

# Our People

## Strategy

2021 - 2026



**“A great place to work”**

## Introduction

Our People Strategy for 2021 – 2026 will take us towards being a Great Place To Work. We pledge to put all colleagues, at all levels and roles across our organisation at the heart of this strategy and to focus on the things that colleagues have told us are the most important.

The Trust formed in 2019 following the merger of two strong, high performing Trusts and this strategy will build on the creativity, passion, drive and expertise shown by our colleagues in that process as well as building on the experiences of our responses to Covid-19 and the NHS People Plan.



We have co-produced this strategy with our colleagues and by reflecting on what we've been told through the Staff Survey and other engagement events. This strategy reflects **what matters most to our colleagues** and sets out our ambitious but realistic plans for the next five years. In line with our values we will continue to listen and work in partnership with colleagues as well as patients, carers and communities.

Our strategy therefore outlines a wide range of plans and priorities, including:

- Attracting and retaining colleagues with a focus on job design, digital enablement, flexible working and innovative roles
- Developing our health and wellbeing offers to support all colleagues
- Creating a supportive culture with great values and behaviours
- Enabling people to have strong voices, to be influential and empowered
- Ensuring equality, diversity and inclusion are at the heart of what we do
- Offering opportunities for people to reach their full potential, by ensuring they are appropriately skilled to provide consistently great services, that there are succession planning and talent management approaches in place to ensure a sustainable future workforce.

## About our organisation

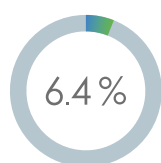
We work with **people of all ages** who need support and treatment in both hospital and community settings. The majority of our services are provided in private homes or close to where people live and we try to support patients to avoid a hospital admission whenever possible.

**Our services cover the whole of Gloucestershire.** We work out of health centres and children's centres, community venues such as libraries or schools as well as in people's own homes. We also provide services from our seven community hospitals, our learning disability unit and our two specialist mental health hospitals.

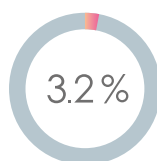
Many of our services are delivered in partnership with primary care, social care and the voluntary sector. To find out more about us and our services please visit **[www.ghc.nhs.uk](http://www.ghc.nhs.uk)**

**Our People** are our most precious resource. They ensure we have the right culture and values to meet the needs of our patients and service users.

We employ **5,400 colleagues** working in a variety of roles across the organisation. We have over 40 different professional groups **working in our community and across our 140 sites**.



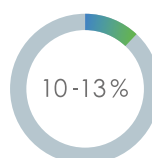
6.4 % of our people are from a minority ethnic background coming from at least 68 countries.



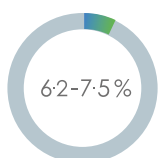
3.2 % of our people have declared themselves as living with a long-term condition or a disability



**77%** of our people are women and **23%** are men



10-13 % of our workforce leave annually for retirement or other roles



6.2-7.5 % of our posts are vacant at any one time



**100 - 200** recruitment adverts are live over any given month

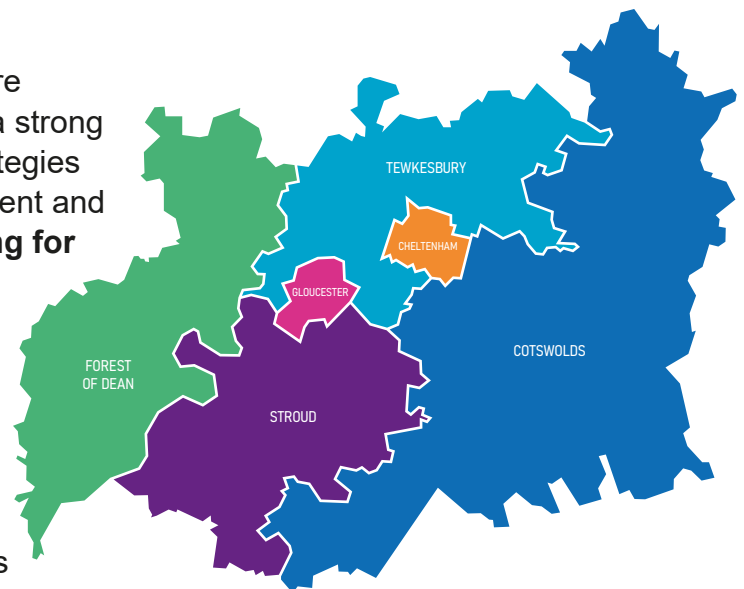
## Our services

Our services were rated 'Good' overall by the Care Quality Commission (CQC) in 2018 for both legacy organisations. For physical health services we were rated 'Good' on Safe, Effective, Caring and Well-led domains. Our Responsiveness needed improvement. For mental health and learning disabilities services, we were rated 'Good' for Effective, Caring, Responsive and Well-led. We required improvement for aspects of our learning disabilities services and staffing in two specialist areas.

Our annual turnover is circa £220m, with **70-75% of our income being invested in our people**.

We are a key partner within the Gloucestershire Integrated Care System (ICS) which enables a strong focus on the development of system wide strategies for recruitment, retention, workforce development and planning. It is also pivotal in accessing **funding for workforce transformation, innovative new roles and ways of working.**

We have strong relationships with a wide range of local and regional organisations including Higher Education Institutes (HEIs), Health Education England (HEE), the NHS Leadership Academy, apprenticeship providers and the Academic Health Science Network (AHSN).



We will continue to foster and develop these relationships as they are pivotal to supporting the supply of our future workforce and the ongoing development of our colleagues.

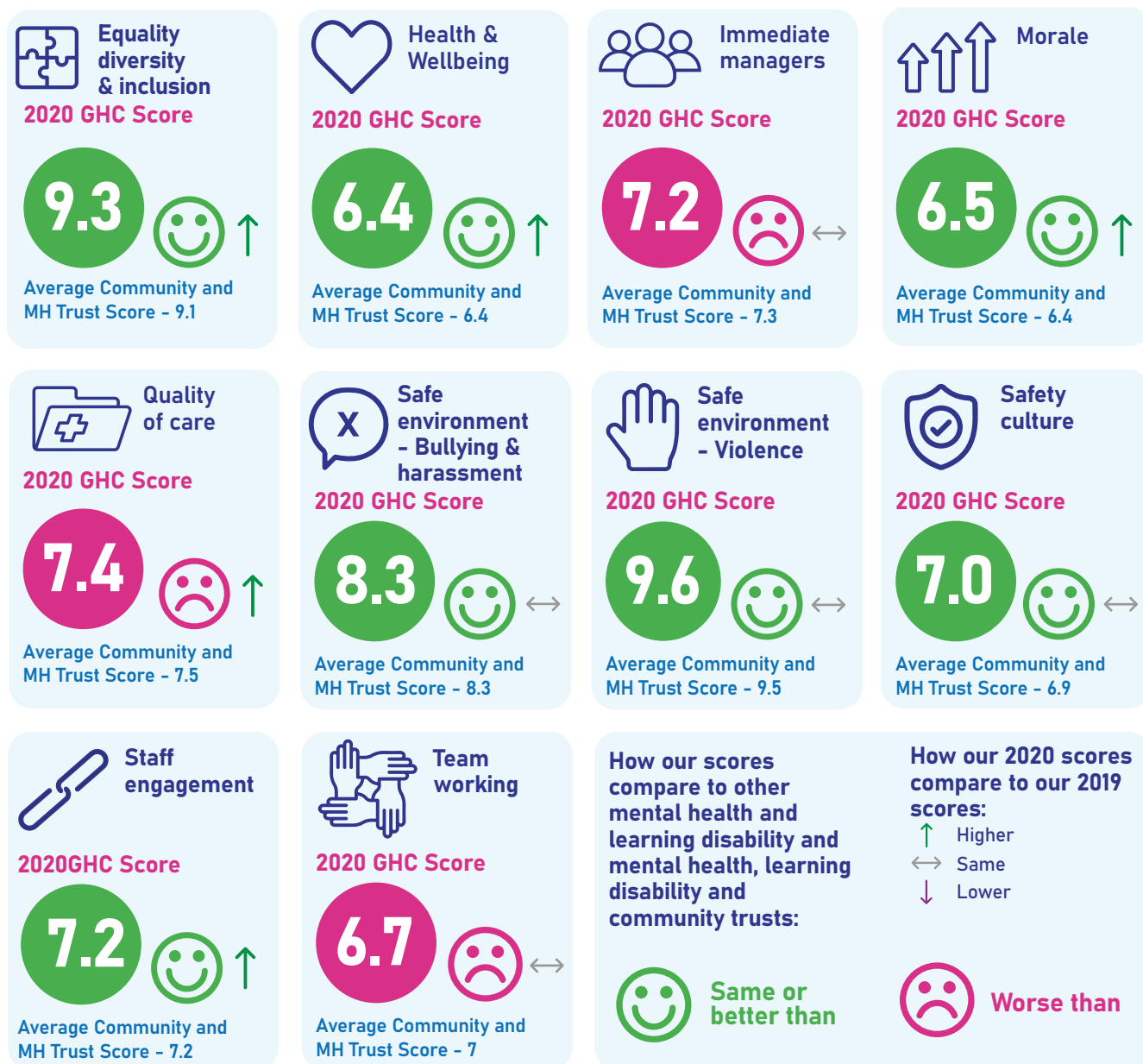
As we have worked in close partnership with the University of Gloucestershire to tackle our recruitment challenges, we have also continued to work with many other universities and educational partners, including but not limited to, the Universities of the West of England, Bath, Worcestershire and FE colleges and range of apprenticeship providers. With ICS partners in Gloucestershire, and organisations in Herefordshire and Worcestershire we have been working hard to create a new Three Counties Medical School to improve the supply of local medical staff.

## Our Current Performance

We assess our current **workforce performance** using a number of HR Key Performance Indicators (KPIs), alongside the Staff Survey, Friends and Family Tests (FFT) and regular wellbeing pulse checks.

### Key highlights include:

- 71% of colleagues would recommend the Trust as a place to work
- 79.5% of colleagues would recommend the Trust to provide care
- Appraisal – 90% of our people have an annual appraisal though this has been impacted by the pandemic (76% March 2021)
- Training – 90%+ of our people are typically up to date with their statutory and mandatory training, although again this has been impacted by the pandemic (85% March 2021)
- Sickness Absence – between 3.9 and 5% of our people are off sick at any given time
- 2020 Staff Survey tells us that we have modestly improved our scores since 2019 but still have more work to reach consistent top quartile performance
- Response rate - 46.3% demonstrating a 10% to 13% increase in our response rate over the two legacy organisations
- Most highly rated in the questions relating to:
  - Safe Environment - Violence
  - Equality, Diversity & Inclusion
  - Safe environment - Bullying & Harassment
- 56% of our ratings improved; 24% remained unchanged whilst 20% worsened
- Of the Ten Themes - 7 had improved, two were unchanged, and one worsened
- There was a 10% improvement on colleagues agreeing the Trust takes positive action on workplace health and wellbeing



## Where are we now

This is our first People Strategy as a new Trust and it has been developed against the backdrop of a **major global health pandemic**.

Covid-19 has impacted not only on the health and wellbeing of our colleagues and the population that we serve, but also the way in which we deliver services. We will continue to review and learn from the changes made during Covid-19 and embed these into business as usual where it is right to do so.



Crucially, much of the strategic and operational focus for our colleagues will continue to be on health and wellbeing, retention, recruitment and leadership.

## In responding to the pandemic we fully recognise that:

- Colleagues have worked far more closely together integrating their approaches to the people who use our services to provide outstanding care
- Digital communications and home working have become the norm
- Colleagues have become empowered to deliver fast, personalised care following effective risk assessed practices
- People have shown real flexibility and adaptability through redeployment
- Working Well and our Health and Wellbeing Hub have worked highly effectively to support colleague's health and resilience
- In many cases recruitment, induction, on-boarding and training have become radically different

In tackling the pandemic we recognise our colleagues have been utterly fantastic.



Our Strategy has taken account of and **needs to be aligned** with the following national, regional and local guidance and plans:

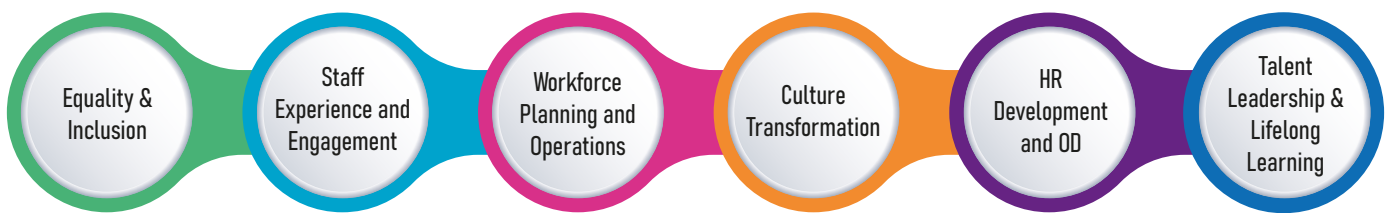
- **The NHS People Plan** published in mid-2020
- **Stepping Forward to 2020/21**: the mental health workforce plan
- The **Gloucestershire ICS People Plan and Strategy** (2021)

The **NHS People Plan** focuses on prioritising the following themes:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong
- **New ways of working** and delivering care emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care
- **Growing for the future** particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer



In turn, these national strategic themes aim to deliver improvements in each of the following areas across the NHS:



The Gloucestershire ICS People Plan reflects and aligns to the national priorities and themes and has been updated in 2021 to reflect the following achievements which the Trust has made a significant contribution to:

- Introducing a range of new and different approaches to education and learning that is unique to Gloucestershire and supports the increased number of healthcare staff becoming registered
- Implementation of an ICS Apprenticeship Hub (hosted by the Trust)
- Training 2,000 colleagues in health coaching, supportive technology and healthy lifestyles
- Delivering improvements against the national 7 day working standards
- Achieving further integration of back office functions across our system
- Achieving a reduction in agency and temporary staff costs and joined up approaches to workforce capacity and planning across all partners

## Our Approach and Aspirations

The **goal** of Our People Strategy over the next 5 years is:

**“To be a healthy and happy high quality workforce, performing well in all local and national performance standards.”**

Through this goal we will enable the delivery of our wider organisational strategic aims of:



Our overarching Trust Strategy describes being a **Great Place to Work** as:

Taking care of our people, with a strong focus on their health and wellbeing. Our organisation will celebrate diversity, ensure real inclusivity and enable everyone to reach their potential. We will make sure colleagues are heard, valued and influential.

We will develop a culture where working life can be passionate, vibrant and inspiring. This will help us to attract new people who are as great as those we already have, and we will make sure that those already with us, want to stay.

## Our Six Strategic Objectives and Our Commitments

Our People Strategy sets out the framework for achieving our goal. To this end, the main Trust Strategy has established six strategic objectives for our Great Place to Work ambitions.

- Invest in our health and wellbeing offers to ensure our colleagues are healthy, happy and that our workplace is safe
- Create an organisational culture that is welcoming and celebrates inclusivity and diversity and provides a sense of belonging and trust
- Promote flexible working, digital enablement and innovative roles that embrace new ways of working
- Focus on recruitment, retention and talent management at an individual and team level, working to secure our future workforce supply
- Work closely with system partners and education providers to optimise funding and training that enables workforce transformation

For the purposes of Our People Strategy, following consultation and engagement, these have been captured and defined as six easy-to remember commitments which are outlined below:



### Model Recruitment and Retention

We will attract new people who are as great as those we already have. We will do what we can to encourage people to stay, welcoming flexible working, innovative roles and new ways of working.



### Health and Wellbeing

We will put the physical and mental health and wellbeing of our people as one of our top workforce priorities.



### Great Culture, Values and Behaviours

We will develop a great culture with kind, compassionate leadership, strong values and behaviours, and where working life can be passionate, vibrant, innovative and inspiring.





### Strong Voice

We will make sure people have a strong voice, are heard, valued and influential in the organisation and in the wider local, regional and national systems.



### Equality, Diversity and Inclusion

We will be a fair organisation that celebrates diversity and ensures real equality and inclusion. People will be able to bring their hearts to work, free from bullying or discrimination.



### Full Potential

We will make this a place where people get great training and development to realise their full potential. We will develop stronger partnerships with education and training providers.

Against each of these commitments, we have identified a number of key deliverables and measurements.

We will keep our approach dynamic and responsive, continuing to develop and review our implementation plans on an annual basis. The Road Map in Appendix 1 highlights our general approach.

## Commitment 1 – Model Recruitment & Retention

“We will attract new people who are as great as those we already have. We will do what we can to encourage people to stay, welcoming flexible working, innovative roles & new ways of working”

This means we will continue to **develop our recruitment and retention practices, policies and procedures**. We will increasingly use innovative ways to recruit and retain a more diverse workforce, reducing recruitment times and removing unnecessary processes.

We will provide a range of corporate and local **tools to support retention**. New colleagues will be warmly welcomed with comprehensive local and corporate induction. New colleagues will undertake a “Starting Well With Working Well” health and wellbeing programme which will support their journey with the Trust.

We will embrace innovative roles, new ways of working and delivering care, and flexible working to support recruitment and retention.

## Commitment 2 – Health and Wellbeing



“We will put the physical and mental health and wellbeing of our people as one of our top workforce priorities.”

This means we will look after our people, by prioritising **health and wellbeing**, investing in **Working Well** occupational health services and develop innovative new ways to support great wellbeing at work and beyond.

We will ensure access and signposting to wellbeing resources with regular opportunities for conversations with line managers and Working Well that support health at work and more widely. We will champion our Wellbeing Guardian and Health and Wellbeing Hub to ensure we take a dynamic and effective approach to the wellbeing needs of the workforce.

Colleagues will have a **personal health and wellbeing plan** through corporate induction and appraisal. We will also ensure health and wellbeing conversations are not seen as an ‘extra’ or necessarily ‘separate’ conversation, taking a holistic approach to every conversation we have with our staff, and viewing them as opportunities to check on health and wellbeing.

## Commitment 3 – Great Culture, Values and Behaviours



“We will develop a great culture with kind, compassionate leadership, strong values and behaviours, where working life can be passionate, vibrant, innovative and inspiring.”

**Our Values** define who we are, what we believe, how we will work and the way that we want our patients and service users to describe the experience they receive. We have developed our values with colleagues, members and partners.

We have also co-developed **behaviours** that reflect these core values and will help us to mainstream them into policies, procedures and practices, embedding them across our organisation.

Leadership and management development will be provided which nurtures our values and behaviours, and which fosters kindness, civility and compassion in our workplace.

Our appraisal, performance management and reward and recognition approaches will focus on supporting a great workplace culture.

## Commitment 4 - Strong Voice



**“We will make sure people have a strong voice, are heard, valued and influential in the organisation and wider local, regional and national systems.”**

We will provide the right culture, practices and opportunities for colleagues to have a strong voice with routes to co-develop and co-design what matters.

We want colleagues to ‘speak their truth’, by being confident to get involved, sharing great ideas, speaking up, and raising concerns. We will encourage colleagues to report issues, incidents and near misses, and we will ensure there is timely feedback on actions taken.

We will champion and develop the roles of the Guardian of Safe Working, Freedom To Speak Up Guardian and Advocates.

Wider Staff Forums, the Chief Executive’s “Open Door”, surveys, focus groups and wider engagement and reporting systems will ensure colleagues are heard, valued and influential in the organisation and greater system.

## Commitment 5 - Equality, Diversity and Inclusion



**“We will be a fair organisation that celebrates diversity and ensures real equality and inclusion. People will be able to bring their hearts to work, free from bullying or discrimination.”**

We will proactively champion equality, diversity and inclusion through our practices, policies and procedures to ensure fairness. We will tackle inequalities, bullying and discrimination decisively and our leaders will recognise, listen to and act on any issues. We will welcome people with an inclusive culture of belonging and trust which creates a sense of real belonging.

We will embed evidence based training on equality and diversity, whilst ensuring equal access to training and development and fair promotion opportunities. We will also recognise and act when people are coming from a place of great disadvantage and need extra help.

Our Diversity Network and its sub-groups will be key and appropriately invested in to provide supportive and welcoming spaces for all our colleagues. Our Networks will look beyond the boundaries of the Trust to work with colleagues across the system, regionally and nationally.

We will improve diversity at all levels in the organisation by taking positive action, particularly at more senior levels.

## Commitment 6 – Full Potential



**“We will make this a place where people get great training and development to realise their full potential. We will develop stronger partnerships with education and training providers.”**

We will provide great training and development opportunities to help people realise their full potential in the workplace. We will continue to strengthen and further develop our partnerships with HEIs, apprenticeship, education and training providers.

Our leaders and managers will work in partnership with colleagues to take action and provide support to nurture a culture where people have clear plans for training, personal development, appraisal, succession planning and talent management.

We will ensure all colleagues have access to CPD resources. Working closely with the ICS, HEE, Leadership Academy, HEIs and other education and training partners, we will optimise funding & training to enable workforce sustainability and transformation.

Digital enablement will be key to help colleagues work efficiently and we will ensure people are skilled and have access to the right technology to support their role.





## Delivery Plan and Performance Measures

We will know we have achieved our goal when we are consistently performing in the top quartile of ratings as measured by the Staff Survey, Staff Friends and Family Tests, and Health and Wellbeing Pulse Surveys.

As we developed Our People Strategy, colleagues told us what they would like people to increasingly say about working in the organisation over the coming five years. Comments included:

We recommend the Trust as a model employer of choice

We are able to take rest breaks and not feel guilty

We enjoy our work and have great colleagues

We rate the Trust as a quality health and care provider

We like and want to be at work

Our managers and leaders listen to us, respond, empower and support us

People are genuinely valued, recognised and rewarded for their contributions and service

Everybody believes this is a fair place where equality, diversity and inclusion are core

Everyone lives our values and the values are embedded in everything we do

We will have developed a coaching culture throughout the organisation with an infrastructure to support this

We will have a culture of Trust, openness and compassion that supports our colleagues to be themselves, to innovate and be the best they can be

In order to achieve our people goals we will need to be clear about how we measure our progress and success. To this end, alongside delivery of our annual business plans, the following will be used as **key measures of our performance**.

Our Aims	Our Targets	Our Actions	Link to Objectives
<b>Embedded high quality annual appraisal reviews and regular management / supervision 121s</b>	<b>Completed appraisal rates</b> March 2022 – 90%  March 2023 – 95%  Increase response to questions 4, 5, 8 of Staff Survey	<ul style="list-style-type: none"> <li>Line Manager and Directorate action plans</li> <li>Revised Appraisal and 121 documentation</li> <li>Appraiser &amp; appraisee training resources &amp; guidance</li> <li>e-Appraisal option</li> </ul>	1, 2, 3, 4, 5, 6
<b>Job Planning embedded, ensuring improved clarity of role responsibilities</b>	<b>Completed Medical Job Planning rate</b>  March 22 - Consultants – 90%  % increase in response to questions 4, 5, 8 of Staff Survey	<ul style="list-style-type: none"> <li>Consultant Job planning audit action plan</li> <li>Updated guidance, training and support developed in partnership with the Local Negotiating Committee</li> <li>e-job planning system and guidance for nurses and AHP's</li> </ul>	1, 3, 4, 6
<b>Colleagues will be up to date in their statutory and mandatory training, feeling more confident in their work</b>	<b>Training compliance rates</b>  March 2022 - 90% March 2023 - 95%	<ul style="list-style-type: none"> <li>Corporate, Directorate &amp; Line Manager action plans</li> <li>Monthly training KPI reports</li> <li>Embedding &amp; developing new Care to Learn e-learning platform</li> <li>Dynamic targeted reviews of staff group training profiles</li> </ul>	1, 2, 3, 5, 6
<b>Colleagues will be far more inclined to stay with the organisation for their career development</b>	<b>Turnover rates</b> March 22 – 11% reducing 0.5% annually to 9% by 2026  Annual increase in Q 19 b & c of Staff Survey	<ul style="list-style-type: none"> <li>Retention Lead and retention implementation plan in-year pilot</li> <li>On-boarding check-ins in 1<sup>st</sup> year</li> <li>Flexible working, flexible retire &amp; return, &amp; internal secondment policy reviews</li> <li>Local recruitment &amp; retention premia (RRP) &amp; golden hellos &amp; tie-ins' for difficult to recruit roles</li> <li>Refreshed self e-rostering targets</li> </ul>	1, 2, 3, 4, 5, 6



<p><b>Reduced turnover and a reduction in time to fill vacancies will reduce temporary staffing / agency need</b></p>	<p><b>Vacancy Factor</b> 6% by March 2022, with 0.5% reduction year - on - year, reaching 4% by March 2026.</p> <p><b>Time to Hire</b> - from 'advert live to candidate cleared to start' from 54 working days average to &lt;40 by end March 2026.</p>	<ul style="list-style-type: none"> <li>• Increase targeted fast track recruitment</li> <li>• Improve system processes &amp; risk management</li> <li>• Retention Lead and implementation plan</li> <li>• Roll out all electronic aspects of NHS Jobs for approvals/ shortlisting &amp; KPI reporting</li> <li>• Targeted interventions in higher vacancy factor areas</li> </ul>	<p>1, 2, 3, 4, 5, 6</p>
<p><b>Lower use of agency staffing, with lower costs, higher continuity and quality of patient care</b></p>	<p>Zero HCA vacancies</p> <p>Reduction of registered general nursing vacancy factor to 3% by end Q3 2021/22</p> <p>10% in-year reduction of medical locums by end March 2022</p> <p>5% year-on-year growth of internal bank workforce numbers</p>	<ul style="list-style-type: none"> <li>• Planned over-recruitment plans for HCA</li> <li>• Completion of International Recruitment pilot of 60 registered nurses</li> <li>• Growth of internal locum bank and embedding Locum's Nest for Medical Staffing temporary staffing</li> <li>• Review of Master Vendor Contract and HTE framework opportunities</li> <li>• Targeted recruitment fairs e.g. RCN and RCP</li> <li>• Review &amp; further development of the peripatetic HCA temporary staffing model for Community &amp; Community Hospitals</li> </ul>	<p>1, 6</p>
<p><b>Colleagues will be better supported to be healthy and well alongside clear Working Well processes to support people with appropriate return to work plans.</b></p>	<p>Improved attendance management - March 2022 - 4% sickness absence, with 0.25% reduction year - on - year, reaching 3% by March 2026</p> <p>Consistent top Quartile ratings from colleagues in health &amp; wellbeing Pulse Surveys by 2022</p>	<ul style="list-style-type: none"> <li>• Development of a Health and Wellbeing strategy</li> <li>• Annual Health and Wellbeing Needs Assessment survey</li> <li>• Improvement plans in place across services</li> <li>• Review Supporting Attendance Management At Work policy for 2021</li> <li>• Development of wider health and wellbeing offers</li> <li>• Ensure high take up of COVID and a nnuual seasonal flu vaccinations</li> </ul>	<p>1, 2, 3, 4, 5, 6</p>

<b>Better support to implement the conduct and capability management and resolution tools and processes.</b>	March 2026 - 25% total reduction in both March 2021 baselines – 5% reduction year-on-year	<ul style="list-style-type: none"> <li>On-going roll out of just culture and appreciative enquiry principles</li> <li>A new leadership development programme with a focus on people management</li> <li>Expansion of our internal and external coaching resources and training, alongside values based recruitment</li> <li>Working in partnership with trades unions</li> <li>Review our Dignity At Work policy and officers model</li> <li>Treble the number of workplace mediators to assist in resolution and use professional external mediation where necessary</li> </ul>	1, 2, 3, 4, 5, 6
<b>Our colleagues will be more likely to recommend the Trust as an employer and care provider (Friends &amp; Family Tests – FFT)</b>	<p>75% target approval rating in 20/21 for “I would recommend my organisation as a place to work”</p> <p>80% by 2022/23, reviewable thereafter</p> <p>82.5% approval rating in 20/21 for “If a friend or relative needed treatment, I would be happy with the standard of care provided by the organisation” by 21/22</p> <p>85% by 2022/23, reviewable thereafter</p>	<ul style="list-style-type: none"> <li>Increased communications with staff on our patient survey and FFT performance</li> <li>Seek views of colleagues on what would improve the scores</li> <li>Embedding the learning from the leadership development programme</li> </ul>	1, 2, 3, 4, 5, 6
<b>Increased engagement and responses to the survey &amp;</b>	Participation targets: 55% for 2021/22 60% for 2022/23 65% for 2023/24 70% for	<ul style="list-style-type: none"> <li>Targeted OD interventions in identified low response teams</li> </ul>	1, 2, 3, 4, 6

<b>demonstration of clear action being taken.</b>	2024/25 75% for 2025/26.	Continued development of our hybrid paper/ electronic survey options Increased completion prizes and “you said, we did” communications	
<b>Consistent top quartile performance across all ten survey Themes</b>	By 2025 Survey	<ul style="list-style-type: none"> <li>Development of in-year Staff Survey action plans</li> </ul>	1, 2, 3, 4, 5,6
<b>Higher engagement from our people and increased involvement in improving the organisation</b>	Engagement scores of 7.3 for 2021/22 7.4 for 2022/23 7.5 for 2023/24  Reviewable thereafter	<ul style="list-style-type: none"> <li>Development of in-year Staff Survey action plans and other strategy actions</li> <li>Relaunch the Executive Director Walkabout programme</li> <li>Roll out polling software to improve engagement and involvement</li> </ul>	1, 2, 3, 4, 5, 6
<b>To have 95% of colleagues trained in equality diversity and inclusion, to have reduced Gender Pay Gap reporting and to have increased diversity in senior roles with minority ethnic and disabled colleagues feeling opportunities for development are more equal</b>	<p>Increasing the % of disabled / long term condition colleagues in AfC Bands 5,6,7, 8a and 8b roles to 4% by end 2022/23</p> <p>Match the 2020 % representation of minority ethnic colleagues in Band 2 to 6 roles in Bands 7, 8 and 9 roles.</p>	<ul style="list-style-type: none"> <li>Deliver the in-year suite of Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) implementation plans</li> <li>Review of our equality and diversity training provision in 2021</li> <li>Positive recruitment and promotion actions on gender, ethnicity &amp; disability</li> </ul>	1, 2, 3, 4, 5, 6

## Governance

Subject to the current review of Trust Board Committees, the delivery of Our People Strategy will be overseen by the Trust's Resources Committee, and assurance will be given to the Board via committee updates alongside an annual Board progress update.

An Our People Strategy operational oversight group will be created to assist with delivery. Similarly, a number of committees and working groups will report through to the Executive Committee and Resources Committee. These include Agency and Bank Management Group, Workforce Management Group, Joint Negotiating and Consultative Committee, HR Policies Working Group, Health and Wellbeing Hub, and the International Recruitment Working Group.

Standing 6-monthly progress reports will be provided to Resources Committee alongside annual progress reporting to the Board of Directors. Exceptional developments will be reported on as and when required to both Committee and Board.

## Summary

We know that our services face significant challenges and opportunities in the coming years over the life of this strategy, whether these are from how we provide services, the cost of services or who provides them. Achieving our stated goal of being a great place to work, with a healthy, happy and high quality workforce, will not be easy or straightforward. However, it is the ambitious goal we wish to achieve to maximize the benefits to the health, wealth and wellbeing of our community and workforce.

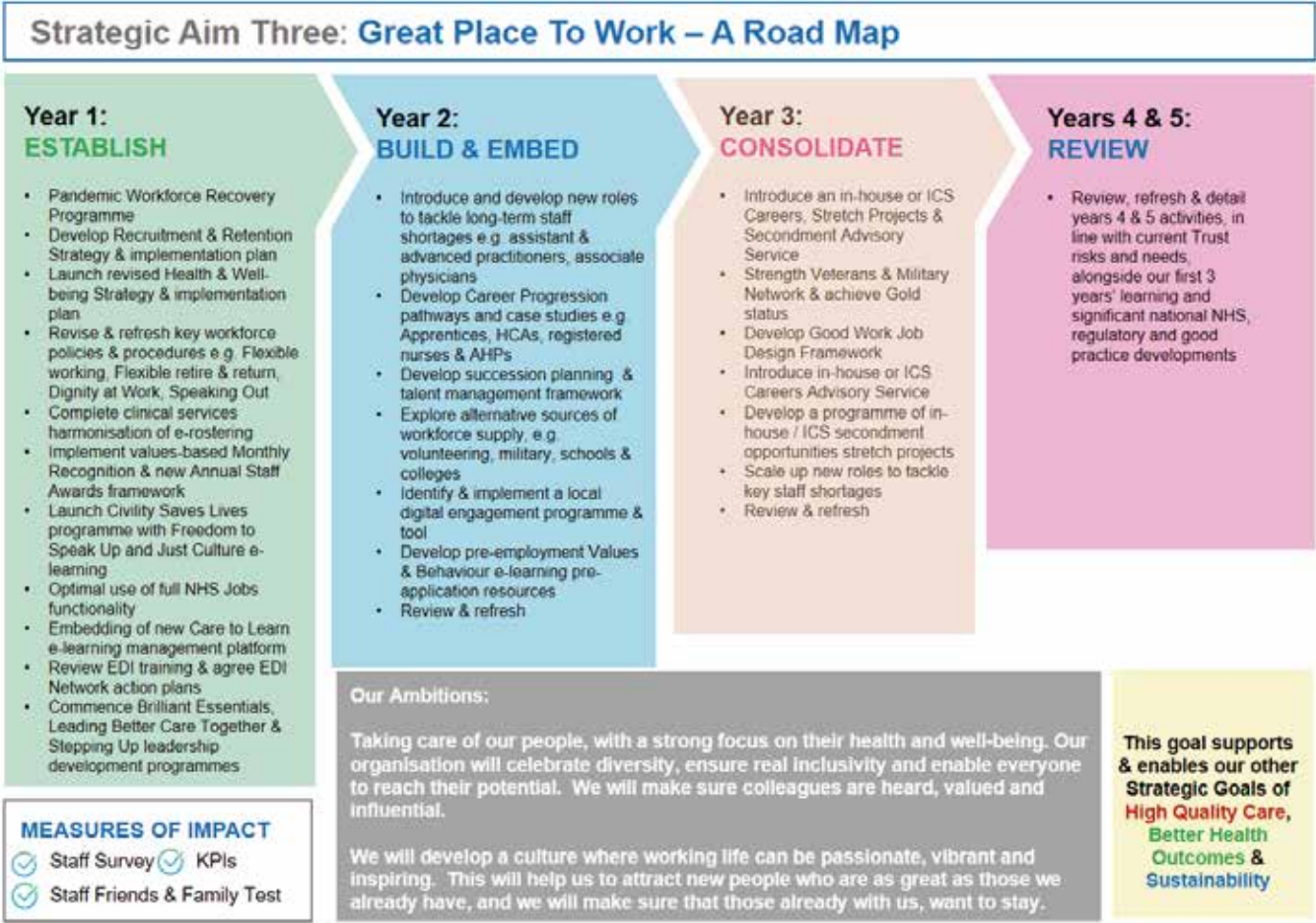
Our People Strategy aims to deliver our goal by identifying the important areas of focus and action in areas we know will help us to make a positive difference and achieve our wider Trust vision, aims, and objectives.

We appreciate that the strategy will need to remain dynamically under review and will be subject to changes over the coming years. To this end we will review the strategy annually alongside using the cycles outlined in our Road Map contained in appendix 1 - Establish, Build & Embed, Consolidate & Review. We also very much appreciate that new issues, new opportunities and new technologies will arise over the life cycle of the strategy. In responding to these our intent is to ensure we continue to engage and involve our colleagues and our partners in coming up with fresh ideas and solutions.

We hope we have got our approach right, but realise that it also won't be perfect. In mitigating this, we will rely on colleagues at all levels in the organisation in speaking up and flagging what we are getting right and what we can improve on or do differently going forwards.

**Thank you for taking the time to read our strategy and joining us on the journey.**

# Appendix 1



working together | always improving | respectful and kind | making a difference