

#	Strategic Objective	Be an Excellent Employer		
(a)	<p><b>It is our ambition that by 2026:</b></p> <p>(1)</p>	<p>Our people feel valued and can realise their full potential</p> <p>(2)</p>	<p>Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination</p> <p>(3)</p>	<p>In meeting the needs of our services, our people can balance their work and personal commitments and are trusted to work flexibly</p> <p>(4)</p>
(b)	<p><b>The ambitions will be achieved when these conditions are met:</b></p>	<p>a. Providing flexible career opportunities, less linear career progression, opportunities and career breaks, to ensure we retain the skills and dedication of our people.</p> <p>b. Co creating new and extended roles across our different services.</p> <p>c. Ensure that everyone has a personal career plan in place and celebrate with our people the great work that they do.</p> <p>d. Providing an environment that enables our people to have the best experience at work.</p> <p><b>We will be successful when our people feedback tells us that they feel valued and able to reach their full potential and our retention rate is improving.</b></p>	<p>a. Deliver our anti racism pledge, ensuring that service users and our people report our services are inclusive and easy to access.</p> <p>b. Improving the diversity of our workforce, at all levels, in line with the makeup of our local populations.</p> <p>c. Ensuring that we co-create a culture of mutual respect and understanding which supports individuals to understand diversity and inclusion is everyone's responsibility.</p> <p><b>We will be successful when our people and service users' feedback that our services and workplaces are inclusive.</b></p>	<p>a. Enabling our leaders to be creative in the way that they support our people to have greater choice in when, where and how they work. We will redefine our approach to flexible working which will improve our peoples' work life balance.</p> <p>b. Ensuring that all our people have supportive conversations with their manager to enable them to achieve a healthy work life balance.</p> <p>c. Continuing to review and enhance our health and wellbeing offer for all.</p> <p><b>We will be successful when our turnover and unplanned absences reduce and that our people feedback that they are able to balance their work and personal commitments.</b></p>
(c)	<p><b>Successes:</b> (FY 2024-25 to date)</p>	<p><b>Career Pathways</b> Further expansion of career pathways including non-clinical opportunities for veterans and Speech and Language Therapists and roll out of NHS careers quiz.</p>	<p><b>Anti Racism</b> Trust wide Standard Operating Procedure in place for Cultural Diversity on Selection and Recruitment panels which details the process to follow for all Managers, this is also covered in our Recruitment and Selection Training</p>	<p><b>Developing our leaders</b> Continue to roll out Above Difference in Cultural Diversity programme, starting with senior leaders.</p>

		<p>Volunteers are now offered the opportunity to attend application and interview skills webinars as well as access to 1:1 career options support, annual Volunteers survey demonstrates that our volunteers feel valued and appreciated. Appraisal uptake has increased from July 2023 at 88% to July 2024 at 90%.</p> <p><b>Placement Capacity</b> Piloting national Placement Capacity calculator for AHP and Nursing placements with the view to achieving 10% potential learners on placement at any one time during 24/25. Some services are already above this (Beds and Luton HCP).</p> <p><b>Bank Recruitment and agency reduction</b> 24 Bank staff recruited since January 2024, mainly admin and Nursing. £79k reduction in agency spend from March 2023 to March 2024.</p> <p><b>Succession Planning</b> Undertaken succession planning to wider exec level. Captured via Work Planning round at service level during 24/25 plans.</p> <p><b>Workforce KPIs</b> Turnover has improved over the last 12months: July 2023 was 13.54%: July 2024 at 10.53%</p>	<p>which is a bite sized session which runs twice a month. Since February 2024 101 staff have attended this training. Each member of the wider executive has developed and embedded into their practice their own anti-racism pledge, cascading this to our wider leadership teams.</p> <p>Work currently taking place to develop an Inclusion plan.</p> <p><b>Developing our leaders</b> 12 senior leaders and Culturally Diverse staff have now been trained and the Trust are working with the training provider Above Difference to further roll out training using a cohort of change agents / facilitators.</p> <p><b>Workforce Diversity</b> Over the last 12months, the diversity of our workforce is has increased at bands 6 (by 2.05%) and band 8a (by 1.6%), whilst at Band 7 this has remained relatively static.</p>	<p><b>Sickness</b> Sickness and performance session have been rolled out and updates made to the Trust sickness policy. Staff sickness has stabilised: July 2023 it was 5.60% and in July 2024 it was 5.83%.</p> <p><b>Neurodiversity</b> Trust wide guidance has been co developed to support staff with lived experience, looking to host a Nero Diversity week to raise awareness.</p> <p><b>Retention</b> Targeted retention support being piloted in Beds &amp; Luton Healthy Child Programme. Listening events held with leadership team, infographic agreed and being circulated which has been well received at all levels. Health and Wellbeing conversations now launched in 0-19 service with 10 line managers trained aided by wellbeing resource pack. Local Q&amp;A sessions being held by senior leadership team. Working with locality leads to run development days incorporating People Promise, 2 sessions held, 2 planned.</p>
(d)	<b>Challenges &amp; learning:</b>	Ongoing challenges in recruiting enhanced levels of practice in domestic supply of Health Visiting, District Nursing, OT, SLTs. Learning from this has enabled teams to think	Continuing to support our managers to build confidence and capability in identifying and addressing discrimination.	Balancing supporting those absent from work vs those at work (working under pressure).

		innovatively in development posts from newly qualified to support individuals develop to an enhanced level of practice (OT/ Physio posts)		
(e)	<b>Financial risks and issues:</b>	Reduced Continuing Professional Development allocation during 2024/25, mitigated through access to critical training requests and releasing to essential upon uptake in each Division.		
(f)	<b>New issues or opportunities:</b>	National apprenticeship resources available from 2025/26 to support Trust wide expansion of grow your own models (including backfill) to safeguard domestic supply of registered staff. Demand to be captured in 2024/25 Planning cycle.		
(g)	<b>Focus to March 2025:</b>	Further integration of workforce systems (eRostering, ESR, Bank staffing etc) Enhancing our approaches to capturing and acting on learner feedback. Further development of our Educators. Continue to expand Bank recruitment and reduce unnecessary agency spend, including off framework agency activity.	Continue to roll out the Above difference programme. Continued focus on removing all forms of harassment and discrimination.	Improving our managers understanding and expectations of different generations needs in relation to flexible working and career planning. Undertake an Estates Audit to better support our people to access quiet spaces for faith, mindfulness, meditation etc. Local events planned to increase completion rates of 2024 staff opinion survey.
(h)	<b>Escalations:</b>	None	None	None