

People Substrategy

2022 - 2025



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Overview

Our People Substrategy places our staff at the heart of our plans. We recognise that valuing and supporting our staff will have a direct impact on our patient experience.

The People Substrategy is one of the seven enabling strategies underpinning the Trust's Strategy 2022-25: 'Committed to a safe, healthy and productive workplace that promotes diversity of thoughts, heritage and social background'.

It is based on the Trust's five strategic ambitions and the NHS People Promise, realising those priorities will ensure we achieve consistently well led, fully staffed teams, where individuals' wellbeing and identity is nurtured, enhancing our excellent care to patients.

The substrategy sets out the key strategic themes and objectives through which we wish to harness our commitment to staff across the Trust and supports the NHS People Promise.



Introduction

The Walton Centre is an inspiring and exciting place to work and we all play a vital role in advancing the Trust's aspiration to be the Employer of Choice across Cheshire and Merseyside.

The Workforce Team play an essential part in supporting senior leaders, managers and staff to maximise their contribution to the delivery of the People Substrategy. We aim to attract and retain world leading talent, offering learning, development and career opportunities to all who play a part in achieving our vision - an aspiration we can only achieve through our staff. We will strive to nurture and facilitate a working environment where all colleagues are equally valued, truly supported and duly recognised for their contribution. We recognise a number of national and regional factors will influence the delivery of our strategy.

Context and business environment

The working environment across the NHS is in a period of unprecedented challenge. Like all trusts, The Walton Centre has come through the pandemic with a workforce that feels exhausted. We are thrown straight into the challenge of large backlogs of patients that necessitate even greater performance levels than before the COVID-19 outbreak. This is exacerbated by current labour market conditions that reflect workforce shortages across the UK economy and with the tightest labour market being health and social care.

The single biggest environmental factor is the 'cost of living' crisis. This has changed the human resources landscape in a very short period of time. The impact upon the Trust's workforce and indeed its impact in the medium term, is not yet fully understood.

However, like all NHS trusts, the workforce combines some very affluent local residents and of course many of the least affluent. 40% of our workforce is drawn from the three local areas with the highest level of deprivation. It should be noted that these are amongst the highest levels of deprivation in England.

All of this culminates in a need to continue to prioritise the health and wellbeing of our staff and to do our utmost to ensure that our culture is the best it can be. Anyone can demonstrate great values and behaviours in the good times, but the real challenge is doing so in the bad times.

This means that staff welfare becomes our top priority and the boundaries between work and community become blurred.

The Walton Centre has a patient footprint of over 3,000,000 but it is anchored within Merseyside. A number of drivers play into the organisation's position on social value. We have a commitment to being an Anchor Institution, enabling prevention in our local community and a long-standing commitment to the Fair Employment Charter. However, integrated working with social care has highlighted the democratic deficit of NHS organisations in comparison to local authorities. Through its social innovation agenda, The Walton Centre will ensure engagement and transparency with the local population we exist to serve.

The development of Integrated Care Systems, PLACE, a streamlined NHS England and a health system going through a period of reorganisation, means that it is more important than ever for the Trust to focus upon the welfare, support and health of our employees. This will provide the best chance of thriving in an environment characterised by complexity.

“ We have a commitment to being an Anchor Institution, enabling prevention in our local community and a long-standing commitment to the Fair Employment Charter

As a centre of excellence, the purpose of the Trust is to provide the best patient outcomes both nationally and internationally. To achieve this, we need to be at the cutting edge of research and innovation shaping the future of new treatments, care and support in neuroscience.

The organisation has many talented, dedicated and passionate health professionals who all share this compelling vision. It is therefore vital that the Trust has a culture where staff are empowered to innovate and drive research forward in order to attract and retain a world class workforce to support the Trust's ambitions.

NHS People Promise

This is a national promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.

The themes and words that make up the People Promise have come from those who work in the NHS in the form of seven promises:

Promises:
We are compassionate and inclusive
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

“ The organisation has many talented, dedicated and passionate health professionals who all share this compelling vision

Education, training and learning



Objective: To provide the right systems, processes and environment to enable our workforce to be as efficient and effective as they can be in delivering high quality care to patients. To invest in education and training to ensure we deliver the highest calibre of healthcare staff for future NHS patients

Where are we now?	Where do we want to be?	How to get there?
<ul style="list-style-type: none"> Strong, regional reputation for medical education and training, regional reputation for medical education and training 	<ul style="list-style-type: none"> To maintain a high-quality, highly evaluated learning environment for undergraduate and post-graduate Medical Education Adopt practice of continuous improvement - consolidate capabilities in Medical Education research and grow quality improvement outputs Horizon scanning for emerging collaborations and opportunities for partnership development arising within medical education/ academic environment 	<ul style="list-style-type: none"> Ensure learning environment remains conducive to growing numbers of medical learners Work with service leads to map capacity against competing needs and priorities. Maintain quality standards across medical education by continuing to engage with external partners in education Grow and facilitate training programme aligned courses and education offerings
<ul style="list-style-type: none"> Rising strategic profile of medical education with the Research, Medical Education and Innovation Committee 	<ul style="list-style-type: none"> Continue to grow influence at board level, advocate Medical Education bridging the gap between transactional service to become a strategic contributor at Board level Have an empowered, effective, and engaged Medical Education faculty Ensure implementation of Health Education England initiatives and programmes are carried out with consideration of and alignment to, outcomes of Trust strategy and divisional priorities Ensure organisational awareness and understanding of national objectives for medical workforce education and development 	<ul style="list-style-type: none"> By having a stronger internal profile and for Medical Education to be integrated into the clinical, research and academic networks in the Trust Consolidate educator support, remuneration and reward for education engagement

<ul style="list-style-type: none"> • Areas of excellence/ innovation within Medical Education delivery 	<ul style="list-style-type: none"> • Explore opportunities for broadening and expanding Trust academic reputation, networks and offerings 	<ul style="list-style-type: none"> • National offerings, explore diversification and new markets • Maximise benefits of University Hospital status for the Trust's profile and reputation as centre for education and research excellence
<ul style="list-style-type: none"> • Appraisal process – 'Having a conversation...The Walton Way' focusing on staff having a meaningful conversation with their manager 	<ul style="list-style-type: none"> • To improve the quantity and quality of appraisals conducted on a consistent basis 	<ul style="list-style-type: none"> • Continue to support managers through training and reporting • Monitoring staff survey results • Review of process involving the end user
<ul style="list-style-type: none"> • Well established work experience programme. Working in collaboration with the Job Centre Plus to provide placements for individuals from disadvantaged backgrounds 	<ul style="list-style-type: none"> • Pre-employment placements to align to recruitment of apprentices to provide individuals on placement opportunities for both experience and employment 	<ul style="list-style-type: none"> • Adopt an "Apprenticeships First" mentality
<ul style="list-style-type: none"> • Clinical and non-clinical apprenticeships being completed by existing staff and small number of clinical apprenticeship roles created for new staff • Apprenticeship policy and steering group in place • Established regional links with Health Education England and neighbouring trusts via regional steering group 	<ul style="list-style-type: none"> • "Apprenticeships First" – recruitment to new roles to always be considered as an apprenticeship in the first instance to enable Trust to meet its public sector target • Offer more apprenticeships ranging from entry level jobs through to senior clinical, scientific and managerial roles • Full utilisation of apprenticeship levy with minimal expiry of funds 	<ul style="list-style-type: none"> • Continue to market available apprenticeship opportunities to increase awareness across the organisation • Regular reporting of levy spend to highlight at Trust Board Level • Agreement of Levy Transfer Protocol
<ul style="list-style-type: none"> • Income generation by providing high-quality placements offered to elective students and observers 	<ul style="list-style-type: none"> • Working in partnership with Liverpool City Council to increase the overall number of health and social care workers with a talent pipeline through to trusts. Continue to provide placements, being mindful of overlap with medical student weeks • Support expansion of clinical placement capacity - provide an increased focus on support for students and trainees 	<ul style="list-style-type: none"> • Continue to offer value for money, high quality placements

<ul style="list-style-type: none"> Some successful external partnerships in place e.g. local universities etc. 	<ul style="list-style-type: none"> Further developed partnership arrangements with a network of external providers (including universities) to deliver a comprehensive education service 	<ul style="list-style-type: none"> Active stakeholder identification and engagement across the system including key (existing) partnership groups
<ul style="list-style-type: none"> A quality induction provided to all new starters to ensure they feel welcomed into the organisation and are safe to work to include health and wellbeing 	<ul style="list-style-type: none"> Focus on developing skills and expanding capabilities to create more flexibility, boost morale and support career progression Reduce repetition of topics for staff joining the Trust from other NHS organisations 	<ul style="list-style-type: none"> Full review of induction process and introduction of additional e-learning topics, removing repetition of face-to-face training
<ul style="list-style-type: none"> Trustwide Training Needs Analysis conducted annually to forecast study leave requirements, ensure staff have continued professional development, supportive supervision and protected time for training 	<ul style="list-style-type: none"> Training requirements included on Training Needs Analysis to apply accurate forecasting 	<ul style="list-style-type: none"> Continue to communicate the requirement of accurate completion of the Training Needs Analysis across to Heads of Departments Drive a high-performance culture in which individual development and career aspirations are supported and aligned to organisational goals
<ul style="list-style-type: none"> Statutory and mandatory training key performance indicators monitored at Board level 	<ul style="list-style-type: none"> Key performance indicators consistently achieved in relation to training compliance 	<ul style="list-style-type: none"> Continue to highlight areas of concern via additional forums, including daily Safety Huddle
<ul style="list-style-type: none"> In-house Neuro-Rehabilitation Module and Neurosciences Module developed in collaboration with Liverpool John Moores University 	<ul style="list-style-type: none"> Gain accreditation for a Spinal Module and offer the three modules as a Neuroscience Postgraduate Certificate. The three modules to be also part of the Advanced Practice Pathway 	<ul style="list-style-type: none"> Work in collaboration with Liverpool John Moores University to align with master's pathway
<ul style="list-style-type: none"> Internal leadership development incorporating the Walton Way Values available including Building Rapport programme, appraisal training and coaching Trust accredited to deliver Leadership Academy Mary Seacole Programme 	<ul style="list-style-type: none"> Leadership development offerings tailored to individual requirements, i.e. emerging leaders/new managers linked to Get it Right First Time 	<ul style="list-style-type: none"> Mapping of development needs for all levels of leaders and all staff
<ul style="list-style-type: none"> Development opportunities for Bands 1-4 support staff promoted in line with Talent for Care agenda 	<ul style="list-style-type: none"> Suite of development offerings available specifically for this staff group 	<ul style="list-style-type: none"> Development of internal programmes



Objective: To provide a compassionate and inclusive work environment where all of our staff including those working in an agile way and those in the community delivering care closer to the patients' home, are equally motivated, engaged, valued and share the same vision.

Where are we now?	Where do we want to be?	How to get there?
<ul style="list-style-type: none"> Well established staff engagement methods 	<ul style="list-style-type: none"> Improved results across all themes of the national Staff Survey Improved quarterly Pulse Survey results 	<ul style="list-style-type: none"> Adopt innovative approaches to encourage completion of the survey – maximising the use of social media Monitor staff/pulse survey results via the People Group
<ul style="list-style-type: none"> A programme of work around equality, diversity and inclusion 	<ul style="list-style-type: none"> To be an exemplar for equality, diversity and inclusion Ensure staffing reflects the diversity of the community, regional and national labour markets To eliminate the ethnicity gap when entering into formal disciplinary process 	<ul style="list-style-type: none"> Improved processes and outcomes developed in delivering the Trust's equality, diversity and inclusion vision
<ul style="list-style-type: none"> A suite of award schemes that recognise and reward staff 	<ul style="list-style-type: none"> Increase inclusion and participation to provide healthy competition 	<ul style="list-style-type: none"> Increased marketing/promotion of various schemes Provide a variety of ways to recognise staff/colleagues
<ul style="list-style-type: none"> Hold Investors in People Gold accreditation for the 'we invest in people' and the 'we invest in wellbeing' standards 	<ul style="list-style-type: none"> Continuing to meet the industry standard by maintaining Investors in People Gold and aspiring to Platinum level accreditation 	<ul style="list-style-type: none"> Maintain and develop excellent employment practices Monitor staff/pulse survey results via the People Group
<ul style="list-style-type: none"> Positive, well-established partnership working with Staff Side 	<ul style="list-style-type: none"> Continue to work in true partnership style even when difficult situations may arise 	<ul style="list-style-type: none"> Continue to include Staff Side colleagues in key developments/ initiatives
<ul style="list-style-type: none"> Mandatory line management training programme 	<ul style="list-style-type: none"> Line managers to complete Building Rapport Programme 	<ul style="list-style-type: none"> Regular programme of work, agree core leadership standards

<ul style="list-style-type: none"> • Aiming to embed a collective leadership model at all levels of the organisation 	<ul style="list-style-type: none"> • Collective leadership to be followed as the 'norm' in all Trust activities carried out 	<ul style="list-style-type: none"> • Leadership development for new and existing manager, role modelling from senior managers/clinicians. Challenge when not followed.
<ul style="list-style-type: none"> • Ad-hoc talent management/ career pathway/succession planning process 	<ul style="list-style-type: none"> • To have a robust process in place for identifying and nurturing talent at all levels within the organisation 	<ul style="list-style-type: none"> • Develop and establish a Walton Centre Talent Management model and process. Participate in National incentives i.e. GROWTH Programme
<ul style="list-style-type: none"> • A suite of HR policies covering a range of employment areas including supporting staff who are absent due to illness and supporting their return to work 	<ul style="list-style-type: none"> • Ensure policies are always up to date, relevant and are developed in line with best practice • Ensure staff have sufficient rests and breaks from work and encourage them to take annual leave in a managed way 	<ul style="list-style-type: none"> • Keep abreast of employment law/good employment practice

Research and innovation



Objective: To lead, educate and train, embedding research and innovative approaches to deliver changes across the health economy

Where are we now?	Where do we want to be?	How to get there?
<ul style="list-style-type: none"> Ad hoc approach to service development as and when required 	<ul style="list-style-type: none"> An established and implemented pipeline of Trustwide projects aligned to Trust strategy and divisional priorities An empowered and curious workforce within a quality environment to achieve excellence through shaping and delivering transformational change 	<ul style="list-style-type: none"> Through fully engaged partnership working with internal stakeholders inclusive of training and education offer
<ul style="list-style-type: none"> Participating in several local and regional level initiatives to address health inequalities 	<ul style="list-style-type: none"> Actively influencing and contributing to health outcomes at a local, regional and national level 	<ul style="list-style-type: none"> Collaborative working with voluntary, community, faith and social enterprise sector as well as health and social care partners
<ul style="list-style-type: none"> Executive and clinical leads appointed for Innovation 	<ul style="list-style-type: none"> System leadership of key health disciplines supported by business academia and private research partners 	<ul style="list-style-type: none"> Strong focus and investment on our culture of innovation, deliver key projects to improve patient experience and lead at a system level
<ul style="list-style-type: none"> Membership of various system steering groups/ forums including Liverpool City Region and Academic Health Science Network, Cheshire and Merseyside Healthcare Partnership 	<ul style="list-style-type: none"> A key leader of the local health economy that has national/ international recognition for excellence 	<ul style="list-style-type: none"> Through the implementation of the Trust's new strategy and notably innovation, education and research
<ul style="list-style-type: none"> In early stages of developing a profile/relationship with the private sector 	<ul style="list-style-type: none"> A dynamic and outward looking Board approach to development that reinforces/supports our strategic ambitions 	<ul style="list-style-type: none"> Proactive engagement of agreed private sector partners and establishing productive business relationships
<ul style="list-style-type: none"> An established Board development programme of work 	<ul style="list-style-type: none"> The Walton Centre has a great brand that the best of the private sector aspires to collaborate with 	<ul style="list-style-type: none"> Evolving and expanding Board development to match the NHS agenda and establishing targeted individual development profiles

<ul style="list-style-type: none"> E-rostering system in place for inpatient wards and other clinical areas 	<ul style="list-style-type: none"> To have fully functioning system rolled out to all clinical areas 	<ul style="list-style-type: none"> Roll out e-rostering system across the Trust
<ul style="list-style-type: none"> Internet based revalidation system 	<ul style="list-style-type: none"> Ensuring the most efficient/ cost effective systems are available to support medical staffing 	<ul style="list-style-type: none"> Fully utilise current system
<ul style="list-style-type: none"> Executive and clinical lead appointed for research 	<ul style="list-style-type: none"> Research leaders appointed for key health disciplines across the Trust 	<ul style="list-style-type: none"> Strong focus upon our culture of research, engaged partnership with internal stakeholders to agree use of time and resources to deliver individual and service objectives.
<ul style="list-style-type: none"> An established group of clinicians leading on research at the Trust 	<ul style="list-style-type: none"> To embed culture of research across all health disciplines and empower all areas of the workforce to lead on research 	<ul style="list-style-type: none"> Strong focus upon our culture of research Increase capability and capacity by engaging with internal stakeholders and agreeing use of time and resources for training and delivery of research

Collaboration



Objective: To adopt new ways of working to create a place that recruits, retains and supports an efficient, resilient and productive workforce delivering excellence in healthcare

Where are we now?	Where do we want to be?	How to get there?
<ul style="list-style-type: none"> Excellent in-house recruitment function measured by regular staff user questionnaire 	<ul style="list-style-type: none"> Continue to provide excellent service including supporting the appointment of high calibre staff, build our employer brand as a national employer of choice and develop creative approaches to secure the best talent 	<ul style="list-style-type: none"> Continue to monitor and evaluate the function. Roll out values-based recruitment across the organisation Develop the use of psychometric assessments. Fully utilise NHS jobs system
<ul style="list-style-type: none"> Working in conjunction with NHS Professionals to meet temporary staffing requirements 	<ul style="list-style-type: none"> Reduce reliance on temporary staffing wherever possible. However, ensure as far as possible, that there are sufficient numbers of individuals working for NHS Professionals to meet requirements and all gaps are filled appropriately 	<ul style="list-style-type: none"> Continue to support managers to effectively adhere to policies including the management of recruitment sickness absence, e-rostering etc.
<ul style="list-style-type: none"> NHS Electronic Staff Record including workforce information 	<ul style="list-style-type: none"> To maximise the benefits of the national NHS Electronic Staff Record system to have a fully functioning system rolled out to all clinical areas 	<ul style="list-style-type: none"> Workforce Analyst to enable proactive engagement of NHS Electronic Staff Record resources
<ul style="list-style-type: none"> Regular updates provided regarding pensions 	<ul style="list-style-type: none"> Ensure staff are aware of pension flexibilities 	<ul style="list-style-type: none"> Staff informed of pension flexibilities/ regulations on a regular basis
<ul style="list-style-type: none"> Limited examples of flexible career pathways in specific disciplines 	<ul style="list-style-type: none"> To enable flexible career pathways wherever possible particularly for medical staff 	<ul style="list-style-type: none"> Develop an expanded menu of options that maximise our offer to staff, be open to all clinical and non-clinical permanent roles being flexible
<ul style="list-style-type: none"> A research function that is going through a period of transition 	<ul style="list-style-type: none"> To support a structured approach to ongoing workforce transformation using guidance developed in response to COVID-19 To have a research function that enables consultants and clinical staff to fulfil career ambitions through research 	<ul style="list-style-type: none"> Through the new Research and Development strategy and related action plan

<ul style="list-style-type: none"> Some examples of 'new' roles in operation 	<ul style="list-style-type: none"> The adoption of further new ways of working in line with innovation and service development agenda 	<ul style="list-style-type: none"> Developing a new workforce innovation group to lead this agenda
<ul style="list-style-type: none"> Some flexible working arrangements based on individual need 	<ul style="list-style-type: none"> Design new roles which make the greatest use of each person's skills and experiences where appropriate, in line with service need 	<ul style="list-style-type: none"> Roll out the new carers passport to support people with caring responsibilities Ensure staff who are mid-career have a conversation with Line Manager, Human Resources and Occupational Health
<ul style="list-style-type: none"> Utilising a bank managed by NHS Professionals which at present is limited to nursing staff 	<ul style="list-style-type: none"> Comprehensive and contemporary agile working offer for staff that is aligned to the Walton Way values Expanded provision that includes as many disciplines as possible 	<ul style="list-style-type: none"> Dedicated resource to develop and deliver a project Working with external partners to develop a much broader offer
<ul style="list-style-type: none"> Host organisation for Procurement service across specialist trusts 	<ul style="list-style-type: none"> Front runner for future cross organisational collaborations 	<ul style="list-style-type: none"> Successful integration of procurement staff into The Walton Centre Developing a cohesive, resilient and efficient service across the collaboration
<ul style="list-style-type: none"> Ad hoc attendance at a small number of educational/ community recruitment events 	<ul style="list-style-type: none"> Greater links with schools and other relevant establishments which can provide a future workforce pipeline 	<ul style="list-style-type: none"> Restart Trust open days Continue to link in with Educational Improvement Tax Credit Programme Develop links with more local schools
<ul style="list-style-type: none"> Signed up to Cheshire and Merseyside Healthcare Partnership Prevention Pledge 	<ul style="list-style-type: none"> To become an Anchor Institution 	<ul style="list-style-type: none"> Continuing to embed Making Every Contact Count Preventing ill-health Commissioning for Quality and Innovations Maximising social value and health promoting environments

<ul style="list-style-type: none"> • Agile working systems and policy in response to COVID-19 pandemic 	<ul style="list-style-type: none"> • An established agile working ethos that is used efficiently and appropriately 	<ul style="list-style-type: none"> • Monitor and review agile working policy as appropriate • Include management of agile working on Building Rapport leadership programme • Incorporate within recruitment process and documentation e.g. job advertisements • Include as part of health and wellbeing conversations
<ul style="list-style-type: none"> • Early planning stage of Collaboration at Scale with limited implementation 	<ul style="list-style-type: none"> • An appropriate menu of deliverable regional initiatives that deliver savings without compromising the current level of service 	<ul style="list-style-type: none"> • Influencing/leading the existing Integrated Care Board regional infrastructure and network

Social responsibility



Objective: To recognise the importance of excellence in staff wellbeing, and to embed a high performing culture based upon our Walton Way values and standards of behaviour

Where are we now?	Where do we want to be?	How to get there?
<ul style="list-style-type: none"> Well-established health and wellbeing programme 	<ul style="list-style-type: none"> Continue to maintain exemplar Trust status by providing staff with a wide variety of opportunities to support their own health and wellbeing providing a programme that supports staff to respond to new challenges 	<ul style="list-style-type: none"> Expand offer to include further interventions and support staff to improve personal wellbeing
<ul style="list-style-type: none"> Staff support processes including coaching, mediation and psychological support 	<ul style="list-style-type: none"> Coaching offered as part of standard processes. Grow capacity for mediators 	<ul style="list-style-type: none"> Continue to develop coaching/ mediation service/ capacity both internally and externally (Cheshire and Merseyside collaboration)
<ul style="list-style-type: none"> Provide a staff support system including occupational health, counselling, debt management, resilience 	<ul style="list-style-type: none"> To continue to provide a comprehensive mix of initiatives/interventions and develop as necessary/ appropriate to meet a wide range of staff needs 	<ul style="list-style-type: none"> Continue to monitor and evaluate, and expand provision as necessary
<ul style="list-style-type: none"> Ensure line managers have wellbeing conversations with staff and encourage wellbeing to reduce stress and burnout. Conversations to include equality, diversity and inclusion 	<ul style="list-style-type: none"> Staff have a personalised health and wellbeing plan including consideration of flexible working and equality, diversity and inclusion requests 	<ul style="list-style-type: none"> Included as part of annual appraisal process
<ul style="list-style-type: none"> Ensure staff have a safe rest space to manage and process the physical and psychological demands of work 	<ul style="list-style-type: none"> Dedicated space for staff to rest 	<ul style="list-style-type: none"> Staff rest area
<ul style="list-style-type: none"> A well-established set of Walton Way values 	<ul style="list-style-type: none"> To ensure staff embody Walton Way values and challenge inappropriate behaviour, articulate and embrace leadership and staff behaviours which support these values 	<ul style="list-style-type: none"> Continue to embed the values in all policies and procedures as a golden thread throughout the Trust

<ul style="list-style-type: none"> Developed standards for medical professionals in conjunction with Faculty of Medical Leadership and Management 	<ul style="list-style-type: none"> Embed standards across the organisation and appropriately address individuals who do not comply with standards 	<ul style="list-style-type: none"> Pilot phase followed by roll out across the Trust including developing a group of brand ambassadors from the consultant body
<ul style="list-style-type: none"> Currently offer excellent management support services within the Trust 	<ul style="list-style-type: none"> Be recognised for the quality of our management support services offering a comprehensive support service to external organisation 	<ul style="list-style-type: none"> Continue to provide quality services and prove capability/reputation internally.
<ul style="list-style-type: none"> Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect 	<ul style="list-style-type: none"> Embedded accepted standards of behaviour across the organisation and appropriately address individuals who do not comply with standards 	<ul style="list-style-type: none"> Embed standards of behaviour as a golden thread throughout the Trust
<ul style="list-style-type: none"> Prevent and control violence in the workplace in line with existing legislation 	<ul style="list-style-type: none"> Be recognised for a working environment where staff feel safe and secure 	<ul style="list-style-type: none"> Education and training, support and early intervention as appropriate
<ul style="list-style-type: none"> Pre-founding member of Liverpool Citizens 	<ul style="list-style-type: none"> Play an active role in the Liverpool Citizens Programme 	<ul style="list-style-type: none"> Committed team to progress the work of the programme
<ul style="list-style-type: none"> Liverpool City Region's Fair Employment Charter application 	<ul style="list-style-type: none"> Achieve the regional charter 	<ul style="list-style-type: none"> Commitment to the principles within the charter
<ul style="list-style-type: none"> Cheshire and Merseyside Health Equalities Group Prevention Pledge 	<ul style="list-style-type: none"> Active partner across Cheshire and Merseyside 	<ul style="list-style-type: none"> Working Group to support implementation
<ul style="list-style-type: none"> Anchor Institutions Charter 	<ul style="list-style-type: none"> Trust signed up to Cheshire and Merseyside Health and Care Partnership Charter 	<ul style="list-style-type: none"> Deliver principles through Social Value Award and Kite Mark, Sustainability Plan and Prevention Pledge action plan
<ul style="list-style-type: none"> Social value 	<ul style="list-style-type: none"> Trust signed up to Cheshire and Merseyside Health and Care Partnership Charter 	<ul style="list-style-type: none"> Achieve Social Value Award and Kite Mark
<ul style="list-style-type: none"> Well established volunteer programme 	<ul style="list-style-type: none"> Increased capacity and capability of the volunteer programme across the Trust 	<ul style="list-style-type: none"> Work with the Patient Experience Team to develop and implement appropriate vision/action plan

Risks to delivering the substrategy

The delivery of the People Substrategy is dependent on the appropriate planning of future workforce needs and supply.

The greatest risks in delivering the substrategy therefore are:

- Fundamental implications to the NHS business model from ongoing pension and income tax requirements
- Capacity of team/resources
- Dependency on others internally – can't do it on our own (Staff Survey, equality, diversity and inclusion, e-roster etc.)
- Pressure to participate in collaborative, system level projects
- Financial pressures – previous outside funding streams have now been used up
- Loss of specialist roles – Workforce Analyst, Human Resource Medical Staffing Manager and Equality, Diversity and Inclusion Lead
- Increasing volume of recruitment and vacancy pressures
- Challenging labour market conditions (skill shortage)
- Retention problematic due to increasing inconsistency across local NHS Trust labour market
- Recruitment and retention challenges due to cost of living crisis
- The risks will be continually reviewed and mitigations put in place to ensure that the substrategy can be delivered.

References

Report/Charter	Recommendations/Principles
<p>All Together Fairer: Health Equity and the Social Determinants of Health in Cheshire and Merseyside</p> <p>Sir Michael Marmot, Institute of Health Equity</p> <p>May 2022</p>	<p>Recommendations covering the eight Marmot themes:</p> <ol style="list-style-type: none"> 1. Increase and make equitable funding for social determinants of health and prevention 2. Strengthen partnerships for health equity 3. Create stronger leadership and workforce for health equity 4. Co-create interventions and actions with communities 5. Strengthen the role of business and the economic sector in reducing health inequalities 6. Extend social value and anchor organisations across the NHS, public services and local authorities 7. Develop social determinants of health in all policies and implement Marmot Beacon indicators –NHS applicable indicators are monitored by the Combined Intelligence for Population Health Action (CIPHA) programme and are: <ul style="list-style-type: none"> % of employees who are local (full time equivalent) employed on contract for one year or the whole duration of the contract, whichever is shorter % of employees who are from ethnic minority background and band/level % (£) spent in local supply chain through contracts <p>Eight Marmot themes are:</p> <ol style="list-style-type: none"> 1. Give every child the best start in life 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives 3. Create fair employment and good work for all 4. Ensure a healthy standard of living for all 5. Create and develop healthy and sustainable places and communities 6. Strengthen the role and impact of ill-health prevention 7. Tackle racism, discrimination and their outcomes 8. Pursue environmental sustainability and health equity together

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<p>Leadership for a Collaborative and Inclusive Future</p> <p>General Sir Gordon Messenger & Dame Linda Pollard</p> <p>Department of Health and Social Care</p> <p>June 2022</p>	<ol style="list-style-type: none"> <li data-bbox="584 197 1465 452"> <p>1. Targeted interventions and collaborative leadership and organisational values:</p> <p>A new, national entry-level induction for all who join health and social care</p> <p>A new, national mid-career programme for managers across health and social care</p> <li data-bbox="584 510 1465 855"> <p>2. Positive equality, diversity and inclusion action:</p> <p>Embed inclusive leadership practice as the responsibility of all leaders</p> <p>Commit to promoting equal opportunity and fairness standards</p> <p>More stringently enforce existing measures to improve equal opportunities and fairness</p> <p>Enhance Care Quality Commission role in ensuring improvement in equality, diversity and inclusion outcomes</p> <li data-bbox="584 882 1465 1102"> <p>3. Consistent management standards delivered through accredited training:</p> <p>A single set of unified, core leadership and management standards for managers</p> <p>Training and development bundles to meet these standards</p> <li data-bbox="584 1128 1465 1249"> <p>4. A simplified, standard appraisal system for the NHS</p> <p>A more effective, consistent and behaviour-based appraisal system, of value to both the individual and the system</p> <li data-bbox="584 1276 1465 1429"> <p>5. A new career and talent management function for managers</p> <p>Creation of a new career and talent management function at regional level, which oversees and provides structure to NHS management careers</p> <li data-bbox="584 1456 1465 1576"> <p>6. Effective recruitment and development of Non-executive Directors</p> <p>Establishment of an expanded, specialist non-executive talent and appointments team</p> <li data-bbox="584 1603 1465 1724"> <p>7. Encouraging top talent into challenged parts of the system</p> <p>Improve the package of support and incentives in place to enable the best leaders and managers to take on some of the most difficult roles</p>

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<p>Ockenden Review</p> <p>Donna Ockenden</p> <p>Department of Health and Social Care</p> <p>March 2022</p>	<p>Immediate and essential actions that are applicable as some are maternity service specific:</p> <ul style="list-style-type: none"> • Workforce planning and sustainability: <ul style="list-style-type: none"> Financing a safe maternity workforce Training • Safe staffing: <ul style="list-style-type: none"> All trusts must maintain a clear escalation and mitigation policy where staffing falls below the minimum staffing levels for all health professionals • Escalation and accountability: <ul style="list-style-type: none"> Staff must be able to escalate concerns if necessary • Clinical Governance – leadership: <ul style="list-style-type: none"> Trust Boards must have oversight of the quality and performance of their services • Clinical Governance – incident investigation and complaints: <ul style="list-style-type: none"> Incident investigations must be meaningful for families and staff, and lessons must be learned and implemented in practice in a timely manner • Multidisciplinary training: <ul style="list-style-type: none"> Staff who work together must train together • Supporting families <ul style="list-style-type: none"> Care and consideration of the mental health and wellbeing of patient and the family as a whole, must be integral to all aspects of service provision Providers must actively engage with the local community and those with lived experience, to deliver services informed by what patients and families say from their care

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<p>Fair Employment Charter</p> <p>Liverpool City Region</p> <p>2022</p>	<p>Charter commitments:</p> <ul style="list-style-type: none"> <p>• Safe workplaces supporting a healthy workforce</p> <p>Ensure a safe and healthy working environment whether in the workplace, on the road or in the home</p> <p>Understanding the importance of mental and physical health to wellbeing and productivity. Flexible working available to support work-life balance and community or caring commitments</p> <p>• Fair pay and fair hours</p> <p>A defined set of hours available to each worker, with minimal use of unstable and temporary contracts and flexible working to support productivity and wellbeing inside and outside of work</p> <p>Fair pay, offering Real Living Wage or above and a commitment to supporting local partnership and co-operation in Liverpool City Region</p> <p>• Inclusive workplaces that support staff to grow and develop</p> <p>A recognised diversity equality and inclusion policy representing all protected characteristics and proactive commitment to inclusivity and diversity in recruitment and retention</p> <p>The chance to access training so that staff can perform, develop and manage positively and effectively with procedures to recognise and support performance that involve and are supported by staff</p> <p>• A voice for staff to help deliver justice in the workplace with opportunities available to young people:</p> <p>An independent voice for staff in the workplace with Trade Union recognition and membership and encouraged and valued</p> <p>Building a fair future through opportunities, apprenticeships and work experience for young people</p>

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<p>Social Value Charter</p> <p>Cheshire and Merseyside Health and Care Partnership</p> <p>2021</p>	<p>Charter principles are:</p> <ul style="list-style-type: none"> • Taking an 'asset based' and 'capabilities' approach, building on the strengths of people and our communities, enabling people to live a 'valued and dignified life' • Understanding why Social Value is important to Cheshire and Merseyside in making it a better 'Place' to live • Working together across sectors to achieve social value outcomes, foster innovation and reduce avoidable inequalities – linked to the Marmot Principles • Protecting health and social care services for future generations. • Giving a voice to local communities – Social Value is our social model for good health, a chance to re-imagine a new future 'dreaming with communities' through listening and involving the community in leading the decisions that affect their lives • Social Value will be embedded as core practice, behaviours and the way that we operate across Health and Social Care • Our efforts to support Social Value must be ethical/social in their means (process) and their ends (outcomes) • Social Value will be embedded across the whole commissioning cycle, underpinned by the principles of good commissioning • Making every penny count, growing local wealth, health and our environment • Creating opportunities for 'Social Innovation' – the Social Innovation Incubator is our model for the acceleration of social innovation processes to deliver Social Value across Cheshire and Merseyside • Our work is connected to Cheshire and Merseyside's strategic priorities: <ul style="list-style-type: none"> - Cheshire and Merseyside Health and Care Partnership Plan, Local Sustainable - Communities Strategies, and the Local Industry Strategy • We are inclusive in our approach so that Social Value is for everyone • We will create a lasting impact and legacy for local people through delivering our Social Value approach • Our local Social Value Network will facilitate shared learning, encouraging innovation and best practice in exploring Social Value • Understanding the role of Social Value in creating Social Impact, as well as understanding and measuring the Social Impact, the change and difference that we make locally

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<p>Anchor Institutions Charter</p> <p>Cheshire and Merseyside Health and Care Partnership</p> <p>July 2022</p>	<p>Principles as an Anchor Institution:</p> <ul style="list-style-type: none"> • Commit to the Real Living Wage and creating equality within our local job sector • Pledge to employ and purchase locally in the first instance, with an aim to support the wealth of local businesses within our geography • Pledge to work closely with partners and where possible, ensure our buildings are viewed as local, community assets • Committed to measuring and evidencing the progress made as a result of becoming an Anchor Institution <p>These are set across the five pillars:</p> <ol style="list-style-type: none"> 1. Purchasing locally and for social benefit 2. Using building and spaces to support communities 3. Widening access to quality work 4. Working more closely with local partners 5. Reducing environmental impact

Strategic implementation plans

The substrategy is underpinned by the following strategic implementation and assessment delivery plans:

Strategic Implementation Plans


- Health and Wellbeing
- Staff Experience
- Medical Education
- Innovation
- Research
- Training and Development

Assessment Delivery Plans:

- Social Value Framework
- Prevention Pledge Action Plan
- Investors in People Action Plan



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