

NHS

**South Central
Ambulance Service**
NHS Foundation Trust



Our SCAS

People Strategy

2023-2026

Creating a workplace where people feel appreciated, valued,
supported and encouraged every day...

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Melanie
Saunders

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Welcome to our SCAS People Strategy 2023 – 2026.

This strategy sets out our priorities over the next three years and clearly signposts our intended direction of travel and the work environment we want to create.

Our workforce is our primary asset with every member of the team playing an essential role in delivering the best possible care to our patients. In developing this strategy, we carried out listening exercises and used our People Voice feedback channels to understand the issues and challenges people face, in addition to why they love being part of SCAS and what we could do even better. It is crucial that we look after and support all of our people to be the best version of themselves and, to that end, the four golden threads running through our strategy are Civility and Kindness; Diversity and Inclusion; Health and Wellbeing; and Continuous Improvement.

This People Strategy 2023-2026 is aligned to the priorities in the NHS People Plan, the NHS Long Term Plan and the Future of NHS Human Resources and Organisational Development review as well as our newly published Equality, Diversity and Inclusion Strategy. Collectively, this gives a clear direction for the cultural and staff wellbeing journey we will be making over the next three years.

Our ambition is to create a work environment in which our people feel happy, safe and have a sense of belonging. We aim to develop our offer as an employer of choice, attracting and welcoming new people who share our values of Caring, Professional, Innovative and Teamwork.

Acknowledging that we work in a complex, fast-paced and evolving landscape, we must also be prepared to review the strategy regularly as we proceed on our journey.

We look forward to working together to make our 2026 vision a reality!

Melanie Saunders

Chief People Officer



Our 2022-27 Strategy

Our Mission

Why we are here

We deliver the right care, first time, every time.

Our Vision

Where we want to go

To be an outstanding team, delivering world leading outcomes through innovation and partnership

Our Values

How we are



Caring



Professional



Innovative



Teamwork

Our Strategic Themes

The core strategic challenge

Clinically-Led

Service Quality & Patient Experience

People & Organisational Development

Partnerships & Stakeholder Engagement

Technology Transformation

Finance & Sustainability

Our Enabling Plans

How we will deliver our vision

Clinical / Research

Commercial / Procured Services

Core Service Delivery Operations

Quality Improvement

Our People

Volunteers

Communications & Stakeholder Engagement

Digital & Management Information

Finance

Sustainability (Inc. Estates)

All KPI / Milestone

The National Context: The NHS People Plan for 2022/2023 and beyond

Looking after our people:

Quality Health and Wellbeing support for everyone. Focusing on the actions we must all take to keep our people safe, healthy and well – both physically and mentally.



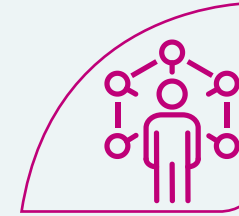
Belonging in the NHS:

Highlighting the support and action needed to create an organisational culture where everyone feels they belong with a particular focus on tackling the discrimination some staff face.



New ways of working and delivering care:

Emphasising the need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.



Growing for the future:

How we recruit and keep our people. Building on the renewed interest in NHS careers to expand and develop our workforce as well as retaining colleagues for longer.



People Promise



The plan includes a “**people promise**” which sets out in their own words, what our NHS people said would make the greatest difference in their working lives...



Looking After Our People

We have a healthy workforce who feel well supported

We have a culture in which we learn from events that haven't gone to plan

Long term vision

Our people are led by skilled leaders who demonstrate civility, respect and compassion

Our people feel physically and psychologically safe in the workplace

Our people have greater flexibility in how, where and when they work

Measures of Impact:

- Staff survey results concerning compassion/caring
- Sickness absence rates and reasons
- Number of formal employee relations cases
- People Voice narrative describing working environment and culture
- Benchmarking against other Trusts

Looking After Our People:

Quality health & wellbeing support for everyone



Short term actions:

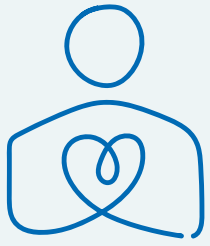
(6 – 18 months)

- ➔ Establish/consolidate our “People Voice” feedback channels to improve how we listen to our people and how we act on feedback
- ➔ Continue delivery of our SCAS Leader and Essential Skills for People Manager programmes
- ➔ Integrate civility and respect within all work areas across SCAS to promote a culture where staff feel safe, supported, valued and respected
- ➔ Improve 1:1 conversations with particular focus on Health and Wellbeing and access to 1:1s for all staff
- ➔ Continue to deliver our Health and Wellbeing plan with focus on mental health and a healthy working environment
- ➔ Engage our leaders (at all levels) in the development of a Just and Learning Culture

Longer-term actions:

(18 months – 3 years)

- ➔ Develop a comprehensive reward and recognition programme
- ➔ Develop more flexibility in how and when we work (in all roles) including the development of remote/hybrid working
- ➔ Make improvements to our working environments, facilities and rest areas
- ➔ Ensure that we have clear, supportive people policies in place that embody civility and respect and support a Just and Learning Culture
- ➔ Continue to develop and embed a restorative approach to learning from events that haven’t gone to plan
- ➔ Engage our leaders (at all levels) in embedding a Just and Learning Culture
- ➔ Health and Wellbeing interventions are embedded and regularly refreshed to incorporate all aspects of physical and mental health



Belonging in the NHS

Colleagues from all backgrounds agree that there are equal opportunities for progression and development

We attract talented people from all backgrounds and parts of the community

Long term vision

All our people feel safe and respected to deliver high quality patient care

We employ people with a range of knowledge and experience to deliver the best patient care

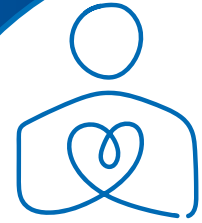
Our workplace is free from discrimination

Measures of Impact:

- Staff survey results: We each have a voice that counts
- People Voice: evidence that feedback comes from diverse sources and describes a safe, inclusive culture
- Appointments to roles reflect the diversity of our communities

Belonging in the NHS:

Creating a culture where everyone feels they belong



Short term actions:

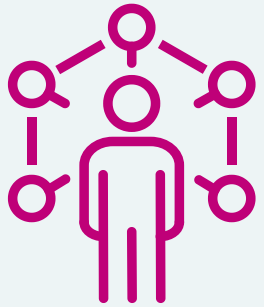
(6 - 18 months)

- ➔ Publish and promote our Equality, Diversity and Inclusion (EDI) strategy at every level
- ➔ Deliver Recruitment and Selection training to promote consistency, fairness and inclusion on interview panels
- ➔ Develop resilience, resourcing and visibility of our Freedom to Speak, Listen and Follow Up team
- ➔ Improve access to Freedom to Speak Up e-learning, encourage completion and develop a dashboard for monitoring this
- ➔ Strengthen and consolidate partnership working with our Trade Union colleagues and staff networks
- ➔ Take action to improve sexual safety across the organisation
- ➔ Continue with a calendar of events to promote diversity and support under-represented groups
- ➔ Ensure that equality impact assessments are undertaken on all board papers and business cases

Longer term actions:

(18 months – 3 years)

- ➔ Support Black, Asian and Minority Ethnic staff and other staff with protected characteristics to access leadership roles through provision of suitable development opportunities and mentorship
- ➔ Develop inclusive leadership, providing diversity training, information and resources
- ➔ Improve our speaking, listening and following up culture, ensuring learning is embedded and effectively communicated
- ➔ Work to gain Disability Confident Leader status
- ➔ Review gender reports and take associated actions to close the gender pay gap



New ways of working and delivering care

Our people choose to stay with us as they develop (in their roles and beyond)

We have credible successors to business-critical roles up to and including Board/Director roles

Long term vision

Our people are happy, fulfilled, motivated and provide high quality patient care

People at all levels and in all parts of the organisation understand what their job/role is and how to perform well in it

People are recognised for the talents they bring and can pursue a rewarding career path

Measures of Impact:

- Performance Development Review (PDR) compliance rates
- Staff Survey results: career development and PDRs
- Number of employees progressing into different roles
- Number of staff accessing learning and development
- Attrition (not associated with positive progression)

New ways of working and delivering care: Making effective use of our people's skills & experience



Short term actions:

(6 – 18 months)

- Embed our new Personal Development Review (PDR) forms
- Develop an annual planning process with cascading objectives
- Improve access to paid development/learning opportunities across our workforce (coaching, leadership development)
- Provide fully regulated courses with high quality teaching
- Develop Digital Education and simulation facilities to improve learning and development opportunities
- Improve the welcome programme for new joiners

Longer term actions:

(18 months – 3 years)

- Develop career progression pathways for all staff groups and ensure that staff are aware of these opportunities
- Support our managers with succession planning activities
- Develop an Advanced Practice Strategy and career framework
- Develop a clear Leadership and Management Development pathway
- Ensure all our people have an effective PDR and have equitable access to development
- Improve mentoring capacity and model to support the development of our clinical workforce
- Provide diverse methods of training and education to enable staff from all roles/backgrounds to develop



Growing for the Future

We have the right number of skilled people in the right locations to deliver outstanding patient care

We have a comprehensive, competitive offer to employees, attracting (and retaining) a diverse pool of applicants

Long term vision

We have a robust workforce pipeline that encompasses diverse talent pools

We retain our staff by looking after our people, developing skills/ experience and focusing on a sense of belonging

We have an embedded brand and reputation as a great place to work

Measures of Impact:

- Vacancy rates
- Numbers of applicants to roles and course fill rates
- Time taken to recruit to roles
- Acceptance rates of recruitment offers
- Attrition (not associated with positive progression)

Growing for the future:

How we recruit and keep our people



Short term actions:

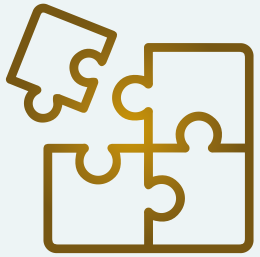
(6 – 18 months)

- ➔ Review our long term workforce plan, taking a collaborative system wide approach
- ➔ Reach out to under-represented groups in our communities to improve diversity within our workforce
- ➔ Promote and use inclusive recruitment practices, attracting candidates from a range of backgrounds and signposting them to the best role
- ➔ Continue with international recruitment into clinical roles
- ➔ Continue to work in partnership with the Princes Trust, Ministry of Defence and Agencies
- ➔ Strengthen our offers/accessibility for staff returning to practice
- ➔ Improve placement experience for student paramedics
- ➔ Ensure that there is effective oversight and governance of recruitment and retention activities

Longer term actions:

(18 months – 3 years)

- ➔ Develop a 3-5 year integrated workforce plan for each business area
- ➔ Set up an international recruitment pipeline for paramedics and nurses in a variety of roles
- ➔ Build a positive brand image that represents the Trust, its people and its values
- ➔ Increase the scale and breadth of apprenticeships on offer
- ➔ Make employment offers that are attractive and competitive
- ➔ Strengthen offers to graduate paramedics, offering quality education and support
- ➔ Use the total reward package when engaging with candidates and explain the wider benefits
- ➔ Collaborate across organisational boundaries to further develop rotational working



Strategy Enablers

Our people know how to contact HR and can access accurate people information/data easily

We will have easy to follow, efficient, value-added processes and systems



Our people can quickly get support when they need it

Our people (and their ability to deliver first class patient care) will be at the heart of decisions made by the organisation

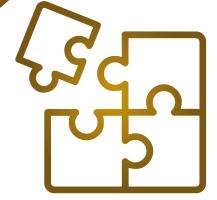
We have the right roles sustainably in the right places within the People Directorate

Measures of Impact:

- "Customer" feedback
- Staff Survey results from People Directorate
- Availability of People data at key meetings/forums

Strategy Enablers:

Factors that will facilitate effective delivery of our People Strategy



Short term actions:

(6 – 18 months)

- ➔ Develop automated Business Intelligence reports that give access to good quality people data
- ➔ Improve our people administrative processes, ensuring better access, responsiveness and resilience
- ➔ Build our Supporting Our People intranet site ensuring that people can easily access the help/support that they need in one place
- ➔ Improve the recruitment process, seeking feedback from candidates/managers and developing clear Key Performance Indicators (KPIs)
- ➔ Review our people governance committees to ensure appropriate leadership of our people agenda and oversight of key activities

Longer term actions:

(18 months – 3 years)

- ➔ Introduce ESR Manager Self Service to provide better access to data and improve quality/timeliness
- ➔ Make improvements to our workforce management and rostering system
- ➔ Re-invest funding relating to Education Business Development into staff learning and development
- ➔ Use the full potential of our existing systems and provide full training
- ➔ Implement automation and explore options with bots to improve quality and consistency of recruitment activities
- ➔ Review our People Team structure to ensure that we have the right roles sustainably in the right places

Next steps:
**Making the
vision a reality...**



Next steps: Making the vision a reality...



Next steps:
Making the
vision a reality...

By 2026 this
will show...



That people enjoy coming to work and feel positive about working in the Trust

A healthy workforce with reduced sickness absence

That our people can work flexibly and achieve a good work/life balance

That people of all levels are able to develop and progress their careers within (and outside of) the Trust

A reduction in the number and severity of workforce risks across the Trust

That we have an increasingly diverse workforce at all levels of the Trust

Reduced vacancy rates and time to hire

A reduction in formal employee relations casework, with improved informal resolution and learning from events

That people are positive about the services they receive from the People Directorate



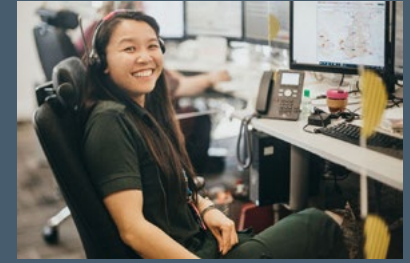
Assuring delivery of this strategy...

The People Directorate will develop detailed annual plans aligned to this strategy, working closely with stakeholders, which will detail the actions and programmes of work which will contribute to the delivery of our vision by 2026.

Progress will be monitored through regular review of our Measures of Impact which will be developed into a framework that we monitor alongside progress of our plans.

Assurance on progress will be provided to the Board through these reporting lines/mechanisms:

- Through the People and Culture Board Sub-committee meetings
- Through sub-groups that report into the People and Culture Committee
- Through annual plans and cascaded team objectives for delivery by members of the People Directorate



Right care
First time
Every time

scas.nhs.uk



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