic priorities. Ensuring our systems and policies are people focussed, accessible, smart, usable and fair will support the culture and effectiveness of the services provided by the Directorate and beyond.

Measures

- Support and take up of flexible/agile working
- Policy external accreditation
- Internal Customer Satisfaction Process and scores

Trust Programmes	Work Streams	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Education	Culture of Civility & Respect	Launch Civility & Respect Toolkit	Embedding: Just, Learning & Restorative Culture	Evaluation shows embedded Staff Survey improvement		
Agile Working	Increase flexible working opportunities for all staff	Development and launch of Agile Working Policy	Reduction in Turnover (see great Place to Work)			
	Translate Bank to Substantive roles using flexible contracts	Reduced vacancy levels / reduced spend on bank				
	Review Special Leave and Retirement Policy	Development and launch of updated Flexible retirement Policy				
Temporary Staffing usage	Improve Processes for Temporary Staffing	Review processes and reduce reliance on agency staff and deliver 10% reduction	Further 10% reduction	Further 10% reduction	Further 10% reduction	Further 10% reduction
Sustainability	Utilise our people to help deliver a more sustainable future	Review People Processes and activities to explore how we can increase sustainability				

	Baseline	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Performance Reporting and Dashboards		Dashboard in place and feedback is positive				
Workforce Planning	Develop competency based 5 year Workforce Plan	Create capacity and process to work with Directorates to develop plans	Develop draft plans for 5 years	Reflect and learn from previous year and refine plans		
System Programmes	Oliver McGowan programme delivered	Deliver e learning	Launch face to face training	55% trained	65% trained	95% staff trained

Milestone measure	Baseline	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28
Support and take up of flexible/agile working					95% agreed	
Policy external accreditation		ACAS/CIPD review			ACAS/ CIPD review	
Consistent positive feedback on service provision via customer satisfaction survey	Customer Satisfaction not yet undertaken	80% service satisfaction level	82% service satisfaction level	85% service satisfaction level	87% service satisfaction level	90% service satisfaction level
Reduction in time to hire (Advert to unconditional offer)	60 days	58 days	56 days	54 days	52 days	50 days
Demonstrate 3% year on year improvement in productivity		Annual Baseline activity review	Ongoing	Monitor, action and review		

Appendix B: Our Combined People – Engagement Activity 2023

Background

From 1st Feb 2023 to 7th March 2023 we undertook a series of engagement activities to support the shaping of our 2023 and beyond People Plan. The purpose was to capture more detailed views on "what" and "how" the Trust should do to support our people. The following provides a summary of the approach, findings and recommendations.

Key Questions:

Q1. What matters to you?
Q2. What makes you proud?
Q3. As a Combined employee what changes could we do to improve your life …now?
Q4. As a Combined employee what changes could we do to improve your life …over the next 12 months?
Q5. As a Combined employee what changes could we do to improve your life …over the next 3 years?

Our Approach:
- Face to face drop in sessions: We visited a number of the Combined Healthcare sites across the region over the last 6 weeks. Also offering to attend virtually or physically other events or sites you would like us to attend over the next 2 weeks including evenings and weekends please get in touch.
- Training Sessions: Any Statutory & Mandatory training sessions provided by the OD team provided the links and paper copies enabling completion in a format that suits you. These were submitted online or returned back to the tutor at the end of session.
- On Site Paper Copies: Colleagues will be promoting the online link, QR Code, making available paper copies and posters allowing the sharing of views in a format convenient to Our Combined People.
- Localised Virtual Facilitated events: To ensure maximum reach we will joined regular Trust, Directorate, MDT, Service Meetings or bespoke team sessions. Our leads or facilitators also attended existing team, service or departmental meetings. With the online link circulated after allowing completion offline after the presentation.
- Promoted at both Feb & March Leadership Academy for upwards of 40 B7+ leaders.
- Circulated and attended Combined Staff Networks to promote the approach with underrepresented groups.
- Circulated via email to all staff via the Combined distribution list.
- Virtual None Facilitated standalone: Participants were emailed a link inviting their feedback. Encouraging those unable to attend the drop in, face to face or virtual facilitated sessions to complete & encourage wider team members participation feedback via this link.
- Promoted to Leadership Alumni Group to role model completion and promote within their own networks

The approach we took allowed completion & feedback via a number of routes with the below as a summary:
- Anonymous responses collated in the MS Form
- Themes helped us build upon the Trust Staff Survey results
- Key priorities identified from the results & collated during March
- The priorities are being used to shape our 2023 and beyond Trust People Plan
- MS Forms (paper & online)
- QR Code

Completion:

During the 5 week engagement period we have had circa 210 comments or online completions to identify the themes. The OCP Leads attended circa 24+ meetings, engagement events or on site visits a sample of these are provided below:
- Development Group - Inclusion for All
- Inclusion & Liaison MDT
- Dragons Square Drop in Session
- Inclusion Council
- Specialised Team Away Day
- Leadership Academy 010223
- LGBTQ+ Staff Network
- Harplands Ward Visits
- Managers Staffing Meeting / Safer Staffing Meeting
- PCDC
- People Directorate Team Meeting
- SLT

Appendix C - Inclusive organisations

The following provides an overview of inclusive organisations which will help inform our approach.