

Recommendation <input checked="" type="checkbox"/> DECISION <input type="checkbox"/> NOTE	Recommendation Trust Board are asked to approve the refreshed People Strategy
Reporting to:	Trust Board
Date	29 th June 2017
Paper Title	Refreshed People Strategy
Brief Description	<p>Last year, we re-launched our Organisational Strategy which will take us forward into the future. It outlines our ambition for change and to be the safest and kindest organisation in the NHS. In light of this, we have refreshed our People Strategy (available in Information Pack) which we see as a key enabler to taking us forward on this journey.</p> <p>We continue to 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.</p>
Sponsoring Director	Victoria Maher, Workforce Director
Author(s)	Alex Brett, Deputy Workforce Director
Recommended / escalated by	Workforce Committee
Previously considered by	TNCC
Link to strategic objectives	<p>PATIENT AND FAMILY - Deliver a transformed system of care (VMI) and partnership working that consistently delivers operational performance objectives</p> <p>SAFEST AND KINDEST - Develop innovative approaches which deliver the safest and highest quality care in the NHS causing zero harm</p> <p>SAFEST AND KINDEST - Deliver the kindest care in the NHS with an embedded patient partnership approach</p> <p>INNOVATIVE AND INSPIRATIONAL LEADERSHIP - Through innovative and inspirational leadership achieve financial surplus and a sustainable clinical services strategy focussing on population needs</p> <p>VALUES INTO PRACTICE - Value our workforce to achieve cultural change by putting our values into practice to make our organisation a great place to work with an appropriately skilled fully staffed workforce</p>
Link to Board Assurance Framework	<p>If we are unable to implement our clinical service vision in a timely way then we will not deliver the best services to patients (RR 668)</p> <p>If we do not develop real engagement with our staff and our community we will fail to support an improvement in health outcomes and deliver our service vision</p>

	<p>(RR 1186)</p> <p>If we do not get good levels of staff engagement to get a culture of continuous improvement then staff morale & patient outcomes may not improve (RR 423)</p> <p>Risk to sustainability of clinical services due to shortages of key clinical staff (RR 859)</p>
Equality Impact Assessment	<ul style="list-style-type: none">● Stage 1 only (no negative impacts identified)● Stage 2 recommended (negative impacts identified)<ul style="list-style-type: none">● negative impacts have been mitigated● negative impacts balanced against overall positive impacts
Freedom of Information Act (2000) status	<ul style="list-style-type: none">● This document is for full publication● This document includes FOIA exempt information● This whole document is exempt under the FOIA

People Strategy

2016-2021

Making our organisation a great place to work

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SECTION 1 – EXECUTIVE SUMMARY:

BELONG TO SOMETHING: MAKING OUR ORGANISATION A GREAT PLACE TO WORK

As an organisation we are on a significant journey of transformation. In 2016, we re-launched our Organisational Strategy which will take us forward into the future. It outlines our ambition for change and to be the safest and kindest organisation in the NHS. In light of this, we have refreshed our People Strategy which we see as a key enabler to taking us forward on this journey.

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 Board's commitment to our people in making our organisation a great place to work and takes into the account the changing health and social care landscape as Sustainability and Transformation Plans (STPs) take shape across our system. This strategy has been written in line with the Organisational Strategy which in turn reflects the Trusts operational and business plan; it will be a dynamic document as we move forward to support the organisation's future need.

OUR PEOPLE STRATEGY – STRATEGIC AIMS

1. Develop an engaged, enabled and empowered workforce who live the values in all that they do

2. Develop innovative and inspirational leaders who deliver our mission and vision

3. Develop a talented and flexible workforce who are supported to reach their potential

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

1. An engaged, enabled and empowered workforce who live the values in all that they do will be developed through:

- 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

2. Innovative and Inspirational leaders who deliver our mission and vision will be developed through:

- 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
- Develop great teams.
- Identifying, supporting and developing talent

3. A talented and flexible workforce who are supported to reach their potential will be developed through:

- Strategic workforce planning that delivers a future model of care
- Transformation model to deliver new roles and ways of working
- Ensure an 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

4. Attract, recruit and retain people who believe and live our values to ensure our patients receive the safest and kindest care through:

- Recognition 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 central to us achieving this.

The challenges the Trust has been facing in recent years and over the next 5 years are significant; the programme of change that is proposed is significant and will radically transform the way our services are delivered into the future through our Sustainable Services Programme (SSP) and through our proposed Sustainability and Transformation Plan (STP). The ambition is great and is clearly articulated through the Trust's Organisational Strategy and through the aforementioned

plans; all of this cannot be achieved without our people therefore, the People Strategy is fundamental to making this happen.

Our STP and Sustainable Services Plans outline the changing demographics, changing political and social environments, and ambition for The Shrewsbury and Telford Hospital NHS Trust (SaTH) to not only provide the safest and kindest care in the NHS but that we in Shropshire, Telford and Wrekin and Powys have the healthiest population on the planet. All this needs to be achieved in the context of a significantly challenging financial climate and the need to work differently in partnership with our health and social care colleagues across the system. Whilst the challenges are clear there is 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 as outlined here.

2.1 DEVELOPMENT OF THE STRATEGY

The People Strategy was launched in 2014, after being developed in consultation and partnership with a range of stakeholders. It was designed to sit alongside other organisational strategies and plans that, taken together, delivered the Trust's strategic objectives.

Much has been achieved since its launch in 2014; alongside and underpinning this refreshed Strategy, is the *Belong to Something* plan which outlines our Organisational Development approach, should be read in conjunction.

The People Strategy has been:

- Aligned to the Organisational Strategy, Sustainable Services Plan, Sustainability and Transformation Plan, staff surveys and other qualitative and quantitative performance information.
- 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.
- 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 and should be read in conjunction with the Organisational Strategy and *Belong to Something* Plan.

The foundation of our Organisational Strategy is in our Values, these should be lived by our people every day, who put these values into practice. Our leaders are seen as key to enabling the organisation and the workforce to deliver our mission and vision, with ultimately our patients and their families living in a population that is the healthiest on the planet and receiving the safest and kindest care; and this plan describes how we will enable delivery of our Strategy through our people.



Diagram 1- Organisational Strategy, delivered through our People.

SECTION 4 – DELIVERING OUR STRATEGY THROUGH OUR PEOPLE: *BELONG TO SOMETHING* (OD) PLAN

The *Belong to Something* plan which sits alongside this Strategy focuses on how we develop the organisation to build the capability to deliver on the provision of the safest and kindest care in the NHS, the ability to adapt to change flexibly, and create an environment seen as a great place to work or receive treatment.

The plan focuses on developing people who have the capability to lead and deliver the transformational changes required and demonstrate our Trust values and behaviours. The engagement and involvement of our staff will be pivotal to our success.

The plan will use proven methodologies and interventions to support and develop a culture where:

- everyone understands and embodies the vision and values
- everyone has clear objectives and data on performance
- there is an open, supportive and compassionate approach to people management and how all staff interact with each other day to day
- there is a high level of staff engagement
- learning and quality improvement are embedded
- good team and inter-team working are standard

This will facilitate the cultural changes necessary to deliver on its vision through its workforce, through the 3 key workstreams with underpinning interventions of:

1. Leadership
2. Transforming Care Institute
3. Our Values

SECTION 5 – DELIVERING OUR STRATEGY THROUGH OUR PEOPLE OTHER UNDERPINNING ELEMENTS

We have already described key elements of the Organisational Strategy and the Organisational Development Plan. Leading and managing people, is a multi-stranded organisational discipline, the responsibility for which is shared across the Trust by staff, managers and leaders at all levels. There are also a number of associated underpinning elements outlined here that are crucial to delivery.

5.1 WORKFORCE ELEMENTS OF THE STRATEGY

The Workforce Directorate in the organisation brings together a range of professional, expert, and administrative support functions which support Care Groups and Departments in the professional leadership and management of their staff through a number of interdependent workforce elements.

These interdependent workforce themes and enabling functions also feature throughout this People Strategy to enable our Organisation to become a great place to work. They are contained within our Strategy aims and objectives and are identified below:

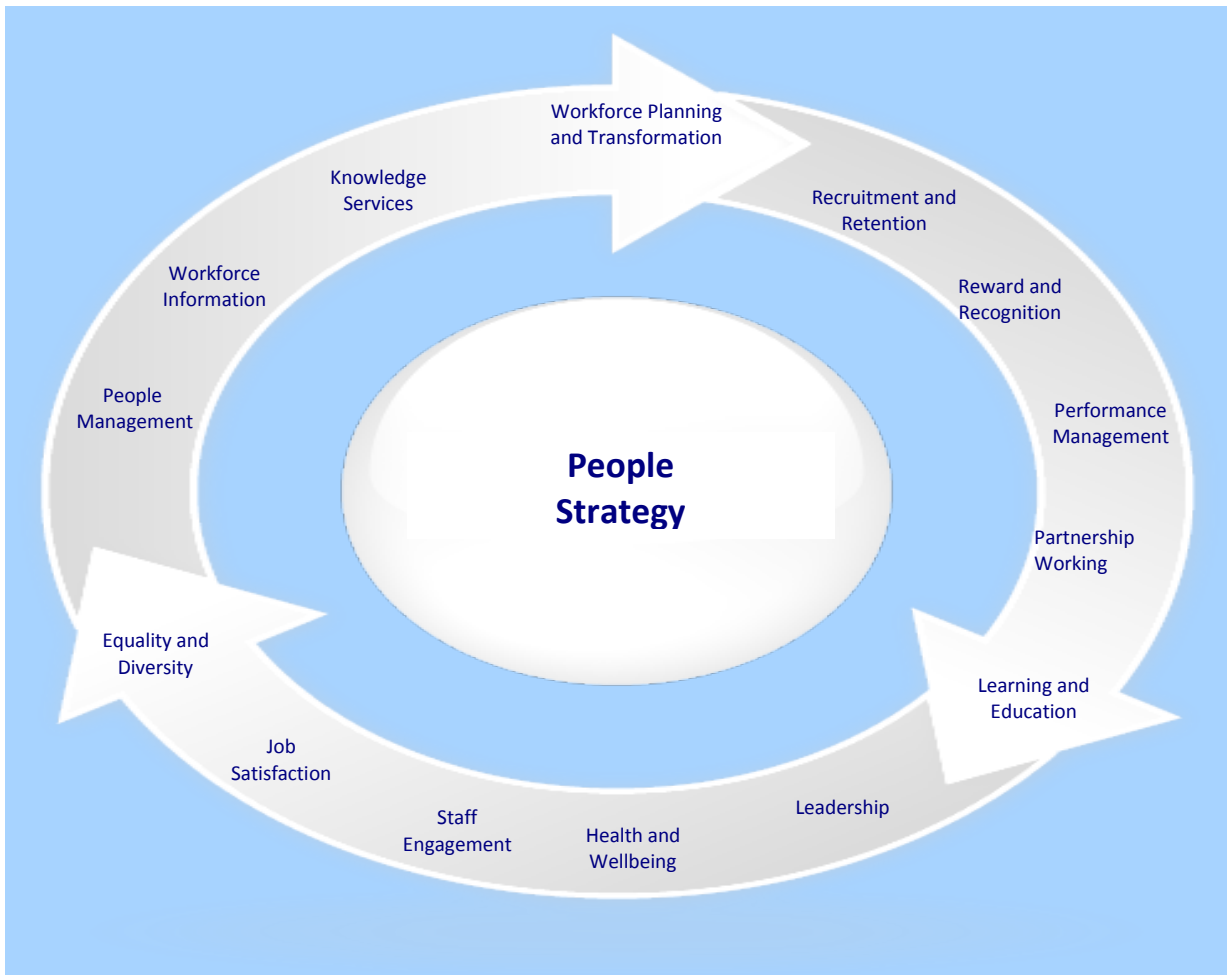


Diagram 2: Workforce Elements of People Strategy

5.2 Developing a Learning Organisation

It is the ambition of SaTH to become a true learning organisation. Organisations such as ours do not organically develop into learning organisations; there are factors that contribute to change and make it happen. We will promote the learning organisation culture through much of the development already taking place in parts of the organisation and building on this even further such as :

- ✓ Speaking out and learning the lessons
- ✓ Achieve our ambition of University Teaching status, building on the work we have already started with our local Universities and our reputation
- ✓ Develop our research programme even further
- ✓ Build a nationally recognised Leadership Academy
- ✓ Continue to develop of Transforming Care Institute
- ✓ Work with our partners across the system to collaborate and learn from each other to achieve the best care together for our patients
- ✓ Have greater engagement and learn from the public and our communities
- ✓ Create a culture of learning enabling our people to reach their potential through education, learning and development

5 – ACHIEVING OUR PEOPLE STRATEGY- AIMS AND OBJECTIVES

Strategic Aim 1	Measure of Success	Objectives	Behavioural Change
<p>Develop an engaged, enabled and empowered workforce who live the values in all that they do</p>	<p>A values driven organisation</p> <p>I. An understanding from all staff on what our values are and why they matter.</p> <p>II. Agreed behaviours against our values.</p> <p>III. ‘Renewing our vows’ existing staff to sign up to living our values.</p> <p>IV. Implementing our values throughout the employment life cycle.</p>	<ul style="list-style-type: none"> • Values and behaviours clearly communicated throughout the organisation. • Values based recruitment processes in place for all staff. • New appraisal system embedded recognising what (objective) and how (behaviour). • Values commitment statement embedded across the organisation • A range of development opportunities to support staff to live our values. • Performance management that tackles poor behaviour and celebrates positive behaviour. • Values become part of the contract of employment- focussing on our people achieving not just the <i>what</i> but the <i>how</i> • Embed the Values Guardians role and Freedom to speak up creating psychologically safe culture within which to work 	<ul style="list-style-type: none"> • 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.
	<p>Supporting the Health and Wellbeing of our people</p> <p>I. Staff are supported to improve their</p>	<ul style="list-style-type: none"> • Health and Wellbeing opportunities are provided. • Enhanced Occupational Health 	<ul style="list-style-type: none"> • Proactive line management • Recognising employees contribution - ‘thank you’

	<p>health and wellbeing</p> <p>II. Attendance is proactively managed to enable staff to fulfil their roles</p> <p>II. Stress is proactively managed and minimised.</p> <p>V. All staff have a safe working environment.</p> <p>V. Staff have access to proactive Occupational Health support services when they need it</p>	<p>services that promote Health and Wellbeing</p> <ul style="list-style-type: none"> • Supportive and effective Attendance management underpinned by policy. • People Management development programme to support line managers – Health and Wellbeing & Health and Safety and looking after your staff • Evidence the link between staff health and wellbeing and patient experience through effective team based working. 	<ul style="list-style-type: none"> • Understanding what matters to staff • Supporting personal responsibility for health and wellbeing. • Engaged staff
	<p>Supportive and Effective People Management</p> <p>I. Skilled leaders and managers who live our values and demonstrate positive behaviours.</p> <p>II. Clear and concise HR Policies.</p> <p>II. A valued Management Development Programme.</p> <p>V. A range of management development opportunities in place</p> <p>V. Identification of future people managers, with early development and support.</p>	<ul style="list-style-type: none"> • Revision of HR policies and processes that provide coaching, support and effectiveness. • People Management Development opportunities and Programme in place. • Process in place for Talent identification and development. • Supervisor Development Programme in place 	<ul style="list-style-type: none"> • Clear behavioural standards that support our values to become real. • Performance is valued, measured and managed. • Proactive line management
	<p>Effective Staff Engagement</p> <p>I. High levels of staff engagement throughout the organisation - Intangible vibe.</p> <p>II. Clear correlation between staff engagement and staff experience.</p>	<ul style="list-style-type: none"> • Staff Engagement through transformation- <ul style="list-style-type: none"> ○ Values into practice Awards ○ Leadership Development 	<ul style="list-style-type: none"> • Being a values driven organisation. • Staff engagement is throughout the organisation.

	<p>II. Leaders valuing engagement with their teams.</p> <p>V. Leaders creating a psychologically safe organisation</p>	<ul style="list-style-type: none"> ○ Customer care ○ Transforming care Institute ○ Team based working Programme ○ People Management Development programme. ○ A high quality Appraisal process in place ○ Actioning Staff Survey results- “you said, we did” ○ Values Guardians and promoting Freedom to speak up 	
	<p>Recognising good performance and addressing poor performance</p> <p>I. Staff receive and utilise regular and constructive feedback to improve their performance.</p> <p>II. Performance is managed, good performance is celebrated and poor performance is addressed.</p> <p>II. Managers and staff are clear on their roles and responsibilities.</p> <p>V. Performance is part of our organisational conversation.</p>	<ul style="list-style-type: none"> ● Performance Management Strategy and Framework in place and embedded in practice. ● Revised Performance Management policy in place ● Revised Appraisal process – what (objective) and how (behaviour). ● People Management Development programme and opportunities to include technical elements of the job. 	<ul style="list-style-type: none"> ● Clear behavioural standards that support our values to become real. ● Performance is valued, measured and managed
	<p>Well-designed roles with clear responsibilities</p> <p>I. Roles and the structures are effective and resilient; supporting</p>	<ul style="list-style-type: none"> ● Centralised Recruitment requires consistency in Job Descriptions to enable lean process design. ● Bank of Job Descriptions developed. 	<ul style="list-style-type: none"> ● Staff understand each others roles and how they fit together. ● Living our values. ● Staff doing what needs to be done in the

	<p>staff to share the responsibilities and enable positive teamwork.</p> <p>II. Streamlined Job Descriptions that provide a suite of roles.</p> <p>II. All staff have an appropriate degree of control over how they fulfil their role.</p> <p>V. Each employee is clear on their role and expectations; this is supported through good management conversations and support.</p>	<ul style="list-style-type: none"> • Streamlined Job evaluation process. • People Management Development programme and opportunities. • Team Based working Programme • Career framework for SaTH 	<p>interest of our patients.</p>
	<p>Effective Communication with and between our staff</p> <p>I. Effective communication at all levels of the organisation.</p> <p>II. All staff report good communication.</p> <p>II. Communication supports staff engagement.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Communication is everyone’s business • At all levels leaders recognise the importance of good communication and are committed to openness, transparency and enthusiasm.
	<p>Recognising contribution and celebrating success</p> <p>I. Recognition is an every day occurrence</p> <p>II. Thank you – becomes part of our language</p>	<ul style="list-style-type: none"> • Calendar of recognition events including VIP Awards annually and monthly. • All recognition is aligned to values. • Leadership behaviours that engage, recognise and value staff 	<ul style="list-style-type: none"> • Leaders understand their staff and know what makes them feel appreciated. • Leaders ensure staff feel valued. • Values are lived and staff who live the values are celebrated.

	<p>II. Contribution and Performance is recognised, celebrated and rewarded.</p>		
	<p>Informative and timely Workforce Information</p> <p>I. Visual workforce information that supports informed decision making.</p> <p>II. Workforce information that provides workforce assurance.</p> <p>III. Leaders and managers valuing workforce information and taking personal responsibility for action.</p>	<ul style="list-style-type: none"> • Visual Workforce Information produced in a timely and streamlined manner. • Improved Workforce reports that flow from board to care group in understandable, meaningful and streamlined format. • Our data systems are efficient and enable managers to manage and lead their people • Our data systems are efficient and enable us to report effectively internally and externally 	<ul style="list-style-type: none"> • Managers and leaders taking personal responsibility for workforce performance.
	<p>Working in partnership with professional bodies and trade unions</p> <p>I. A partnership approach.</p> <p>II. Positive conversations that support both the organisation and staff.</p>	<ul style="list-style-type: none"> • Partnership and Recognition Agreement with clear roles, responsibilities and behaviours. • Refreshed approach to managing change and how it affects staff. • Staff side representatives and managers working together in partnership. 	<ul style="list-style-type: none"> • Relationships based on trust. • Open and honest communication. • Constructive feedback and challenge. • Engagement of staff in key employment issues.

Strategic Aim 2	Measure of Success	Objectives	Behavioural Change
<p>Develop innovative and inspirational leaders who deliver our mission and vision</p>	<p>Clear responsibility and accountability</p> <p>I. Leaders are clear about their roles and ensure they take responsibility to support delivery & their teams.</p> <p>II. Leaders and their teams are clear on their accountability.</p>	<ul style="list-style-type: none"> • SaTH Leadership Development through Leadership Academy- Programmes in place to support leaders in their current and future roles. • Leadership compact developed aligned to Values – dos and don'ts • Appraisal will support feedback on leadership qualities. 	<ul style="list-style-type: none"> • All leaders are clear on what is expected of them. • Leaders have access to development opportunities that support them in their role • Personal responsibility in all leaders. • Consistent Leadership behaviours.
	<p>Values based leadership</p> <p>I. Our leaders will be ambassadors and role models for our values.</p> <p>II. Every leader in the organisation will live our values.</p> <p>II. Great behaviours demonstrated from our leaders.</p>	<ul style="list-style-type: none"> • SaTH Leadership Development Programmes based on values in place through our Leadership Academy and Framework. • Values based leadership module developed. • Values based appraisal in place for all staff 	<ul style="list-style-type: none"> • All leaders to live our values. • Values based leadership decisions.
	<p>Development of leadership qualities at all levels, including:</p> <p>I. All leaders will be clear on our leadership do and don'ts in terms of behaviour.</p> <p>I. Leaders and potential leaders throughout the organisation will be supported to develop their leadership qualities:</p> <ul style="list-style-type: none"> ✓ Kind ✓ Values based ✓ Brave ✓ Strategically astute ✓ Politically aware 	<ul style="list-style-type: none"> • SaTH Leadership Development Programmes in place • Leadership dos and don'ts developed • Succession plans identify future leaders; talent is identified and developed 	<ul style="list-style-type: none"> • Leadership behaviours • Leadership is recognised at all levels of the organisation. • Staff are encouraged and supported to raise concerns.

	<ul style="list-style-type: none"> ✓ Inspiring ✓ Lean thinking 		
	<p>Effective recruitment and selection for leadership and management roles based on values and ability</p> <ol style="list-style-type: none"> I. All leaders will be assessed on ability and values at selection and recruitment. II. Employment decisions will be bold – if you do not meet our values we do not want you in our organisation. 	<ul style="list-style-type: none"> • Values based interviewing and recruitment process for all roles. • Leadership ability assessment • Competent assessors at interview 	<ul style="list-style-type: none"> • Values fully embedded in our recruitment process. • Leadership roles are seen as desirable, with staff having an ambition to move to leadership roles.
	<p>Identifying, supporting and developing talent</p> <ul style="list-style-type: none"> • Talent is identified, recognised and supported. • Talent is attracted to SaTH. • Talent mapping supports succession planning. • New roles support career development and progression. 	<ul style="list-style-type: none"> • Talent management system linked to appraisal process. • Succession plans in place. • Organisational talent maps produced. • People Management and development to support talent identification and support. 	<ul style="list-style-type: none"> • Leadership roles are seen as desirable, with staff having an ambition to move to leadership roles. • Values based leadership decisions.

Strategic Aim 3	Measure of Success	Objectives	Behavioural Change
<p>Develop a talented and flexible workforce who are supported to reach their potential.</p>	<p>Strategic workforce plan that delivers a future model of care</p> <p>I. A dynamic plan that has brave decisions to support transformation but can flex to meet changing needs.</p> <p>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.</p>	<ul style="list-style-type: none"> • Workforce planning process from bottom up through care groups, which is clinically led. • 5 year workforce transformation and education plans in place aligned to business and financial plans of the care groups • Planning includes scenario planning, educational commissioning and financial modelling. • Effective systems to forecast future workforce need and models • New roles developed and implemented 	<ul style="list-style-type: none"> • Planning for our future. • Vision from all leaders.
	<p>Transformation model to deliver new roles and ways of working</p> <p>I. Transformation plan that provides a blend of recruitment and ‘growing our own’.</p> <p>II. Transformation plan supports clinical and financial sustainability.</p> <p>III. A considered plan that balances transformation and affordability.</p> <p>IV. OD interventions and Education/Training plans in place to support transformation.</p>	<ul style="list-style-type: none"> • Workforce, transformation and education/ training plans are clinically led and aligned to business and financial plans of care groups • Workforce planning process concludes with clear transformation / Belong to Something plan and education/ training plan. 	<ul style="list-style-type: none"> • Vision from all leaders on future service and workforce needs.
	<p>Supporting our local communities through opportunities to begin NHS careers</p> <p>I. SaTH is recognised as an employer of</p>	<ul style="list-style-type: none"> • Processes to support the needs of the organisation and to provide opportunity. • Community Engagement in place 	<ul style="list-style-type: none"> • Leaders and managers to consider different ways of working and roles when recruiting.

	<p>choice.</p> <p>II. Opportunities for local people.</p> <p>II. Clear process from work experience to roles within the organisation.</p>	<p>through our system leaders</p> <ul style="list-style-type: none"> • Recruitment considers best employment model. • Develop and expand our apprenticeship offer and the range of roles 	
	<p>Knowledge services that support diverse learning by being evidenced based.</p> <ul style="list-style-type: none"> • Knowledge services supporting all staff to learn and develop. • Full utilisation of technology. • Services are valued by staff. 	<ul style="list-style-type: none"> • Knowledge services strategy that embraces technology and best practice evidence. • Excellence in our library services offer that supports development of our staff and services 	<ul style="list-style-type: none"> • Learning through different methods. • Self directed learning.

Strategic Aim 4	Measure of Success	Objectives	Behavioural Change
<p>Attract, recruit and retain people who live our values to ensure our patients receive the safest and kindest care.</p>	<p>To be an employer of choice</p> <ul style="list-style-type: none"> I. SaTH is recognised locally and regionally as a great employer. II. Staff are proud to work at SaTH III. Sath attracts the best talent IV. Hard to recruit to vacancies are filled V. Agency costs decrease VI. Strong links with local education providers. 	<ul style="list-style-type: none"> • SaTH brand <i>Belong to Something</i> promotes SaTH as a great employer and attracts talent. • Targeted approach to recruit to hard to fill vacancies • Care groups develop new roles/ models of delivery where recruitment continually unsuccessful through robust workforce information and planning • Effective, values based, recruitment processes provide confidence to applicants and the organisation. 	<ul style="list-style-type: none"> • Living our values. • Staff feeling proud to work at SaTH.
	<p>Effective recruitment, appraisal and development processes</p> <ul style="list-style-type: none"> I. All employment processes are based on our values. II. Recruitment is viewed as an enabler to quality and operational performance. 	<ul style="list-style-type: none"> • Effective values based recruitment processes through centralised recruitment. • New Appraisal process in place and embedded. • Clear training plans in place in care groups • Opportunities for learning and development for all staff aligned to business need 	<ul style="list-style-type: none"> • 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.
	<p>A diverse workforce that represents the communities we serve</p> <ul style="list-style-type: none"> I. We value respect and difference II. Workforce diversity profiles represent local profiles. III. SaTH is recognised employer of choice to all. 	<ul style="list-style-type: none"> • Workforce Information highlighting workforce diversity and local profiles. • Appropriate and flexible HR policies that support employment. • EDS2 in place and organisational position clear across 4 domains with Equality Objectives published annually 	<ul style="list-style-type: none"> • Living our values • EDS2

		<ul style="list-style-type: none">• Be compliant with Public Sector Equality Duty and WRES• Board own and lead the E&D agenda strategically• Develop Inclusive Leaders	
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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 transform and achieve its vision. It is therefore crucial that our strategy is supported throughout the organisation, through our people to make it happen and become 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 delivery 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 including measures of success: Workforce Information, Staff Survey, Integrated Performance Report, CQC Inspections, Education Assurance reports and progress towards achieving our workforce and transformation plans.

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 designed to improve the employment experience in our organisation as such the following measures will be shared and monitored through the Workforce Committee who will provide assurance to the Board.

- Achievement of Annual Delivery 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.