



Following successful delivery of Year 1 of our People Strategy for 2022-2025 we are pleased to share an update on our key achievements and plans for the next 2 years, which will help mitigate PR3 associated risks.

## Our key achievements

2022/2023



**Best NHS Acute Trust in the Midlands.. to work for as voted by our staff for the fifth year running \***

<b>92</b> Wellbeing champions trained to date at SFH	Awarded the Carer Friendly Quality Mark by Nottinghamshire Carers Association in recognition of the Carers Passport and Champions.	<b>2023 ROSPA Gold Award</b> ROSPA Gold Health & Safety Award winners	<b>&gt;200</b> Entries to our Admin Awards
<b>&gt;3,000</b> Hot drinks/mince pies offered to colleagues in December 2022 through implementation of the 'Festive thank you'	<b>#1</b> Ranked 1 <sup>st</sup> regionally in Staff Engagement, Staff morale and our People Promise theme: <b>We have a voice that counts</b>	<b>#1</b> Ranked 1 <sup>st</sup> regionally in the People Promise theme: <b>We are always learning</b>	<b>&gt;50</b> Members joined our Women at Sherwood network - launched Summer 2022
<b>48</b> Wellbeing sessions with topics from financial wellbeing to menopause*	<b>5</b> Schwartz rounds delivered following launch in Q1	<b>220</b> Colleagues are part of one of our 5 Staff Networks	<b>&gt;50</b> Members joined our Women at Sherwood network - launched Summer 2022
<b>2,938</b> Colleagues took part in training* delivered by our People Development Team	<b>#2</b> Ranked 2 <sup>nd</sup> regionally in the People Promise theme: <b>We are always learning</b>	<b>75</b> International Nurses appointed	<b>20</b> Apprenticeship places confirmed Trust-wide for 23/24
<b>&gt;650</b> people attended our Step into the NHS Careers Fair in partnership with West Notts College/NTU	<b>87%</b> of Newark theatres posts recruited to (to date) supporting the TIF project	<b>185</b> vacancies published	<b>340</b> vacancies published
		<b>694</b> offers sent	<b>564</b> applicants recruited
			<b>33</b> ads on our Careers page

\*Recruitment/vacancy figures above are for Q4 22/23



# People Strategy: Year 2 and 3 (2023/2024 and 2024/2025)

Delivery Pillar	Action Plans 2023/2024	Key Success Measures 2022/2023	Action Plans 2024/2025
<p>Looking after our People</p>	<ul style="list-style-type: none"> <li>Review fundamental wellbeing needs across the Trust and develop action plans to address gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Fundamental wellbeing needs clearly identified, audit undertaken and action plan in place by Q4</li> <li>Wellbeing Strategy introduced by Q3 and promoted across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Empower our teams to have regular debriefings</li> </ul>
	<ul style="list-style-type: none"> <li>Measure the impact of our health and wellbeing offers, flexing and adapting as required.</li> </ul>	<ul style="list-style-type: none"> <li>80% of Occupational Health appointments are offered within 10 days.</li> <li>Key Schwartz rounds metrics:                             <ul style="list-style-type: none"> <li>Minimum of 4 Schwartz Rounds held per year.</li> <li>Attendance levels to be a minimum of 10 with and outcome of 70% positive feedback score</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expand and develop our benefits package</li> </ul>
	<ul style="list-style-type: none"> <li>Introduce the Trauma Risk Management (TRIM) programme.</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 16 TRIM practitioners trained by Q3</li> </ul>	<ul style="list-style-type: none"> <li>Hold People strategy refresh session to inform our next 3 years.</li> </ul>
	<ul style="list-style-type: none"> <li>Take a deliberate and Trust wide approach to address violence and aggression from patients/public towards employees.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in experience of V&amp;A reported via Quarterly Pulse surveys in 23/24 plus National Staff Survey 2023</li> </ul>	
<p>Belonging in the NHS</p>	<ul style="list-style-type: none"> <li>Develop a Culture Heat Map which will help identify high priority teams requiring support.</li> </ul>	<ul style="list-style-type: none"> <li>Culture Heat Map process in place by end of 23/24 with high priority teams identified and agreed support programmes in place</li> </ul>	<ul style="list-style-type: none"> <li>Delivery against model employer goals. Increasing black and minority ethnic representation at senior levels across SFH/ICS.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement an employee feedback process and programme, from new starters to leavers and key milestones in between.</li> </ul>	<ul style="list-style-type: none"> <li>Increased compliance against all key employee feedback markers with process in place to share key themes with Divisions/Professional Groups as appropriate by end of 23/24</li> </ul>	<ul style="list-style-type: none"> <li>Review our recruitment process to reduce nepotism and unconscious bias towards colleagues with protected characteristics.</li> </ul>
	<ul style="list-style-type: none"> <li>Define a colleague Reward and Recognition programme.</li> </ul>	<ul style="list-style-type: none"> <li>4 key Trust wide celebration events delivered by end of 23/24</li> <li>Process in place for recognising long service milestones</li> <li>New approach to recognition for long service retirement in place</li> </ul>	
	<ul style="list-style-type: none"> <li>Empower our Staff Networks to support delivery of our Equality, Diversity and Inclusion strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Priority actions from the 6 High Impact Action plan to be delivered by the end of 23/24</li> </ul>	
<p>Growing for the Future</p>	<ul style="list-style-type: none"> <li>Develop a portable Mandatory and Statutory Training offer with system partners.</li> </ul>	<ul style="list-style-type: none"> <li>Achieving a Mandatory Training completion rate of &gt;90% across SFH each quarter</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of a Divisional lead integrated talent map and a placements programme for students and young people.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement revised appraisal documents to simplify the process and support quality conversations.</li> </ul>	<ul style="list-style-type: none"> <li>Achieving an Appraisals completion rate of &gt;90% across SFH each quarter</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with our ICS partners to develop a People Hub concept across Nottinghamshire.</li> </ul>
	<ul style="list-style-type: none"> <li>Define the Trust Talent Management approach and deliver the Leadership Development programme.</li> </ul>	<ul style="list-style-type: none"> <li>Talent Management approach to be implemented by the end of Q4 23/24</li> <li>Leadership Development programme to be launched and enacted by Q4 23/24</li> </ul>	<ul style="list-style-type: none"> <li>Extension of external facing E-Academy site (Sherwood Learning Hub) for use in other organisations.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop plans around apprenticeships, work experience, Health Ambassadors, and recruitment events.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 20 external apprenticeships in post by the end of 23/24</li> <li>10% increase in work experience placements by end of 23/24</li> <li>A minimum of 12 recruitment/careers events by end of 23/24</li> </ul>	
<p>New ways of working and delivering care</p>	<ul style="list-style-type: none"> <li>Deliver Year 2 of the Strategic People Plan, including delivery and monitoring of associated tactical people plans at a service line level.</li> </ul>	<ul style="list-style-type: none"> <li>100% of tactical people plans delivered for Service Lines and Divisions by Q1 2023/24</li> </ul>	<ul style="list-style-type: none"> <li>Embed digitalisation to support the Green agenda.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement workforce plans to support Newark Theatres expansion and Mansfield Community Diagnostic Centre.</li> </ul>	<ul style="list-style-type: none"> <li>90% of vacancies filled for Newark Theatres TIF by Q2 2023/24</li> <li>People workforce plans developed and agreed for Mansfield CDC by Q2 2023/24</li> </ul>	<ul style="list-style-type: none"> <li>Work with our NHIS partners to complete an IT audit, ensuring our people have the core equipment, hardware and software they need for their role.</li> </ul>
	<ul style="list-style-type: none"> <li>Work collaboratively with the Improvement Faculty through our new governance structure.</li> </ul>	<ul style="list-style-type: none"> <li>Agency usage (off framework) &lt;6% each quarter</li> <li>Agency usage (over price cap) &lt;30% each quarter</li> <li>Agency usage &lt;3.7% each quarter</li> <li>No locum bookings &gt;12m by Q4 2023/24</li> </ul>	<ul style="list-style-type: none"> <li>Consider how we can utilise agile working as a positive recruitment tactic.</li> </ul>
	<ul style="list-style-type: none"> <li>Review and optimise the systems we manage as a People Directorate ie. ESR, Health Roster and TRAC.</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in ESR utilisation score by Q4 2023/24</li> <li>Maintenance of Health Roster effectiveness score</li> </ul>	<ul style="list-style-type: none"> <li>Enhance our relationships with ICS partners and continue to support the Improvement Faculty from a People perspective.</li> </ul>