

Group People Plan 2021-24



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Introduction from the Group Chief People Officer

On behalf of both Trusts' Board of Directors, I am pleased to be able to share our first People Plan across our hospitals group, outlining our people pledges for the next three years (2021-2024) and the improvement actions that will help us to achieve our strategic ambition of being an inclusive place to work where people are empowered to make a difference. I wish to thank all those who have contributed to the formation of this plan, the 5,000 plus people who completed our annual staff survey, the hundreds of people who contributed in design workshops during the past eight months, leading to us forming the plan pledges and priorities that will start to form our culture across our hospitals.

I feel its fair to say that this past year has been extraordinary and has reemphasised the point that without the fantastic skill and dedication of our people, which across the group is now 10,000 colleagues strong, we would not be able to provide the care we do, for our patients, who often need us at very challenging times in their lives, and for that I thank you. What we have been through and the way which we have responded has been amazing!

I believe, and our 2020 national NHS staff survey demonstrates, that we have taken some really positive steps in supporting colleagues in a relatively short time. However, it is acknowledged there is more work to do to achieve our goal of being in the top 20% of NHS employers, based on our NHS survey results. We need to continue to embed some of our new approaches, in areas such as inclusion, technology and health and wellbeing.

Examples of further work include the implementation of our Dedicated to Excellence values, 'how we do things' across our hospitals group will be vital in ensuring a positive working relationship with one another. We will also embrace new ways of working in an agile way, using technology, to enhance our work experience. Continuous conversations and communication will be vital to the success of the delivery of the plan, reflecting, learning and improving together, embracing change and empowering people to make a difference every day.

We are committed to continuing to improve staff engagement and to making sure that all colleagues feel valued, recognised and appreciated for their contributions and hard work. Providing people with a great place to work will, in turn, enable us to meet our overall goal of providing outstanding care and treatment for our patients and their families.

Enjoy reading our plan, take care.

Mark Smith
Chief People Officer
Kettering and Northampton General Hospitals



Our People Plan on a Page

Our group strategic priority:

An inclusive place to work where people are empowered to make a difference

Our ambition:

By seeing an improvement in the feedback, we receive from our colleagues – leading to being in the top 20% of acute Trusts with the national NHS staff survey

Improvements in our inclusivity measures

What does our ambition mean to us?

A focus on people as a core priority across the Group will ensure that we feel empowered and supported working within both Trusts. This will allow us not only to continue to provide excellent patient care, but also to ensure that we can provide an excellent experience for ourselves and our colleagues as an outstanding employer and create an inclusive place to work. We will continue to improve our support for colleague health and wellbeing and ensure that people working within the Group feel supported and valued regardless of their background or circumstances. We aim to empower people to voice suggestions and make improvements to how we deliver care together, ensuring our patients and service users receive the care they would wish to receive. We will build compassionate leadership at all levels and ensure that leaders and managers are supported to lead, engage and develop their teams, in line with feedback from the staff survey feedback we have received.

Our pledges and action we will take?



Dedicated car parking and travel plan reviews across both sites

Access to psychological support internally and within the county

Physical places on site to work out, rest and relax, with refreshments

Staff inclusion networks – leading to change and support

Increasing our diversity in senior roles and development opportunities

Increased International Recruitment to support current vacancies

Development programmes which are consistent and enhance your career

A resolution of a contractual query within 48 hours

Having the largest number of volunteers in the NHS supporting across varied roles

A shared temporary staffing service – access to additional experiences

Consistent policies across both Trusts



Our group strategic direction

Joining together as a Group has provided an opportunity to shape our future direction, ensuring we are all committed to, and aligned with, a single vision and mission with shared values and priorities

Our new shared strategy allows us as a Group to:

- Have a shared vision, mission and purpose
- Be clear about what the Group priorities are and what we want to achieve
- Prioritise improvements so we work on a small number of important changes at a time
- Know that our transformational activities and strategies will make a difference to the things that matter the most to us
- Identify a small number of metrics that will let us track our progress



Our Excellence Values

Over the past six months, discussions and engagement events have been held with regards to establishing our group values, which directly reflect the behaviours which staff, patient representatives and other key stakeholders see as being the most important, relevant and well embedded across both organisations today.

More than 1,000 people were directly involved in discussions, with staff across both organisations also receiving regular updates about the developing vision, mission and values. They evolved on an iterative basis and the Group's chosen core values directly reflect the most common themes shared by staff, patient representatives and other stakeholders during the engagement programme.

We engaged:

colleagues across both Trusts and KGH governors, including:

- Facilitated dialogue sessions with staffside, inclusion networks and COVID shielding groups, as well as the newly formed Joint Staff Reference Group
- Discussions with Governors
- Focused discussions during clinical meetings and committees with medical, nursing, midwifery and AHP staff
- Dedicated time-out sessions led by directors within directorate teams
- All-staff virtual briefings at group and hospital levels
- Updates via newsletters, intranets, staff Facebook groups and other social media

Patient representatives and health and care partners, by:

- Engagement with patient groups - including representatives from Healthwatch/Young Healthwatch, Carers Northamptonshire, Kettering Mind and Northamptonshire Association for the Blind - such as the Patient Experience & Involvement Steering Group, the Patient & Carer Experience & Engagement Group, the Patient and Family

Partners Group and the Prostate Cancer Support Group

- Discussion session with Northants Healthwatch/Young Healthwatch
- Engagement with health and care partners, including representatives from mental health, primary and community care, commissioners, local authorities and the Local Medical Committee
- Discussions sessions with NGH and KGH volunteers

External stakeholders, via:

- Open, virtual public events
- Media coverage
- Digital communications and engagement using social media and public websites

Our Excellence Values

This engagement has led to our values being formed which are - We are dedicated to being consistently excellent in all these areas:



Compassion



Courage



Integrity



Respect



Accountability

These values will be embedded across both Trusts in the coming months. They have a great impact on our people and therefore this plan, as the values are integral to how we treat and work with one another.

Where are we now?



As a Group we employ 10,000 people with a range of roles and skills, who care for the population of Northamptonshire and beyond, with compassion, respect and dedication. We have worked hard in the past year to increase support for colleagues and ensure we care for those who care including establishing spaces such as Our Space at NGH and the We Care Café at KGH which has 200 attendances per day.

Our Challenges:

Despite reductions in the turnover of staff in both organisations, 10.4% of our posts remain vacant, putting pressure on our teams to manage their workload and resulting in additional spending on temporary staffing to cover gaps.

Our 2020 national NHS staff survey results demonstrate we need to further improve in areas, such as,

- how colleagues work with each other
- how we contribute to improvements within our areas of work
- our approach to equality, diversity and inclusion
- how we continue to look after our colleagues' health and wellbeing – which is particularly important after 12 months of the Covid-19 pandemic response

Our Opportunities:

There are areas of strength in our organisations that we recognise and will continue to build on as we move forwards and address our challenges.

- We have an excellent, dedicated and supportive team with clinical and support staff and **volunteers** who **partner** together

every day to care for our patients. They are supported by our leadership teams, Boards and, at KGH, our Governors.

- We have an opportunity to have a consistency of approach to our **people processes** such as recruitment and our **people planning** opportunities across the Group, rather than competing for staff.
- In the last year we have put in place a number of **health and wellbeing** initiatives to support our staff. We have an opportunity to build on these and learn from each other at KGH and NGH about what works best
- As a Group we are able to work together to continue to improve the support we are providing staff, allowing us to create new **people development** opportunities and provide different ways of working.
- We have a commitment to resourcing our **organisational development** capacity improving our culture of inclusion across the Group, helping every staff member - regardless of their background or circumstances - feel included, involved and valued.

Whilst working through and caring for our patients during this hugely challenging time it has been fantastic to see that more colleagues than ever have taken the time to respond to the national NHS staff survey with an increased response rate across both hospitals by almost 10%, demonstrating increasing engagement, which has influenced this plan, our group plans and approaches – and there were significant improvements in many important areas, including:

- The quality of care colleagues feel they are delivering at both hospitals
- If a relative or friend needed treatment, colleagues would be happy with the standards of care at NGH and KGH.
- A growing number of colleagues would recommend our hospitals as places to work

This demonstrates the success of work we are already doing whilst pointing to the need to continue to improve to bring ourselves in line with high performing acute Trusts and achieve our goal of being in the top 20% nationally.

The NHS and our ICS People Plans

The NHS People Plan published in July 2020 sets out what the people of the NHS can expect – from their leaders and from each other within the NHS People Promise.



The National People Plan sets out practical actions that employers and systems should take, focusing on:

- **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.

Northamptonshire
Health and Care Partnership

We have also been working very closely with colleagues across our Integrated Care System as to our people requirements. These are:

- Health and Wellbeing
- Education and Planning
- Organisational Development
- Primary Care
- People Processes
- International Recruitment

Our NHCP (ICS) People Board meets monthly and consists of membership from across health and social care. The national People Plan actions have been assigned within the above sub-groups of the People Board. Progress and risk against priority actions is fed into our NHCP Partnership Board.

Recent partnership successes include apprenticeship and education programmes being developed and a virtual health and wellbeing festival being held and planned again for 2021 and an increase in investment in psychological support which colleagues can access for rapid support. Along with co-ordination of international recruitment and working with our local university.

Our Group People Plan seeks to build on the above national and system commitments, combining it with our own unique challenges and opportunities to deliver a fantastic place to work for our people.



Developing our People Plan

Our people underpin everything we do and so developing a strategy that will allow us to expand the number of people we have, provide different ways of working, and develop an empowering and inclusive culture is central to our vision, and will support the delivery of the entire Group dedicated to excellence strategy.

In response to the NHS and system People Plans and our Group strategy, we have worked to develop this People Plan through engagement with our people:

1. In 2020 our response rate to the National Staff Survey increased to 50% (from 40%) at NGH and 58% (from 51%) at KGH, in the context of national challenges. We have been able to use this input from colleagues to inform the strategy – as this provides us with over 5000.
2. A targeted survey was shared with 100 leadership colleagues and HR teams in order to identify our key areas for improvement as well as areas of strength in relation to our people which was supported by a workshop reviewing an international irresistible organisation framework.
3. Reflecting on these results, KGH and NGH HR teams came together to develop our ambition for People, and the future state that we aspire to deliver using a System Workforce Improvement Methodology (SWIM).

4. We explored our current areas of strength, and our ability as a Group to deliver this ambition and develop new ways of working and delivering care.
5. We began the process of prioritising our ambitions and considering what we can realistically achieve, in light of our capacity and capability to deliver these priorities.
6. This then led to extensive consultation of the draft plan with a number of internal and external stakeholders, to ascertain feedback as to whether the plan would have an impact, particularly on realising our group people ambition of providing an inclusive place to work where people are empowered to be the difference.

Following this process, we have developed 7 themes that we believe encompass the key areas of work that are needed in order to deliver this ambition for our people, which are:

- Health and Wellbeing
- People Planning
- Volunteering
- People Partnering
- People Development
- People Processes
- Organisational Development

We will now progress reviewing our capacity and form to ensure we achieve the ambitions outlined within the plan

Our Vision for our People engagement feedback



Our People Pledges

Our Group pledges to our people:

Health and Wellbeing

We will provide bespoke health and wellbeing spaces and access to health assessment and psychological support for all our people



People Planning

We will support people plans for our patient services with effective attraction and retention plans that support new roles, new ways of working and career pathways.

Volunteering

We aspire to have the largest volunteer base across the NHS with volunteers representative of the local population providing opportunities for our community

People Partnering

To consider how we work with one another, reflecting, learning and ensuring feedback is heard and actioned, leading to a reduction in formal employee relations management

People Development

We will support colleagues to build a career providing opportunity for people joining us from any level and background to progress

People Processes

Colleagues will be able to access systems to enhance their work experience and flexibility



OD and Inclusion

To bring our dedicated to excellence values to life, improving the way we work with each other, particularly focusing on empowerment and inclusion

How will we measure success?

Overall success of our plan will be measured through the National Staff survey with progress towards our aim of being in the top 20% nationally. This progress will be monitored regularly through the Quarterly Friends and Family surveys as well as more regular Pulse Surveys.

Individual areas of the plan will be reviewed through a combination of targeted survey questions and existing data sources

How will launch this plan?

We will be approving this plan in our Board meetings in March 2021 and will then look to communicate the plan and an easy read version of the plan via a number of methods, digitally, in print and we will showcase our plan within both Trusts

Health and Wellbeing



Our Pledge:

We will provide bespoke health and wellbeing spaces and access to health assessment and psychological support for all our people

Ensuring the physical, mental and psychological safety, health, and wellness of all colleagues, and ensuring that they feel valued for the work they do, is a top priority for our organisations. We recognise that our people are at the heart of the care we deliver to patients and without looking after ourselves we cannot deliver safe, high quality care. Covid-19 has put significant strains on our colleagues, and will continue to have significant physical, mental, and psychological impacts for some time to come. The pandemic has placed a greater emphasis on health and wellbeing that we will continue to build on.

As well as maintaining existing health and wellbeing activities across our organisations, we will focus on ensuring that our needs, such as for rest areas, parking, travel alternatives and access to food and water throughout the day, which are in place but will continue to be reviewed, such as hot food provisions. We will maintain and enhance the agile working unlocked during Covid-19. We will take action with regards to our occupational health services to ensure seamless access to these services and supporting delivery of vaccination, whilst advising on a safe working environment particularly with regards to infection and risk assessment for vulnerable colleagues.



How will we measure success?

Staff absence data, including reason for absence

WRES and WDES data

Survey questions on the themes of Health and Wellbeing

Key deliverables for the next 12 months:

- Development of our health and wellbeing offer focusing on initiatives that address basic needs e.g. car-parking, food and water.
- Assisting teams, individuals and managers to support rest and respite making sure colleagues have sufficient rest, breaks from work and take annual leave in a managed way.
- Long term investment in specific Health and Wellbeing spaces such as “Our Space” and the “We Care Café”.
- Expansion of psychological support for staff including the “Open Office” service and “SOS teams” including our county – strongertogethersupport.com
- Continued support for vulnerable colleagues through virtual support groups, and risk assessments.
- Supporting vaccination programmes including Flu and Covid.
- Reviewing our Employee Assistance Programme offerings to ensure they are relevant to our needs.

Key longer-term deliverables:

- Developing our Occupational Health provision, including working towards attaining SEQOHS (Safe Effective Quality Occupational Health Service) accreditation across the group
- Development of an enhanced wellbeing offering supportive of the diverse needs of our staff

People Planning



Our Pledge:

We will support people plans for our patient services with effective attraction and retention plans that support new roles, new ways of working and career pathways.

How will we measure success?

Vacancy and Turnover Rates

Temporary Staffing usage

Number of colleagues recruited from overseas

Resourcing is crucial in allowing us to grow our workforce, building on an unprecedented interest in NHS careers in light of the Covid-19 pandemic. Effective work planning will allow us to deploy people across our organisations, responding to changing needs and demands, and utilising the broad range of skills and experience that our people have.

We will develop a resourcing strategy that develops new roles and ways of working for colleagues, within teams that blend skill sets and allow people to do what they excel in. This will ensure that the developing Group Clinical and Nursing, Midwifery and AHP strategies can be supported as patient pathways are developed and transformed via our transformation programmes. We will support our colleagues in working in an agile way and to prepare for the impacts of new technology, as part of the group digital strategy, as well developing new roles and team structures that allow the identification of the right person with the right skills to use the right technology, within the group and within the county supporting programmes such as iCAN.

We will support the development of new and enhanced career pathways, not least for apprentices, creating new ways for people to enter and progress within our organisations across a range of roles. We will develop an attraction strategy, demonstrating why our hospitals are fantastic places to work for a broad range of individuals, from diverse backgrounds.

Underpinning this we will enhance our ability to utilise workforce analytics to provide the data and insights needed to maximise the effectiveness of our resourcing and work planning.

Key deliverables for the next 12 months:

- Workforce planning, including supporting job planning.
- Supporting new ways of working allowing the development of agile and flexible working policies introduced during Covid-19 with the use of working groups and development of a plan within 6 months.
- International nurse and medical recruitment, in line with national priorities, to ensure our hospitals can meet essential staff numbers – bringing over 200 new colleagues into the group by March 2022.
- Reviewing our medical establishments across both Trusts.

Key longer-term deliverables:

- Developing a joint workforce able to work across KGH and NGH
- An attraction strategy that supports our Equality, Diversity and Inclusion ambitions, through new career pathways and approach to attraction, recruitment and selection.



Volunteering



Our Pledge:

We aspire to have the largest volunteer base across the NHS with volunteers representative of the local population providing opportunities for our community

How will we measure success?

Number of volunteers and hours in the Group

Patient Experience feedback

Diversity of our volunteers and the roles they undertake within the hospitals

Successful volunteering programmes are already in place at both KGH and NGH, and during Covid-19 we saw the creative use of volunteers to support and improve patient care. We now have an opportunity to build and expand on this work. Our evolving volunteer strategy will enable us to attract younger volunteers and offer new roles for volunteers across a range of professions, capitalising on the current positive attention on the NHS and the creative use of volunteers to support care during Covid-19.

We will build on our existing strengths across KGH and NGH, working to standardise this work across the Group and continuing to focus on expanding the number of young people volunteering, which has taken place in NGH, using this to develop a pipeline to a range of roles, including portering, and admin roles. This will build on our work as part of our attraction strategy to use the opportunity presented by current positive attention on the NHS to develop our Group as an attractive place to work for people from diverse backgrounds.

Key deliverables for the next 12 months:

- Build on existing good practice and focus on standardising this across the group, including the approach to volunteer recruitment
- Ensure consistency of approach to volunteers in all clinical roles across both organisations and continue to promote the use of volunteers within the hospitals enhancing the patient experience
- Continue to build on work to increase the diversity of our volunteers to ensure that the volunteer workforce in both KGH and NGH is inclusive and representative of our population.

Key longer-term deliverables:

- Building out career paths to include volunteers, including by ensuring ongoing communication and relationships with volunteers who may return in the future



People Partnering



Our Pledge:

To consider how we work with one another, reflecting, learning and ensuring feedback is heard and actioned, leading to a reduction in formal employee relations management

How will we measure success?

Survey results

Divisional People Metrics inclusive of WRES, WDES and retention

Reduction in the number of formal procedures

In line with our mission to provide safe, compassionate and clinically excellent patient care, we will need to work in partnership to improve services. We will partner with a number of different stakeholders within our health and care system within the county, with colleagues within the clinical and non-clinical divisions, to ensure colleague feedback is being heard and action taken to resolve issues raised. We will work with staff side colleagues in implementing service improvements and consistent policy development working across the two hospitals.

It is vital that we embed a just and restorative culture throughout the group, reflecting and learning from situations within the group and wider NHS. A significant part of this approach will be to ensure that colleagues feel comfortable in holding and having conversations in line with our dedicated to excellence values at an early stage; discussing any concerns and agreeing a way forward together, in line with our OD and Inclusion pledge will reduce the number of formal cases within the group.

We will also ensure that colleagues continue to have many avenues and options when wishing to raise concerns. Working with our Freedom to Speak Up guardians, experience has demonstrated it is vital to take action when concerns are raised, continuing to engage with colleagues during this process.

Working with the divisions, we will partner to ensure local adoption and delivery of the People Plan pledges and measures.

Key deliverables for the next 12 months:

- Supporting colleagues with wellbeing by ensuring regular breaks, rosters agreed and published a minimum of 6 weeks in advance
- Improve progression opportunities and undertaking regular development conversations
- Review and amend policies inclusive of a just and restorative approach, ensuring consistency across the group
- Review the divisional specific staff survey (pulse and national) feedback and implement local action plans to address areas of concern
- Implement a talent management approach using talent metrics to help improve the quality of succession and people planning.
- Implement the Equality, Diversity and Inclusion action plan locally, enabling greater inclusion network participation
- Improved widening participation approach across our Trust and the wider system

Key longer-term deliverables:

- Joint policy development within the group and across the ICS



People Development



Our Pledge:

We will support colleagues to build a career providing opportunity for people joining us from any level and background to progress

Developing our people and building on their skills and experience is central in supporting our people to develop their careers from induction and throughout their time with us, as well as ensuring that we can enable our people to provide the best possible care to patients.

We will create meaningful growth and development opportunities by ensuring that the right training is offered at the right time for the right professional. The scale of this is greater operating at a group level as more opportunities for working in different environments are provided. We will ensure our dedicated to excellence values are included in our induction programmes, statutory and mandatory training for all staff groups, CPD for professional groups, leadership interventions. Professional development will also be supported utilising our educational partners in line with our Academic Strategy as a group of university hospitals. We have developed e-learning which needs to be further progressed in line with the digital strategy.



How will we measure success?

Staff appraisals data

Statutory and mandatory training compliance

Staff survey questions in the themes of immediate managers; Quality of appraisals; Leadership and Career Development

We will ensure that managers are equipped with the capabilities to support their teams throughout their development. By enabling line managers to more confidently and frequently have open development conversations with their teams and moving away from formal processes, we will support our people to develop their careers in the direction that is right for them. Furthermore, we will work to develop a broader understanding of development across our organisations, focusing on both the breadth of skills as well as their depth, allowing us to build a more holistic view of performance and development in supporting our people through their careers with us.

Key deliverables for the next 12 months:

- Train the trainer programme to develop competency-based interviewing for those involved in recruitment and selection
- Developing a KGH and NGH coaching / feedback approach
- Programmes to support early and open development conversations through facilitated round table conversations, promoting early intervention, and training line managers in coaching techniques

Key longer-term deliverables:

- Career pathway development for all clinical and non-clinical professions and development of an education and training programme to support these career pathways, including CPD offers for those in registration
- Building relationships with the Universities of Northampton and Leicester
- Development of an Apprenticeship Strategy, across our ICS

Our People Processes



Our Pledge:

Colleagues will be able to access systems to enhance their work experience and flexibility

How will we measure success?

Roster publication performance

Temporary Staffing usage

Recruitment time to hire

Speed of T&C query resolution

The transactional delivery of routine people processes will be central in supporting the delivery of our objectives for our people and the continuation of the essential services provided by the HR function. The functions incorporated within this include recruitment, payroll, HR helplines, rostering, identity services, establishment maintenance, and routine Management Information reporting.

Continuation of our essential People Processes, whilst improving our systems and investing in the systems and connectivity to automatically give data needed to gain insight is a key priority, whilst also recognising the needs of our HR Teams to adapt to new ways of working and respond to the challenging context faced by our People.

As a group we need to ensure we use the Electronic Staff Record (ESR) to its full capacity, leading the transactions being undertaken at source via self and manager service. We will reach high levels of attainment with regards to our systems, such as rostering or recruitment systems. Exploiting the reporting functionality of systems to inform decision making.

Our time to hire across the group will be improved further, leading to a vacancy rate reduction and less reliance on agency workers.

Key deliverables for the next 12 months:

- Development of enhanced reporting and dashboards to track key workforce metrics and support activity management and analysis
- Implementation of new HR technology including ER tracking system; workforce deployment systems
- Development of the Manager Self Service system
- Being able to respond to a terms and conditions query within 48 hours
- Implementing consistent temporary staffing rates across the group
- The procurement of rostering systems and services across the two Trusts
- Enhance our county Best of Both Worlds offering showcasing our county

Key longer-term deliverables:

- Shift towards procuring single shared systems across the Group
- Development of a People customer service centre for colleague HR queries
- Development of a shared Job description library across KGH and NGH
- A joint temporary staffing service enabling greater flexibility for colleagues



Organisational Development and Inclusion



Our Pledge:

To bring our dedicated to excellence values to life, improving the way we work with each other, particularly focusing on empowerment and inclusion

How will we measure success?

*WRES and WDES metrics
Excellence values in survey results
Successful clinical collaboration projects
Continuous increase in survey participation*

We want our staff to be empowered to be the difference in how we deliver outstanding patient care as well as building an inclusive culture centred on supportive leadership and strong team working. This will be supported through functions such as organisational work to support development of new values and behaviours, supporting teambuilding, staff networks and supporting individuals through coaching and mentoring. To be clear we have a zero tolerance for bullying and harassment.

We want to be an employer of social inclusion especially for people with protected characteristics. We will foster a climate of inclusion where people feel able and are supported to disclose their background and where the Trusts work hard to achieve a culture of support and inclusion through the group Equality, Diversity and Inclusion strategy. The strategy will be developed this year based on our 2020 staff survey results which highlight further progress is required given the link with bullying and harassment.

A leadership and organisational culture centred around continuous improvement and empowerment, supporting colleagues to share their ideas and concerns, and promoting transparent leadership, will be developed with the group transformation team. OD and leadership development will be carried out to deliver that culture, which will be embedded into appraisals, processes and recognition in partnership with the communications team. We will work to create space and time for reflection and allow individuals and teams to carry out meaningful conversations with a core focus on teamwork, particularly as we move towards clinical collaboration between our hospitals.



Key deliverables for the next 12 months:

- Supporting the development of a learning culture where all staff are empowered to contribute to change, and staff suggestions are heard and acted on utilising human factors education
- Talent management programmes to support talent, and ensure the leadership pipeline is diverse and inclusive
- Implement a Equality, Diversity and Inclusion strategy and actions to support improvements in experience and provide greater awareness within the group e.g. reverse mentoring
- Development of cultural programmes such as the Compassionism
- Working with ICS partners to implement OD masterclasses

Key longer-term deliverables:

- Develop and deliver compassionate leadership programmes at all levels both organisations, aligned across the Group
- Supporting clinical and non-clinical collaboration across the two Trusts
- Embedding our core values and behaviours throughout the organisation in partnership with the communications service



Measurement and Assurance

Data, including surveys, engagement with our staff, and wider sources of data will be used as an input to People Committees to assess the impact of our programmes of work on our vision for and promises to our People. These reviews in People Committee will inform our Trust Boards and ultimately the changes or revisions to our strategy. This ongoing process of review and revision led by our data and the feedback of our people will allow us to ensure that our plan continues to deliver and aligns with the wants and needs of our staff.

Every 6 months KGH and NGH Trust Boards will review the progress of these plans and sign-off any changes to our People Plan.

Our **Group People Committee will review progress of our pledges bi-monthly**, taking into account the variety of data sources available. The committee will align on any changes needed to ensure that our plans continue to work towards delivering the best possible place to work for our people.

Our Group Exec, Hospital Management Team, and Divisional performance meetings will review progress of these plans, and discuss any changes needed at a divisional, hospital or group level to meet our set measures

Our team will gather and consolidate the various sources of data regularly to assess the impact of our programmes of work and the feedback of our staff. This will allow a review of progress towards our goals and promises to be carried out and an assessment of which of our programmes are having the impact required.

Data sources include:

- The National Staff Survey will allow **yearly measurement of our progress and our goal to be in the top 20% nationally, particularly for staff engagement**
- Monthly pulse surveys will allow **tracking of more detailed staff feedback related to this People Plan** through specific questions related to the 7 themes presented in the Plan
- Focus Groups will **discuss the 5 Group priorities within our Group Strategy** and the initiatives being implemented within each
- This will allow **detailed exploration of areas where particular success or challenges are identified** with regular sessions to understand the impacts of initiatives in greater depth, and gather **suggestions for further changes**
- **Workforce data** relevant to each theme such as **vacancy rates, staff absence, WRES and WDES metrics** will allow us to measure the impact of each of the areas of our plan