

London Ambulance Service People and Culture Strategy 2018 -2023

Contents

Introduction	2
Background.....	3
Vision and purpose.....	3
Values and behaviours	4
Recent progress on people and culture	4
Co-dependencies	5
London Ambulance Service and our people.....	6
A career with the London Ambulance Service	7
Our clinical career pathway(s)	8
People and culture themes	9
Theme 1 – Talent, development and growth.....	9
Theme 2 – Engagement and recognition	11
Theme 3 – Leadership, management and performance	12
Theme 4 – Inclusion	14
Theme 5 – Healthy workplace	15
Delivering our strategy	16
Responsibilities	17
Resource implications	17
Long-term objectives	17
Measuring success	18
Routine reporting against targets.....	18
Conclusion	20
Appendix 1. Action plan by theme.....	21
Appendix 2. Leadership development programme structure.....	27
Appendix 3. People and Culture performance scorecard	28

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Introduction

With the new trust strategy in place for 2018/19 – 2022/23 this people and culture strategy updates our previous version to ensure it supports delivery of the three strategic themes in the trust strategy:

- Comprehensive urgent and emergency care coordination, access, triage and treatment, with multichannel access for patients
- A world class urgent and emergency response with enhanced treatment at scene and for critically ill patients a faster conveyance to hospital
- Collaboration with NHS, emergency services and London system partners to provide more consistent, efficient and equitable services to Londoners

Recruitment and retention are key challenges identified in the trust strategy and our ambitions for the future of London Ambulance Service can only be delivered if we have the right people with the right skills; who are happy, proud of what they do, and engaged in delivering the improvements we want to make for patients. Recruiting new people and developing those already in the trust is a top priority to which we must commit time and resources.

There are many positives in the trust strategy which will help us tackle the recruitment and retention challenge. There will be new roles and new ways of working with opportunities for all. The future will see changes in the skills mix of our workforce with new roles being developed and more multi-disciplinary working. Supported by enhanced educational programmes and workforce development, we are building clear career pathways for people to shape long-term careers with us. Supporting this we will provide opportunities for our people to learn new approaches to dealing with different situations and helping patients in different ways.

There will also be a shift in our organisational structure to a flatter and more agile organisation where people at all levels are empowered to make appropriate decisions and lines of communication are strengthened. There will be more collaboration across the trust and with external partners and we will change how we support our patient facing teams with a business partner model in people and culture, finance and IM&T and quality.

Other changes outlined in the trust strategy which we must support our people to adopt and adapt to include:

- Greater use of technology and data
- A new approach to delivering education and training
- Relocation and refurbishment of premises - shifting where people are based and creating more open plan and flexible working
- Greater use of volunteers.

Each of these areas will have a dedicated strategy, but there are many co-dependencies with the people and culture strategy.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Our proposition to our people through the new trust strategy is that we will create a richer, more supportive working environment with greater opportunities for learning and career development, attracting and retaining the best people in the country from all walks of life. This people and culture strategy is focussed on how we can deliver on this promise.

The previous people and organisational development strategy (2017-2020) identified seven themes; which we are delivering against. The core elements remain relevant to the new trust strategy, but we have reorganised them into five themes and updated the priority challenges and actions against each.

Background

As part of creating our trust strategy we developed a new vision and a clearly defined purpose, focused on our people, patients, partners and the public.

Vision and purpose


Our vision is ***Building a world-class ambulance service for a world-class city: London's primary integrator of access to urgent and emergency care - on scene, on phone and online.***


We exist to:


- Provide outstanding care for all our patients
- Be a first class employer, valuing and developing the skills, diversity and quality of life of our people
- Provide the best possible value for the tax-paying public, who pay for what we do
- Partner with the wider NHS and public sector to optimise healthcare and emergency services provision across London

Golden Threads

As before it is vital that our people strategy is sustained by key overarching threads that run across all elements of the work we do with and for our people.

 **Workforce planning.** We must build an organisation that provides a flexible and learning environment for our people throughout their careers. This will mean that we build and maintain expertise in strategic workforce planning, design flexible working blueprints

 **Inclusion.** Organisations that are committed to effectively embedding 'difference' demonstrate the ability to deliver better decisions, better performance and better outcomes, in our case for our patients. This work will sit at the very heart of transforming our culture and building a motivated workforce which delivers outstanding outcomes for our patients

 **Well Being.** In order to building a sustainable workforce we are committed to ensuring the support we give our people is the best that it can be. Increasingly this will mean greater focus on mental health as well as moving to a proactive approach to supporting well-being at work.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Values and behaviours

As part of creating our new organisational strategy we worked with people across the trust to articulate a new set of values and behaviours that must be embedded to deliver on our vision. These values and behaviours inform every stage of the employee journey at London Ambulance and further actions set out in this strategy will help to embed them.

Values The qualities we embody	Behaviours How we demonstrate our values in actions
Respectful	<ul style="list-style-type: none"> • Caring for our patients and each other with compassion and empathy • Championing equality and diversity • Acting fairly
Professional	<ul style="list-style-type: none"> • Acting with honesty and integrity • Aspiring to clinical, technical and managerial excellence • Leading by example • Being accountable and outcomes orientated
Innovative	<ul style="list-style-type: none"> • Thinking creatively • Driving value and sustainable change • Harnessing technology and new ways of working • Taking courageous decisions
Collaborative	<ul style="list-style-type: none"> • Listening and learning from each other • Working with partners • Being open and transparent • Building trust

Recent progress on people and culture

We have set out here a summary of progress made on actions identified in our people and organisational development strategy 2017-2020.

- Completed recruitment to our executive leadership team.
- Worked with staff and other stakeholders to develop a new vision and behaviours aligned to values.
- Moved the annual staff survey to a fully online format in 2017, after consulting with colleagues and other Trusts, and achieved our highest ever response rate.
- Established a network of staff survey champions who will lead local action plans.
- Increased leadership roadshow sessions to engage with more staff more regularly.
- Improved understanding of health, safety and wellbeing responsibilities.
- Implemented Freedom to Speak Up policy with a new role to support staff in raising concerns.
- Developed coaching and mentoring including a dedicated programme for BME staff.
- Introduced a 'management essentials' toolkit to support managers.
- Developed career pathways to show opportunities for growth and development.
- Started introducing 360 feedback.
- Started introducing a business partnering model for support services.
- Improved compliance with the Workforce Race Equality standard.
- Established an Equalities Committee including Patient Forum members.

Respectful | **Professional** | **Innovative** | **Collaborative**
 Building a world-class service for a world class city

- Updated wellbeing, health and safety and stress management policies.
- Our ESR Transformation Programme has transformed our delivery and decision-making for training and development and also helped to change the way we communicate with our people.
- Implemented MyESR across the London Ambulance with over 98% of staff now able to update their own employee record and complete eLearning via mobile devices.
- Designed and implemented the ESR Workforce Dashboard, enabling our managers to access key workforce information about their teams and staff and ensuring the Trust has far greater understanding and assurance of StatMan training and appraisal compliance
- Launched Management Development Programme with the start of the Visible Leader Programme
- Completed organisational restructures across all directorates except Strategic Assets and Property

Co-dependencies

The people and culture strategy will work with and support the other enabling strategies of the trust:

- Clinical
- Clinical education and training
- Estates
- Fleet and equipment
- IM&T
- Partnerships
- Quality
- Volunteering
- Operational transformation plan

These strategies are being developed in parallel, so we will need to review the people and culture specific actions as the other strategies are finalised. To develop this strategy, we have also considered the following papers.

Internal to London Ambulance

- Care Quality Commission Reports: 2015, February 2017, May 2018
- Workforce Race Equality Standard Report 2017
- London Ambulance Trust Business Plan 2018/19
- Chief Executive Objectives 2018/19
- Staff survey responses 2016/17 and 2017/18
- Gender Pay Report 2017/18

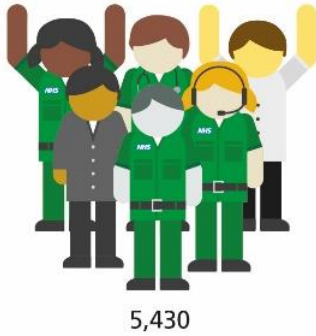
External

- Lord Darzi Report, Better Health and Care for All 2018
- Skills for London, Mayor's Office, 2018
- Carter Review on NHS productivity 2015/2016
- Carter Review on Ambulance Productivity October 2018
- IUC/NHS 111 Workforce Blueprint
- Association of Ambulance Chief Executives Strategic Objectives 2018

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

London Ambulance Service and our people

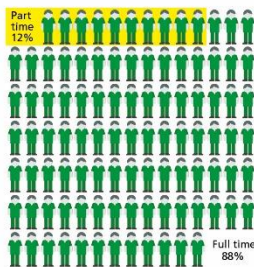
Headcount



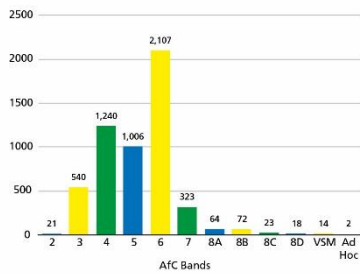
We are the largest and busiest ambulance service in the UK and the only London-wide NHS Trust. We have over 5,400 staff providing a 24/7 service for Londoners, commuters and visitors to the capital. We cover around 620 square miles and work from over 70 bases.

In 2017/18 we answered 1.9 million 999 calls and attended 1.2 million incidents. Our South East London NHS 111 service answered 356,826 calls. From August 2018 we will also be running the North East NHS 111 service. We also have a non-emergency transport service which now provides around 760 journeys each week.

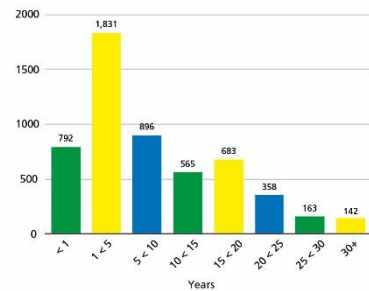
Full time vs Part time



Agenda for Change



Length of service

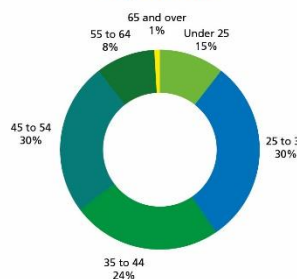


The majority of our people work full time and most are in clinical or support roles on pay band 6 and below. This balance presents a significant challenge around long-term career opportunities within the services, which we are working to address. See the career pathway section below for more information.

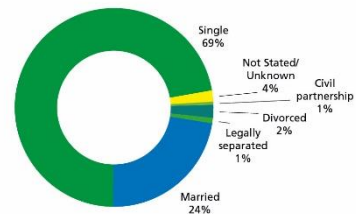
Gender



Age band

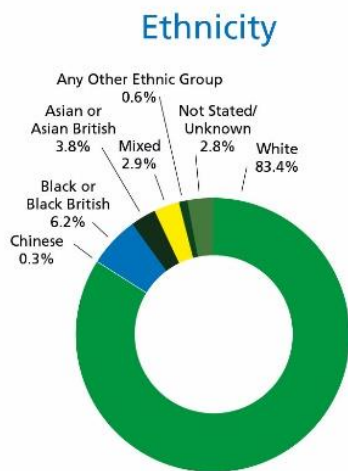


Marital status



Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

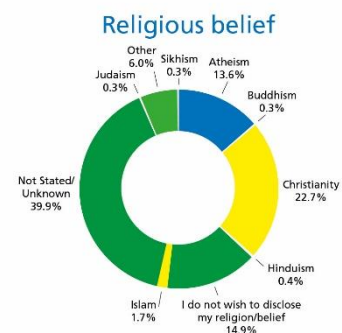
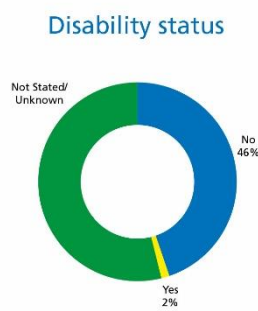
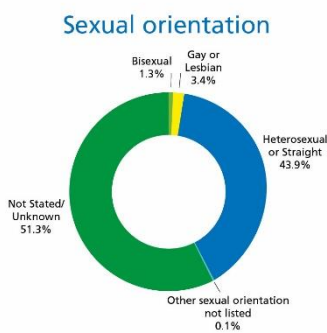
We have a considerably higher proportion of men working in London Ambulance compared to other NHS provider organisations; which often have a large majority of women. We also have a high proportion of younger single people.



Diversity is an area where we are working hard; we need to recruit more people from black and minority ethnic backgrounds to more accurately reflect the diversity of London's population.

It is clear and well evidenced that diverse workforces perform better. Putting diversity at the heart of our strategy will support the transformation of our culture.

We are looking to improve our data recording of sexual orientation, disability and religion so we can have a fuller understanding of our workforce to effectively plan for the needs of all.



A career with the London Ambulance Service

We want to recruit the best new talent and retain the excellent staff we have; helping everyone to develop new skills and grow their careers.

We want to establish a reputation as an employer of choice for long-term careers in the NHS; both for clinical and non-clinical roles. To build our new pioneer services we must promote the London Ambulance Trust brand and target our recruitment work on a wider range of clinicians.

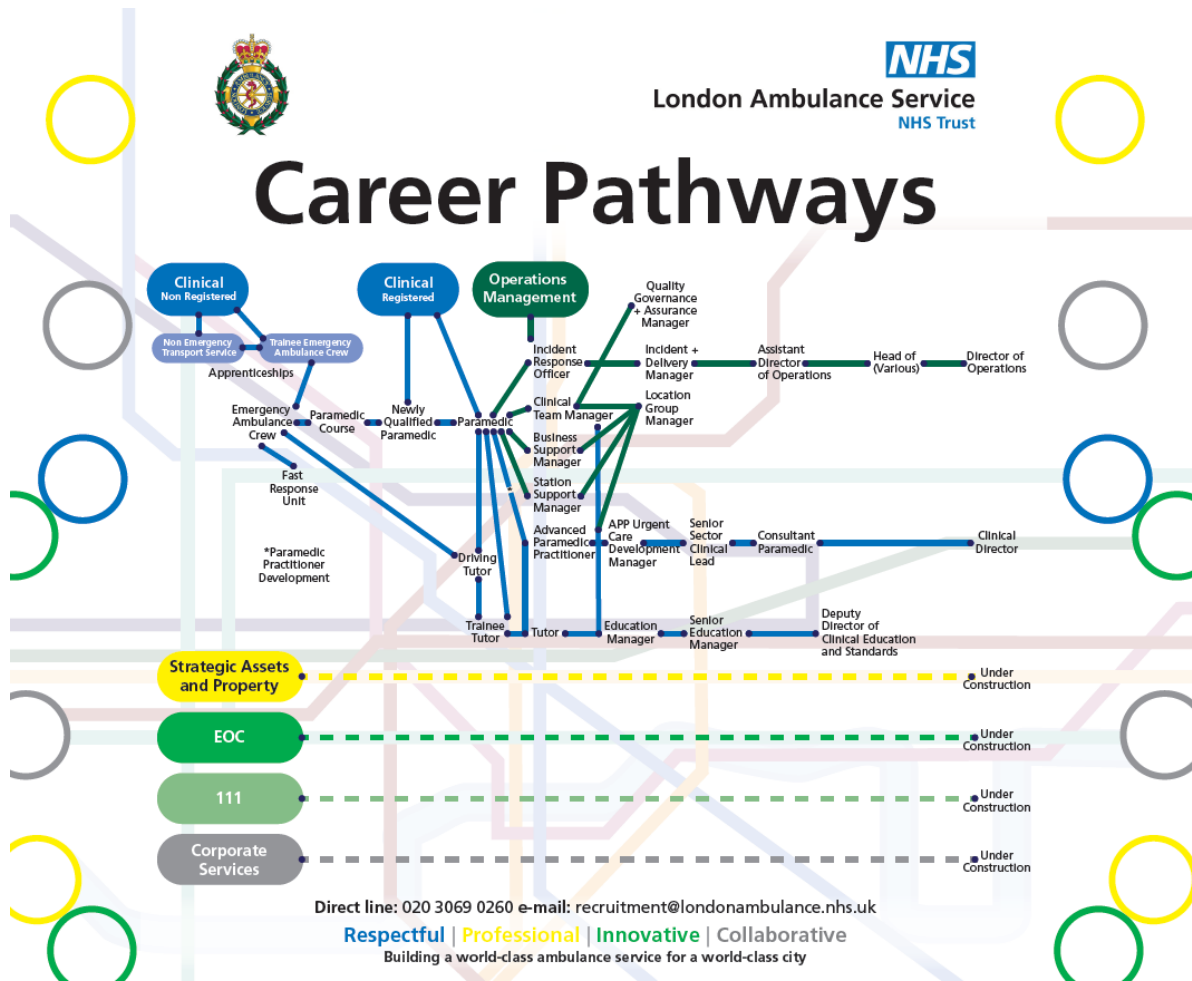
To support recruitment and retention, we have created new career development pathways for people in all types of roles. The pathways show how people can join the Trust through different routes and, once with us, move into different clinical areas, management, education or our support functions. We will use these pathways in our continued work with universities to ensure potential recruits still in education, can see the opportunities for long-term careers with us.

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

We recognise that patient facing roles in our call centres and on the road can be high pressured and stressful and that we must provide options to move within the organisation if people no longer wish to work in frontline roles. Doing so will help retain vital experience which can support the next generation of patient facing staff. The pathways will make sure that people can see these options and how their careers can develop within the service.

Alongside the career pathways we will work with leaders across the Trust to ensure there is effective talent and succession management in all services. This will strengthen the resilience of our services as well as supporting individual staff to grow and develop.

Our clinical career pathways



Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

People and culture themes

Within our strategy we have five people and culture themes with action plans against each. We have retained all the elements of the 2017 themes but have regrouped them. The ordering is not a prioritisation, all themes must be addressed simultaneously. Prioritisation will come within the action plans for each theme.

2017 – 2020 themes	2018 – 2023 themes
<ul style="list-style-type: none"> • Talent • Engagement • Rewarding and recognising excellence • Performance development and growth • Leadership and management • Inclusion • Healthy workplace 	<ul style="list-style-type: none"> • Talent, development and growth • Engagement and recognition • Leadership, management and performance • Inclusion • Healthy workplace

In each theme we have set out a series of commitments which we will make as an organisation, and which we will expect managers and every individual in the trust to deliver against.

Importantly and providing the foundation stone of the work we do, we will continue to drive improvements in our data quality and to our workforce processes by maximising the functionality in ESR. Our next phase of work under our ESR Transformation Programme will streamline the way that information flows between workforce related systems and track and improve our understanding of the reasons why people leave the service, our development needs, our agency staff, our staff assets and our Employee Relation case management. We will also continue to make more available to all of our managers a much greater depth and richness of workforce intelligence and analytics so that they can optimise their day to day management of their teams and deliver improvements in Statutory Mandatory training compliance, PDR Appraisal rates, reductions in absence management and a staffing profile which is more balanced and reflective of the local population we serve.

Theme 1 – Talent, development and growth

This theme covers recruitment of new talent and the continuous development and growth of existing staff to ensure we have the right people and skills across all our clinical and non-clinical services with the capabilities, commitment and behaviours needed for current and future organisational success.

Moving forward our search for new and talented staff must expand to cover the new roles being introduced in our pioneer services alongside continuing to focus on filling vacancies in high priority areas. As these pioneer services develop through their pilot stages and into full roll out we will develop partnerships with other NHS providers to establish rotational models for nursing, midwifery, mental health and other roles which will encourage staff to maximise their potential.

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

We must develop the brand of London Ambulance Service and establish ourselves as a multi-disciplinary employer and an employer of choice within the NHS in London. In building our brand we will demonstrate that we are a learning organisation and focused on continuous improvement in everything we do. For our people this will mean on-going opportunities to learn and improve in order to reach their potential; both in terms of effective high-quality services, patient care and efficiency.

We want people to feel welcome when they join, experiencing a positive recruitment and induction; and we want that positive experience to be maintained year on year with effective appraisals and personal development plans linked to our career pathways.

We are going to improve the training and education that our staff receive by reorganising our education centres, improving access to electronic and mobile learning, and by increasing the amount of dedicated time that our operational staff have for training and education.

We must address short and medium-term recruitment issues but must also actively look at long-term strategic workforce solutions with a timeframe of 10 years plus. We will continue to build relationships with HEE and partners in education to tackle the long-term supply of paramedics and other roles and will seek to collaborate with other Trusts to support our work.

Key challenges we must address

- Recruit to priority roles including areas with high vacancy rates and our new pioneer services
- Retention of skilled and talented staff committed to deliver outstanding performance
- Improve the diversity of our teams to better reflect London's population
- Ensure consistency of access to learning with all our people given opportunities to develop and grow
- Implement a wide choice of apprenticeships across the service
- Establish the trust as an employer of choice with a strong brand and presence

Our commitments

- **Organisational commitments**
 - Deliver a responsive end-to-end experience for recruiting managers and candidates covering advertising, application, appointment and induction
 - Provide a broad range of clinical and non-clinical training opportunities accessible to all
 - Provide effective tools for development reviews and appraisals
- **Management commitments**
 - Ensure team level talent and succession planning is in place
 - Support individuals with personal development, ensuring everyone has time for training and development
 - Ensure fair and transparent processes are followed for appointment/promotion taking positive steps to improve diversity of teams where required
- **Individual commitments**
 - Proactively identifying learning and development opportunities
 - Maintaining core skills and keeping all mandatory training up to date
 - Supporting others to develop and grow by passing on skills and knowledge

Respectful | Professional | Innovative | Collaborative

Building a world-class service for a world class city

Priority actions

Recruitment

- Targeted recruitment for priority areas including the new pioneer roles and existing areas with high vacancies e.g. call handlers in emergency operations centres
- Focused recruitment activity to increase the diversity of our workforce
- Support recruitment of volunteers in line with the trust's new volunteer strategy
- Introduce values-based recruitment processes
- Thoughtful and thorough induction/on-boarding for newly recruited and promoted staff
- Support managers to give candidates the best experience through recruitment and induction

Development & growth

- Supporting the organisational development needs of newly created teams/services including pioneer services and the integrated clinical assessment and triage service (iCAT London)
- Implement improvements to our education and training services
- Support the training and organisational development needs of individuals and teams adopting new technology in their work
- Implement sustainability and succession plans to ensure we attract/retain the right people with the right skills in the right roles

Theme 2 – Engagement and recognition

We can only deliver the ambitions in our trust strategy with widespread engagement at all levels across all services. We must work hard to listen and act upon the experiences of our people; and we must empower them, so they can drive change and improvement themselves.

Staff survey results have shown significant improvements in levels of engagement in recent years, however, this dipped slightly in 2017 and we must work hard to recover and maintain momentum. We must seize the opportunities that change brings by engaging our people in building the new services and driving the improvements outlined in the new trust strategy.

As a 24/7 service with mobile staff operating from over 70 sites across 620 square miles we must work hard to ensure everyone has opportunities to engage with operational management and the trust leadership team; and to get involved in projects beyond their immediate role.

Key challenges we must address

- Effective communication channels for a dispersed workforce
- Visibility of the executive team and senior management groups
- Involvement of our people in the direction of the trust and continuous improvement of their work
- Tackling bullying and harassment

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Our commitments

- **Organisational commitments**
 - Provide an effective range of two-way communications and engagement channels to talk and listen to people across the trust
 - Recognise excellence and promote it across the trust to share achievements and spread good practice
 - Improve education and awareness of bullying and harassment and reinforce routes to tackle conflict at work constructively and proactively
- **Management commitments**
 - Attend regular bi-monthly management group meetings for the top 700 managers and ensure key messages and themes are communicated across teams
 - Hold regular team meetings to encourage strong lines of communication and continuous improvement planning
 - Commitment to tackling bullying and harassment across teams and building own skills and self-awareness
- **Individual commitments**
 - Proactively seek opportunities to shape and improve services within your team and across the wider trust
 - Proactively read trust and service level communications and alert managers/supervisors if you need more information on specific topics
 - Thank and praise colleagues for a job well done

Priority actions

- Welcoming and engaging the NHS 111 and Integrated Urgent Care service from North East London; joining the trust in 2018
- Improving communication across management groups and frontline employees
- Tackling bullying and harassment
- Pilot and evaluate the 'reverse mentoring' and 'sponsorship mentoring' schemes
- Maintain and facilitate regular Senior Management Meetings to support engagement and collaboratively tackle the management challenges

Theme 3 – Leadership, management and performance

The ambitions in our trust strategy will see new ways of working and changes that affect our people and external partners. Delivering these ambitions will need excellent leadership across the trust; both from people with existing leadership responsibilities and those taking on new roles. As a trust we must support our leaders of today and tomorrow by providing training and equipping them with effective tools to support team and line management. As individual leaders we must commit the time and resources needed to lead effectively.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

We have created a development programme to offer a range of leadership training and education opportunities for staff across all functions and levels of the organisation from new aspiring leaders through to our executive team. Each level allows us to develop and map skills and knowledge alongside the trust's values and behaviours. The structure of the programme is shown in appendix 2.

Leadership must be inclusive and engaging across all our workforce. With our trust strategy, we will be developing a volunteer strategy and must ensure that volunteers and other temporary staff also feel part of the team, get the training they need and receive supportive and inspirational management.

Key challenges we must address

- Perceptions of unfairness in access to promotions and flexible working (identified through staff survey responses and feedback in staff meetings)
- Multiple systems for tracking training and development activities and achievements
- Clear organisation structures across the trust that set out management accountabilities and reinforce clear lines of communication
- Effective student management system for our clinical learners

Our commitments

- **Organisational commitments**
 - Provide a comprehensive leadership development and support programme covering all levels of leadership
 - Provide the tools, policies and processes needed for effective management to be delivered consistently and transparently
 - Complete the required changes to the organisation structures to empower fast effective decision making and clarity of responsibilities
- **Management commitments**
 - Make time to lead/manage individuals and teams effectively, with fairness and transparency
 - Identify personal development needs to improve leadership/management skills
 - Identify and support talented individuals to become our leaders of tomorrow
- **Individual commitments**
 - Be clear about performance expectations and priorities; and seek clarification if unsure
 - Respect fair leadership
 - Raise concerns if you experience or observe persistent poor management/leadership

Priority actions

- Visible Leader Programme delivered across relevant management group
- Unconscious bias training designed and delivered
- Equality and diversity training will be defined, sourced and planned and be included in Core Skills Refresher training for all employees
- Effective talent programme established and underway

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Theme 4 – Inclusion

We want our workforce to be a diverse and inclusive community that celebrates difference and uses the strength diversity brings to drive performance. We know that our workforce diversity needs to improve to reflect the communities we serve. We will give particular focus to the Workforce Race Equality Standard (and Workforce Disability Equality Standard) which will help us embed inclusivity through the London Ambulance Service to create a truly remarkable place to work. However, this is just one aspect of our work and we will seek out best practice from other organisations in relation to their work across all protected characteristics and define and implement ways of working for the benefit of our people and our service.

Key challenges we must address

- Increase BME representation at all levels within the trust and particularly in leadership positions
- Address perceptions of bullying and harassment and inconsistent access to development and promotion
- Effective, timely and regular data rich analysis to support identifying inclusion interventions and activities

Our commitments

- **Organisational commitments**
 - Dedicate resources and efforts to recruiting and developing talented people from BME backgrounds so our workforce more accurately reflects the diversity of London's population
 - Improve data and reporting for BME and disabled employees to support planning of effective improvement interventions
 - Understanding and addressing the BME experience at London Ambulance with particular focus on equity through our discipline and grievance processes
 - Introduce a Trust-wide Code of Conduct in partnership with our networks, Trade Union partners and other stakeholders
 - Celebrate and promote the contribution of people from minority groups through our VIP Awards
- **Management commitments**
 - Commitment to engaging in 'big conversations' on race, disability, sexual harassment to bring forward employee-led improvements and initiatives and build an environment of Dignity at Work
 - Improving self-awareness of bias and supporting team development activities.
 - Commitment to meeting objectives set out in PDRs to take ownership of tackling diversity across local teams
 - Complete unconscious bias training and ensure fairness in recruitment and promotion decisions.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

- **Individual commitments**
 - Proactively consider how the work you do could help improve diversity and inclusion.
 - Complete all training on diversity and inclusion relevant to your role.
 - Report any incidents of unfair treatment linked to diversity and inclusion.

Priority actions

- Pilot and evaluate the Sponsorship Mentoring programme for BME staff
- Support BME, EAC and EMT staff to progress to becoming paramedics, by providing access to additional bursary funding
- Introduce training for all staff across the organisation for dignity at work and unconscious bias
- Set targets for recruitment and promotion of BME staff and nominate leads for specific front line roles: EAC, Paramedic and EMD
- Address issues of BME staff being half as likely to be appointed to roles and twice as likely to be involved in formal disciplinary action

Theme 5 – Healthy workplace

We must place wellbeing and mental resilience at the heart of our people's experience of working at the London Ambulance Service. By engaging with our people we can support, encourage and inspire people to look after their health throughout the employee journey. We will offer high quality, prevention, support and timely therapeutic interventions to optimise health and wellbeing in the workplace. We know that our patient facing roles can be physically demanding, highly pressurised and at times traumatic, so we will give particular focus to prevention and management of musculoskeletal, mental health and stress management for this staff group.

Our aim is to make sure that all of our people can achieve a healthy balance between work and home life; are equipped to deal with the pressures and stress; and have safe and effective physical environments (vehicles and buildings) to work in.

Key challenges we must address

- The high levels of musculoskeletal problems and stress as reasons reported for sickness absence
- Evaluate and review our offering to staff prior to, during and following exposure to multiple major and serious incidents
- Proactive approach to resilience, health and wellbeing
- Address conflict at work, bullying and harassment
- High levels of reported abuse (physical and bullying) by patients (through the staff survey)

Our commitments

- **Organisational commitments**
 - Enhance data collection and reporting for health and wellbeing, including sickness absence to support planning of effective improvement interventions
 - Make a programme of support for physical and mental wellbeing accessible to all staff, with crisis support available at all times

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

- Proactively encourage individuals and teams to take positive steps to maintain/improve their physical and mental health
- Establish a proactive approach to health and wellbeing, through delivery of a co-created action plan which demonstrates commitment to health and wellbeing throughout the employee journey, with specific focus on musculoskeletal and mental health

Management commitments

- Make time for open conversations with individuals and teams about pressures affecting physical and mental health
 - Prioritise actions that could, directly or indirectly, reduce pressures on individuals and teams e.g. engaging staff in decisions which affect them, creating clear well designed job roles, progressing recruitment to vacancies; reviewing rotas and the spread of workloads
 - Proactively support staff on short or long-term sick leave to return to work within a reasonable time frame, with the right support in place
- **Individual commitments**
 - Take personal responsibility with regards to the health, safety and wellbeing of ourselves and others
 - Take positive steps to achieve a healthy work/life balance and maintain personal resilience, physical and mental health
 - Be open with managers/supervisors about pressures affecting physical and mental wellbeing; asking for help if needed

Priority actions

- Using data analysis improve our understanding of and actions to address Musculoskeletal and mental health issues in the workplace.
- Proactive approach to stress management with an effective toolkit for individuals and managers to support mental wellbeing
- Effective resilience training for managers and other groups of staff, including mental health first aid for relevant groups
- Proactive approach to addressing conflict in the workplace supported by an effective toolkit for individuals and managers
- Review, redefine and retender our wellbeing, musculoskeletal, mental health and occupational health service provision
- Conflict resolution training for all employees to support handling of patient abuse
- Effective and at point of need services for physio, counselling and OH

Delivering our strategy

This strategy sets the direction and pace of change over the next few years as we aspire to achieve excellence in all we do. It is not intended to be, nor should it be, prescriptive or cover every eventuality or new development that may emerge over the coming years.

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Responsibilities

As identified in each of the people and culture themes, the responsibility for delivery is shared and we can only achieve our objectives through commitments from individuals, leaders of teams and services, and corporate wide actions led by the People and Culture team and the Executive Leadership Team/Trust Board.

It is an essential part of any people strategy that managers and leaders share responsibility for modelling the right behaviours and creating the environment we all need to succeed. The People and Culture team will support managers by providing the best tools, processes and structure to enable that to happen.

In addition, the People and Culture team have responsibility to make sure that they bring solutions to meet the needs of colleagues and teams across the trust, working collaboratively to remove barriers and blocks to delivery. The People and Culture team will seek both formal and informal feedback on their work and ensure they listen and learn from this. Service level agreements will be put in place where this is relevant and results against key performance indicators will be published. The Head of each function for the People and Culture team, will be responsible to the Director, through their individual objectives, for specific projects and associated performance indicators.

Resource implications

Delivering the ambitions set out in this strategy will have resource implications for the trust as summarised below:

- Increased staff participation in leadership development programmes and emerging systems for greater engagement in local service improvement will require people to be released from other duties with potential backfill requirements
- Higher completion rates for statutory and mandatory training and appraisal would mean more staff committing time to non-patient facing activities
- Increased recruitment activity with targeted work in publications reaching our priority audiences will require more investment in advertising, event attendance and recruitment materials
- Refocusing our wellbeing offering on prevention, and improvement will require changes in how we prioritise and allocate our wellbeing resources
- Increased engagement from staff in preventative musculoskeletal and mental health prevention and early interventions would mean more staff accessing therapy whilst on duty
- Early resolution of workplace conflict requires our round table facilitators to be given protected time to support colleagues, continually develop and receive appropriate supervision
- Maximising technology to enable effective and efficient learning and engagement will require further investment in the ESR programme and other technology related solutions (ER case work, student management system, digitisation of records)

Long-term objectives

Medium to longer term objectives will be focused on key areas of embedding the work we have begun through this and our earlier strategies and seeking efficiency, value and best practice through collaboration with organisations across the health system, London GLA and our blue light colleagues.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

The Carter Report on unwarranted variation in ambulance trusts has set a clear challenge to look at the way we deliver services and provides an ideal opportunity to collaborate with others to achieve better outcomes. Work has already started at a national level to develop strategic workforce planning across ambulance trusts and seek to influence UK higher education organisations and HEE funding for paramedics. We have also started a close collaboration with South Coast Ambulance Service to better understand variation of cost of deliver of people services and agree and adopt collaborative approaches that arise.

We will see the development of our estate to provide modern facilities that enhance the working environment for our teams and support collaboration and efficient workforce models.

Key Themes

- Collaboration across Ambulance and Healthcare Trusts
- Seek London partners to share best practice and achieve improved value
- Maximise use of technology to enable smarter working and learning
- Develop best in class data analytics to support strategic workforce planning
- Develop and grow strategic workforce planning capabilities

Measuring success

A key tool for understanding how people feel about working for the service is the national annual staff survey. We supplement this locally with three shorter surveys, so we capture quantitative feedback from our people on a quarterly basis. We will look to review the Friends and Family test use for 2019/20 to allow us to better use it to take pulse checks and monitor progress of our initiatives across different parts of the organisation.

A range of indicators within our monthly performance monitoring also tracks workforce related deliverables, including: vacancy rates, sickness absence, workforce ethnicity, mandatory training and appraisal compliance.

In addition, we gather rich intelligence on how people feel about working at the London Ambulance Service through meetings and internal communications channels including, trade union partnership meetings, our Learning into Action Facebook group, and executive roadshows.

Feedback from our regulators and auditors will also be used to confirm that people related risks are reducing.

Routine reporting against targets

From 2018/19 a detailed scorecard for People and Culture will be monitored by the Executive Leadership Team and the Board. The scorecard tracks performance against 49 indicators (31 monthly, 3 quarterly, 15 annually), covering all five themes. A summary of indicators linked to each theme is below. The full scorecard including baseline data and targets is attached as appendix 3.

Respectful | Professional | Innovative | Collaborative
Building a world-class service for a world class city

Alongside the scorecard, overall progress against this strategy will be monitored through the People and Culture Committee and we will report to the Executive Leadership Team, People and Culture Committee and Board on specific projects as they are implemented.

Indicators by theme
Talent, development and growth
<ul style="list-style-type: none"> • Vacancy rate • Turnover (overall and international recruits) and exit interview completion • Time to hire (advert to conditional offer and conditional offer to pre-employment checks complete) • Performance against service recruitment plans (EOC, TEAC, Paramedic, 111) • Apprenticeships
Engagement and recognition
<ul style="list-style-type: none"> • Staff recommending London Ambulance Trust as a place to work and receive treatment • Staff survey response rates • Recognition and value of staff by managers and the organisation (Staff Survey)
Leadership, management and performance
<ul style="list-style-type: none"> • Average length of time to investigate, and complete disciplinary, attendance management, suspension and grievance processes • Appeals upheld and tribunal outcomes • Appraisal compliance and quality • Statutory and mandatory training compliance • Managers completing management essentials training • Staff agreeing they have supportive managers
Inclusion
<ul style="list-style-type: none"> • BME starters and leavers • Distribution of BME staff across all pay bands • BME staff survey response rate and specific scores on engagement, bullying and harassment, abuse, equal opportunities and discrimination • Trust Board reflection of workforce diversity
Healthy workplace
<ul style="list-style-type: none"> • Sickness levels (short-term, long-term and total) • Staff accessing counselling and physiotherapy over time • Staff exposed to body fluids • MSK injuries • Staff survey results on organisational health and wellbeing • Levels of staff immunisation • Levels and time to resolve workplace conflict, bullying and harassment.

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Conclusion

We have made some good progress on the people and culture themes identified in the 2017-2020 strategy but there is still much to do. This updated strategy aligns our work to the priorities in the new trust strategy and identifies the key issues across five themes with detailed actions in each theme which we must now address to support delivery of the trust strategy.

Patricia Grealish
Director of People and Culture

November 2018

Appendix 1. Action plan by theme

Talent, development and growth	Timescale	Lead
1. Establish and maintain a detailed programme of recruitment events and activities to source new talent; including targeted proactive actions to attract recruits from BME communities.	Ongoing	Head of Talent
2. Create ambassadors, who are Londoners, who can use their reach to positively connect across communities and cultures and promote the service as an employer.	2019/20	Diversity Lead
3. Review and improve recruitment processes to ensure a responsive end to end experience for managers and candidates.	2019/20	Head of Recruitment
4. Maintain a robust and transparent approach to employment and capability checks such as DBS, Fit and Proper Person, professional registration and Qualification checks.	Ongoing	Head of Talent
5. Introduce a values-based recruitment process to ensure that our people are recruited not only for their competencies but also for their values and attitude in support of the core values of the service.	2019/20	Head of Talent
6. Develop a partnership with an external provider to deliver apprenticeships of all types.	Ongoing	Apprenticeship Lead
7. Continue to provide dynamic workforce modelling and planning to support recruitment.	Ongoing	Head of Workforce Analytics
8. Establish and maintain safe staffing levels in line with the strategic vision and establishment of iCAT London and pioneer services.	Ongoing	Head of Workforce Analytics
9. Establish and maintain talent and succession management planning to support the aspirations of our people and ensure our services are resilient and managing for the unforeseen.	2019/20	Head of Talent
10. Review and improve induction and on-boarding programmes covering the needs of permanent recruits; people joining on rotations; and volunteers.	2019/20	Head of Talent
11. Review and improve management of our temporary bank and volunteer workforce ensuring they feel part of the London Ambulance Trust team and are trained to the required standards.	2019/20	Head of Talent/Head of Engagement
12. Review and improve Statutory and Mandatory training content and methods of delivery.	2019/20	Head of Leadership and Performance
13. Introduce a Learning and Development Framework linked to our career pathways showing opportunities for all our people to develop their career and reach personal goals.	Ongoing	Head of Leadership and Performance

Respectful | Professional | Innovative | Collaborative

Building a world-class service for a world class city

Talent, development and growth	Timescale	Lead
14. Review and refresh statutory and mandatory training content and delivery; shifting to deliver over maximum relevant online with a robust reporting function to ensure compliance and timely completion. Implement pre-employment completion of statutory mandatory training	2019/20	Head of Leadership and Performance
15. Implement processes to capture the effectiveness of training activities and record that required outcomes are met.	2019/20	Head of Leadership and Performance
16. Introduce annual review of all training activities to ensure all courses are fit for purpose and accessible to all; and that we respond to changing needs.	2019/20	Head of Leadership and Performance

Engagement and recognition	Timescale	Lead
1. Implement a best practice approach to staff engagement; following review of systems used in other organisations.	2019/20	Head of Engagement
2. Establish a clear internal communications strategy that enables dynamic two-way conversations with our people using different channels and approaches, recognising the challenge of talking with a dispersed workforce.	2019/20 and ongoing	Head of Engagement
3. Agree and embed the revised partnership arrangements with our trade union colleagues, ensuring that we meet regularly and work together to achieve the strategic aims of the London Ambulance Trust.	2019/20	Head of Engagement
4. Extend the use of "people stories" used at Trust Board to other committees and groups	2019/20	Head of Engagement
5. Review best practice and implement a model of staff led improvement methodologies (e.g. experience based design; a way of bringing patients and staff together in re-designing services).	2019/20	Head of Engagement
6. Design and deliver an annual 'innovation' event to celebrate the work of our people as they strive to make us more efficient, fit for the future and an exciting place to work.	2019/20	Head of Engagement / Head of Internal Communication
7. Review and revitalise the 'Total Reward Statement', emphasising the wide range of benefits available through working for the NHS and schemes local to London Ambulance Trust.	2019/20	Head of Engagement
8. Review and improve a programme of recognition schemes and awards covering annual awards and ways to recognise good work throughout the year and corporate and local levels.	2019/20	Head of Engagement
9. Introduce a simple thank-you tool/scheme allowing managers and colleagues to publicly recognise the good work of others.	2019/20	Head of Engagement / Head of Internal Communication

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Engagement and recognition	Timescale	Lead
10. Introduce celebration of academic and development achievement, holding 'graduation' ceremonies to recognise the commitment to learning and professional development.	Ongoing	Head of Talent / Head of Engagement
11. Actively encourage and support our people to apply for external awards to gain recognition for the work that they do and to raise the profile of London Ambulance Trust.	2019/20	Head of Leadership and Performance/ Head of Talent
12. Seek external review of our staff recognition schemes and review best practice from elsewhere.	2019/20	Head of Engagement
13. We review the Friends and Family test use for 2019/20 to allow us to better use it to take pulse checks and monitor progress of our initiatives across different parts of the organisation.	2019/20	Head of Engagement / Director of People and Culture

Leadership, management and performance	Timescale	Lead
1. Review best practice and implement a Board Development programme that strengthens our position as a unitary board and enables the executive team to work effectively as a team and provides individual development and support as required.	Ongoing	Director of People and Culture
2. Establish a Leaders of Tomorrow programme, supported by the executive leadership team and Trust Board, that offers opportunities for our talented people to take part in challenging and stimulating learning programmes.	2019/20	Head of Talent / Head of Leadership and Performance
3. Work with groups and teams across London Ambulance Trust to embed the new trust behaviours in support of developing our culture for the future.	2019/20	Head of Leadership and Performance
4. Establish processes and events to draw on the talent of our leadership community to address organisational challenges and prepare the Trust for the future.	2019/20	Director of People and Culture
5. Establish clear role descriptions and accountabilities as part of internal restructures that empower people to take decisions at the appropriate level, ensuring robust governance, but giving the ability to 'just do it'.	Ongoing	Head of Talent / Head of Engagement
6. Establish a process for secondment to key projects as part of the Leaders of Tomorrow programme.	2019/20	Head of Talent
7. Introduce 'days' / 'weeks' focused on setting objectives for the year ahead and ensuring that PDR appraisals work collectively to focus the whole organisation on achieving the London Ambulance Trust overarching objectives.	2019/20 and 2020/21	Head of Leadership and Performance

Respectful | Professional | Innovative | Collaborative

Building a world-class service for a world class city

Leadership, management and performance	Timescale	Lead
8. Set standards for our managers that demonstrate the importance in their roles on performance appraisal and review, challenging them to be the role model for others to follow.	2019/20	Head of Leadership and Performance
9. Implement a dynamic online tool to support PDR Appraisals and on-going conversations about performance and personal development.	2019/20 – 2020/21	Head of Leadership and Performance
10. Establish clear roles and accountability for supervision, ensuring that clear role descriptions provide clear lines of responsibility and reporting.	2019/20	Head of Talent / Head of Engagement
11. Continue to develop our information capability to provide timely and accurate information to managers about the people they are responsible for.	ongoing	Head of Workforce Analytics
12. Review and update the Performance Review Process to ensure that effective performance conversations are held across London Ambulance Trust at least annually.	2019/20	Head of Leadership and Performance

Inclusion	Timescale	Lead
1. Develop accurate and timely intelligence about the experience of people from across the diversity spectrum. Review practices of other organisation and develop and implement clear reporting that will support our work.	Ongoing	Head of Workforce Analytics
2. Develop action plans to hold ourselves to account and progress against all key indicators for Workforce Race Equality and Disability Standards.	Ongoing	Head of Workforce Analytics
3. Establish clear Equality Objectives across all nine protected characteristics.	2019/20	Diversity Lead
4. Maintain and develop staff networks/groups representing minority/special interest groups; ensuring there are channels for feedback and discussion with the trust leadership.	ongoing	Diversity Lead
5. Review and re-launch our equality and diversity training interventions to ensure they reflect the values of London Ambulance Trust and set clear expectations and standards.	2019/20	Diversity Lead
6. Train our managers and leaders to ensure they understand our approach to inclusion and are role models for diversity and inclusion.	2019/20 – 2020/21	Diversity Lead
7. Include modules on unconscious bias and inclusive leadership within our leadership development programme.	2019/20	Diversity Lead and Head of Leadership and Performance
8. Share best practice and engage with other employers and communities around diversity standards.	2019/20	Diversity Lead

Respectful | Professional | Innovative | Collaborative

Building a world-class service for a world class city

Inclusion	Timescale	Lead
9. Actively identify and engage with influential groups external to London Ambulance Trust to improve our progress against inclusion benchmarks / criteria.	2019/20	Diversity Lead
10. Actively engage with our Blue Light colleagues on the inclusivity work stream of the Collaboration Project.	Ongoing	Diversity Lead
11. Establish ways of working with our Patient's Forum to ensure inclusion issues are addressed in our patient and public engagement work.	Ongoing	Diversity Lead
12. Implement a programme of 'lunch and learn' to support positive debate around all aspects of diversity.	Ongoing	Diversity Lead
13. Develop a calendar of events that celebrates a diverse London Ambulance Trust community.	2019/20	Diversity Lead
14. Establish processes and channels to encourage conversation and shift understanding of inclusion beyond the obvious towards meeting individual needs.	2019/20 – 2020/21	Diversity Lead

Healthy workplace	Timescale	Lead
1. Implement an externally accredited programme for health and wellbeing (Healthy Workplace Charter); providing a framework that promotes healthy working lives, helps reduce accidents and sickness absence; and ensures support systems are available for staff following incidents or sickness.	2019/20	Head of Healthy Workplace
2. Review and implement effective channels to ensure people have the best information on health and wellbeing through a range of sources appropriate to their role/working patterns.	2019/20	Head of Healthy Workplace
3. Introduce a programme of events and activities to help our people focus on their health linking them to key national health/wellbeing campaigns.	Ongoing and 2019/20	Head of Healthy Workplace
4. Develop proactive approaches to support the mental health and wellbeing of our people looking at assessments of roles and environments to identify stressors.	2019/20	Head of Healthy Workplace
5. Adopt a preventative approach to reducing sickness absence and proactively managing cases of ill health to keep our people at work or facilitate a more timely return.	2019/20 and ongoing	Head of Healthy Workplace and Head of Engagement
6. Established a proactive 'total health' approach to assessing the stressors affecting our people and provide support for people to achieve their potential, feeling enabled to do a good job and work productively	2019/20	Head of Healthy Workplace

Respectful | **Professional** | **Innovative** | Collaborative
 Building a world-class service for a world class city

Healthy workplace	Timescale	Lead
7. Introduce learning events, such as Schwartz rounds, and other methods of resilience training and development that support continuous improvement and better patient outcomes	2019/20	Head of Healthy Workplace and Head of Staff Support
8. Maintain clear and transparent means for our people to speak up about their experiences.	Ongoing and 2019/20	FTSU Guardian and Bullying and Harassment Facilitator
9. Include health and wellbeing issues within the staff surveys carried out through the year.	2019/20	Head of Healthy Workplace
10. Establish a pre-employment health assessment to support strong early engagement around health and expectations	2019/20	Head of Healthy Workplace
11. Develop a framework for people, especially those in operational roles, to receive the necessary training, skills and knowledge on health and wellbeing at work to safely and competently perform their role.	2019/20	Head of Healthy Workplace and Head of Staff Support
12. Establish programmes and support networks that focus on tackling bullying and harassment in all its forms and seek to resolve disputes and differences in a proactive and positive way; strengthening our use of courageous conversations and mediation as methods of early intervention to resolve issues	2019/20	Director of People and Culture and Bullying and Harassment Facilitator

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Appendix 2. Leadership development programme structure

We have created a leadership development programme to offer a range of training and education opportunities for our staff across all functions of the organisation. The leadership pathway is offered across five key areas:

- **Leaders of Tomorrow** for aspiring leaders to support skills development and progression of our identified future leaders
- **Management Essentials** is for bands 4–6 and as refresher sessions for all leaders and will form part of a management induction programme
- **The Engaging Leader** intended for bands 6–8
- **The Visible Leader** intended for bands 8–9
- **The Transformational Leader** intended for ‘very senior manager’/executive leaders.

Each of the levels have been designed to allow us to develop and map skills and knowledge alongside the trust’s values and behaviours. We will use our leadership development pathway to identify the training needs of our staff that we can support in order for them to develop their skills and competencies to lead our organisation now and in the future. The figure below identifies how our leadership pathway will be available to and targeted for all of our people, no matter whether they are apprentices or our most senior managers.

	LAS Leaders of Tomorrow	Leadership Essentials	The Engaging Leader	The Visible Leader	The Transformational Leader
Aligned to NHS Leadership Academy Healthcare Leadership Model	Talent Management Programme	Essential	Proficient	Strong	Exemplary
Banding					
VSM					
9					
8d					
8c					
8b					
8a					
7	Aspirational Programme targeting high performing staff through VIP Awards, PDR or nominations. Run annually building an alumni. Evidencing evidence movement into or upward Leadership roles as well as being part of a "Growing our Own" culture				To be designed in collaboration with the CEOs office
6					
5					
4					
3					
2					
Apprentices					
General	NHS Employers / Zeal Solutions - Supportive Leadership & Management Behaviours which could also incorporate the LAS Behaviour Model going forward to help engage and embed it across the organisation				

Respectful | Professional | Innovative | Collaborative

Building a world-class service for a world class city

Appendix 3. People and Culture performance scorecard

Workforce Analytics

October 2018		Sept data		Historic Performance			2018/19	Reported in Month		Year To Date		Full Year		Future Target		Benchmarking			
Indicator (KPI Name)	4Ps	Weighting	Frequency	Basis	2015/16	2016/17	2017/18	Target	Actual	Target	Actual	Target	Rolling	Forecast	2019/20	2020/21	Best In Class	Ranking against Best in Class	National Data
Agency spend v NHSi Agency Ceiling (£) (exc NEL111)	People		Monthly	(n)	N/A	N/A	734,000	5.99m	952,058	492,000	3,971,703	2,952,000	3,971,703	5,290,762*	5.99m	5.99m			
% of Subject Access Request overdue (8 received year to date)	People		Monthly	(%)	N/A	N/A	N/A	0%	20%	0%	12%	0%	12%	0%	0%	0%			

Not applicable | To be confirmed | Not readily available

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Engagement

October 2018	Sept-18 data	Historic Performance							2018/19		Reported in Month		Year To Date		Full Year	Future Target		Benchmarking			
Indicator (KPI Name)	4Ps	Weighting	Frequency	Basis	2015/16	2016/17	2017/18	Target	No of Live ER cases	No of ER cases closed in month	Actual	Target	Actual	Target	Rolling	Forecast	2019/20	2020/21	Best in Class	Ranking against Best in Class	National Data
Disciplinary - average days to complete - cases closed in month (process start to outcome)	People		Monthly	(n)					25	8	87		105		105						
Grievance - average days to complete (process start to outcome)	People		Monthly	(n)					11	1	12		83		83						
Managing Attendance Formal (MAP) - average days to complete (process start to outcome)	People		Monthly	(n)					51	8	187		142		142						
General User satisfaction score	People		Monthly	(n)					UNDER DEVELOPMENT - REPORTING FROM Q4												
Appeals - average days to complete	People		Monthly	(n)					8		0		163		163						
Number of Tribunals	People		Monthly	%					UNDER DEVELOPMENT - REPORTING FROM Q3												
Staff recommendation of the organisation as a place to work or receive treatment (KF1)	People		Annual	(n)	3.03	3.46	3.41	3.57					Q4								
Staff Survey Response Rates	People		Annual	%	35%	42.2%	53.6%	> 50%					Q4								
% of staff survey respondents (BME)	People		Annual	%	12%	12%	12%	14%					Q4								

Not applicable	To be confirmed	Current year	Not readily available
----------------	-----------------	--------------	-----------------------

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Talent

October 2018		Sept data		Historic Performance			2018/19	Reported in Month		Year To Date		Full Year		Future Target		Benchmarking			
Indicator (KPI Name)	4Ps	Weighting	Frequency	Basis	2015/16	2016/17	2017/18	Target	Actual	Target	Actual	Target	Rolling	Forecast	2019/20	2020/21	Best in Class	Ranking against Best in Class	National Data
Vacancy rate	Public	People	Monthly	%		5%	5%	5%	6.1%	5%	6.1%	5%	6.1%	5%					
% of leavers with exit interviews	People	People	Monthly	(n)				100%	UNDER DEVELOPMENT - REPORTING FROM Q3										
Turnover	Public		Monthly	%	12%	10%	11%	<10%	11.9%	10%	11.9%	10%	11.9%				7.1%	7 of 11	7.1%
International 12 Month Turnover (iParas)	People		Monthly	%			20%	<10%	20.5%	10%	20.5%	10%	20.5%						
Length of time to hire - advert close to conditional offer (days)	People		Monthly	(n)			55	25	15	25	15	25							
Length of time to hire - conditional offer to unconditional offer (pre-employment checks completed)	People		Monthly	(n)			50	35	36.4	35	36.4	35							
Performance against recruitment plan 999 - EOC	People		Monthly	(n)			-106	194	29	34	192	194	192	-2					
Performance against recruitment plan TEAC	People		Monthly	(n)			-238	381	0	0	240	381	240	-141					
Performance against recruitment plan Paramedic	People		Monthly	(n)			-120	469	47	51	359	469	359	-110					
Performance against recruitment plan 111 - IUC	People		Monthly	(n)					UNDER DEVELOPMENT - REPORTING FROM Q2										

Not applicable | To be confirmed | Not readily available

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Inclusion

October 2018		Sept data		Historic Performance				2018/19	Reported in Month		Year To Date		Full Year	Future Target		Benchmarking		
Indicator (KPI Name)	4Ps	Weighting	Frequenc y	Basis	2015/16	2016/17	2017/18	Target	Actual	Target	Actual	Target	Rolling Forecast	2019/20	2020/21	Best in Class Ranking against Best in Class National Data		
Number of BME Starters/Leavers (NET)	People	People	Monthly	(n)			+65		+21		+60	+60						
KF26 (Bullying and Harassment)	People	People	Annual	%	38%	32%	32%	27%			Q4					27.3%	46 of 56	28.4%
KF20 (Discrimination)	People		Annual	%	29%	25%	27%	24%			Q4					16.5%	43 of 56	17.6%
KF21 (Equal Opportunities)	People		Annual	%	60%	73%	59%	62%			Q4					76.3%	54 of 56	69.3%
Staff engagement score (BME)	People		Annual	%	3.22	3.53	3.43	3.47			Q4							
Percentage of BME staff	People		Quarterly	%	11%	13%	14%	15%	14.1%	15.0%	14.1%	15.0%		17.5%	20%	44.3%	65 of 70	4.4%
Relative likelihood of BME staff being appointed from short listing across all posts.	People		Quarterly	%		Half as likely	Half as likely	1:1			Q4							
Relative likelihood of BME staff entering the formal disciplinary process.	People		Quarterly	%		Twice as likely	Twice as likely	1:1			Q4							
Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. (higher % is worse)	People		Annual	%	35%	34%	39%				Q4							
Percentage of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months. (higher % is worse)	People		Annual	%	40%	32%	38%				Q4							
Percentage of BME staff believing that the Trust provides equal opportunities for career progression and promotion. (higher % is better)	People		Annual	%	42%	57%	47%				Q4					65.1%	41 of 46	55.9%
In the last 12 months have you personally experienced discrimination at work from any of the following? Manager / Team Leader or other colleagues	People		Annual	%	25%	18%	19%				Q4					16.5%	43 of 56	17.6%
Percentage difference between the Organisations Board voting membership and its overall workforce.	People		Annual	%	100%	100%	100%	15%			Q4							

Not applicable | To be confirmed | Not readily available

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Healthy Workplace

October 2018		Sept data		Historic Performance			2018/19	Reported in Month		Year To Date			Full Year	Future Target		Benchmarking					
Indicator (KPI Name)	4Ps	Weighting	Frequency	Basis	2015/16	2016/17	2017/18	Target	Actual	Target	Actual	Target	Rolling	Forecast	2019/20	2020/21	Best in Class	Ranking against Best in Class	National Data		
Short-term sickness	People	People	Monthly	%	1.6%	1.8%	1.7%	2%	1.8%	2%	1.7%	2%	1.7%	2%							
Long-term sickness	People	People	Monthly	%	3.5%	3.3%	3.5%	3%	3.5%	3%	3.5%	3%	3.5%	3%							
Total sickness	People		Monthly	%	5.1%	5.1%	5.2%	5%	5.2%	5%	5.2%	5%	5.2%	5%			3.1%	7 of 11	3.1%		
Number of staff accessing Counselling (CQUIN)	People		Monthly	(n)					138		877		877								
Number of staff accessing Physiotherapy (CQUIN)	People		Monthly	(n)					148		1011		1011								
Body Fluid Exposure (BFE)	People		Monthly	(n)					25		136		136								
Number of immunised staff (% of total required - not Flu)	People		Monthly	%					51%		51%	85%	51%	85%							
Number of immunised staff (% of total required - FLU)	People		Monthly	%				75%	21%		21%	75%	21%	75%							
Organisational Health & Well Being (Q9a)	People		Annual	%	11.0%	18%	14%		Q4												
PAM Net promoter score	People		Monthly	(n)					UNDER DEVELOPMENT - REPORTING FROM Q3												

Not applicable
To be confirmed
Not readily available

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city

Leadership and Performance

October 2018	Sept data	Historic Performance 2018/19											Reported in Month	Year To Date	Full Year	Future Target		Benchmarking		
Indicator (KPI Name)	4Ps	Weighting	Frequency	Basis	2015/16	2016/17	2017/18	Target	Actual	Target	Actual	Target	Rolling	Forecast	2019/20	2020/21	Best in Class	Ranking against Best in Class	National Data	
Appraisal compliance (PDR)	People		Monthly	%	16%	81%	86%	85%	83%	85%	83%	85%	83%	85%	85%	85%				
Statutory & Mandatory compliance	People		Monthly	%	N/A	N/A	87%	85%	87%	85%	87%	85%	87%	85%	85%	85%				
% of total managers who have completed the management essentials	People		Monthly	%	Not readily available				UNDER DEVELOPMENT - REPORTING FROM Q2											
Support from immediate managers (KF10)	People		Annual	%	3.19	3.52	3.54		Not readily available				Q4				3.91		3.77	
Quality of Appraisals (KF12)	People		Annual	%	2.63	2.65	2.71		Not readily available				Q4				3.19		3.11	

Not applicable | To be confirmed | Not readily available

Respectful | Professional | Innovative | Collaborative
 Building a world-class service for a world class city