



**Humber Health
Partnership**



PEOPLE STRATEGY

2025 - 2028

Other Formats

This document can also be made available in various languages and different formats including Braille, audio tape and large print.

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Strategy on a Page (2025 - 2030)

United by Compassion – Driving for Excellence

In five
years...

we will be one of the leading hospital groups in the UK,
delivering safe, sustainable and inclusive healthcare services

Guided by our values...

Compassion | Honesty
Respect | Teamwork

We will
achieve
this by
focusing
on our...


Patients

We will make sure our patients get the safe, quality care they need and have a good experience


People

We will put our people first, supporting our teams to be the best they can be and grow our future workforce


Population

We will focus our efforts on those with the greatest needs and help people in our communities to live well


To deliver
our
strategic
goals...


Our Patients get the best care

CQC Outstanding
Top 25% performance


Our People feel proud to work here

75% recommend as a place to work and be treated


Our Population live more years in good health

Gap in access for people from deprived areas halved

We will strive to be...

Pioneers



We will embrace digital and tech, prioritise research and innovation and build skills for transformation

We push the boundaries

Partners



We will work well with others, build trust and develop ambitious partnerships for the future

We work in partnership

Guardians of the
Public Purse



We will live within our means, deliver value-based care and reduce our impact on the planet

We use our resources well

People Strategy 2025/28

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People Strategy 2025-28 Foreword

Compassionate leadership to create and sustain a people first, values based culture.

The NHS Humber Health Partnership group strategy includes the key objective: Our People Feel Proud To Work Here. We recognise that through investing in our people; their training and development, their opportunities and career pathways, the quality of our leaders and the support networks available to them, our patients will benefit.

Our organisational vision: United by Compassion, Driving for Excellence, emphasises the belief that by managing with compassion, caring for our people, putting them first in every decision and action we take, we will deliver care that is safe, effective and high quality. Creating an organisation where our people feel safe to be creative and innovative, where our employees feel engaged, valued and empowered to continually improve the care they give to patients, they will feel valued. They will be proud to work here. Our patients will receive the best care possible, and we will thrive.

As an established teaching hospital and a partner in the Hull York Medical School, we are committed to providing opportunities for learning and development for all of our staff in a wide variety of clinical and non-clinical roles. That commitment extends to the development of new roles and the provision of apprenticeships, for which we have an excellent reputation on a national scale.

We are the largest employer in the region with over 18,000 staff. This comes with a broader responsibility to the health of our community and the local economy. We understand the important role we play in providing opportunities for improving skills and employment for local people, both of which contribute the health of our population, and we have reflected this in our strategy.

We are deeply committed to valuing diversity and fostering an inclusive environment. We believe that embracing diversity is not only a moral imperative but also a strategic advantage. A diverse workforce brings a wealth of perspectives, experiences, and ideas that drive innovation and improve decision-making. By valuing diversity, we create a culture where every individual feels respected, valued, and empowered to contribute their best. This inclusivity enhances the quality of care we provide to our patients, as it allows us to better understand and meet the diverse needs of the communities we serve.

We want all of our staff to recommend our organisation as a place to receive treatment and to work. This means creating an organisation that is recognised as an 'employer of choice'; an organisation that people want to work for, where staff are passionate about what they do and feel that it is more than 'just a job'.

Over the next four years the NHS landscape will undoubtedly change; so, it is essential we innovate and think differently using digital solutions to address rising demand whilst remaining financially viable. Our relationships with partners will be key to ensure we as a system enable our people to reach into primary and community care, reducing the need for patients to come into hospital, allowing them to receive care rapidly and in the right place for them. This will improve the experience of care both for them and our workforce.

We are making great progress in some of our people measures, but we must maintain an effective relationship with our staff, built on trust in one another and our values of Compassion, Respect, Honesty and Teamwork.

A culture built on our values and the seven elements in the NHS People Promise will be crucial to our ongoing success. We are committed to 'putting people first', supporting our staff to be the very best they can, so that they can provide excellent care and be proud to work for NHS Humber Health Partnership.

Simon Nearney, Group Chief People Officer



Who we are

Our Group is one of the largest in the NHS, with a budget of over £1.4billion, employing over 18,000 staff.

Made up of two Trusts – Hull University Teaching Hospitals NHS Trust (HUTH) and Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) – we're committed to delivering world-class services for the 1.65 million people we serve.

Our five main hospital sites are Castle Hill Hospital, Diana, Princess of Wales Hospital, Goole and District Hospital, Hull Royal Infirmary, and Scunthorpe General Hospital. We deliver a wide range of community services across the Greater Lincolnshire area, including district nursing, physiotherapy, psychology, podiatry and specialist dental services.

We see well over a million patients every year with around 275,000 attendances at our emergency departments, 214,000 hospital admissions and more than a million outpatient appointments. We deliver around 8,700 babies each year and our community services provide vital healthcare to patients in their own homes.

As Teaching Hospitals working with the Hull York Medical School, we are a UK leader in research and innovation.

In the context of this strategy - we are our People. We are proud of the dedicated individuals that work tirelessly for our patients across all of our services. Our people are united by compassion and drive for excellence in all that they do.

We are committed to creating a culture that values well-being, inclusivity, and professional development. We will empower our colleagues to deliver exceptional care both now and in the future. This is our promise to our workforce: to be an organisation that values you, that invests in you, that protects you and supports and enables you to grow personally and professionally.





As of December 2024:

Vacancy Rate

4.6%

Absence Rate

5.4%

Appraisal Rate

80.3%

**Core
Mandatory
Training Rate**

88.5%

Where are we now? In Numbers

Group Vacancy Rates

Group Level

4.6%

Vacancy Rate

0%

Reduction from previous year

Group Level

8.7%

Turnover

2.1%

Reduction from previous year

NLAG

9.6%

Turnover

1.1%

Reduction from previous year

HUTH

8.2%

Turnover

2.1%

Reduction from previous year

Medical and Dental Vacancy Rate

Group Level

5.4%

Vacancy Rate

9.9%

Reduction from previous year at 15.3%

Nursing and Midwifery Registered Vacancy Rate

Group Level

14.4%

Vacancy Rate

1.2%

Increase from previous year

Agency Usage Rates

Group Level

153 FTE

Agency Usage

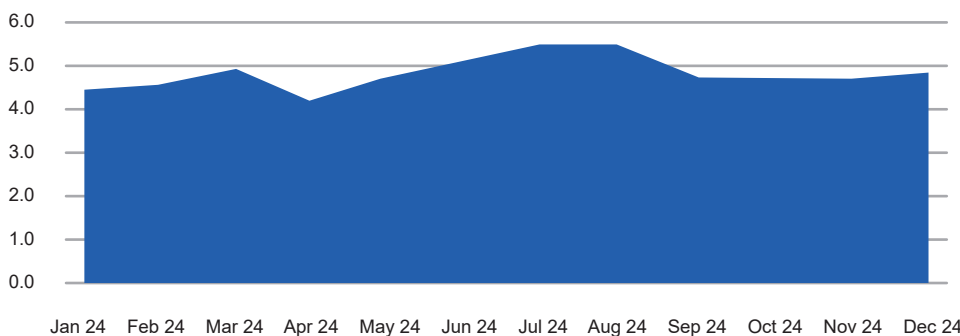
55 FTE

Reduction from previous year

£7.7m

Reduction from previous year

Group Vacancy (%)



Absence Rates

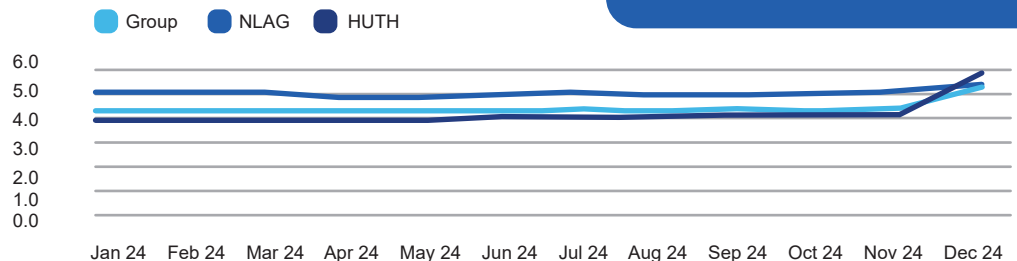
Group Level

5.4%

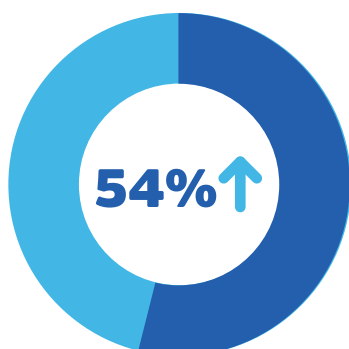
Absence Rate

Sustained

Performance

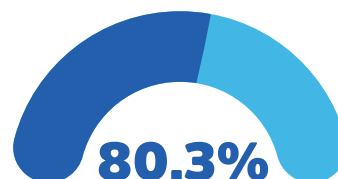


Apprenticeships Increase

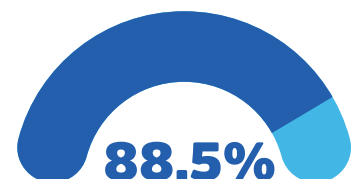


Increase in apprenticeship levy spend from £1.7m to £1.8m. This equates to a 6% growth.

Appraisal Rates



Core Mandatory Training Rates



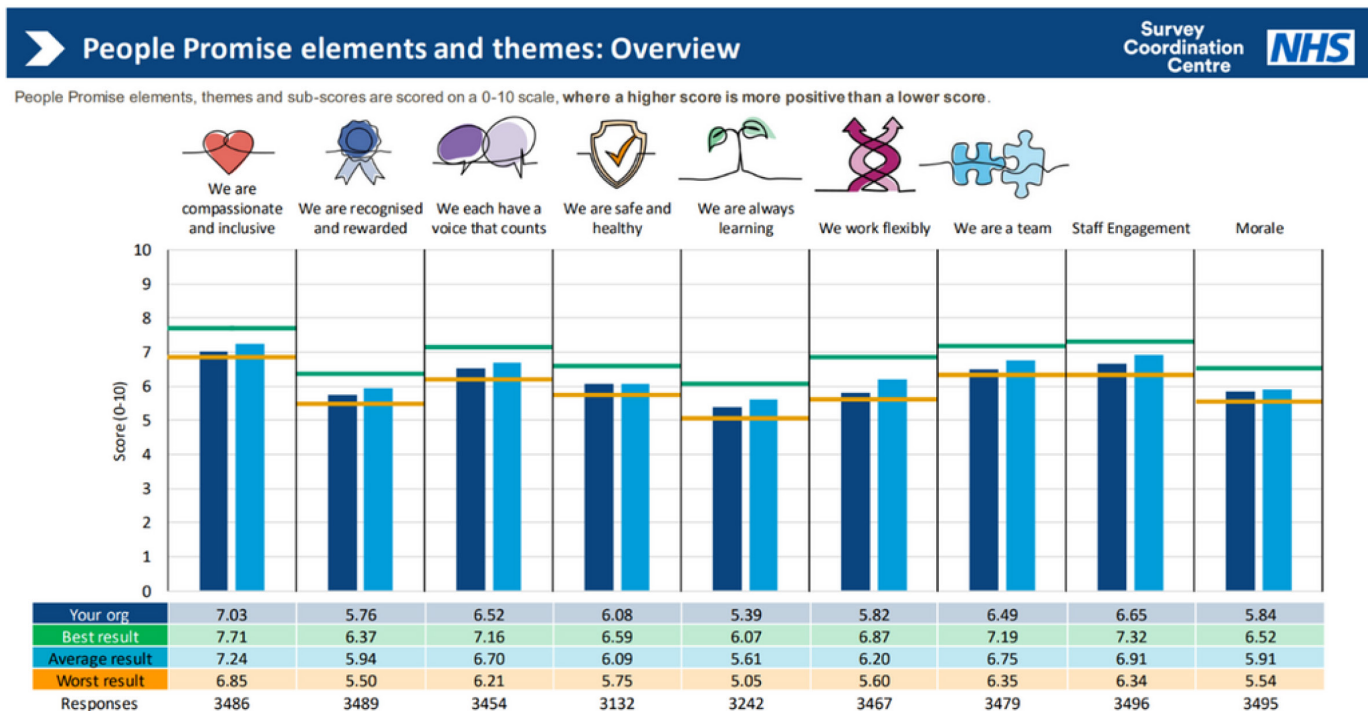
371 Leaders have attended Leadership Training across the Group.

Where are we now?

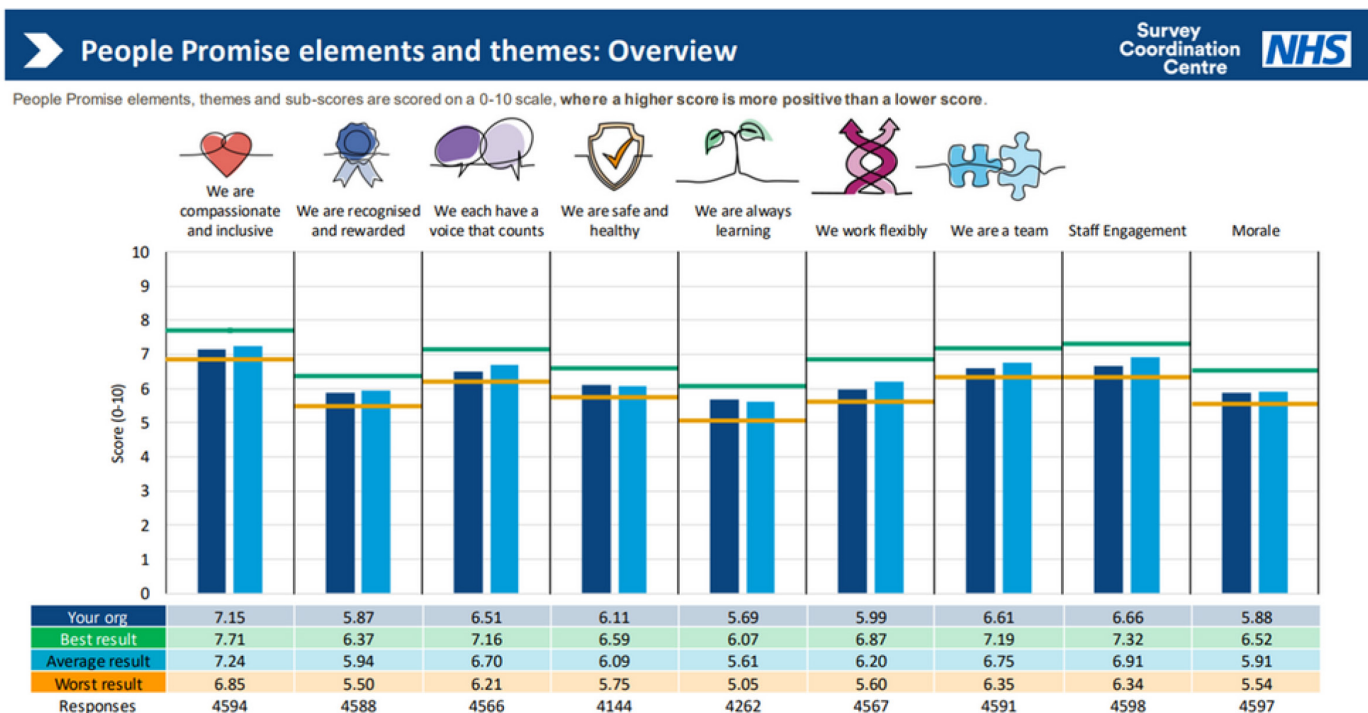
Staff Survey

Our previous national staff survey results provide a guide against our workforce performance and staff experience. Both NLaG and HUTH share many data similarities and have room for improvement across the seven people promise domains. Typically both organisations perform between the national worst and average. This strategy aims to be better than the national average and progress to int he top 20% for each domain.

NLAG 2023



HUTH 2023



Where are we now?

NHS Humber Health Partnership (HHP) is committed to a People Strategy that supports, values, enables and empowers our workforce, aligned with the NHS Long-Term Workforce Plan and the NHS People Promise. This strategy aims to build on the progress already made and reflects our on-going dedication to fostering a compassionate and innovative culture, ensuring we are ready to tackle the significant challenges across the health and care landscape.

Where does our focus remain?

Well-being and Culture

Colleagues continue to face significant pressures across the NHS, with circa a third having taken time off due to mental health concerns such as stress, anxiety, and burnout. High workloads, demanding hours, and the emotional impact of frontline healthcare have left many feeling overworked and overwhelmed. There is an urgent need for better preventative well-being action alongside responsive support. Words like, blame, discrimination, bullying and hierarchy still feature within our organisational narrative, this needs a conclusion. We will continue to develop a culture that values, protects and prioritizes colleagues inclusively whilst promoting excellence in patient care.

Vacancies and Retention

Although HHP has made significant strides in filling vacant roles, gaps remain, with the medical professions being a focus. Exploration of new ways of working, global workforce partnerships, new

roles and increasing our ability to attract and recruit new talent will be critical to our future success.

Retention remains a challenge; although turnover improvements are evident. There is a growing national trend of healthcare professionals reducing their hours or seeking roles outside the NHS to find more balanced and rewarding career opportunities. Flexible working and career growth opportunities will remain areas of significant focus within the People Strategy.

Student pipelines are reducing across all clinical modalities nationally, therefore we will continue to increase engagement with schools, colleges and regional universities to engage and connect people with the NHS and its many different and meaningful opportunities. We will increase the routes of entry through T-levels and apprenticeships and support career mapping and on-going professional development as the norm.

Evolving nature of care and Innovation

Health and social care is shifting focus to a more localised, integrated, and preventive approach, focusing on delivering personalised and accessible services closer to people's homes. Technology, such as telemedicine and remote monitoring will become the norm, enabling remote support and reducing hospital dependence. Emphasis on community health workers, social determinants, and health education will empower individuals and address broader social factors, creating healthier, more resilient communities. This will inevitably mean a shift in workforce design with the potential creation of new clinical and non-clinical roles and retraining of our current workforce. Roles will need to evolve with appropriate systems in place that enable individuals to work across traditional organisational boundaries.





Where are we trying to get to?

Individual

- Colleagues belong in the HHP free from discrimination
- All colleagues have access to meaningful career development opportunities
- Colleagues experience strong and inspirational leadership
- Flexibility in role design is the norm
- Colleagues experience our values within every interaction
- Colleague health & well-being is prioritised
- Colleagues are empowered to innovate and engage in quality improvement
- Colleagues experience policy that is enabling and based within just & learning principles
- Colleagues are recognised for their contribution routinely
- Colleagues feel proud to work with HHP and would recommend as a place to receive treatment.

Team

- Teams feel like teams and not just a collection of individuals
- Teams are flexible well-led and this is consistent across the Group
- Leaders receive world class leadership development
- Teams innovate and are always seeking to learn and improve
- Team health and well-being is a constant focus
- Teams take time out to focus on team dynamics and relationships
- Teams understand how they fit into the delivery of the Group strategies
- Teams live by Group values and behavioural standards and feel empowered to speak up where this is not evident.



Where are we trying to get to?

Hospital Group

- We will become an employer of choice both nationally and internationally
- We will put our people first in all of our endeavours so that they can put our patients first
- We will trust our devolved leadership and empower them to act
- We will prioritise people engagement actively listen and respond
- We will serve our workforce, ensuring any barriers are removed and any enhancements made
- We will work hard to ensure that colleague health and well-being is prioritised across the Group.

System

- Together with our health and social care partners we will lead innovative workforce practices
- We will support partners in their own workforce developments, particularly where this impacts on HHP patient flow
- We will harmonise workforce practice wherever possible across the system enabling workforce mobility and to be efficient.

- We will collaborate with our acute partners to ensure decision making doesn't have unintended consequence
- We will achieve alignment on both bank and agency rates at a system level
- We will have a greater understanding of workforce data at a system level and be able to plan more effectively.

National

- Be one of the top performing Groups in the country across all workforce metrics
- Be a trail blazer in workforce initiatives with published case studies
- Regularly be in the running for national awards and recognition
- Inform workforce policy development on a national level
- Attract the very best of talent from across the country and beyond as an employer of choice
- Thrive nationally despite being rural & coastal with high levels of deprivation.
- Be in the top 20% performing results in the National Staff Survey.

Group Strategic Framework - The People Focus

The People focus within the Group Strategic Framework is clear - We must put our people first so that they can put our patients first. We will enable this through a real focus on colleague health & well-being, improving working environments and building trust and empowerment. A more engaged workforce is a more productive and innovative workforce.

Our People

We can only deliver the scale of change that is needed if we have the right people, with the skills, knowledge and motivation to continually improve.

Delivering our strategic ambitions will require us to build the confidence and resilience of our people - instilling pride in our group and the work that we do.

We will:

We will look after the health and wellbeing of our people

- We will get the basics right for our teams, improving working environments, providing space for reflection and support to build resilience.
- We will improve our approach to flexible working, to ensure we retain talent and enable our best people to give their best at work and at home.
- We will tackle discrimination head-on and ensure all our people are living our values of compassion, honesty, teamwork and respect.

We will support our people to grow and develop to their full potential

- We will work to build a genuinely inclusive culture that celebrates diversity and promotes belonging so that everyone feels safe and can thrive.
- We will make it easier for our workforce - including our volunteers - to move around between different organisations and sectors and find the role for them.
- We will focus on talent development, supporting people to grow in their roles and work at the top of their professional license.

We will build a flexible and adaptable workforce for the future

- We will work with our training partners to develop curricula that focus on core competencies, adaptability and innovation to help our future workforce to be creative and embrace change.
- We will build the digital capabilities of our people to ensure they are fully equipped to deliver new ways of working for the future.

We will make a positive impact on our communities through our people

- We will re-double our efforts to inspire and support our workforce to make healthier choices for them and their families, caused a ripple effect of healthy changes across our communities.



People Strategy Framework

The People Strategy framework responds to the current identified people need whilst creating the space for future focused people innovations. This strategy aims to push the boundaries of traditional people practices whilst also addressing some the basic and fundamental needs required to create meaningful working experiences. The people first approach taken within this strategy aims to create an inclusive culture across NHS Humber Health Partnership that enables colleagues to thrive, with excellent patient centered care at our core.

Our approach in defining our culture and engagement practices wraps around all that we do defining our “how”. The themes identified are as a result of extensive engagement and feedback from our people with alignment to the NHS Long Term Workforce Plan and the NHS People Promise. Each identified theme has a framework of delivery associated over the strategy period.



Where we are trying to get to

1

Mission 1: People and Partnerships Framework.

We will ensure a workforce that is fit for purpose today whilst planning for the future. Our workforce will have the very best development and career opportunities available and work across traditional organisation borders with the patient in mind. As we continue to innovate digitally and with a smarter approach to our work, we will challenge our workforce requirements. This will release workforce and people resource efficiencies meaning a lower organisational headcount.

Strategic Framework Drivers

We will build a flexible and adaptable workforce for the future

1. Workforce innovation, mobility & adaptability
2. Building workforce partnerships to enable future ways of working

Objective 1 - Implementing Effective Workforce Planning and Role Innovation.

Understanding our current and future workforce needs, role innovation and aligning resources to meet service demands. Enabling a sustainable workforce will reduce vacancy and agency usage.

Leaders will have the data, tools and support to develop workforce plans at all levels, from Group to specialty, ensuring effective workforce management. Colleagues will have greater access to flexible roles and career development opportunities that align to workforce plans. In addition to expected demand, workforce plans will incorporate innovative role and service design to achieve medium to long term workforce sustainability. Technology and AI will optimise staffing schedules, automate tasks, and forecast future workforce needs.

Objective 2 - Development of Talent Acquisition and Sourcing

Building on existing innovation to attract the very best talent. We will develop and launch a new Group recruitment portal alongside attractive offers of employment linked to career development teaching and research.

Leaders will have access to a wider and more diverse pool of candidates to fill vacancies. We will establish NHS Humber Health Partnership as an employer of choice, leveraging new sourcing methodologies and technologies. Candidates will have a seamless recruitment and on-boarding experience that is ethical and free from bias. Candidates will experience excellence in organisational induction that is complete with the right tools, training and knowledge that begins to build the foundations of a great career with HHP.

1

Mission 1: People and Partnerships Framework.

Objective 3 - Development Opportunities for Existing and New People.

Providing development opportunities for our people, to facilitate access to ongoing professional development, with a focus on skill enhancement and career progression. This may mean the introduction of new roles, different ways of working within existing roles and facilitation of apprenticeship opportunities. Plans will incorporate innovative role and service design to achieve medium to long term workforce sustainability. Technology and AI will optimise staffing schedules, automate tasks, and forecast future workforce needs.

Aligned to our Learning, Leadership and Talent development ambitions, colleagues will have access to career development frameworks and mentors, offering clear direction and support in achieving their ambitions with fit to defined workforce need. Early-stage career opportunities and development roles will provide diverse pathways, alongside formal academic routes, including more undergraduate placements.

Objective 4 - Enhancing Workforce Partnerships

Forming and maintaining workforce partnerships to aid access to potential candidates, provide a richer training and employment experience, to improve collaboration and shared service innovation regarding workforce challenges within the region.

Through strengthened partnerships locally, regionally, nationally and internationally the Group will diversify talent pools. We will increase links with health and social care partners to address known workforce issues collectively. We will continue build relationships with international partners to address known short term workforce needs. In addition, we will continue to work closely with regional educational partners to co-create career pathways with aligned levels of local student enrolments in relation to workforce demand.

Objective 5 - Governance, Sustainability and Safety

Integrating and enhancing workforce governance processes, facilitating sustainability, safer staffing and workforce accountability.

Robust and dynamic workforce governance arrangements will ensure accurate tracking of performance against plan with accountable mitigating actions in place where required. We will ensure that services are right-sized and that minimum safe staffing levels are defined for all clinical areas. This will align with workforce plans to ensure that we have the right people with the right skills, in the right place, at the right time. Achievement of this framework, will reduce temporary staffing reliance and spend as a primary short term workforce driver whilst enabling a sustainable and inclusive workforce provision.

Where we are trying to get to

2

Mission 2: Workforce Systems Transformation

Workforce Systems Transformation Framework - We will continue to innovate within the Workforce Systems Transformation space. We aim to create one digital estate where ease of access and streamlined workforce processes are the norm. All leaders will have access to meaningful workforce data with predictive capabilities. Colleagues will experience simplification and greater accessibility through smart devices.

Strategic Framework Drivers

1. Increased workforce mobility
2. Increased digital capability
3. Innovation and Change.

Objective 1 - The new Workforce Solution (System)

The new workforce solution and maximising the use of ESR and E-roster - The new solution will build on the success of the current Electronic Staff Record (ESR) system in support of the NHS People Plan and the wider NHS workforce policies. Maximising the use of existing solutions such as ESR and E-roster will be a priority in achieving system efficiencies and realising workforce benefits.

Leaders will experience a new workforce system that builds on the strengths of and replaces the current ESR system, driving improvements in efficiency, accuracy, and user experience as we move toward a single digital estate. The introduction of the enhanced system, alongside maximising use of existing systems will streamline workforce management, improve data visibility, and empower leaders to make informed decisions, boost staff morale, and foster a more flexible, scalable, and sustainable workforce.

2

Mission 2: Workforce Systems Transformation.

Objective 2 - A Digital Personal Assistant.

AI/RPA Leverage Artificial Intelligence (AI) and Robotic Process Automation (RPA) to streamline HR processes and provide personal assistant capabilities for Employees and Managers. and tasks with ease.

Leaders will experience the benefits of a Digital Personal Assistant powered by Artificial Intelligence (AI) and Robotic Process Automation (RPA), designed to streamline HR processes and enhance efficiency. This advanced solution will simplify tasks for both employees and managers, providing seamless support and enabling quicker, more accurate decision-making while reducing administrative burdens.

Objective 3 - Removal of Transactional Process

Removal of Transactional Process through Digital Innovation. Simplify and streamline all digital interactions to improve user experience and reduce barriers in processes, enabling employees and core teams to access and manage information and tasks with ease.

Leaders will experience the removal of transactional processes through digital innovation, simplifying and streamlining all digital interactions. This will enhance the user experience, reduce process barriers, and enable both employees and core teams to easily access and manage information and tasks, improving overall efficiency and satisfaction. Focus will be given to establishing innovation at a system level, working with partners to improve system efficiency.

Objective 4 - Digital Staff Passport

Creation of a Digital Staff Passport within the Group that consolidates an employee's qualifications, training, certifications, performance history, career progression, and other key data points in one comprehensive, secure, and easily accessible digital profile. This will facilitate career development, improve workforce planning, support regulatory compliance, and enhance internal mobility across NHS organisations.

NHS Humber Health Partnership will benefit from the introduction of a Digital Staff Passport, consolidating key employee data such as qualifications, training, certifications, performance history, and career progression into a single, secure, and easily accessible digital profile. This innovation will support mobility of health professionals between organisations and remove any duplication of processes where aligned to the same national standards. Introduction of digital passports at a regional level with integration to the national programme will foster a more agile workforce.

2

Mission 2: Workforce Systems Transformation.

Objective 5 - Digitally Enhanced Talent Attraction.

Use digital tools to enhance recruitment, attract diverse talent, and reduce time-to-hire.

Leaders will experience digitally enhanced talent attraction, leveraging advanced and automated digital AI & VR tools to streamline recruitment processes and significantly reduce time-to-hire and human based bias. Introduction of this technology will enable quicker, more efficient hiring while improving the quality and validity of candidate assessment.

Objective 6 - Workforce Reporting

Provide actionable insights, real-time and predictive reporting of NHS Humber Health Partnership workforce to support better decision-making and planning.

Leaders will gain access to real-time and predictive workforce reporting, providing actionable insights into the NHS Humber Health Partnership workforce. This data-driven approach will support better decision-making, improve planning, and ensure more informed, strategic management of resources.



3

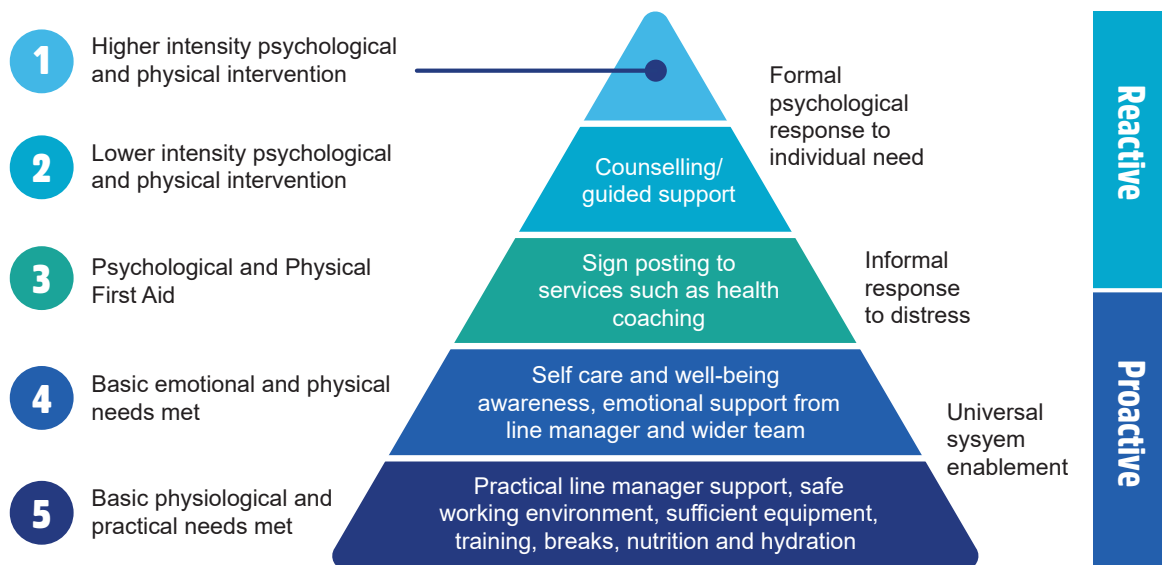
Mission 3: Health and Well-being.

Health & Well-being Framework (HWB)- the framework deals with the varying stages and support that colleagues may need throughout the employee lifecycle. Much of the framework deals with preventative and basics needs, these are not always experienced within the workplace. Having a greater sense and understanding of our own Health & Well-being enables us to support colleagues, family members and the wider community including our patients.

Strategic Framework Drivers

We will look after the Health and well-being of our people

1. Increased flexible working
2. Healthier workforce, healthier communities



3

Mission 3: Health and Well-being.

Objective 1 - Higher intensity psychological and physical intervention

In times of crisis, colleagues will be able access rapid hyper specialised care. Line managers will be well trained and be equipped to support and signpost individuals into appropriate provision. Teams will have access to support immediate circumstances and ongoing support to heal.

Objective 2 - Lower intensity psychological and physical intervention

Specialised help and support will be available whether because of individual circumstance or because of work based events. Colleague's will experience supportive employment policies and be able to access timely health care provision where possible to enable.

Objective 3 - Psychological and physical first aid

Colleagues will have access to health coaches and a range off supportive groups that are tailored to their needs throughout the employee life cycle. This will include access to inclusive support for colleagues that feel isolated or discriminated against because of their circumstances or background. We will increase dedicated Health &Well-being spaces across the Group to enable break away space and Health & Well-being activities.

Objective 4 - Basic emotional and physical needs met

Colleagues will have 1:1's and PADR's with a line managers that protect and prioritise Health and Well-being. Teams will be more aware of their own physical and mental health and be given the tools to stay well at work. Partnership working will add value to the HWB offer. .

Objective 5 - Basic physiological and practical needs met

Greater access to nutritious and affordable food and drink. Line managers who are accessible, are well trained and that enable healthy working lives. Colleagues will experience a more social work place where flexibility is the norm.

4

Mission 4: Leadership, Learning and Talent Development

Empowering Excellence in Every Role is at the heart of our approach. We will provide development opportunities for every leader to fully understand their core people management responsibilities and approach, whilst offering programmes to further enhance and challenge compassionate and inclusive leadership skills. Regardless of role, we are committed to providing our staff and students with access to high-quality teaching, courses, apprenticeships and programmes to help colleagues to reach their full potential and enable progression as per identified workforce requirements. Through strong partnerships with local schools, colleges, and higher education providers, we will offer a diverse range of accredited and non-accredited opportunities, ensuring continuous professional development and lifelong learning for all.

Strategic Framework Drivers

1. Develop educational programmes that support innovation and change
2. Talent Development
3. Increasing digital capability

Objective 1 - Personal Development as Our Core Approach

Personal development is embedded into our organisation with managers focused on supporting team members' development needs.

We will enable our leaders to embed personal development into our organisation through developing them to lead talent-focused appraisals, ensuring everyone acquires the skills needed for exceptional patient care. Managers will be given the skills to ensure that they can and will focus on their team's development needs, providing support for success. We will ensure that there is comprehensive offer for our staff to access coaching, mentoring, and restorative conversations to ensure that they can reach their potential in their role and career.



4

Mission 4: Leadership, Learning and Talent Development.

Objective 2 - Inclusive and Compassionate Leadership

Our leaders foster a psychologically safe culture, encouraging innovation and risk-taking without fear. They promote open communication and mutual respect, empowering staff to share ideas and collaborate.

We will ensure our leaders and managers are compassionate and inclusive, creating a psychologically safe culture that encourages innovation and risk-taking without fear. By fostering open communication and mutual respect, we will empower staff to share ideas and collaborate effectively, enhancing our organisation's performance and wellbeing. We will provide development opportunities for all leaders to understand their core people management responsibilities and offer programs to enhance their compassionate and inclusive leadership skills.

Objective 3 - Lifelong Learning for All

Continuous Professional Development (CPD) is central to our strategy, ensuring all staff can acquire necessary skills for job progression and delivering excellence at work.

We will place Continuous Professional Development (CPD) at the heart of our approach, making it accessible to everyone regardless of their role within our group. We will ensure that all staff can acquire the core functional skills necessary for job progression and future career aspirations. Our programs will be meticulously aligned with the latest healthcare advancements and patient care standards, ensuring that our training remains relevant and impactful. By fostering a culture of lifelong learning, we will empower our workforce to deliver the highest quality of care and continuously improve their professional practice.

Objective 4 - Unlocking Potential: Pathways to Leadership & Growth

Equitable talent management ensures all staff have access to development opportunities. Succession planning will ensure a robust pipeline of future leaders.

We will prioritise equitable talent management, ensuring that all staff have access to personal and career development opportunities. We will implement the Scope for Growth model to facilitate open and transparent career conversations, helping to identify and nurture hidden talent within our organisation. By establishing clear and transparent processes for progression, we will support staff in achieving their career aspirations. Succession planning will be integral, ensuring that we have a robust pipeline of future leaders and critical role successors. This approach will not only enhance individual career development but also ensure the continuity and excellence of patient care.

4

Mission 4: Leadership, Learning and Talent Development.

Objective 5 - Empowering Excellence in Every Role

We commit to providing high-quality teaching and programs to help staff and students reach their full potential alongside partnerships with local education providers offering diverse learning opportunities.

We will commit to providing our staff and students with access to high-quality teaching, courses, and programmes, regardless of their role within our group. Our goal is to help everyone reach their full potential and ensure we deliver exceptional care to our patients. We will equip all our educators with the necessary skills and knowledge to provide top-tier education, enhancing the learning experience for all healthcare professionals. By forging strong partnerships with local schools, colleges, and higher education providers, we will offer our staff a diverse range of accredited and non-accredited opportunities.



5

Mission 5: Culture and Engagement

This framework represents the “How”. How will we achieve the deliverables as set out in the first four frameworks. Working with our colleagues across the Group, we will work towards a culture that puts our people first, underpinned by our Group values of Compassion, Respect, Honesty and Teamwork.

Strategic Framework Drivers

1. Inclusive cultures
2. Tackling discrimination
3. Getting the basics right

Objective 1 - One Workforce

One team that is united by a common vision and purpose. All colleagues understand what their role is and how it contributes to our organisational objective and will do so in line with our values and behaviours.

We will ensure clarity of organisational and strategic objectives and group values, so everyone understands our goals. Our staff will experience leaders who set clear, bite-sized objectives aimed at delivering group objectives. Roles and responsibilities will be clear, with an accountability framework understood by everyone. Leaders will value communication, making team meetings the norm, not the exception. Our processes and policies will be completely harmonised, ensuring we have one way of doing things.

Objective 2 - Foundations

We will enable a culture where the core needs of colleagues are taken care of 100% of the time and as a priority. We lead with a just and learning cultural approach.

We will ensure that getting to work is simple for all staff, who will have equal access to nutritious hot food 24/7 and easy access to

areas where they can take a break. Our staff feel safe in their working environment, with low levels of bullying and harassment. By

building solid foundations, we create an environment where staff feel happy, included, and safe at work.

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Mission 5: Culture and Engagement.

Objective 3 - Equity, Inclusion and Belonging

We will be steadfast in ensuring equity in working standards, staff experience, and opportunities for all. We will act rapidly where this is not the case and work to remove systemic discrimination at all levels, so no matter who you are, you feel like you belong.

We acknowledge that discrimination exists in our group and are committed to significantly improving staff experience over the next three years. With a steadfast, zero-tolerance approach to discrimination, our leaders will create a psychologically safe environment where everyone feels confident to speak up and assured that action will be taken. We will proactively educate all staff to reduce discrimination and work with our local communities to ensure they understand that discrimination or abuse towards our staff is completely unacceptable. Our local population recognises us as an equal opportunities employer, knowing they will be treated fairly. Our leaders are committed to ensuring that all staff, regardless of background, have equal access to career development and job opportunities and feel a strong sense of belonging within our organisation.

Objective 4 - Staff Engagement

We will actively listen, and facilitate a conversation that enables and empowers our colleagues with the trust and permission to act as part of our quality improvement ambitions.

We will prioritise staff engagement to achieve excellence, expecting managers and leaders to connect an engaged team with high performance. Managers will dedicate time to one-on-one meetings, actively listening and empathising with staff. We will implement a staff-led improvement programme, ensuring everyone's voice is heard. Regular career development discussions with line managers will help staff grow and succeed. Teams will prioritise spending time together, fostering unity and fun. We are committed to continuous improvement, always striving to enhance our workplace and support our staff.

Objective 5 - Meaningful and Well Led Transformation

We recognise that improvement is part of our fabric as we continue to strive to do the very best for our patients. Where change is required, we will do this well, engaging our colleagues with us on the journey whilst recognising the impacts of uncertainty that change can bring. .

Transformation will be a constant across Health and Social Care in order for our systems of care to meet future patient demands. Where this is the case across our Group, our colleagues will experience processes of change that are engaging, informative and equitable. Leaders will be responsive to colleague needs including them in the case for change even when the outcome may be difficult. Change process will be managed in a timely way to avoid protracted processes that leave colleagues in limbo.

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Mission 5: Culture and Engagement.

Objective 6 - Reward and Recognition

We will recognise the contribution that our staff make each and every day. We will ensure that staff are rewarded for their efforts. Whether that is a simple thank you, improved and enabled employee experiences and staff benefits or being recognised on a local and national stage.

We deeply value and appreciate the dedication and hard work of our staff. We believe in recognising and rewarding our employees in various ways, from a simple thank you to local and national awards. We will offer access to a comprehensive range of employee benefits designed to support colleagues well-being and life events. Colleague contributions are the cornerstone of our success, and we are committed to ensuring staff feel valued and supported every step of the way.



How we are going to get there

Year
1

The People Strategy delivery will be informed by the associated thematic frameworks with activity prioritized against available delivery resource and organisational need. All identified actions will be split between year 1, 2 and 3 in delivery.

Workforce Systems Transformation - Introducing a Group in-house system for establishment control, eliminating paperwork with Manager Self-Service, and improving data quality to meet workforce standards. A full ESR system assessment will align processes across the Group, standardising reporting, and enhancing Power BI for better insights and decision-making as we move towards a single digital estate where possible. Full utilisation of Health Roster for areas in scope will enable clinical leaders and staff to ensure efficient workforce management and enhanced staff rostering capabilities. Digital innovation will be a primary driver for efficiency. Innovation will be developed in partnership with the system with shared service delivery in mind where appropriate to explore.

Health and Well-Being - Establish proactive foundations for health and well-being, including improved break spaces, flexible working policies, physical and mental health campaigns, and training initiatives like REACT mental health training for line managers. Year 1 programmes will focus on creating a healthier, more supportive work environment, aiming to reduce stress and absenteeism while enhancing overall well-being through proactive education and support.

Leadership, Learning and Talent Development - We will focus on laying the groundwork for inclusive and compassionate leadership by launching development programmes for leaders whilst promoting psychological safety through training sessions and team-building activities. We will enhance educator skills and ensure access to high-quality teaching and courses for all staff and students. Talent-focused appraisals will be implemented to identify individual development needs, and coaching and mentoring programmes will be extended to support personal and professional growth. We will also create specific appraisal processes for our leaders ensuring that feedback from their teams is inbuilt alongside other core people metrics. We will create a comprehensive learning needs analysis for the Group ensuring we have a clear plan for future education commissioning over the next 3 years.

Culture & Engagement - We will further embed and improve the impact of our zero tolerance frameworks so we see measurable reduction of discrimination. We will focus on creating a psychologically safe environment where staff feel confident to speak up through developing our leaders skillset and mindset. Teams will be encouraged to apply our Group values to their workplaces through a structure programme of development. We will provide easy access to break areas, and maintain a safe working environment. We will continue our group approach to civility to further reduce levels of bullying and harassment. We will explore a range of staff benefits that will enable both working and home lives of our colleagues.

People and Partnerships: We will establish people resource focused on workforce transformation that will facilitate practical solutions to known workforce issues. Reduction of the medical vacancy position will be a primary focus. We will implement new roles including advanced practice in line with the developing national picture and will establish processes to facilitate the flexible deployment of substantive and peripheral workforces to meet short term needs. We will introduce dynamic and real time specialty level workforce planning as part of overarching Group level workforce planning processes. Alignment of leadership, learning and talent development processes to workforce needs will be implemented, and we will establish stronger workforce governance processes at an operational level to ensure compliance with NHS employment standards. We will focus on the development of ethical recruitment practices whilst reducing any direct or indirect discrimination in process. Will commence work towards establishing NHS HHP as an employer of choice. Outputs of the activity detailed will continue to reduce reliance on agency usage whilst reducing our vacancy position in critical areas. Harmonisation of employment frameworks will remove confusion in leadership approach across the Group.

How we are going to get there

Year
2

2026- 2027

Workforce Systems Transformation - Launch of the Digital Staff Passport, modernising systems with People System apps, and selecting a platform for CoPilot. Implementation of real-time reporting and expanding on Culture Dashboard to enhance workforce insights and engagement.

People and Partnerships: We will further develop Talent Acquisition and recruitment methodologies utilising available technology to increase reach and sourcing capability, including further developing ethical recruitment and eliminating bias in selection so far as is reasonably possible. We will provide further growth opportunities through implementing additional development posts across a range of staff groups and expand our offer of early stage career opportunities including increased undergraduate placements, apprenticeships, T levels, and work experience placements. We will develop partnerships with regional providers to establish regional workforce solutions where desirable. We will establish and maintain partnerships with educational providers to design and implemented co-created career pathways and educational provision aligned to workforce needs. We will continue to fill all recruitable vacancies in line with workforce plans, including offering substantive opportunities to temporary workers. Temporary staffing requirements will be reducing, however where temporary staffing is required we will ensure appropriate governance is in place and the best value for money is obtained.

Leadership, Learning and Talent Development - We will offer advanced leadership programmes to further enhance leadership skills and encourage innovation and risk-taking by recognising and rewarding creative ideas. Continuous Professional Development (CPD) will be embedded into the organisational culture, and partnerships with educational institutions will be strengthened to offer a wider range of learning opportunities. Personalised development plans will be created for each staff member, and managers will be trained to conduct restorative conversations to address challenges and support team members.

Health and Well-Being - Expand resources and integrate interventions into daily operations. This includes launching Menopause and Well Man programmes, health coaching, group therapy, and enhancing managerial support through the "8 Minutes Initiative." Dedicated HWB spaces and staff-led clubs will promote a positive, inclusive workplace culture. These initiatives aim to improve morale and create a more supportive and engaging work environment.

Culture & Engagement - We will have allyship programmes that proactively educate all staff to reduce instances of discrimination and work with local communities to ensure they understand that discrimination or abuse towards staff is unacceptable. Managers will dedicate more time to one-on-one meetings, actively listening and empathising with their staff with feedback about them built into appraisal processes. We will implement systems to ensure equal access to career opportunities for all staff, regardless of ethnicity, disability, or gender identity. We will launch a managed programme of staff-led improvement to ensure everyone's voice is heard and prioritise regular career development discussions with line managers to help staff grow and succeed.

How we are going to get there

Year
3

2027- 2028

Workforce Systems Transformation - Auditing current systems, reviewing AI and RPA processes, and creating AI chatbots. We will pilot AI and RPA for an Employee Portal, explore virtual simulation, and enhance digital onboarding. The new Workforce Solution project will begin, transitioning users to a more advanced, integrated platform.



People and Partnerships: : In addition to ongoing monitoring, we will review the impact of all workforce and partnerships framework elements and identify further opportunities. We will ensure that practices and processes relating to increasing diversity and inclusion and eliminating bias are embedded as an operational normal. We will continue with the implementation of further development roles and frameworks as required aligned to current and future forecasted workforce need. We will realize the benefits of of specialty level workforce planning, with the alignment to operational and financial planning. We will maintain NHS HHP as an employer of choice.

Leadership, Learning and Talent Development - We will conduct evaluations to assess the impact of leadership programmes and gather feedback for necessary adjustments. Sustainability plans will be developed to ensure continuous improvement in leadership practices, and an impact assessment will be conducted to evaluate the effectiveness of CPD programmes and partnerships. Talent management processes will be reviewed, and succession planning efforts will be strengthened to ensure a robust pipeline of future leaders and critical role successors.

Health and Well-being - Evaluate and optimise the programme, focusing on long-term impact. Colleagues will benefit from refined policies, advanced interventions for complex health needs, and continued well-being practices. Tier 1 interventions like case management and clinical access will be fully operational, with expanded Tier 2 services. Regular HWB training and the annual HWB Excellence Awards will promote recognition, job satisfaction, and retention.

Culture & Engagement - We will continue to improve staff experience by addressing any remaining issues of discrimination and ensuring significant improvement which is measurable by our staff survey results. We will maintain a focus on continuous improvement, always striving to enhance our workplace and support our staff. Strengthening the connection between staff engagement and performance will be a priority, ensuring managers and leaders understand its importance with staff engagements scores inbuilt into our performance and accountability frameworks. We will build solid foundations for staff to feel happy, included, and safe at work. Our local population will recognise us as an equal opportunities employer, knowing they will be treated fairly.

How we will know we have been successful

Mission	KPI Measure	Source	Current	2026 Target	2028 Target
 <p>People and Partnerships</p>	Current Vacant Position %	ESR/ Finance	12%	10%	8%
	Overall Vacancy Position %	ESR/ Finance	4.3%	3.5%	2.5%
	Agency as % of gross staff costs	Finance	4.47%	4%	3.5%
	First Year Turnover %	ESR	21%	18%	15%
	Turnover %	ESR	9%	8%	8%
	Group Time to Hire Combined Conditional to Unconditional	Trac	24 days	22 days	<20 days
	Specialty Workforce Plans in Place	Workforce Planning	0%	80%	100%
	Satisfaction with Onboarding Experience	Recruitment KPIs	N/A	80%	90%
 <p>Workforce Systems Transformation</p>	Satisfaction with Onboarding Experience	Recruitment KPIs	N/A	80%	90%
	Satisfaction with Onboarding Experience	Recruitment KPIs	N/A	80%	90%

Mission	KPI Measure	Source	Current	2026 Target	2028 Target
2 Workforce Systems Transformation	Removal of paper based processes via introduction of ESR MSS across the Group	ESR	66%	90%	100%
	% of in scope departments utilising the Health Roster	Health Roster	90%	100%	100%
	Digital Staff Passport. Reducing Time to Hire for all staff	ESR	9%	8%	8%
	All group pay impacting changes to be administered through Establishment control processes	ESR	9%	8%	8%
	Workforce Reporting - Real Time	Power BI	Monthly	Daily	Daily
3 Health and Well-being	NSS - We are Safe and Healthy	NSS	NLAG: 5.8 HUTH: 5.9	6	6.5
	Psychological related sickness % overall sickness	Recruitment KPIs	21.69%	18%	15%
	% of leaders completed REACT training	HEY 24/7 / ESR	15%	30%	50%
	NSS - Burnout (Higher scores demonstrate improvement)	NSS	NLAG: 4.97 HUTH 4.98	5	5.3

Mission	KPI Measure	Source	Current	2026 Target	2028 Target
3 Health and Well-being	NSS - Flexible Working	NSS	NLAG: 5.82 HUTH: 5.66	6	6.85
	Our Staff Engagement Score is above the average for NHS England Trusts	NSS	NLAG: 6.4 HUTH: 6.5	6.7	7.0
4 Culture and Engagement	Percentage of staff experiencing harassment, bullying and abuse (from a colleague or manager)	NSS	NLAG:22.3% HUTH:20%	16%	12%
	Recommend my organisation as place to work	NSS	NLAG:46.9% HUTH:49.9%	55%	65%
	Experienced discrimination from a colleague or a manager	NSS	NLAG:9.3% HUTH: 5.9	6	6.5
5	Appraisal %	HEY 24/7 / ESR	80.9%	85%	85%
	Quality of Appraisal - left me feeling valued	NSS	NLAG:29.2% HUTH:28.8%	35%	42%

Mission	KPI Measure	Source	Current	2026 Target	2028 Target
5 Leadership, Learning and Talent Development	Learning Needs Analysis	Internal	0%	50%	90%
	We are always learning	NSS	NLAG: 5.39 HUTH: 5.69	5.8	6.07
6 Group	CQC Well-Led Review	CQC	Requires Improvement	Good	Good



Workforce Governance

The People Strategy delivery will be monitored in a number of ways and at varying levels across the organisation.

Workforce Education & Culture Committee in Common

On a bi-monthly basis, the Workforce Integrated Performance Report (IPR) will be submitted to the Workforce Education and Culture Committee in common (WECC) which is a subcommittee of Group Board. This will include in-year People Strategy performance reporting in addition to the broader workforce programme of work and KPI's. Escalation will also be received from other Sub-committees into WECC where relevant to workforce. Escalations of assurance levels and any issues identified will be presented at Group Board.

Executive Cabinet / Group Senior Management Team

Executive Cabinet will set the People strategy and employment frameworks receiving escalations from operational workforce groups where appropriate. The Group Senior Management group will receive and approve annual operational planning submissions, inclusive of the workforce aspects of business planning as well as in year escalations of any emerging workforce issues. The Executive Cabinet will continue to manage the Vacancy Control process to ensure correct resource allocation.

Workforce Transformation Group

The Workforce Transformation Group is responsible for the operational delivery of the People Strategy. Member includes representation from all operational Care Groups as well as supporting departments and the People Directorate delivery leads. This group will focus on the dynamic co-delivery of the strategy making critical decisions as required.

JNCC and JLNC

Collaboration with our union partners will be crucial to the success of this strategy. Our union partners share our ambitions to provide excellence in patient care delivered through an engaged and valued workforce. JNCC and JLNC are the forums where policy and practice will be consulted upon and agreement reached where possible to do so.





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