



PEOPLE STRATEGY

SEP 2024



Table of contents

Foreword 3

OUR TRUST

Our strategy—a values-led organisation 4
Our strategic priorities 4

PEOPLE STRATEGY AND PEOPLE PLAN

Overview of the 3-year people strategy 5
Strategic goals and performance measures 2021–24 6
Strategy delivery 7
Retention drivers—action plan 12
Looking after our people 13
Belonging at our inclusive organisation 15
New ways of working and delivering care 17
Growing for the future 19
Trust priorities 2024/25 22
People Plan—delivery governance 25
Conclusion 25

Foreword

Chief People Officer

It is a privilege to work for the Trust as CPO, supporting the organisation to deliver its ambitious People Strategy.



The Trust fosters a high-performance culture that drives excellence and innovation, which has been evident in the energy and enthusiasm all of our people have put into improving staff experience and creating an organisation where people want to work and one they would recommend to friends and family. Our PROUD values are embedded in everything we do, with our people, colleagues and patients at the heart.

Our People and OD teams are lean, hardworking and deliver excellent workforce performance, including low sickness rates, high core training rates and reduced staff turnover. We are proud of our improved staff survey results and the culture we've fostered, which supports health and wellbeing, encourages staff to raise concerns and contributes to changes in how we work.

While we have broadly achieved our aims within the People Strategy, there is still much to do. We must build a more equitable and inclusive organisation, with colleagues from the global majority represented at senior levels and having equitable experiences. Additionally, we must improve staff safety, reduce violence and aggression, and address bullying and harassment.

Our 2024/25 People Plan is designed to address these challenges while also aligning with our clinical and quality strategies. Ultimately, this plan will support us in achieving our strategic priority—to be an employer of choice.

Lindsey Stafford-Scott

OUR TRUST



Our strategy—a values-led organisation

Chelsea and Westminster Hospital and West Middlesex University Hospital came together as one Trust in 2015. Since then, we have worked to establish a vibrant and unified organisational culture to deliver high-quality care to more than one million patients in the communities we serve. Our strategy builds on our culture and values to set out clear objectives for our future.

Our vision is clear—**to deliver world-class care to our local communities.**

We combine globally recognised clinical expertise with locally delivered, friendly hospital care to represent the NHS at its best. Our mission is **to be an innovator in patient safety, experience and care.** Working as a system partner, we will pioneer new ways of working to improve the health and wellbeing of all people in our communities. Since 2015, we have worked towards three major strategic priorities as an organisation, tracking delivery against each.

Our strategic priorities

- **Strategic Priority 1:** Deliver high-quality, patient-centred care
- **Strategic Priority 2:** Be the employer of choice
- **Strategic Priority 3:** Deliver better care at lower cost

PEOPLE STRATEGY AND PEOPLE PLAN

This strategy evaluates progress made from 2021–24 and identifies areas for continued focus. Over the past three years, our efforts have focused on improving staff health and wellbeing, promoting equity, diversity and inclusion (EDI) and supporting innovative ways of working. While we've achieved significant progress, such as reducing voluntary turnover and increasing apprenticeship opportunities, challenges remain, particularly around staff safety, mental health, and bullying and harassment. Our 2024/25 plan aims to address these issues and continue building a supportive, inclusive work environment, positioning the Trust as an employer of choice for all staff.

Overview of the 3-year people strategy



The three-year people strategy was agreed in 2021 following a series of focus groups and key stakeholder meetings that helped define the Trust's priorities. This strategy integrates several key plans, including the NHS People Plan, the NWL People Plan and feedback from the staff survey. The strategy aimed to make the Trust's journey clear and accessible to all staff, and it has undergone regular review and refreshment to stay relevant and engaging.

Strategic goals and performance measures 2021–24

The Trust established several strategic goals for the 2021–24 period, with performance measures to track progress.

Strategic priority: Be the employer of choice

| Key themes | Performance measure | 2020/21 baseline | 2023/24 ambition | 2023/24 position |
|---|---|-------------------------------------|--|---------------------------------|
| Looking after our people: <ul style="list-style-type: none"> ICS goal 1: Care AC priority 4: Accelerating EDI and supporting wellbeing) | H&W staff survey result | 5.9 | 6.1 | 6.1 |
| | Voluntary turnover of staff | 18% | 10% | 12% |
| | Sickness (average days) | 5.8 days | 5 days | 3.7 days |
| | % of staff coming in unwell | 48% | 40% | 55% |
| | Uptake of health and wellbeing offers | <2% | >10% | >10% |
| Belonging in the NHS: <ul style="list-style-type: none"> ICS goal 2: Lead) ICS goal 3: Include AC: Growing for the future AC priority 4: Accelerating EDI and supporting wellbeing | EDI staff survey score | 8.5 | 9.1 | 7.9 |
| | WRES/WDES/gender pay gap improvements | 6 WRES + 100 WDES, 3 grades not met | Positive improvement in all indicators | WRES: 6/10 WDES: 8/12 |
| | Increase in BAME staff in bands 8a and above | Disproportionate (3 grades not met) | All grades meeting set targets | 4/6 grades |
| | Staff survey engagement score | 7.1 | 7.4 | 7.1 |
| New ways of working and delivering care: <ul style="list-style-type: none"> ICS goal 4: Transform AC priority 3: New workforce and education | Number of staff transitioning to qualified posts | <20 | >70 | 74 |
| | Increase in new roles (physician associate and nursing associate) | <1% | >5% | 2% |
| | Flexible working staff survey score | 56% | 65% | 6% |
| | ejob planning implemented | Not implemented | 65% of consultants and SAS doctors by Mar 2022, 100% by Mar 2024 | 50% |
| | Number of staff using eRoster | 82% | 100% | 95% |
| Growing for the future: <ul style="list-style-type: none"> ICS goal 3: Grow AC priority 1: Recruitment and retention AC priority 3: New workforce and education | Utilisation of apprenticeship levy | 39% | 70% | 55% |
| | % of volunteers into employment | 4.50% | 10% | 18% |
| | Increased local employment | Not measured | 10% | 24% |
| | Reduced vacancy rates in core professions | N&M 5.5% M&D 3% AHP 6% | N&M 5–8 % M&D <5% AHP <7% | N&M 11–12% M&D 5% AHP -1% |

Strategy delivery



Context and summary

Development of the People Strategy

The Trust's people strategy was developed with reference to national and regional people plans. It was launched during the pandemic, which presented challenges in delivery but also opportunities, such as an increased focus on employee wellbeing, reflected in a significant financial investment in a supporting three-year health and wellbeing plan. The pandemic also highlighted the need for more agility and flexibility in how we deploy staff to meet changing needs.

Sector changes and trust leadership

Over the three years that the people plan has been in place, there have been significant changes in the sector and locally. The NHS has launched its first long-term workforce plan, and the ICB (Integrated Care Board) has restructured, developing its priorities, including those related to people and our role as anchor institutions. The Trust has been pivotal in leading the delivery of ICS (Integrated Care System) people priority programmes, maintaining an effective workforce management system for the roving vaccination service, securing GLA funding for the NWL Health and Social Care Academy, driving the widening participation agenda with the anchor workstream, and leading on hard-to-fill recruitment across the ICS with significant success.

Collaboration across trusts

The NWL Acute Provider Collaborative has been established, leading to greater collaboration between the people and organisational development teams across all four APC trusts. Agreement has been reached on APC people priority programmes, which have been reported through the APC people and workforce committee. These initiatives have supported trusts in reducing duplication, sharing best practice, and building a professional community of practice for the people profession. Building on this success, the APC people collaborative was selected as a vanguard for NHSE's scaling up of people services programmes. Significant work has been done to review, benchmark, and evaluate our people and OD (Organisational Development) services. A collaborative service improvement programme is now in the final stages of development, informing the work plan for 2024/25.

Achievements in People Strategy delivery

We have seen significant success in delivering the aims of the people strategy. Our staff survey results continue to improve, with the Trust ranked as the second-most recommended employer in the London region. Our people report high levels of engagement, advocate for us as a place to receive treatment, and feel well-supported in learning and development as well as rewards and recognition. We have made substantial progress in equity, diversity, and inclusion (EDI) priorities, reinvigorating staff networks with additional financial support and executive sponsorship. Membership in these networks has grown, and staff-led celebrations have increased throughout the year. We have demonstrated our commitment to race equality by signing the Race Equality Charter, joining the Diversity in Health leadership programme, and rolling out Leading with Cultural Intelligence training for a large cohort of our senior leaders.

Staff engagement initiatives

Our staff remain engaged. We have built on this with our first employee engagement plan, relaunching Team Briefing, our PROUD awards, and celebrating our amazing people through the Great Big Thank You Week. Staff tell us they feel they have a voice and are confident in raising concerns. We have supported this with the introduction of shared decision-making councils, invested in a dedicated FTSU (Freedom to Speak Up) Guardian, and recruited and trained more FTSU champions. We will continue building on this with the introduction of a new staff forum and the rollout of the Patient Safety Incident Response Framework (PSIRF). Colleagues report a better experience of health and wellbeing, reflected in our sickness rate, which is among the lowest in the sector. There is also excellent uptake of our health and wellbeing (H&W) offers and staff benefits. Our salary sacrifice scheme has provided significant savings for staff while contributing to our cost improvement programme, supporting reinvestment in new staff support initiatives. Our innovative backup care offer was nominated for a

national award and is a key part of our employer value proposition, enabling colleagues to maintain continuity of care in the event of breakdowns in dependent care arrangements. We have also trained more health and wellbeing champions and run regular WellFest events, maintaining a focus on the physical and psychological safety of staff. This includes our nationally recognised kindness campaign, particularly focused on reducing staff experiences of violence and aggression.

Recruitment and retention efforts

Ensuring we have the right number of highly skilled and committed staff is essential to improving how staff feel at work and the care we deliver to patients. We have worked tirelessly to recruit for high-vacancy areas, reducing our vacancy rate to below the 10% target Trustwide, making it one of the lowest in the sector. Our time to hire has remained consistently below the model employer goal of nine weeks, and our temporary staffing fill rate consistently meets targets. The Trust has worked hard to reduce off-framework usage and agency staff, achieving our agency usage target for the past year. We have some of the lowest rate breaches for temporary staffing and have seen the successful rollout of the collaborative bank across the APC, providing staff with flexibility and making it easier to fill bank shifts. Retention of staff has been a key focus for the last three years. We have reduced our voluntary turnover rate to just over 12%, with significant reductions in turnover for HCA and nursing colleagues due to initiatives like the accelerated nurse development programme, stay questionnaires, and pastoral support.

Medical workforce support and innovation

We continue to support our medical workforce during a time of significant national industrial unrest, ensuring patient safety and working closely with JLNC (Joint Local Negotiating Committee) colleagues to maintain a safe environment for all. We provide excellent medical education and have pioneered the use of new technologies such as the HoloLens. Our innovative approaches to supporting International Medical Graduates (IMGs) have included developing the NWL IMG hub and spoke model for the induction and onboarding of overseas doctors across the four APC trusts. We have also embraced digital solutions, delivering robotic process automation for core HR processes, leading the procurement of a new learning management system for the APC, and introducing eJob planning for medics while increasing its usage and upgrading our health rostering system.

Learning and development advancements

Our commitment to learning and development continues to grow. We provide learning and development services to the Hillingdon Hospitals NHS Foundation Trust, establishing a shared service in 2021 and conducting a review of efficiency and effectiveness in 2023. We achieved main provider status for apprenticeships, and

despite a slow start with an Ofsted rating of 'requires improvement', we have made significant improvements across three of four areas. We have seen 480 colleagues undertake apprenticeships, ranging from Level 2 healthcare support workers to MBA programmes for senior leaders. Our levy usage has increased from 39% to 56%. We have launched our first co-delivered Level 3 team leader apprenticeship across two trusts, which has the potential to become income-generating in future years. Additionally, we have reintroduced our new managers' induction. Our emerging leaders programme continues to grow, with our next generation of leaders developing a range of improvement initiatives that have been adopted by the Trust. Our new learning management system, launching in 2024, will enhance the L&D service, improve accessibility, and alongside the launch of a career hub, support career development for our people.

Volunteer services and impact

Our volunteer service has gone from strength to strength. In 2023/24, volunteers contributed 33,889 hours—an increase of 3,884 hours (+12%) over 2022/23—with 222 active volunteers last year compared to 215 the previous year. We have worked closely with volunteering partners such as CW+, the Friends, and MediCinema to support the recruitment and deployment of volunteers. Our butterfly volunteer programme has provided dedicated support to many end-of-life patients and their families. In 2023/24, our Open Minds project saw 10 neurodiverse volunteers contribute more than 60 hours each, with five transitioning into full-time employment. Over the past two years, more than 40 volunteers have moved into employment through our volunteer-to-career programmes.

2024/25 priorities

Continued focus areas in the people strategy

While we have broadly achieved our aims within the people strategy, there remain areas requiring continued focus. Our 2024/25 People Plan is designed to address these, while also aligning with our clinical and quality strategies. Ultimately, this plan will support us in achieving our strategic priority—to be an employer of choice.

Workplace safety and wellbeing

Despite improvements across our staff survey and targeted campaigns to increase safety, we know that too many of our staff continue to experience violence and aggression at work, particularly from patients and members of the public. Bullying and harassment between colleagues occur too frequently, and at times, colleagues don't feel confident in reporting these issues. Stress, anxiety, and mental health challenges continue to be primary reasons for sickness absence, placing a greater burden on colleagues providing cover. Some of our staff report coming to work when

unwell, while others are experiencing burnout. Therefore, a primary aim for 2024/25 will be ensuring our colleagues feel safe both psychologically and physically.

Advancing equity, diversity and inclusion (EDI)

We will also further our equity, diversity, and inclusion (EDI) agenda across the Trust and with our partners in the Acute Provider Collaborative and Integrated Care System. Our staff survey, WRES, and WDES data show that colleagues from the global majority and those with disabilities continue to report poorer experiences at work. We are not yet representative of our wider workforce at senior management levels, and despite 75% of our workforce being female, the gender pay gap remains. We commit to working with our staff networks and wider workforce to listen and take action to address these ongoing inequalities. We are supporting underrepresented colleagues to develop their careers by providing opportunities for development and progression, and ensuring we proactively implement reasonable adjustments for those who need them. We will be bold in tackling poor behaviour wherever it occurs, equipping our workforce—particularly through focused and inclusive leadership development—with the skills needed to make effective challenges, while ensuring strong mechanisms are in place for people to raise concerns.

Embracing new ways of working

We recognise that expectations of how and when we deliver services to patients are changing. Elective recovery is a core service priority, and we must consider new ways of working to meet the demands placed on our service delivery. To achieve this, we will continue to develop our approaches to flexible working, encouraging innovative practices and supporting colleagues to work in agile ways to deliver effective seven-day services for our patients, helping us achieve our clinical strategy ambitions. We will build on the success of new and specialist roles, particularly in hard-to-fill specialities. We will embrace new educational opportunities to grow our workforce through apprenticeships, partnering with education providers, and maximising available funding to support career development for our existing workforce. Digital skills and innovation will remain vital, and we will work to develop digital capabilities across the workforce, maximising the benefits of existing and new technologies.

Improving staff retention

We are seeing more staff choosing to stay within the organisation, but our turnover levels remain higher than we would like. We aim to create an environment where the majority of our staff want to stay and thrive, developing their skills and careers. Retention is a key priority, and we are now an exemplar organisation in the NHSE retention programme. Through our deep dive and retention self-assessment, we have identified key focus areas for our 2024/25 People Plan, many of which are linked to the priorities identified above. We believe that with this focus, we can continue to

build on high levels of engagement and morale to retain even more colleagues within the Trust. Where it benefits colleagues to gain experience elsewhere, we will create easy and flexible routes for staff movement, including portable core training and minimal bureaucracy.

Simplifying HR core services

Alongside addressing these larger issues, we recognise that staff also value simple things that make a real difference—smooth recruitment processes, easy access to wellbeing and occupational health support, simple policies and procedures, an easy-to-use learning management system, and being paid promptly and correctly. In 2024/25, we will deliver the HR core services improvement programme, seeking feedback from our service users and making improvements. These will include automation and streamlining, releasing efficiencies for reinvestment into value-added activities.

Retention drivers—action plan

The action plan is designed to embed the People Promise throughout the organisation, aiming to improve our scores in the national staff survey by focusing on the key areas identified within the People Promise.

| Primary driver | Secondary driver | Change ideas/action |
|---|---|--|
| We work flexibly | Promotion of flexible working opportunities to aid retention and recruitment | Pilot self-rostering across the Trust and pilot hybrid working in key departments across the Trust |
| | Understand why staff wish to leave to aid retention | Survey staff wishing to leave/have left in the last six months |
| We are compassionate and inclusive | Develop managers and leaders to lead with compassion and inclusion to aid retention | All managers to complete manager fundamentals training, all managers to be offered leadership training, all managers to have completed wellbeing conversation training |
| We are safe and healthy | Embed safety for all staff to aid retention | Bring together violence and aggression, sexual safety and psychological safety into one workstream and pilot project with band 5 nurses—access to stress management support sessions |
| | Introduce stay conversations to aid retention | Survey staff to understand if and why they would leave us—what can we do better |
| We are recognised and rewarded | Launch and embed our staff engagement plan to aid retention | Make staff feel valued working for the Trust with a range of engagement activities throughout the year |
| | Embed quarterly pulse survey to aid retention | Understanding staff data at quarterly intervals in the year—what can we do better? Quick win projects? |
| | Refresh our total rewards package to aid retention | Ensure staff know and are aware of the benefits offered to them and ensure staff are fully aware of the benefits of being in the NHS pension scheme |

Looking after our people



Our 2021–24 plans

Our 2021–24 plans focused on delivering a three-year health and wellbeing strategy, with an emphasis on yearly evaluation to ensure we achieved the key outcomes. Throughout the pandemic, we maintained a strong focus on our rest and recovery programme to support staff during challenging times. The Trust delivered against key areas identified in the staff survey, such as health and wellbeing, equality, diversity and inclusion, maintaining a safe environment, and addressing bullying, harassment, violence, and aggression. A culture of civility and respect underpinned these themes, which were integral to our leadership development programme, supporting both managers and staff.

We embedded health and wellbeing conversations for all staff and expanded our support for health and wellbeing champions as well as mental health first aiders. Regular pulse and employee experience surveys allowed us to listen to staff and continuously adapt our support in line with their needs.

| Performance measure | Baseline 2021 | Ambition | Specific Measure | 2023/24 |
|---|---------------|----------|--|---------|
| Health and wellbeing staff survey score | 5.9 | 6.1 | Employer takes positive action on health and wellbeing (H&W) with an increase in the percentage of staff who feel their manager takes a positive interest in their health and wellbeing. | 6 |
| Voluntary turnover of staff | 18% | 10% | Reduction in the number of staff leaving per year due to work-life balance, with improved feedback from leaver surveys regarding health and wellbeing and work-life balance. | 12% |

| Performance measure | Baseline 2021 | Ambition | Specific Measure | 2023/24 |
|--|---------------|----------|---|---------|
| Sickness | 5.8 days | 5 days | Reduction in the percentage of staff experiencing illness related to anxiety and depression. Fewer staff report in the staff survey that they have felt unwell in the last 12 months due to work-related stress. There has also been a reduction in staff absent due to musculoskeletal (MSK) related sickness. | 3.8 |
| % of staff coming to work while feeling unwell | 48% | 40% | Reduction in the percentage of staff working additional unpaid hours. | 43% |
| Uptake of H&W offers | <2% | >10% | Improved understanding and usage of H&W offers, with regular feedback and evaluation of what staff value. | TBC |

Our 2024/25 plans

Our plans for 2024/25 focus on further developing our comprehensive health and wellbeing offer, with an emphasis on reducing absences related to mental health and musculoskeletal issues. We will also embed an improved approach to providing reasonable adjustments for staff. A comprehensive multidisciplinary approach will be created to ensure a safe working environment for all staff. This approach will focus on reducing staff experiences of violence, aggression, sexual harassment, and bullying, making sure staff feel safe at work.

We will continue to embed and further develop the routes for staff to raise concerns, with the inclusion of Freedom to Speak Up (FSU) champions across the organisation, increasing awareness and confidence to speak up. Regular pulse, stay, and exit surveys will be used to listen to staff feedback, allowing us to continuously update and improve the support we provide.

Lastly, we will develop our leaders to lead with cultural sensitivity, inclusion, and compassion, from team leaders through to executive directors.

| Performance measure | Baseline 2023 | Ambition | Supporting activities |
|---|--|------------------------------------|--|
| We are safe and healthy (NSS) | 6.1 | >6.1 | <ul style="list-style-type: none"> Further develop the health and wellbeing (H&W) offer |
| Reduction in staff experiencing violence and aggression (NSS) | Public 15.5% Manager 1.4% Colleague 2.7% | Equal or better than acute average | <ul style="list-style-type: none"> Develop a new multidisciplinary team (MDT) approach to ensuring staff feel safe Refresh and relaunch the kindness campaign Deliver effective conflict resolution training |
| Mental health- and musculoskeletal-related absence | Mental health 0.60% MSK 0.55% | Equal or better than acute average | <ul style="list-style-type: none"> Pilot targeted support for staff experiencing stress and anxiety Deliver a new approach to reasonable adjustments |
| Reduction in staff experiencing bullying and harassment (NSS) | Public 32.2% Manager 10.5% Colleague 17.5% | Equal or better than acute average | <ul style="list-style-type: none"> Refresh Trust policies and procedures Deliver active bystander training Develop a new MDT approach to ensuring staff feel safe Refresh and relaunch the kindness campaign |
| Uptake of H&W offers | 5% | TBC | <ul style="list-style-type: none"> Improve understanding of the H&W offers available, monitor the usage of key services, and conduct regular feedback and evaluation of what staff value |

| Performance measure | Baseline 2023 | Ambition | Supporting activities |
|--|---------------|----------|--|
| We each have a voice that counts (NSS) | 6.83 | >6.83 | <ul style="list-style-type: none"> • Relaunch the Freedom to Speak Up (FTSU) service, including the training of champions • Embed the Patient Safety Incident Response Framework (PSIRF) |
| We are compassionate and inclusive (NSS) | 7.35 | >7.35 | <ul style="list-style-type: none"> • Deliver culturally inclusive leadership development • Embed compassionate leadership throughout the Trust |

Belonging at our inclusive organisation



Our 2021–24 plans

We delivered year two of our three-year equality and diversity strategy, which included seven key areas for action. We embedded the board's and senior managers' commitment to improving equity, diversity, and inclusion (EDI) across the organisation. Our work to improve metrics related to the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), and the gender pay gap was ongoing, with progress made towards meeting our model employer targets. Health and wellbeing conversations included key themes of equality, diversity, and inclusion, ensuring these values were integrated throughout the organisation.

We focused on building staff confidence to speak up, while embedding influential staff networks for BAME, LGBTQ+, women, and disability groups. We worked to ensure fairness and a just culture in disciplinary, grievance, and performance management processes, which helped reduce the number of formal procedures. Additionally, we ensured fairness in recruitment processes and progression opportunities for under-represented staff. We addressed the negative experiences of bullying and harassment

reported by BAME and other marginalised groups, while embedding a culture of inclusion and compassion.

Finally, we worked to understand the impact of COVID-19 on specific staff groups and the underlying health inequalities that existed. This helped ensure all staff remained safe and well at work.

| Performance measure | Baseline 2021 | Ambition | Specific measure | 2023/24 |
|--|--|---|--|-----------------------------------|
| EDI staff survey score | 8.5 | 9.1 | <ul style="list-style-type: none"> • Increase the number of staff who believe the Trust provides equal opportunities for career progression and reduce the differential across groups • Reduce the number of staff who experience bullying and harassment • Improve the number of staff who agree they feel safe to speak up | 7.83 |
| WRES/WDES/GPG | 6 WRES and 10 WDES indicators disproportionate | Positive improvements across all indicators | <ul style="list-style-type: none"> • WRES: Improve the likelihood of being shortlisted, reduce the likelihood of entering the formal process to a range of 0.8–1.25, and maintain the likelihood of accessing non-mandatory training or CPD within the same range • WDES: Improve declaration rates, increase the likelihood of being appointed, and reduce the likelihood of entering the formal capability process • Reduce our gender pay gap (GPG) by 1% per year | WRES 6/10 WDES 8/10 GPG 3/6 |
| Model employer targets—proportion of staff in senior leadership roles from underrepresented groups | Not meeting targets for 3 grades 8A and above | All grades meeting set targets | <ul style="list-style-type: none"> • Achieve improved WRES, WDES, and GPG scores specifically • Increase the proportion of BAME staff in senior leadership roles • Increase the proportion of women in senior leadership roles • Ensure diversity among our Freedom to Speak Up (FTSU) champions | Meeting 4 of 6 grades |
| Staff survey engagement score | 7.1 | 7.4 | <ul style="list-style-type: none"> • Eliminate differences in the experience of staff across different groups, with the Trust ranking in the top 20% | 7.3 |

Our 2024/25 plans

We are focused on growing our influential staff networks for BAME, LGBTQ+, women, and disability groups, and will launch a new employee forum. We aim to ensure fairness and embed a just culture within the Trust’s disciplinary, grievance, and performance management processes. Mediation and informal resolution capabilities will be strengthened to reduce the number of formal procedures. Additionally, we will embed inclusive recruitment practices and work to reduce variation in success rates in selection processes for under-represented groups.

We are developing career development programmes specifically for under-represented groups, particularly for staff from the global majority. To address our gender pay gap, we will deepen our understanding of contributing factors and put in place plans to resolve these disparities. Reciprocal mentoring will be launched across the Trust, beginning with under-represented groups. Lastly, we are supporting the

development of our leaders to ensure equality impacts are embedded into all aspects of the Trust’s service provision.

| Performance measure | Baseline 2023 | Ambition | Supporting activities |
|--|----------------------------|---|--|
| EDI staff survey score | 8.5 | 9.1 | <ul style="list-style-type: none"> • Grow our staff networks. • Review policies and procedures to ensure they embed just culture principles. • Embed inclusive recruitment practices. |
| WRES/WDES | WRES 6/10 WDES 8/10 | Positive improvements across all indicators | <ul style="list-style-type: none"> • Review policies and procedures to ensure they embed just culture principles. • Embed inclusive recruitment practices. • Deliver culturally inclusive leadership development. |
| Gender pay gap | Mean 15.5% Median 13.6% | Mean <15.5% Median <13.6% | <ul style="list-style-type: none"> • Conduct a deep dive analysis of contributing factors to the gender pay gap (GPG). • Work with the women’s network to analyse and create plans to address the GPG. |
| Increased BAME representation at bands 7 and above | 34.7% | >40% (ICS 50%) | <ul style="list-style-type: none"> • Implement inclusive recruitment practices, including Diversity, Inclusion, and Culture (DIC) support. • Launch reciprocal mentoring. • Deliver focused career development programmes for under-represented groups. |
| Staff survey engagement score | 7.1 | 7.4 | <ul style="list-style-type: none"> • Grow our staff networks and measure their impact. • Launch the employee forum and embed the employee engagement plan. |

New ways of working and delivering care



Our 2021–24 plans

We facilitated the flexible deployment and redeployment of staff across a single system of four acute trusts. We developed policies and processes that supported a

truly agile workforce by helping our leaders understand how to implement these changes and support service development. We continued to implement new roles within the Trust, including physician associates, nursing associates, advanced clinical practitioners, and perioperative practitioners.

We supported our staff in transitioning to qualified career routes and focused on developing leaders to drive change. We enabled talent management and succession planning throughout the organisation. eJob planning was rolled out for medical and other clinical staff, and we increased the number of staff using eRoster. Additionally, we worked with Quality Improvement and IT to streamline processes wherever possible, without impacting the quality of service.

| Performance measure | Baseline 2021 | Ambition | Specific measure | 2023/24 |
|--|---------------------|--|---|---------|
| Flexible working staff survey score | 56% | 65% | <ul style="list-style-type: none"> • Increase in the number of jobs that are advertised as flexible working • Increase in the uptake of the digital staff passport • Increase in the number of staff working in an agile way | 54% |
| New roles | <1% | >5% | <ul style="list-style-type: none"> • Increase in the numbers of staff recruited to new roles • Increase in the number of staff transitioning to qualified posts • Increase in the use of apprenticeships | 2% |
| Number of staff transitioning to qualified posts | <20 | >70 | <ul style="list-style-type: none"> • Develop career pathways • Utilise apprenticeships to support transition into qualified posts | 74 |
| ejob planning | Purchase new system | 100% of consultants and SAS doctors using the system | <ul style="list-style-type: none"> • Roll out ejob planning for medical and other clinical staff | 45% |
| Use of eRostering | 82% | 100% | <ul style="list-style-type: none"> • Increase in the number of staff using eRoster by training and supporting staff and managers | 85% |

Our 2024/25 plans

We will develop a Trust-wide workforce plan aligned with the NHS long-term workforce plan, maximising the use of new roles and apprenticeships to build a sustainable workforce. Flexible working opportunities will be promoted throughout the advertising and talent acquisition processes, with a focus on new ways of working, such as self-rostering.

Our people costs will be aligned with the Trust's operating plan through right-sizing and the delivery of pay cost improvement opportunities. Quality will be improved through the retendering of the rostering system, working closely with NWL partners. The medical workforce programme will be delivered, building on existing workstreams. This will include embedding ejob planning and introducing a new LED contract based on the 2016 junior doctor contract for eligible medical colleagues.

We will drive digital and technological innovation to increase productivity and realise efficiency savings, including through robotic process automation. Collaboration with the NWL Acute Provider Collaborative (APC) will continue to deliver the people services improvement programme. Finally, the HR core services improvement programme will be implemented to increase customer satisfaction and release efficiencies.

| Performance measure | Baseline 2023 | Ambition | Supporting activities |
|--|---------------|--------------------------|---|
| People promise flexible working Staff Survey score | 6.13 | >6.13 | <ul style="list-style-type: none"> Pilot self-rostering Develop agile and hybrid working approaches Deliver training for staff and managers in flexible working |
| New roles | <1% | >5% | <ul style="list-style-type: none"> Increase in the numbers of staff recruited to new roles Increase in the number of staff transitioning to qualified posts Increase in the use of apprenticeships |
| % of doctors with completed ejob plan | 40% | 95% | <ul style="list-style-type: none"> Roll out ejob planning for medical and other clinical staff Review job planning policies and procedures to support engagement with ejob planning |
| Use of eRostering | 82% | 100% | <ul style="list-style-type: none"> Increase in the number of staff using eRoster by training and supporting staff and managers Tender and procurement of new eRostering system |
| LED contract | 0% | 100% of eligible doctors | <ul style="list-style-type: none"> Deliver LED contract project |

Growing for the future



Our 2021–24 plans

We focused on widening participation and access through work experience, shadowing, and volunteering. We identified posts for apprenticeships and recruited

young people into these roles, ensuring a clear process for volunteers to be considered for permanent positions. Our apprenticeship delivery was extended to main provider status, broadening the apprenticeship offer across the Trust.

We worked with Project Wingman to support the redeployment of displaced airline staff, particularly those with a clinical background who could return to practice. We attracted people to the NHS by strengthening and expanding international recruitment programmes for all staff groups. Additionally, we clarified the retire and return process and improved the information available to staff regarding pension flexibilities.

We ensured that our recruitment and promotion practices reflected the diversity of the community, regional, and national labour markets. Flexible working opportunities were promoted throughout our advertising and talent acquisition processes. Collaboration across the system led to the development of a system-wide volunteering programme.

We also explored further models for a shared workforce, including the digital passport and shared roles across Primary Care Networks (PCNs). As part of our commitment to developing an employer value proposition for the ICS, we worked to enhance our offer as an anchor institution, increasing social value. Lastly, we supported the transition of colleagues from the vaccination programme into long-term careers within the ICS family, for those who wished to do so.

| Performance measure | Baseline 2021 | Ambition | Specific measure | 2023/24 |
|---|---------------------------------|--|---|------------------------------|
| Utilisation of apprenticeship levy | 56% | 70% | <ul style="list-style-type: none"> Broaden access to more apprenticeships to support staff development Support staff on apprenticeships to complete programme | 56% |
| Volunteers into employment | <1% | >5% | <ul style="list-style-type: none"> Develop a clear process for volunteers to be considered for permanent roles | ~18% |
| Increased local employment | Not measured | 10% | <ul style="list-style-type: none"> Work with various agencies such as the Prince's/King's Trust to increase the employment of young people, volunteers and local people to support the future of the organisation Work across the ICS to increase our influence as an anchor organisation | 21% |
| Our international recruitment | International nurse recruitment | 30-40% of all recruitment for registered roles | <ul style="list-style-type: none"> Continue to explore opportunities for our international recruitment across all professional groups | 39% |
| Reduced vacancy rates in core professions | N&M 5.5% M&D 3% AHP 6% | N&M 5-8% M&D <5% AHP <7% | <ul style="list-style-type: none"> Increase the number of cross-organisational initiatives at ICS level Number of returners to the NHS deployed into frontline roles | N&M 5.2% M&D 1% AHP 9% |

Our 2024/25 plans

We will develop a Trust-wide workforce plan aligned with the NHS long-term workforce plan, maximising the use of new roles and apprenticeships to build a sustainable workforce. This will be underpinned by an education strategy that supports career pathways and internal 'grow your own' programmes to aid retention and staff engagement. We will continue to widen participation and access through a comprehensive approach to work experience, shadowing, and volunteering.

Our employer status will be extended, and we will aim to achieve a good Ofsted rating for apprenticeship delivery, progressing to main provider status to broaden the apprenticeship offer. We will also strengthen and expand international recruitment programmes across all staff groups to attract people to the NHS.

Recruitment and promotion practices will be enhanced to reflect the diversity of the community, as well as regional and national labour markets. We will develop an employer value proposition for the Trust, enhancing our role as an anchor institution, which will increase social value and support retention. Finally, a new clinically led volunteering model will be implemented, ensuring high-impact actions and measurable outcomes.

| Performance measure | Baseline 2023 | Ambition | Supporting activities |
|---------------------------------------|---------------|----------|--|
| Utilisation of apprenticeship levy | 56% | 70% | <ul style="list-style-type: none"> Develop Trustwide workforce plan with agreed numbers of clinical apprenticeships Broaden access to more apprenticeships to support staff development Increase levy gifting in support of anchor charter and widening participation |
| % of staff undertaking apprenticeship | 3.3% | 5% | <ul style="list-style-type: none"> As above and increase the range of apprenticeships to widen access |
| Staff engagement score | 7.25 | >7.25 | <ul style="list-style-type: none"> Launch staff forum Embed employee engagement plan Embed pulse surveys and stay/leaver initiatives |
| Reduced vacancy rate | 5.77% | <5.77 | <ul style="list-style-type: none"> Deliver ambitious international recruitment plan Deliver collaborative recruitment initiatives to support domestic recruitment for hard-to-fill roles Develop and promote employer value proposition |
| Reduction in voluntary turnover | 12.07% | 10% | <ul style="list-style-type: none"> Develop and launch employer value proposition Launch staff forum and embed employee engagement plan |
| Volunteering hours | 36,889 hours | >37,000 | <ul style="list-style-type: none"> Run pilot of new clinically led model Recruit to new volunteer roles Develop new impact evaluation measures |

Trust priorities 2024/25

Health, wellbeing and workplace safety



Our aim is to continuously improve the health, wellbeing, and workplace safety of our diverse workforce by reducing staff experiences of bullying, harassment, violence, and aggression. We plan to further develop our health and wellbeing offer, focusing on reducing absences related to mental health and musculoskeletal issues, and embed an improved approach to providing reasonable adjustments. A comprehensive multidisciplinary team (MDT) approach will be created to ensure staff feel safe, with a focus on reducing violence, aggression, sexual harassment, and bullying.

We will also further develop the routes for staff to raise concerns, embedding Freedom to Speak Up (FTSU) champions across the organisation to raise awareness and build confidence in speaking up. Through regular pulse surveys, stay interviews, and exit surveys, we will listen to staff feedback and adjust our support accordingly. In addition, we will develop our leaders to lead with cultural sensitivity, inclusion, and compassion, from team leaders through to executive directors.

Our success will be measured through reductions in violence, aggression, bullying, harassment, and musculoskeletal and mental health-related absences. We will also track improvements in the National Staff Survey (NSS) scores related to voice, compassionate leadership, and the uptake of health and wellbeing offers.

Valuing and including our diverse workforce

Our goal is to create and embed a culture where everyone feels they belong, and where staff are included, recognised, and rewarded for their contributions. We will grow our influential staff networks for BAME, LGBTQ+, women, and disability groups, and launch a new employee forum. To ensure fairness, we will embed a just culture in the Trust's disciplinary, grievance, and performance management processes. Mediation and informal resolution capabilities will be developed to reduce the number of formal procedures.

Inclusive recruitment practices will be embedded to reduce variations in success rates for underrepresented groups, and we will deliver career development programmes specifically for staff from the global majority. Additionally, we will develop our understanding of the factors contributing to the gender pay gap and implement plans to address them. Reciprocal mentoring will be launched across the Trust, starting with underrepresented groups.

Success in this area will be measured by the percentage of BAME staff in Band 7+ roles, improvements in WRES and WDES metrics, progress in closing the gender pay gap, and higher engagement and EDI scores in the NSS.

Attract and retain

We aim to grow and develop our workforce by ensuring accessible, flexible career pathways and ways of working. This will be built on our employer value proposition, making the Trust an employer of choice for both new and existing staff. A Trust-wide workforce plan will maximise the use of new roles and apprenticeships to develop a sustainable workforce, supported by an education strategy that creates career pathways and internal 'grow your own' programmes. We will continue to widen participation and access through work experience, shadowing, and volunteering.

We will extend our employer status by achieving a good Ofsted rating for apprenticeship delivery and further attract people to the NHS by expanding international recruitment programmes across all staff groups. Inclusive recruitment and promotion practices will ensure our workforce reflects the diversity of the community and regional and national labour markets. We will also develop an employer value proposition for the Trust as an anchor institution, enhancing social value and supporting retention. A clinically led volunteering model will be implemented to ensure high-impact actions and measurable outcomes.

Our progress will be measured through utilisation of the apprenticeship levy, improvements in the NSS engagement score, increased BAME representation at Band 7+, and reductions in vacancy and voluntary turnover rates. The number of volunteer hours contributed will also be tracked.

Productive and sustainable workforce



Through effective workforce planning, we aim to create a productive and sustainable workforce model that can respond to the needs of our people, patients, and services. We will maximise the use of new roles and apprenticeships to build a sustainable workforce and promote flexible working opportunities, such as self-rostering. Our people costs will be aligned with the Trust's operating plan through right-sizing and the delivery of pay cost improvement opportunities.

Quality will be improved by retendering the rostering system in collaboration with NWL partners. We will deliver the medical workforce programme, embedding ejob planning and introducing a new LED contract based on the 2016 junior doctor contract for eligible medical colleagues. Additionally, we will drive digital and technological innovation to increase productivity and realise efficiency savings, including the implementation of robotic process automation.

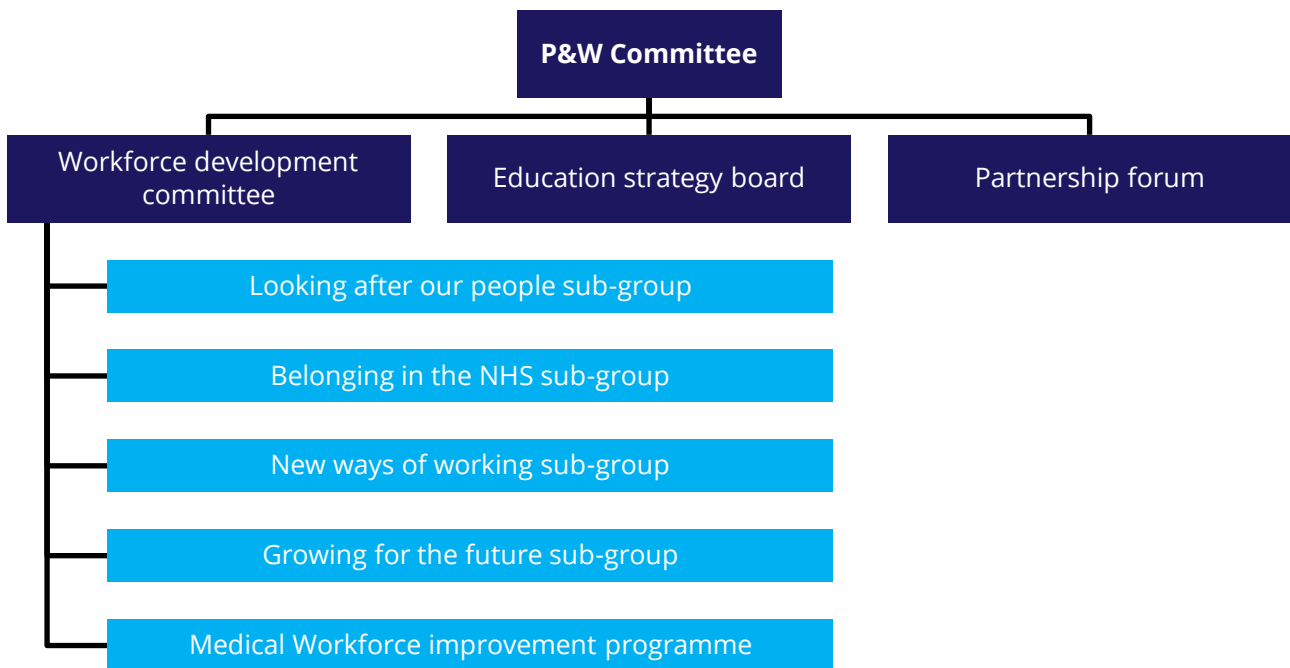
We will work with the NWL Acute Provider Collaborative (APC) to deliver the people services improvement programme, and the HR Core Services Improvement Programme will be delivered to increase customer satisfaction and release efficiencies.

Our success will be measured by improvements in flexible working as part of the People Promise, staff survey scores, the number of new roles, the percentage of doctors with completed ejob plans, increased use of eRostering, and the implementation of the LED contract.

People Plan—delivery governance

The Workforce Delivery Committee (WDC) will oversee people and organisational development (OD) performance and delivery against the people strategy. Subgroups will be responsible for agreeing on priority activities that support the delivery of the people strategy's aims and key performance indicators (KPIs), with bi-monthly reporting to the WDC.

Additional programmes and staff groups will also support this activity, including divisional improvement plans (through P&I meetings), the Major Service Improvement Programme (MSIP), staff networks, and the violence and aggression group.



Conclusion

The Trust's People Strategy has provided a clear roadmap for the past three years, focusing on improving staff health and wellbeing, promoting equity, diversity and inclusion, and driving innovative approaches to workforce management. Notable achievements include a reduction in voluntary turnover, increased uptake of apprenticeships, and enhancements in recruitment and retention initiatives. However, challenges remain, particularly regarding staff safety, mental health and the experience of bullying and harassment.

The 2024/25 People Plan builds on the successes of the previous strategy, with a renewed commitment to fostering an inclusive, supportive work environment that prioritises staff wellbeing and safety. Key areas of focus include further developing health and wellbeing support, advancing equity and inclusion, improving flexible

working options and addressing workforce challenges in a sustainable manner. Through these initiatives, the Trust is positioned to continue its journey towards becoming an employer of choice, ensuring that all staff feel valued, supported and empowered to thrive in their careers.

This forward-looking plan reaffirms the Trust's commitment to adapting to the evolving needs of staff and patients alike, ensuring that our workforce is well-equipped to meet the challenges of the future while maintaining the high standards of care and service that define our organisation.