

HR Corporate Objectives and Strategy Action Plan – January 2013

Reference	Objective / Strategy	Action	Responsibility	Target Date	Indicative Costs	Status
Corporate Objectives (CO1)	By 2016 we will be in the top 20% of Acute Trusts as measured by the NHS National Staff Survey	Embed the Trust values into reward and recognition process.	Ass. Director of HR	April 2014	None	
		Refreshed panel 'Have Your Say' membership	Ass. Director of HR	September 2013	None	
		Embed the Trust values into recruitment and promotion processes.	Head of Resourcing and Workforce Planning	April 2013	£25,000 psychometric testing training and materials	
		Increase number of staff using 'Have Your Say' email address.	Ass. Director of HR	By March 2014	None	
		Review effectiveness of revised communication strategy.	Head of Communications	TBC	TBC	
		Review effectiveness of recognition schemes.	Ass. Director of HR / Head of Communications	July 2013	None	
		Business Units and Corporate areas delivering on local staff survey action plans.	Executive Team via Business Unit Performance Framework	On-going	None	

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Corporate Objectives (CO2)	By 2016 we will have increased the capability of our organisation to help employees build their skills and that we will deliver an improved service to our patients	Structured training programme linked to Trust competence requirements such as vocational qualifications for unqualified front line staff (Healthcare Assistants, Maternity Support Workers, Medical Assistants and Domestic Staff).	Head of Leadership, OD and Learning	By March 2014	TBC	
		Implemented the core patient experience training programme as mandatory for all staff (i.e. customer service training).	Head of Leadership, OD and Learning	All staff trained by March 2014	None	
		Review of all training and development activities across the Trust – aligning activity to meeting Trust strategic objectives.	Head of Leadership, OD and Learning	October 2013	None	
		Review training delivery methods across the Trust and where practicable implement e-learning as the primary delivery vehicle. E-learning to be primary delivery method for statutory and mandatory training (where appropriate).	Head of Leadership, OD and Learning	April 2013 onwards	£75,000 (to be supported by business case)	
		Develop a process/ methodology so that training needs analysis can be undertaken and incorporated into Trust training interventions.	Head of Leadership, OD and Learning	October 2013	None	
		Provide access to training / education for staff on financial management and workforce and business planning.	Head of Leadership, OD and Learning	June 2013	None	
		Implemented minimum vocational qualifications for new entrants to the Trust and have commenced implementation for existing staff	Head of Leadership, OD and Learning	March 2014	None	
		Evidence engagement of staff and managers in training and effectiveness of learning and development interventions (ROI).	Head of Leadership, OD and Learning	March 2014	On-going	

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Corporate Objectives (CO3)	By 2016, the Trust response rate to the NHS staff survey will increase to 70% (currently 53%, national response rate 70%)	Develop and invest in a comprehensive staff engagement programme (posters, flyers, emails, newsletters, briefings, executive leadership) on completion and the results of the survey.	Ass. Director of HR	July 2013	£1,000	
		Considered the use of incentivising staff / teams /directorates (gifts or prizes).	Ass. Director of HR	July 2013	£1,000	
		Work in partnership with staff side representatives and worker governors on increasing response rates.	Ass. Director of HR	July 2013	None	
		Support the Business and Corporate Areas develop staff survey action plans.	Ass. Director of HR	Annually – March / April	None	
Corporate Objectives (CO4)	By 2016 our sickness absence levels will be in the top 25% of acute Trusts as measured through (currently 3.84%, <i>measurement required – NHS Midlands and East or other</i>)	Review and implement revised absence management policy and procedure for sickness absence reviews.	Ass. Director of HR	February 2013	None	
		Evidence of local ownership of sickness absence at Business and Corporate Unit level – (e.g. return to work interviews and sickness absence review meetings).	Ass. Director of HR	On going	None	
		Targets in place for individual business and corporate units to achieve year on year improvements. 13/14 = 3.3%, 14/15 = 3.1%, 15/16 = 3.0%.	Ass. Director of HR	March 2013 (for 13/14)	None	
		Engagement programme of staff and staff representatives with Health and Wellbeing agenda incorporating proactive measures to avoid sickness absence.	Head of Occupational Health	April 2013	£10,000 (additional external training required)	

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Corporate Objectives (CO5)	By 2016 we will have increased staff engagement in service improvement activities and productivity	Provided all employees with access to training and education on service improvement techniques, and tools including visual performance management (white boards / communication cells).	Head of Leadership, OD and Learning	March 2014	None	
		Completed the implementation of e-rostering with evidence of business and corporate units harnessing the technology available.	Director of HR (Project Sponsor)	2018	As per business plan	
		Implemented annual job planning for all consultant staff and specialty doctors using My Job Plan. 12/13 -- 80% of job plans agreed on My Job Plan 13/14 -- 90% of job plans agreed on My Job Plan. 14/15 -- 95% of job plans agreed on My Job Plan.	Medical Director	March 2014	TBC (Licensing costs for increased number of medical staff)	
		Supported Business and Corporate Units to implement cost efficiency and commissioner disinvestment plans including workforce and skill mix changes.	Ass. Director of HR	On going	None	
Corporate Objectives (CO6)	By 2016 we will have increased the leadership and management capability of our organisation.	Implement a formal mentoring and coaching programme for all leaders and people managers.	Head of Leadership, OD and Learning	March 2014	£5,000	
		Succession plan in place for all leadership positions (executives, BUDs, ABUDs).	Head of Leadership, OD and Learning	December 2013	None	
		Implemented 360 ° feedback for all people managers and leaders.	Head of Leadership, OD and Learning	March 2014	None	

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Corporate Objectives (CO7)	By 2016 we will be in the top 20% of Acute Trusts for implementing and embedding diversity as measured by the NHS Leadership Council (<i>NHS Equality Delivery Service (EDS) goals – Empowered, engaged and well supported staff and inclusive leadership for all</i>)	Implemented all E & D objectives published by the Trust.	Equality and Diversity Manager	On –going	None	
		Implemented e-learning solution for staff equality & diversity training.	Head of Leadership, OD and Learning	March 2013	None	
		Produced anti-discrimination guidance for hiring managers.	Equality and Diversity Manager	June 2013	None	
		Delivered Equality and Diversity training for the Board of Directors.	Equality and Diversity Manager	October 2013	None	
		Produce accessible guidance for staff on the management of violence and aggression.	Equality and Diversity Manager	June 2013	None	
		Reviewed and revised EDS objectives.	Equality and Diversity Manager	Annually in April	None	
HR Strategy	Employee Recruitment and Retention	Psychometric assessments – see Corporate Objective 1 (Page 1).				
		Develop and implement a plan to move to full e-recruitment and harnessing social media as an additional method of attracting potential candidates.	Head of Resourcing and Workforce Planning	December 2013	None	
HR Strategy	Performance Appraisal and Personal Development Plans	Review the target of 85% of staff having a performance appraisal with a view to increasing to 90%.	Head of Resourcing and Workforce Planning	April 2013	None	
		Implement revised performance appraisal process	Head of Leadership, OD and Learning	February 2013	None	
		Training needs analysis – see Corporate Objective 2 (Page 2).				

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HR Strategy	Staff Development and Learning	Implemented careers paths and skills frameworks for all occupational groups.	Head of Leadership, OD and Learning	2014/15	TBC	
		Review training delivery methods – see Corporate Objective 2 (Page 2).				
		Realignment of training and development activities – see Corporate Objective 2 (Page 2).				
HR Strategy	Reward and Recognition	Review of local terms strategy including assessment of 'value'.	Director of HR	October 2013	£15,000	
		Implement any changes to local terms and conditions supported by full business case and implementation plan.	Ass. Director of HR	April 2014	TBC (costs depend on extent of changes / pay protection arrangements)	
HR Strategy	Leadership and Management Capability	Develop Learning and Development Strategy.	Head of Leadership, OD and Learning	October 2013	None	
		Implement leadership framework across the Trust for all people managers.	Head of Leadership, OD and Learning	April 2013 onwards	£10,000 (annually)	
		Corporate Team development programme.	Head of Leadership, OD and Learning	March 2013	£50,000	
		Develop a catalogue of learning and development opportunities available within the Trust.	Head of Leadership, OD and Learning	December 2013	None	
		Implement succession planning and talent management process.	Head of Leadership, OD and Learning	December 2013	None	

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HR Strategy	Equality and Diversity	Review Diversity Committee Membership.	Equality and Diversity Manager	June 2013	None		
		Establish a Diversity Champions Network with at least 20 members.	Equality and Diversity Manager	December 2013	None		
		Review and revise EDS Objectives – see Corporate Objective 7 (Page 5).					
		Participate in Stonewall’s annual workplace equality audit and implemented any identified actions.	Equality and Diversity Manager	Annually 2013 onwards	None		
		Implemented target training programme for disabled staff.	Equality and Diversity Manager	2014	None		
		Establish requirement for network groups for other protected characteristics.	Equality and Diversity Manager	2014/15	None		
		Implemented eLearning solution for staff equality and diversity training – see Corporate Objective 7 (Page 5).					
		Harassment and bullying awareness training for all staff.	Head of Leadership, OD and Learning	By March 2014	None		
		Produced anti- discrimination guidance for hiring managers –see Corporate Objective 7 (Page 5).					
		Become a member of NHS Employers Equality and Diversity Partners Programme.	Equality and Diversity Manager	2014	None		
HR Strategy	Staff Health and Wellbeing	Become a Responsibility Deal partner giving Trust commitment to meet the Health at Work Pledges.	Head of Occupational Health	June 2013	None		
		Achieve remainder of pledges that we do not currently meet:- managing chronic conditions, mental health and staff health checks.	Head of Occupational Health	By March 2014	None		

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		Support the Trust with engaging staff on sustainability agenda.	Head of Occupational Health	April 2013 onwards	None	
HR Strategy	Organisation Development and Workforce Planning	Develop and implement a change strategy for the Trust.	Head of Leadership, OD and Learning	January 2014	None	
		Structured programme for unqualified front line staff – see Corporate Objective 2 (Page 2).				
		Provide training for staff on Trust service improvement methodology	Head of Leadership, OD and Learning	January 2014 onwards	None	
HR Strategy	HR Service Delivery	Complete skills analysis and address identified gaps.	Head of Leadership, OD and Learning	April 2013 onwards	TBC	
		Develop service level agreements for agreement with Business Units and Corporate Areas.	Ass. Director of HR	November 2013	None	
		Develop HR KPIS to measure cost and quality of service and benchmark to other Acute FTs.	Head of Resourcing and Workforce Planning	July 2013	None	
		Conduct customer survey for all areas of Human Resources (areas for improvement to be addressed by individual Heads of Department).	Head of Resourcing and Workforce Planning	September 2013	None	