<table>
<thead>
<tr>
<th>Reporting to:</th>
<th>Trust Board, 30 January 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>People Strategy</td>
</tr>
<tr>
<td>Sponsoring Director</td>
<td>Victoira Maher, Workforce Director</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Victoria Maher, Workforce Director</td>
</tr>
<tr>
<td></td>
<td>Workfroce team</td>
</tr>
<tr>
<td>Previously considered by</td>
<td>Chief Operating Officer’s Team meeting, September 2013</td>
</tr>
<tr>
<td></td>
<td>Hospital Executive Committee, November 2013</td>
</tr>
<tr>
<td></td>
<td>Workforce Committee, 21 January 2014</td>
</tr>
<tr>
<td></td>
<td>Executive Directors, 22 January 2014</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>This paper provides a summary of the proposed People Strategy for the organisation. This summary will be used to engage both existing and future employees. A full version of the strategy can be found in the information pack. A period of consultation has been undertaken to ensure that the strategy supports the organisation to achieve.</td>
</tr>
</tbody>
</table>

Our Strategy

As an organisation we recognise the contribution of our people and the significant difference that all their roles make to our patients. We are also clear that we need to improve the employment experience that our staff have. Our People Strategy sets out a vision to make our organisation a great place to work and within our strategy we have made clear aims and objectives to make this happen. This document sets out the Trust Boards commitment to our people in making our organisation a great place to work

Strategic Aims

- An engaged, enabled and empowered workforce who are well led and supported to realise their potential ensuring an excellent experience of our patients.
- Develop great leaders who put patients first and drive our organisation to achieve.
- Plan and develop a flexible workforce to meet the changing needs of our communities and the services we deliver.
- Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.

An annual implementation plan will be produced, this will be monitored by the Workfroce Committee who will provide assurance to the Board.
<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Operational Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ Quality and Safety</td>
<td>Reduce absence below 4%</td>
</tr>
<tr>
<td>☒ Healthcare Standards</td>
<td>Embed Employment Basics – contract, pay and policy</td>
</tr>
<tr>
<td>☒ People and Innovation</td>
<td>Increase Workforce flexibility through new roles and working practices</td>
</tr>
<tr>
<td>☒ Community and Partnership</td>
<td>Build leadership and management capacity</td>
</tr>
<tr>
<td>☒ Financial Strength</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Board Assurance Framework (BAF) Risks</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ If we do not deliver <strong>safe care</strong> then patients may suffer avoidable harm and</td>
<td>If we do not deliver <strong>safe care</strong> then patients may suffer avoidable harm and</td>
</tr>
<tr>
<td>poor clinical outcomes and experience</td>
<td>poor clinical outcomes and experience</td>
</tr>
<tr>
<td>☐ If we do not implement our <strong>falls</strong> prevention strategy then patients may suffer</td>
<td>☐ If we do not implement our <strong>falls</strong> prevention strategy then patients may suffer</td>
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<tr>
<td>serious injury</td>
<td>serious injury</td>
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<tr>
<td>☒ If we do not achieve safe and efficient <strong>patient flow</strong> and improve our processes</td>
<td>☒ If we do not achieve safe and efficient <strong>patient flow</strong> and improve our processes</td>
</tr>
<tr>
<td>and capacity and demand planning then we will fail the national quality and</td>
<td>and demand planning then we will fail the national quality and</td>
</tr>
<tr>
<td>performance standards</td>
<td>performance standards</td>
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<tr>
<td>☐ If we do not have a clear <strong>clinical service vision</strong> then we may not deliver the</td>
<td>☐ If we do not have a clear <strong>clinical service vision</strong> then we may not deliver the</td>
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<tr>
<td>best services to patients</td>
<td>best services to patients</td>
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<tr>
<td>☒ If we do not get good levels of <strong>staff engagement</strong> to get a culture of continuous</td>
<td>☒ If we do not get good levels of <strong>staff engagement</strong> to get a culture of continuous</td>
</tr>
<tr>
<td>improvement then staff morale and patient outcomes may not improve</td>
<td>improvement then staff morale and patient outcomes may not improve</td>
</tr>
<tr>
<td>☒ If we are unable to resolve our (historic) shortfall in <strong>liquidity</strong> and the</td>
<td>☒ If we are unable to resolve our (historic) shortfall in <strong>liquidity</strong> and the</td>
</tr>
<tr>
<td>structural imbalance in the Trust’s <strong>Income &amp; Expenditure</strong> position then we will</td>
<td>structural imbalance in the Trust’s <strong>Income &amp; Expenditure</strong> position then we will</td>
</tr>
<tr>
<td>not be able to fulfill our financial duties and address the modernisation of our</td>
<td>not be able to fulfill our financial duties and address the modernisation of our</td>
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<td>ageing estate and equipment</td>
<td>ageing estate and equipment</td>
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<tr>
<th>Care Quality Commission (CQC) Domains</th>
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<tbody>
<tr>
<td>☒ Safe</td>
<td>☒ Safe</td>
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<tr>
<td>☒ Effective</td>
<td>☒ Effective</td>
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<tr>
<td>☒ Caring</td>
<td>☒ Caring</td>
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<tr>
<td>☒ Responsive</td>
<td>☒ Responsive</td>
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<tr>
<td>☒ Well led</td>
<td>☒ Well led</td>
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<tr>
<th>☐ Receive ☐ Review ☒ Note ☒ Approve</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td></td>
<td>The Board is asked to approve the People Strategy.</td>
</tr>
</tbody>
</table>
OUR PEOPLE STRATEGY:
Making our organisation a great place to work

Plan and develop a talented and flexible workforce to meet the changing needs of our communities and services.

- Strategic workforce plan that delivers a future model of care
- Transformation model to deliver new roles and ways of working
- Ensure a adaptive workforce to meet our changing needs.
- Supporting our local communities through opportunities to begin NHS careers
- Knowledge services that support diverse learning by being evidence based.

Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.

- Recognised as an employer of choice
- Effective recruitment, appraisal and development processes
- A diverse workforce that represent the communities we serve
As an organisation we recognise the contribution of our people and the significant difference that all their roles make to our patients.

We are also clear that we need to improve the employment experience that our staff have.

Our People Strategy sets out a vision to **make our organisation a great place to work** and within our strategy we have made clear aims and objectives to make this happen.

This document sets out the Trust Boards commitment to our people in making our organisation a great place to work.

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**Strategic Aims**

Plan and develop a flexible workforce to meet the changing needs of our communities and the services we deliver.

Develop great leaders who put patients first and drive our organisation to achieve.

Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.

---

- An engaged, enabled and empowered workforce who are well led and supported to realise their potential ensuring an excellent experience of our patients.
- A values driven organisation
- Supporting the Health and Wellbeing of our people
- Supportive and effective people management practice
- Effective Staff Engagement
- Recognising good performance and addressing poor performance
- Well-designed Roles with clear responsibilities
- Effective communication with and between our staff
- Recognising contribution and celebrating excellence

- Informative and timely workforce information
- Working in partnership with professional bodies and trade unions
- Clear responsibility and accountability
- Values based leadership
- Development of leadership qualities at all levels
- Effective recruitment and selection for leadership and management roles based on values
- Identifying, supporting and developing talent
People Strategy
2014-2019

Making our organisation a great place to work
Contents

Executive Summary 3
Our Context 4
Developing our People Strategy 4
Ensuring our People Strategy enables our organisation 5
Achieving our aims and living our values 9
Making it happen – implementing our strategy 18
Measures of Success 18
SECTION 1 – EXECUTIVE SUMMARY: MAKING OUR ORGANISATION A GREAT PLACE TO WORK

As an organisation we recognise the contribution of our people and the significant difference that all their roles make to our patients. We are also clear that we need to improve the employment experience that our staff have. Our People Strategy sets out a vision to make our organisation a great place to work and within our strategy we have made clear aims and objectives to make this happen. This document sets out the Trust Boards commitment to our people in making our organisation a great place to work. This strategy has been written in line with the organisation’s business plan and will be a dynamic document to support the organisation’s future need and Clinical Services Strategy.

Strategic Aims

- An engaged, enabled and empowered workforce who are well led and supported to realise their potential ensuring an excellent experience of our patients.
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- Recognised as an employer of choice
- Effective recruitment, appraisal and development processes
- A diverse workforce that represent the communities we serve

SECTION 2 – OUR CONTEXT

We must ensure that we are clinically and financially stable as an organisation, our people are key to us achieving this.

The challenges facing the Trust now and over the next 5 years are significant; the outcome from the Clinical Services Review (CSR) will define our future. We are developing an Integrated Business Plan which plans for the next five years in addition our planning considers the next two years, with this in mind it will be important that we are able to adapt our People Strategy to ensure support, as such this is a dynamic document.

In particular, we must respond to changing demographics, changing political and social environments, the recent NHS reviews (Francis, Keogh, Cavendish, Berwick and Clwyd), cultural challenges, changing technologies and a significantly different financial environment.

Whilst the challenges are clear there is also a wealth of opportunity to ensure great care for our patients and making SaTH a great place to work.

Our People Strategy needs to support our organisation in two ways, to deliver in the world that we live in now and our future world; the commitment of this strategy is that in both contexts we will do this in the right way.

How the Strategy Was Developed

A key element of this People Strategy is that it has been developed in consultation and partnership with a range of stakeholders. It is designed to sit alongside other organisational strategies and plans that, taken together, deliver the Trust’s strategic objectives. In particular, service partners and stakeholders have been consulted to ensure that our objectives are relevant, aspirational, supportive of organisational transformation, achievable and affordable.
The People Strategy has been:

- Derived from the Draft Integrated Business Plan it has taken into account Trust strategies, staff surveys and other qualitative performance information.
- Tested against the findings of key reports such as Francis, Keogh and Cavendish to ensure that we are focusing on the right things in a way that is fully aligned and robust.
- The subject of consultation with Trust Leadership Team, Executive Directors, Board Members, Trade union colleagues.
- Developed by Workforce Directorate team in consultation with Care Groups/Centres.
- This strategy will be made available to every member of staff and published in a shortened summary format.

SECTION 3 - LINKS TO STRATEGIC OBJECTIVES

This People Strategy is designed to support the delivery of the Trust’s strategic objectives. In particular, it is informed by, and provides foundations for,

- The Draft Integrated Business Plan
- The Trust Annual Plan

The People Strategy complements the Trust’s approach to Organisational Development which is described in a separate document.

Table 1 illustrates the strategic alignment between the organisational priorities and our Strategic aims within this strategy.
### Diagram 1: Strategic alignment between organisational priorities and people aims

<table>
<thead>
<tr>
<th>Quality and Safety</th>
<th>Healthcare Standards</th>
<th>People and Innovation</th>
<th>Community and Partnership</th>
<th>Financial Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing the best clinical outcomes, patient safety and patient experience</td>
<td>Delivering consistently high performance healthcare standards</td>
<td>Striving for excellence through people and innovation</td>
<td>Improving the health and wellbeing of our community through partnership</td>
<td>Building a sustainable future</td>
</tr>
</tbody>
</table>

- An engaged, enabled and empowered workforce who are well led and supported to realise their potential to ensure an excellent experience of our patients.

- Develop great leaders who put patients first and drive our organisation to achieve.

- Plan and develop a flexible workforce to meet the changing needs of our communities.

- Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.
SECTION 4 - KEY AREAS OF PEOPLE STRATEGY

Leading and managing people is multi-stranded organisational discipline, the responsibility for which is shared across the Trust by staff, managers and leaders at all levels.

The Workforce Directorate brings together a range of professional, expert, and administrative support functions which support Care Groups/Centres and Departments in the professional leadership and management of their staff.

If one part of this framework fails, there is an impact on the others which compromises the organisation’s ability to fully meet the requirements and expectations of our patients and commissioners. The key interdependent workforce themes, feature throughout this People Strategy and are identified below:

Diagram 2: Elements of People Strategy
4.1 – LIVING OUR VALUES

An important element of this strategy is to embed our values into everything that we do, including our employment life cycle.

Embedding our values throughout the employment life cycle will support our objective to be a values driven organisation which supports us to achieve high levels of staff engagement. Evidence demonstrates that improved employment experience enables an improved patient experience.

Diagram 3: Embedding our values
## 5 – ACHIEVING OUR AIMS AND LIVING OUR VALUES

<table>
<thead>
<tr>
<th>Strategic Aim</th>
<th>Measure of success</th>
<th>Process improvement</th>
<th>Behavioural change</th>
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</table>
| An engaged, enabled and empowered workforce who are well led and supported to realise their potential ensuring an excellent experience of our patients. | **A values driven organisation**  
  I. An understanding from all staff on what our values are and why they matter.  
  II. Agreed behaviours against our values.  
  III. ‘Renewing our vows’ existing staff to sign up to living our values.  
  V. Implementing our values throughout the employment life cycle. | • Values and behaviours clearly communicated.  
  • Values based recruitment processes for all staff.  
  • New appraisal system recognising what (objective) and how (behaviour).  
  • Values commitment statement produced.  
  • Development opportunities to support staff to live our values.  
  • Performance management that tackles poor behaviour and celebrates positive behaviour. | • Our values – our way, supporting understanding of the values.  
  • Creating a sense of pride.  
  • Leaders and managers who role model our values, from Board to floor.  
  • Improving the employment experience.  
  • An intangible vibe – staff engagement. |
| Supporting the Health and Wellbeing of our people  
 I. Staff are supported to improve their health and wellbeing  
 II. Attendance is proactively managed to enable staff to fulfil their roles  
 II. Stress is proactively managed and minimised.  
 V. All staff have a safe working environment. | | • Health and Wellbeing opportunities are provided.  
  • Enhanced Occupational Health services  
  • Supportive and effective Attendance policy.  
  • People Management development programme to support line managers – Health and Wellbeing & Health and Safety.  
  • Evidence the link between staff health and wellbeing and patient experience. | • Proactive line management  
  • Recognising employees contribution - ‘thank you’  
  • Understanding what matters to staff  
  • Supporting personal responsibility for health and wellbeing.  
  • Engaged staff |
<table>
<thead>
<tr>
<th>Strategic Aim</th>
<th>Measure of success</th>
<th>Process improvement</th>
<th>Behavioural change</th>
</tr>
</thead>
</table>
| **Supportive and Effective People Management**   | I. Skilled leaders and managers who live our values and demonstrate positive behaviours.  
   II. Clear and concise HR Policies.  
   III. A valued Management Development Programme.  
   V. Identification of future people managers, with early development and support. | • Revision of HR policies that provide support and effectiveness.  
   • People Management Development Programme.  
   • Talent identification and development. | • Clear behavioural standards that support our values to become real.  
   • Performance is valued, measured and managed.  
   • Proactive line management |
| **Effective Staff Engagement**                    | I. High levels of staff engagement throughout the organisation - Intangible vibe.  
   II. Clear correlation between staff engagement and staff experience.  
   III. Leaders valuing engagement with their teams. | • Staff Engagement through transformation programme – values based organisation, Leadership Development, Customer care and continuous improvement.  
   • People Management Development programme. | • Being a values driven organisation.  
   • Staff engagement is throughout the organisation. |
| **Recognising good performance and addressing poor performance** | I. Staff receive and utilise regular and constructive feedback to improve their performance.  
   II. Performance is managed, good performance is celebrated and poor performance is addressed.  
   III. Managers and staff are clear on their roles and responsibilities.  
   V. Performance is part of our organisational conversation. | • Performance Management Strategy and Framework.  
   • Revised Performance Management policy.  
   • Revised Appraisal process – what (objective) and how (behaviour).  
   • People Management Development programme. | • Clear behavioural standards that support our values to become real.  
   • Performance is valued, measured and managed |
<table>
<thead>
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</table>
| **Well-designed Roles with clear responsibilities**  
I. Roles and the structures are effective and resilient; supporting staff to share the responsibilities and enable positive teamwork.  
II. Streamlined Job Descriptions that provide a suite of roles.  
II. All staff have an appropriate degree of control over how they fulfil their role.  
V. Each employee is clear on their role and expectations; this is supported through good management conversations and support. | - Centralised Recruitment requires consistency in Job Descriptions to enable lean process design.  
- Bank of Job Descriptions developed.  
- Streamlined Job evaluation process.  
- People Management Development programme. | - Staff understand each others roles and how they fit together.  
- Living our values.  
- Staff doing what needs to be done in the interest of our patients. |
| **Effective Communication with and between our staff**  
I. Effective communication at all levels of the organisation.  
II. All staff report good communication.  
II. Communication supports staff engagement. | - Communication pathways that flex and operate in different ways across all levels of the organisation.  
- Programmes that enable staff to share knowledge and work together. | - Communication is everyone’s business  
- At all levels leaders recognise the importance of good communication and are committed to openness, transparency and enthusiasm. |
<table>
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<th>Behavioural change</th>
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<tbody>
<tr>
<td><strong>Recognising contribution and celebrating success</strong></td>
<td>I. Recognition is an every day occurrence</td>
<td>• Calendar of recognition events.</td>
<td>• Leaders understand their staff and know what makes them feel appreciated.</td>
</tr>
<tr>
<td></td>
<td>II. Thank you – becomes part of our language</td>
<td>• All recognition is aligned to values.</td>
<td>• Leaders ensure staff feel valued.</td>
</tr>
<tr>
<td></td>
<td>II. Contribution and Performance is recognised, celebrated and rewarded.</td>
<td>• People Management Development.</td>
<td>• Values are lived and staff who live the values are celebrated.</td>
</tr>
<tr>
<td><strong>Informative and timely Workforce Information</strong></td>
<td>I. Visual workforce information that supports informed decision making.</td>
<td>• Visual Workforce Information produced in a timely manner.</td>
<td>• Managers and leader taking personal responsibility for workforce performance.</td>
</tr>
<tr>
<td></td>
<td>II. Workforce information that provides workforce assurance.</td>
<td>• Improved Workface reports that flow from board to care group.</td>
<td></td>
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<tr>
<td></td>
<td>II. Leaders and managers valuing workforce information and taking personal responsibility for action.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Working in partnership with professional bodies and trade unions</strong></td>
<td>I. A partnership approach.</td>
<td>• Partnership Agreement with clear roles, responsibilities and behaviours.</td>
<td>• Relationships based on trust.</td>
</tr>
<tr>
<td></td>
<td>II. Positive conversations that support both the organisation and staff.</td>
<td>• Refreshed approach to managing change and how it affects staff.</td>
<td>• Open and honest communication.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Staff side representatives and managers working together.</td>
<td>• Constructive feedback and challenge.</td>
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<td>• Colour of Change programme.</td>
<td>• Engagement of staff in key employment issues.</td>
</tr>
<tr>
<td>Strategic Aim</td>
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<td>Process improvement</td>
<td>Behavioural change</td>
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<tr>
<td>Develop great leaders who put patients first and drive our organisation to</td>
<td>Clear responsibility and accountability</td>
<td>• Clear job descriptions for all leaders</td>
<td>• Personal responsibility in all leaders.</td>
</tr>
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</table>
| achieve.                                                                    | I. Leaders are clear about their roles and ensure they take responsibility to support delivery & their teams.  
|                                                                              | II. Leaders and their teams are clear on their accountability.                                                                                                                                                                                                                                                                                                                                                                                                                        | • SaTH Leadership Development Programme to support leaders in their current and future roles.  
|                                                                              | • Leadership behaviours – do’s and don’ts.                                                                                                                                                                                                                                                                                                                                                                                                                                           | • Leadership behaviours – do’s and don’ts.                                                                                                                                                                                                                                                                                                                      | • All leaders are clear on what is expected of them.  
|                                                                              | • Consistent Leadership behaviours.                                                                                                                                                                                                                                                                                                                                                                                                                                                   | • Consistent Leadership behaviours.                                                                                                                                                                                                                                                                                                                      | • Consistent Leadership behaviours.                                                                                                                                                                                                                                                                                                                      |
| Values based leadership                                                      | I. Our leaders will be ambassadors for our values.  
|                                                                              | II. Every leader in the organisation will live our values.  
|                                                                              | II. Great behaviours from our leaders.                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Leadership Development Programme based on values.  
|                                                                              | • Values based leadership module developed.  
|                                                                              | • Values based appraisal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | • All leaders to live our values.  
|                                                                              | • Values based leadership decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                   | • Values based leadership decisions.                                                                                                                                                                                                                                                                                                                      | • Values based leadership decisions.                                                                                                                                                                                                                                                                                                                      |
| Development of leadership qualities at all levels, including energy, passion  | I. All leaders will be clear on our leadership do and don’ts in terms of behaviour.  
| and integrity.                                                              | I. Leaders and potential leaders throughout the organisation will be supported to develop their leadership qualities.                                                                                                                                                                                                                                                                                                                                                  | • Leadership do’s and don’ts developed  
|                                                                              | • Succession plans identify future leaders  
|                                                                              | • SaTH Leadership Development Programme                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Leadership is recognised at all levels of the organisation.  
|                                                                              | • Staff are encouraged and supported to raise concerns.                                                                                                                                                                                                                                                                                                                                                                                                                           | • Leadership is recognised at all levels of the organisation.  
<p>|                                                                              | • Staff are encouraged and supported to raise concerns.                                                                                                                                                                                                                                                                                                                                                                                                                           | • Staff are encouraged and supported to raise concerns.                                                                                                                                                                                                                                                                                                                      | • Staff are encouraged and supported to raise concerns.                                                                                                                                                                                                                                                                                                                      |</p>
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| Effective recruitment and selection for leadership and management roles based on values and ability | | • Appraisal will provide feedback on leadership qualities.  
• Values based recruitment process for all roles.  
• Leadership ability assessment  
• Competent assessors. | • Values fully embedded in our recruitment process.  
• Leadership roles are seen as desirable, with staff having an ambition to move to leadership roles. |
| I. All leaders will be assessed on ability and values at selection and recruitment.  
I. Employment decisions will be bold – if you do not meet our values we do not want you in our organisation. | | | |
| Identifying, supporting and developing talent | | • Talent management system linked to appraisal process.  
• Succession plans in place.  
• Organisational talent maps produced.  
• People Management and development support talent identification and support. | • Leadership roles are seen as desirable, with staff having an ambition to move to leadership roles.  
• Values based leadership decisions. |
| • Talent is identified, recognised and supported.  
• Talent is attracted to SaTH.  
• Talent mapping supports succession planning.  
• New roles support career development and progression. | | | |
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<td>Plan and develop a talented and flexible workforce to meet the changing needs of our communities and services.</td>
<td>Strategic workforce plan that delivers a future model of care</td>
<td>- Effective systems to forecast future workforce need.</td>
<td>Planning for our future.</td>
</tr>
<tr>
<td></td>
<td>I. A dynamic plan that has brave decisions to support transformation but can flex to meet changing needs.</td>
<td>- 5 year workforce plan.</td>
<td>Vision from all leaders.</td>
</tr>
<tr>
<td></td>
<td>II. Leaders and managers have a clear vision of what the future workforce needs to be able to ensure the organisation can deliver great care.</td>
<td>- Workforce planning process from bottom up which is clinically led.</td>
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<td></td>
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<td>- Planning includes scenario planning and financial modelling.</td>
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<tr>
<td>Transformation model to deliver new roles and ways of working</td>
<td>Transformation plan that provides a blend of recruitment and ‘growing our own’.</td>
<td>- Workforce planning process concludes with clear transformation plan.</td>
<td>Vision from all leaders on future service and workforce needs.</td>
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<tr>
<td></td>
<td>I. Transformation plan supports clinical and financial sustainability.</td>
<td>- Workforce and Transformation plans are clinically led.</td>
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<td></td>
<td>II. A considered plan that balances transformation and affordability.</td>
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<td>V. OD interventions to support transformation.</td>
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<tr>
<td>Supporting our local communities through opportunities to begin NHS careers</td>
<td>SaTH is recognised as an employer of choice.</td>
<td>- Processes to support the needs of the organisation and to provide opportunity.</td>
<td>Leaders and managers to consider different ways of working and roles when recruiting.</td>
</tr>
<tr>
<td></td>
<td>I. Opportunities for local people.</td>
<td>- Recruitment considers best employment model.</td>
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<td>II. Clear process from work experience to roles within the organisation.</td>
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<tr>
<td>Strategic Aim</td>
<td>Measure of success</td>
<td>Process improvement</td>
<td>Behavioural change</td>
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<td>Knowledge services that support diverse learning by being evidenced based.</td>
<td>• Knowledge services strategy that embraces technology.</td>
<td>• Learning through different methods.</td>
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<td></td>
<td>• Knowledge services supporting all staff to learn and develop.</td>
<td></td>
<td>• Self directed learning.</td>
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<td></td>
<td>• Full utilisation of technology.</td>
<td></td>
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<td></td>
<td>• Services are valued by staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Aim</td>
<td>Measure of success</td>
<td>Process improvement</td>
<td>Behavioural change</td>
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<tr>
<td>Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.</td>
<td>To be an employer of choice I. SaTH is recognised locally and regionally as a great employer. II. Staff are proud to work at SaTH II. Strong links with local education providers.</td>
<td>• SaTH brand as a great employer. • Effective recruitment processes provide confidence to applicants.</td>
<td>• Living our values. • Staff feeling proud to work at SaTH.</td>
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<tr>
<td>Effective recruitment, appraisal and development processes</td>
<td>I. All employment processes are based on our values. II. Recruitment is viewed as an enabler to quality and operational performance.</td>
<td>• Effective recruitment processes through centralised recruitment. • New Appraisal process. • Development opportunities for all staff. • Demonstrating the link between good people management and patient experience. • Opportunities for learning and development across the organisation.</td>
<td>• Living our values. • Performance reviews focused on behaviours. • Staff reporting that appraisals are effective. • Staff have clear career paths and feel supported to achieve them.</td>
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<tr>
<td>A diverse workforce that represent the communities we serve</td>
<td>I. Workforce diversity profiles represent local profiles. II. SaTH is recognised employer of choice to all.</td>
<td>• Workforce Information highlighting workforce diversity and local profiles. • Appropriate and flexible HR policies that support employment.</td>
<td>• Living our values</td>
</tr>
</tbody>
</table>
SECTION 6 – MAKING IT HAPPEN – IMPLEMENTING OUR STRATEGY

Our People Strategy sets out a clear ambition for the future and has been designed to support the organisation to achieve it is therefore crucial that our strategy happens and becomes real.

Each year the Workforce team in consultation with Care Groups, Corporate teams, the Executive team and key stakeholders (e.g. education providers) will design an annual implementation plan. The plan will ensure flexibility to the organisations changing needs and realisation of the strategic people aims. This plan will be presented to the Workforce Committee who will be responsible to provide assurance of progress to the Trust Board.

Progress against our strategic aims will be provided each quarter to the Workforce Committee. measures of success, will be included; Workforce Information, Staff Survey, Integrated Performance Report, CQC Inspections, Education Assurance reports and progress towards Foundation Trust status.

SECTION 7 – MEASURES OF SUCCESS

It is important that we can demonstrate the benefits and impact of this strategy, the People Strategy is an enabling strategy however it is designed to improve the employment experience in our organisation as such the following measures will be reviewed.

- Achievement of Annual Implementation Plan
- Workforce Performance
  - Absence
  - Appraisal
  - Statutory and Mandatory Training coverage
  - Turnover,
  - Bank and Agency Utilisation
  - Staffing Levels
  - Recruitment lead times
  - Ability to fill vacancies
- Staff Satisfaction – Annual Staff Survey & Quarterly Friends and Family test
- Organisational Performance – Operations, Quality & Safety and Finance
- High levels of staff engagement – an intangible vibe.

Measures of success are described through out the strategy and each year outcomes will be agreed, which will be shared with the Workforce Committee who will provide assurance to the Board.