



One Team, Best Care

Our People Strategy 2018-2023



YORKSHIRE AMBULANCE SERVICE

Yorkshire Ambulance Service NHS Trust (YAS) was formed on 1 July 2006 when the county's three former services merged.

We cover nearly 6,000 square miles of varied terrain, from isolated moors and dales to urban areas, coastline and inner cities.

Serving a population of over five million people across Yorkshire and the Humber we strive to ensure that patients receive the right response to their care needs as quickly as possible, wherever they live.

The Trust receives an average of over 2,500 emergency and routine calls a day. In 2017-18 we responded to a total of 780,383 incidents through either a vehicle arriving on scene or by telephone advice. Clinicians based in our Clinical Hub which operates within the Emergency Operations Centre (EOC) triaged and helped just under 140,000 callers with their healthcare needs.

Our [Patient Transport Service](#) made over 944,000 journeys in 2017-18, transporting patients to and from hospital and treatment centre appointments.

Our [NHS 111](#) service helped 1.6 million patients across Yorkshire and the Humber, Bassetlaw, North Lincolnshire and North East Lincolnshire during 2017-18.

We abide by the NHS Constitution which establishes the principles and values of the NHS in England. [View the full Constitution Document here.](#)

[The latest annual report is available to read and download here.](#)

[View our latest Care Quality Commission \(CQC\) report here.](#)

OUR TRUST STRATEGY

Our Corporate Strategy identifies our key priorities over the next five years. It has been influenced by local demands, national policy and an extensive consultation with staff and stakeholders via locality listening events, engagement workshops and leadership forums.

Our ambition for 2023 is that:

- Patients and communities experience fully joined-up care responsive to their needs.
- Our people feel empowered, valued and engaged to perform at their best.
- We achieve excellence in everything we do.
- We use resources wisely to invest in and sustain services.

One Team, Best Care



Our purpose is

to save lives and ensure everyone in our communities receives the right care, whenever and wherever they need it

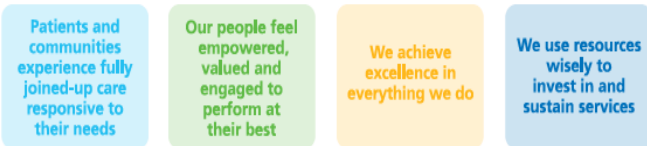
with our core values embedded in all we do



Our Vision

By 2023 we will be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients

Our Ambition for 2023 is that



Delivery is directly supported by a range of enabling strategies



Our Ambitions for 2023



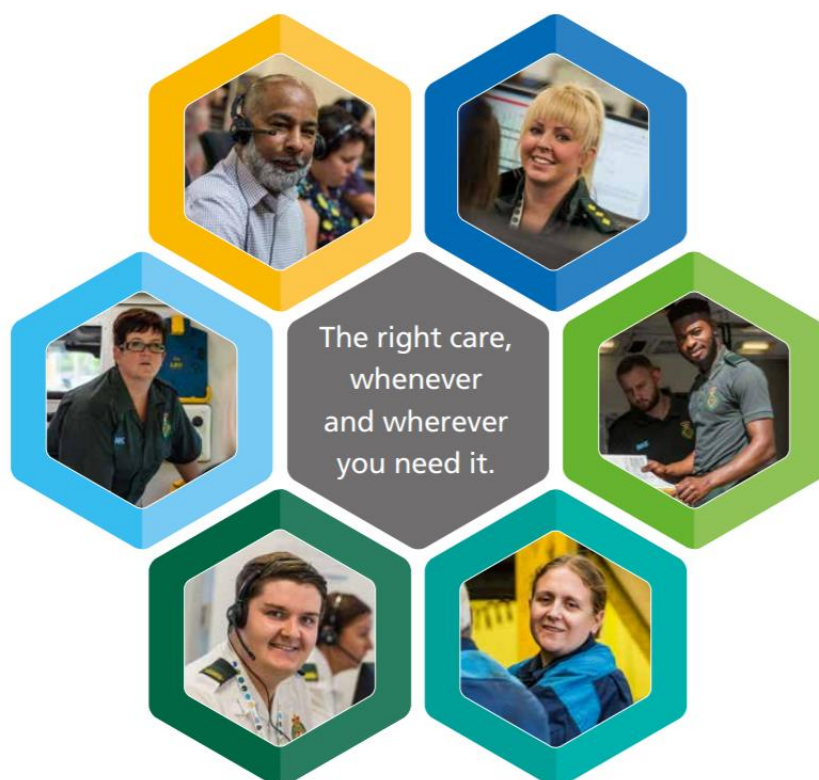
Our Key Priorities

- 1 Deliver the best possible response for each patient, first time.
- 2 Attract, develop and retain a highly skilled, engaged and diverse workforce.
- 3 Equip our people with the best tools, technology and environment to support excellent outcomes.
- 4 Embed an ethos of continuous improvement and innovation, that has the voice of patients, communities and our people at its heart.
- 5 Be a respected and influential system partner, nationally, regionally and at place.
- 6 Create a safe and high performing organisation based on openness, ownership and accountability.
- 7 Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding.
- 8 Develop public and community engagement to promote YAS as a community partner; supporting education, employment and community safety.

OUR PEOPLE

We employ more than 5,700 staff in a diverse range of roles, who together with over 1,150 volunteers enable us to provide a vital 24-hour, seven-days-a-week, emergency and healthcare service.

Emergency Ambulance Services (999): The staff in our Emergency Operations Centres (EOC) in York and Wakefield received over 922,000 emergency calls in 2017, an average of over 2,500 a day. To meet this demand, we employ more than 3,000 operational staff: paramedics, emergency care practitioners (ECPs), urgent care practitioners (UCPs), specialist paramedics, emergency medical technicians (EMTs) and emergency care assistants (ECAs) working on the frontline responding to emergencies.



Patient Transport Services (PTS): Our PTS undertakes almost a million non-emergency journeys every year, making us one of the largest providers in the UK. We have a fleet of more than 370 vehicles; employ over 600 team members with additional support from over 200 volunteers.

NHS 111: This is a 24 hour, seven day per week telephone advice service for urgent non-emergency needs. We have highly-trained call handlers and

experienced clinicians, who assess the patient's needs and determine the most appropriate course of action.

Support Services: Our above mentioned service lines are supported by our dedicated and highly skilled support staff employed in a range of support service roles including: Administration, Finance, Fleet, HR, Education and Training, IT, Legal, Procurement, Research and Safeguarding, to name but a few.

OUR PEOPLE AMBITIONS AND STRATEGIC AIMS

Our People Strategy is specifically aligned to the strategic ambitions and priorities of the Trust's Strategy and it has been developed by listening to staff and leaders across the Trust. Its main purpose is to address the key people challenges identified to ensure that we become an Employer of choice and **attract, develop and retain a highly skilled, engaged and diverse workforce** which is one of Trusts key priorities.

The People ambition of the Trust Strategy – One Team, Best Care – is that by 2023:

“Our people feel empowered, valued and engaged to perform at their best”

We want to be an employer of choice for both existing staff and potential new employees in all areas of the Trust. We will achieve this through **five strategic aims**:



- Culture and Leadership** – through effective leadership develop a positive and inclusive culture
- Recruitment, Retention and Resourcing** – attract and retain the right people, to do the right things at the right time
- Employee 'Voice'** – listen, engage and respond to our staff to make them feel truly valued
- Health and Wellbeing** – create a healthy working environment to enable staff to perform to their best
- Education and Learning** – ensure our staff have the right skills, competencies, attitudes and behaviours

OUR PEOPLE LANDSCAPE

There are a number of external and internal drivers that influence our People Strategy. The Ambulance Service is much more than a transport service. The scope of practice within Urgent and Emergency Care has evolved immensely over just a few decades. The clinical and non-clinical practice in the sector keeps growing in complexity and the skills required to meet the volume of patient interaction is ever increasing. This makes working for YAS more challenging and pressurised. In society unemployment levels are generally low and the pool of the appropriate talent and potential is diminishing whilst all employers are “fishing in the same pond”. It is vital that we create a working environment and culture that will attract the right people and convince them to stay and develop with us. Recruiting and retaining a highly skilled and diverse workforce is a key priority.

In addition to central NHS drivers such as the Five Year Forward View, the Ambulance Improvement Programme and Lord Carter’s review into operational productivity and performance in English NHS Ambulance Trusts: Unwarranted variations (September 2018), we also have regional priorities and challenges from collaboration in integrated system partnerships and with other Ambulance services. As a Trust we acknowledge the need to grow, develop and keep up with the pace as a local employer to ensure that we attract and retain the best staff both in and out of the region for now and for the future. Our People Strategy is ambitious but we believe it is achievable. In developing our People Strategy we are mindful of the following factors:

External factors:

- Low unemployment levels
- Struggle to recruit and retain in the NHS and across the ambulance sector
- Staff with generational differences – X, Y, Z and Millennials – each with different expectations
- Unknown Brexit implications
- Shortage of paramedics and other Health Care Professionals (HCPs)
- The continuously evolving paramedic profession – complex paramedic programme, now a degree programme – more opportunities outside of ambulance services for paramedics
- New models of care – Integrated Urgent and Emergency Care review, Ambulance Response Programme
- Scope of practice – being prepared/ready – leading the way for changes in ambulance services, staff equipped, ready and capable for this
- Upskilling staff to meet the ever increasing complexity of patient needs
- Requirement for partnership working and collaboration to meet patient and community requirements

Internal factors:

- Large geographical area with staff dispersed across the region
- NHSE – workforce of today: around 60% of today’s workforce will still be employed with us in 2030.
- Staff feedback – surveys continue to tell us that motivation/morale is low
- Our workforce is not representative of the communities that we serve
- Leaders at all levels are required to bring about change in a positive and inclusive way
- High staff sickness rates and the reasons for absence and the impact this has on performance and engagement

- Need for culture change – from a predominant blame culture to a learning culture; from predominantly silo working to a genuine cross-organisational One Team approach
- Genuine desire for our staff to be listened to and engaged more

WHERE WE ARE NOW

We know that patient experience and patient outcomes improve when staff are more motivated and engaged. We believe that the right values and behaviours role-modelled by our People at all levels will positively influence staff motivation and engagement. Our People Strategy supports the Trust’s Purpose and Vision and the Trust-wide embedding of the YAS Values and Behaviours in everything we do to ensure we are all *Living our Values*.

Staff Survey results and feedback from engagement events clearly highlights a need for YAS to shift the culture – from too much silo working to more joined up ‘One Team’ approaches, from a sense of belonging to a department or location, to a sense of belonging to the ‘One Team YAS’, from a predominant blame culture to a culture of learning and Quality Improvement, and from a management style of too much ‘command and control’ to a more situationally flexible and adaptable leadership approach, where the directive style is only used if and when required (such as in incident management), and where engaging, empowering, collaborative and compassionate leadership is the prevailing style.

In developing our *Leadership in Action* leadership development programme launched summer 2018, a ‘diagnostic’ process was conducted to seek feedback from a wide range of leaders across the Trust. The feedback reinforced key findings from our annual Staff Surveys and a previous Cultural Audit. The feedback from the diagnostic process can be summarised as follows:



The results of the National Staff Survey (NSS) 2017 tell us that we need to improve the quality of appraisals, our leadership communication, staff motivation and engagement, how staff are treated and feel valued by the organisation, and how they are supported by management.

Quality of appraisals	We scored 2.48 (of 5) against a sector average of 2.65 and best in sector 2.96
Good communication between senior managers and staff	We scored 13% against sector average of 20% and best in sector 26%
Discrimination levels	“Percentage experiencing discrimination at work in the last 12 months” we had 21% against sector average of 19% and best in sector 13%
Staff Engagement	We scored 3.38 (of 5) against a sector average of 3.45 and best in sector 3.58
How staff feel valued	We scored 2.93 (of 5) against a sector average of 3.01 and best in sector 3.35
Support from immediate managers	We scored 3.33 (of 5) against a sector average of 3.44 and best in sector 3.85

All of these factors are interlinked. If we achieve a higher level of staff satisfaction and engagement, we are more likely to retain more staff and become a true Employer of Choice.



GETTING WHERE WE WANT TO BE

We will achieve our People Ambitions through the delivery of our five strategic aims, each with actions and measurable outcomes.

Aim:

“Through effective leadership develop a positive and inclusive culture”



**Culture
and
Leadership**

We will grow and develop YAS leaders at all levels to effectively lead and engage staff. This will lead to a culture where staff feel proud to work for YAS; where they feel listened to and recognised for their contribution. Embracing Diversity and Promoting Inclusivity we will strive to ensure our workforce is representative of the communities that we serve. We want our leaders to support and embed ‘One Team’ thinking and continuous quality improvement.

Success looks like:

- Staff recommend YAS as a place to work
- Good leadership is felt at all levels
- Our values and behaviours are evident in all that we do
- We have a diverse workforce representative of the communities that we serve
- Continuous improvement is part of the way we work
- Teams work together to improve staff and patient experience

Actions:

- Implement and embed our behavioural framework into our processes and procedures
- Foster a culture so that our staff feel proud to work for YAS
- Create a “listening and learning” culture rather than “command and control”
- Celebrate and support difference in our workforce
- Grow and develop YAS leaders at all levels for now and the future so they can effectively lead and engage staff
- Embrace Diversity and Promote Inclusivity so that we are a Trust that is inclusive and representative of the communities that we serve
- Recognise and celebrate the contribution and added value that our staff make
- Embed continuous improvement into our people systems and processes
- Break down silo working to enable a joined up approach and embed the “One Team” ethos

Culture and Leadership Measures:

Targets	"Hard" measures	"Soft" measures	Benchmark Information
The Trust is Well-led	CQC rating is at least good (3 yearly)		
Employer of Choice	Upper quartile within sector via NSS (annually) FFT questions via PULSE checks (Quarterly)		NSS 2017 - 3.44 of 5 which was the same as the sector average.
Appraisal Compliance	>90% (monthly)		
Appraisal Quality	Upper quartile within sector via NSS (annually). Comparable with other NHS Trust via NSS (annually)	Implementation of a revised appraisal process linked to our values and behavioural framework	In NSS 2017 the score for Quality of Appraisals was 2.48 (out of 5) against a sector average of 2.65. Best in Sector in 2017 scored 2.96
Improved Leadership capability and visibility	Improvement in communication between senior management and staff (KF6) and better support from immediate managers (KF10) via NSS (annually)	Our leaders feel capable and confident to deal with issues at a local level (evidenced through our internal leadership programmes) Staff report that managers are visible (via PULSE checks)	NSS 2017 - KF6: 13% against sector average of 20% (best in sector: 26%) KF10: 3.33 (of 5) against sector average of 3.44 (and best in sector: 3.85)
Improved Diverse and Inclusive culture	Year on year % reduction in staff experiencing discrimination at work to meet sector average via NSS (annually) Year on year improvement in WRES indicators Reduction in gender pay gap to meet sector average (annually)	Full implementation and roll out of our Dignity and Respect policy and supporting processes including mediation service Less "complaints" via FTSU and through staff side at JSG	NSS 2017 - Percentage experiencing discrimination at work in the last 12 months" was 21% against sector average of 19% and best in sector 13%. Gender pay gap at March 2018, 6.5% sector average is XXX

Recruitment, Retention and Resourcing

Aim:

“Attract and retain the right people, to do the right things at the right time”

In order to attract and retain the right people in the most effective ways we will develop joined up approaches and innovative solutions to recruitment and training. We will be creative and flexible in our approach to employment to meet the differing needs of our diverse workforce throughout their career. We want to be an employer of choice for existing and prospective employees.



Success looks like:

- Our workforce models meet the needs of patients and aligns with the wider healthcare system
- Consistent and fair recruitment practices across the Trust
- We have an efficient and effective workforce
- Our staff are engaged and happy at work and display the right behaviours
- Values based recruitment is embedded and evidenced
- Staff recommend YAS as a place to work
- We attract and recruit a diverse workforce
- We are a Trust known to recruit and retain the right people with the right attitudes and behaviours

Actions:

- Develop and implement an integrated workforce model for clinical and non-clinical roles to support the delivery of national, regional and local health care objectives
- Develop “joined up” approaches to recruitment and training for our core services: A&E, EOC, PTS and 111
- Identify innovative recruitment and retention solutions to make roles more attractive especially hard to fill and specialist roles
- Be creative in our approach to employment in order to attract and retain staff who are looking for flexibility to meet their work/life balance
- Develop effective and efficient resourcing plans to ensure that we utilise our staff where and when they are needed most
- Work with our staff and communities to develop YAS as an employer of choice and a great place to work
- Embed Values Based Recruitment to ensure that we attract, recruit and retain people who display the right behaviours, values and attitudes
- Respond to the differing needs of our workforce throughout their career by developing innovative, agile and flexible working practices
- Develop a long term sustainable workforce planning processes to identify workforce needs now and in the future and put recruitment plans in place to support them.

Recruitment, Retention and Resourcing Measures:

Targets	"Hard" measures	"Soft" measures	Benchmark Information
Improve Retention	Retention rates in line with sector average and wider NHS (monthly) Reduction in staff who indicate they do not plan to leave within next 12 months via NSS (annually)	Implement fully exit questionnaire process to gather information on reasons for leaving and establish why staff leave within the first 12 months to improve recruitment processes.	As of July 2018 the YAS Staff turnover figure was 13.89%. Sector average 11%.
Improve recruitment lead time	Target number of days to complete recruitment no more than 60 days (monthly).		September 2018 73 working days. Model hospital indicated 56 days.
Values Based recruitment embedded	Overall recruitment experience is rated as good by applications (questionnaire) - quarterly	Full implementation of Living our Values Action plan as monitored through the Board and Strategic Workforce Group Less "complaints" through FTSU and JSG about recruitment decisions.	
Diverse Workforce	Increase our BME workforce year on year (monthly and annually)	Work with staff network groups to identify ways to improve targets. Ensure existing minority staff are fully engaged	Current BME % at YAS (July 2018 figures) was 6.4%. BME% in Yorkshire is currently around 14%.
Reduce agency spend	Continue to remain within cap (monthly)		Cap at 2017 is 4.5 million
Reduce vacancy rate to 3%	<3% (monthly)		October 2018 vacancy rate at 4.33%

Aim:

“Listen, engage and respond to our staff to make them feel truly valued”

**Employee
“Voice”**

Working with our staff and leaders, we want to develop a staff engagement plan which enables us to communicate and listen to our workforce, introducing innovative ways of communication ensuring staff know how to share ideas and are engaged and involved in the improvement process. There will be open, transparent and positive ways for staff to raise concerns and identify learning opportunities. We want to reward, praise and celebrate staff for their contribution to the Trust, patients and other staff.

Success looks like:

- Staff feel valued, engaged and happy at work
- Staff willingly and regularly offer feedback which is acted upon
- Staff know how to access information and how to contribute to Trust issues
- We have a range of different communication methods to reach our diverse workforce in their different roles and locations
- We have an open and transparent culture of raising concerns
- We celebrate and reward our staff for the work that they do



Actions:

- Actively engage with our staff so that they feel valued, involved and part of our “One Team”
- Listen and respond positively to the annual staff survey and quarterly Pulse check surveys to improve job satisfaction
- Develop, introduce, and implement innovative ways in which to communicate with staff at all levels whether front-line, remote or support
- Ensure that staff are aware of how best to share their ideas, communicate and engage
- Ensure that we have open, honest, transparent and positive channels in which staff can raise concerns, i.e., managers, processes, FTSU
- Reward, praise and celebrate staff for the contribution that they make to the Trust, patients and other staff
- Develop a “staff engagement plan” with the help of our staff to inform a clear direction of travel

Employee “Voice” Measures:

Targets	"Hard" measures	"Soft" measures	Benchmark Information
Staff feel valued	Upper quartile via NSS (annually)		KF5 in NSS. In NSS 2017 YAS scored 2.93 against sector average of 3.01 and best in sector 3.35
Improve Staff Survey (NSS) completion rates	Year on year improvement. 2018: 37% 2019: 39.5% 2020: 42% Annually	Grow +2.5% year on year and meet or exceed sector average by 2020	YAS NSS response rate in 2017 was 34.5% against sector average of 42%. In 2016 it was 37%.
Raising Concerns and issues	Complaints are dealt with in a timely manner in at least 75% of cases (FTSU, internal HR processes)	Less complaints via FTSU and JSG Staff are satisfied with responses	
Improve Staff Engagement	Achieve sector average as a minimum via NSS (annually) Internal staff surveys (PULSE) show ongoing improvements with staff engagement	Hold at least x4 staff listening events annually Fully implement staff engagement plan	In NSS 2017 YAS's overall Engagement score was 3.38 (of 5) against a sector average of 3.45 and best in sector 3.58
Employer of Choice	Upper quartile within sector via NSS (annually)		NSS 2017 - 3.44 of 5 which was the same as the sector average.



Health and Wellbeing

Aim:

“Create a healthy working environment to enable staff to perform to their best”

We want a positive health and wellbeing culture with initiatives relevant to our staff both now and in the future. We will promote our health and wellbeing offerings to ensure all staff are aware of what is available and that it is embedded across the whole of YAS. We want to support staff to enable them to achieve good attendance and we will focus specifically on mental health to raise awareness and address identified issues of concern. This will contribute to YAS being known for our commitment to and investment in improving the health and wellbeing of our staff.

Success looks like:

- YAS is nationally recognised for its efforts on improving health and wellbeing
- Health and wellbeing initiatives are well known to and promoted by leaders and staff
- Staff believe that the Trust is committed to their health and wellbeing
- We have a committed, engaged and happy workforce

Actions:

- We will aim to be an Ambulance Trust known nationally for its commitment to and investment in improving the health and wellbeing of its staff
- Understand the health and wellbeing needs of our diverse workforce both now and in the future in order that we can develop long term plans and initiatives to support them
- Look at the underlying causes of sickness absence to enable staff to attend and retain good and sustainable attendance
- Promote our health and wellbeing offer to all staff so they are aware of what support is available to them
- Engage with managers and leaders to raise the profile of the overall Health and Wellbeing agenda
- Ensure that our health and wellbeing agenda for healthy minds, healthy bodies, healthy lifestyles is truly embedded across YAS with a focus on remote areas
- Support national campaigns and local/regional initiatives that support the health and wellbeing of our staff
- Raise awareness of mental health across the Trust and take positive steps to address identified issues



Health and Wellbeing Measures:

Targets	"Hard" measures	"Soft" measures	Benchmark Information
Improve staff perception on Health and Wellbeing.	<p>Year on year improvement to remain within sector average or above via NSS (annually)</p> <p>Question 9a: Does your organisation take positive action on health and well-being?</p>	Staff engage in Health and Wellbeing activities evidenced by Health and Wellbeing plan measures	CQUINN related NSS question. NSS2017 had 82% positive score
Improve staff's physical health.	<p>Year on year improvement to remain within sector average or above via NSS (annually)</p> <p>Question 9b: In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?</p>	Staff engage in Health and Wellbeing activities evidenced by Health and Wellbeing plan measures	CQUINN related NSS question. NSS2017 had 61% positive score
Improve staff's mental health.	<p>Year on year improvement to remain within sector average or above via NSS (annually)</p> <p>Question 9c: During the last 12 months have you felt unwell as a result of work related stress?</p>	Staff engage in Health and Wellbeing activities evidenced by Health and Wellbeing plan measures	CQUINN related NSS question. NSS2017 had 52% positive score
Reduce Sickness Absence	4%		
Meet national target for flu vaccination for frontline staff	75%		
Implement the Staff Health and Wellbeing plan		Evidenced by Health and Wellbeing plan measures	

Aim:

“Ensure our staff have the right skills, competencies, attitudes and behaviours”

**Education
and Learning**

We want to ensure that our staff receive the learning, development and training required to undertake their role to provide the best possible service for colleagues and patients and to enable them to grow and develop for the future. We must continually develop our education and learning solutions, ensuring the delivery of an efficient and effective model which creates a learning conducive environment that continues to develop best practice. We want to develop our staff by embedding a talent development model focussing on employee development, leadership development, talent pipeline and succession planning.



Success looks like:

- Staff have the relevant training in order to do their job effectively and meet the needs of patients
- We have a training model that is efficient and effectively supports staff to maintain and develop their capabilities and deliver best patient care
- Talent pipeline in place evidenced via quality internal applications and appointments
- We have a fully developed and embedded apprenticeship model

Actions:

- Develop a values based generic induction programme – corporate and local induction – cross-organisational in nature to enforce the holistic One Team ethos of the Trust and support staff in their ‘on-boarding’; a model that incorporates both the Trust-wide layer and the role-specific/location specific layer to support new staff in their first year at YAS, first year in role and being included in the wider and their local working environment
- Implement and embed a Talent Development model that focusses on employee development, leadership development, talent pipeline and succession planning
- Create an environment that supports and embraces apprenticeships to develop our future workforce



- Continually develop and implement educational and learning solutions through internal delivery and external partnerships
- Ensure that our staff receive the learning, development and training that is required to undertake their role and provide the best possible service to staff and patients
- Develop YAS Academy as a centre of excellence for training provision
- Develop and implement education and learning that supports the implementation of key national developments
- Grow and develop our existing workforce to become an exemplary workforce for the future
- Ensure that our training model is efficient, effective and fit for purpose
- Create a learning and knowledge sharing culture to enable us to continue to develop best practice

Education and Learning Measures:

Targets	"Hard" measures	"Soft" measures	Additional benchmark information or comments if applicable
Statutory and Mandatory Training compliance	>90% (monthly)		
Quality of Statutory and Mandatory Training	Upper quartile in sector via NSS (annually)		NSS 2017 - 3.94 whilst the sector average was 3.90. Best in sector was 4.00.
Talent pipeline	Applications for talent management programme exceed number of available places year on year (annually) Improve no of quality applications from internal staff via recruitment (annually)		Work across the wider NHS sector to develop and embed a talent pipeline
Career Progression opportunities	Improve perception of staff that career progression provides equal opportunities via NSS (annually)		NSS 2017 KF21 "Percentage believe Trust provides equal opportunities for career progression/promotion" YAS scored 69% which was the same as the sector average. Best in sector was 83%.
Apprenticeship Workforce	At least 2.3% of workforce are apprenticeships		
Apprenticeship Utilisation	Full utilisation of our levy		Optimise utilisation of levy is a combination of utilising with external providers and the drawdown of funding for our in-house (YAS Academy) delivery of apprenticeship programmes on the clinical career route

ACHIEVING OUR STRATEGY

Our People Strategy is ambitious but we believe it is achievable if we put in place the right infrastructure, support and work with underlying principles as follows:

PARTNERSHIP WORKING

- Working collaboratively with our system partners both within the wider NHS and Ambulance Sector to collectively resolve system wider people issues.
- Working in partnership with our trade union colleagues to build trust in order to work together, share ideas, and to solve organisational problems.

LEADERSHIP

- We have leaders at all levels truly committed to YAS values and behaviours and these are displayed at all times in all that we do.
- We invest in and develop staff and leaders to be the best they can be

EXCELLENCE IN HR AND OD DELIVERY

- We get the basics right, first time, every time.
- We have in place fair, transparent and straightforward processes, policies and procedures
- Our HR and OD staff are skilled, offer consistent advice; add value and support managers and staff to achieve their best.

INCLUSIVE

- We embrace diversity, promote inclusivity, and value the contribution of all our staff regardless of their background, race, colour, ability, sexual orientation or gender.
- We will work with our communities in order that our future workforce is as diverse as the communities that we serve

ACRONYMS/ABBREVIATIONS

KF	Key Findings (grouped responses in NSS)
NSS	National Staff Survey - annual survey for all NHS
JSG	Joint Steering Group
FTSU	Freedom To Speak Up