



Foreword

The East of England Ambulance Service NHS Trust (EEAST) is a large, complex and diverse organisation which exists to serve the needs of a population of almost six million people. At the heart of our organisation are our people who are fundamental to ensuring we can deliver on the expectations of those we serve. The appreciation of our work by society often attracts individuals, be they employees or volunteers, who are inspired and motivated by the principles of affinity, collegiality and altruism. It is these principles, supported by the values and the associated behaviours we are working to embed in our trust that invariably leads our patients, service users, commissioners and regulators to recognise the care we provide as “outstanding”. To sustain such standards means that our people must feel valued, supported, empowered and accountable. Above all, they must be well led. It is often said that some leaders are born, but given the value we place on our people, we must also develop and nurture our own. The future success and sustainability of our Trust is in the hands of our current and future leaders, in every area and at every level of our organisation. This strategy is the key to unlocking that potential, it is key to developing our leaders and it is the key to a future where our people are sometimes managed but always well led.

Robert Morton
Chief Executive

Strong, compassionate leadership will be the key defining factor in ensuring that our trust delivers on its strategic aim to deliver a safe and effective healthcare service to all of our communities in the East of England. We have identified the need for a patient focussed and engaged workforce to deliver that aim and developing our leadership skills and behaviours will be instrumental in ensuring our staff are well led, well supported and empowered to achieve their full potential and in turn, enabled to provide the best possible care to our patients. This ambitious Leadership Strategy sets out how we will identify and develop our leaders across all areas of the Service and enhance the health, wellbeing and engagement of all of our people.

Lindsey Stafford-Scott
Director of People and Culture

EEAST's Leadership Strategy

Aim:

Our organisation will be led by compassionate, accountable and inclusive leaders across the whole organisation, supporting delivery of safe and effective healthcare services.

Background

*'The definition of quality in health care, enshrined in law, includes three key aspects: patient safety, clinical effectiveness and patient experience. A high quality health service exhibits all three. However, achieving all three ultimately happens when a caring culture, professional commitment and strong leadership are combined to serve patients.'*¹ The need for investment into leadership both nationally and locally in the NHS is of paramount importance for its sustainability and transformation of the NHS health economy. For EEAST, the need has never been greater and is integral to its staff providing high quality patient care across all communities we serve within the East of England.

Effective leadership is well evidenced as being a key factor in the success of organisations; "the way we do things around here" shapes the behaviour of everyone in the organisation and directly affects the quality of care they provide. Research shows the most powerful factor influencing culture is leadership. Leaders who model compassion, inclusion and dedication to improvement in all their interactions are the key to creating cultures of continuous improvement in health and care.² There is also significant evidence that good leadership in NHS organisations has direct links to important organisational outcomes including patient satisfaction, patient mortality, organisational financial performance, staff well-being, engagement, recruitment and retention, staff turnover, absenteeism and overall quality of care.

The Trust commissioned an organisational Culture and Health Audit in 2016 which has since reported its findings. Overwhelmingly the findings identify that leadership behaviours have the greatest impact, both positively and negatively on staff health and wellbeing outcomes. The report states that it is vital we take action to protect, improve and promote the experience of supportive leadership behaviours and tackle, improve and reduce exposure to unsupportive leadership and management behaviours. The feedback from the Cultural Audit has been used to underpin the Trust's leadership strategy.

This Leadership Strategy is aligned to and underpins the People and Culture Strategy. It clearly outlines the need to develop effective leadership at all levels of the organisation in order to support the achievement of Trust vision:

'To provide a safe and effective healthcare service to all of the communities of the East of England'

The Trust has identified five key strategic priorities underpinned by 19 strategic objectives to support our organisational delivery over the next two years.

¹ Five Year Forward View, October 2014

² Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

Whilst effective leadership is essential to achieving the whole vision and all strategic priorities, the strategic priority most relevant to the Leadership Strategy is:

Guarantee we have a patient-focused and engaged workforce

This is underpinned by four specific people aims:

8. Deliver a recruitment and retention plan that ensures a suitably skilled and competent workforce is available to deliver the new operation model
9. Deliver innovative ‘whole person’ wellbeing approaches to ensure the physical, mental and social wellbeing of our people
10. Develop a supportive and inclusive culture to match the vision and values of the organisation
17. Continue the active engagement with staff and external stakeholder to gain support for the organisation and sees EEAST as a valuable local service.

In order to deliver this, we must ensure that our people are supported by compassionate and inclusive leadership. This is not unique to EEAST and is a recognised leadership shift that is required across the NHS.

This leadership strategy represents a shift not only in how EEAST thinks, behaves and leads but also in the actions we take going forward to make this leadership strategy become ‘the way we do things around here’. Cultural change takes time and this strategy includes some quick wins as well as an overall transformation plan with milestones over two to five years.

Our Leadership approach

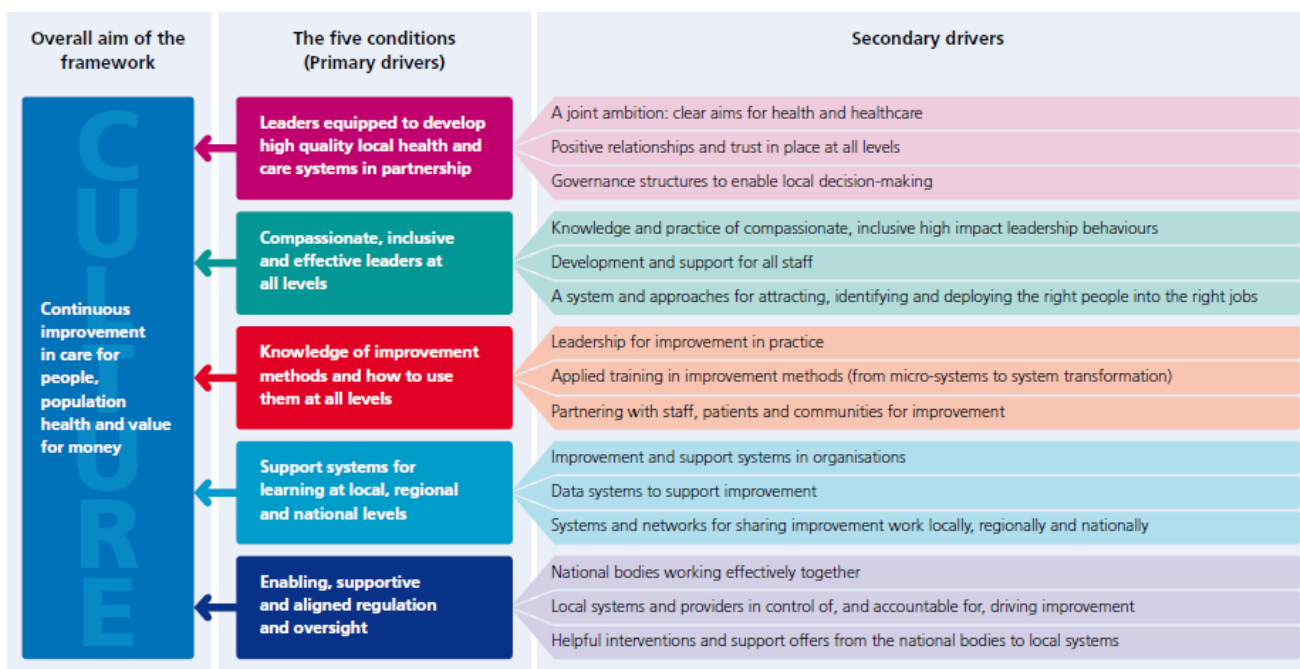
‘Organisations depend upon capable leadership to guide them through unprecedented changes.’³ It is widely appreciated that leadership can be from anywhere, at any level, from any role, not just at a senior or executive level. We believe that in EEAST everyone is a leader and our approach to leadership development will not focus solely on people in management positions but will enable and empower every EEAST employee to be a leader in their own right. ‘It is not simply the number or quality of individual leaders that determines organisational success, but the ability of formal and informal leaders to pull together in support of organisational goals that ultimately makes the difference.’⁴

³ Developing A Leadership Strategy – A critical ingredient for organizational success. William Pasmore

⁴ Developing A Leadership Strategy – A critical ingredient for organizational success. William Pasmore

Effective leadership has clearly been proven to have a positive impact upon the following:

- Staff health and wellbeing
- Engagement and valuing staff
- Culture of the organisation
- Attitudes and behaviours
- Recruitment and retention
- Improved employee relations
- Improved, honest and open communication
- Consistency in leadership and management behaviours
- Supporting identification of talent
- Supporting workforce planning
- System-wide leadership
- Improving equality, diversity and inclusivity
- Greater accountability



The national framework for leadership development identifies five conditions common to high quality systems that interact to produce a culture of continuous learning and improvements

The framework explains that to become a successful and sustainable organisation, they must develop the following critical capabilities:

1. Systems leadership skills – to build trusting relationships with our health and social care partners and collaborate across boundaries
2. Improvement skills – to establish and embed quality improvement methods across the organisation
3. Compassionate, inclusive leadership skills – across all levels, paying attention to all the people you lead and challenging power imbalances
4. Talent management – to plan for the future and fill senior roles with diverse, appropriately developed people.⁵

Our leadership strategy sets out our leadership aims and describes what leadership behaviours we support and reward and how our leaders will demonstrate the Trust's vision, values and behaviours to deliver an NHS organisation that is fit for the future.

Trust vision, values and behaviours - Care, teamwork, quality, respect and honesty

'[We] must understand leadership culture, as defined by the collective actions of formal and informal leaders acting together to influence organisational success. It is not simply the number or quality of individual leaders that determines organisational success, but the ability of formal and informal leaders to pull together in support of organisational goals that ultimately makes the difference.'⁶

Our people have told us that they do not welcome a command and control or hierarchical approach to leadership. Instead, they value a transformational leadership style, that seeks to work collectively and collaboratively with all stakeholders both internal and external to the Trust with the shared aim to deliver excellent patient care. They welcome authentic leadership that fosters a culture of openness, honesty and trust to empower every individual, ensuring accountability and responsibility without a culture of blame. Our people want a visible, supportive leadership style where our leaders engage, listen and act on their staff feedback whilst actively encouraging innovation, creativity and learning through trial and error.

⁵ Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

⁶ Developing A Leadership Strategy – A critical ingredient for organizational success. William Pasmore

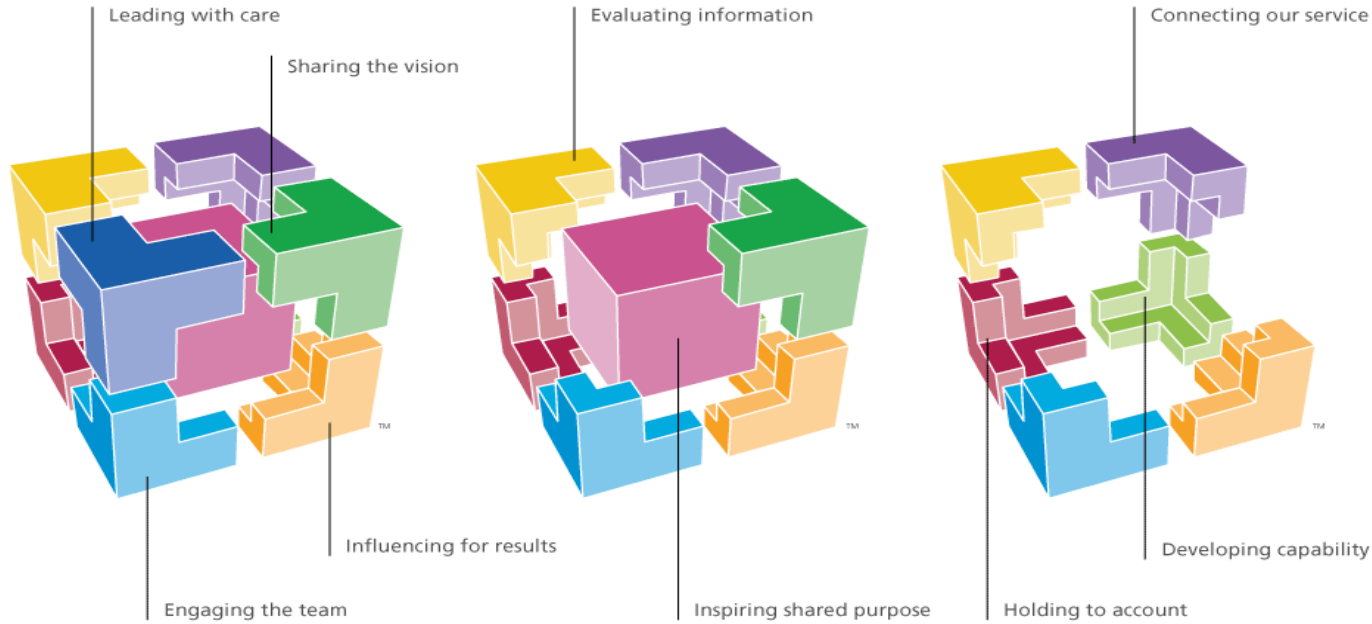
Leadership Strategy

Our Leadership Strategy delivered over the next two years will be made up of seven key components:



1. Leadership Charter - Our promise to our people

Our Leadership Charter is aligned to the national NHS Healthcare Leadership Model and we expect all of our people to actively seek to learn and demonstrate through every day practice the nine dimensions of leadership behaviour which are:



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⁷ NHS Leadership Academy

2. Leadership Capacity – Career development and succession planning

Our emerging operating model will be further focussed through the regulator-led service review of the Trust’s service delivery model (during early summer 2017), as well as a realignment of resources based on six sustainability and transformation plans (STPs) footprints in our region. There is a defined workforce plan which sets out the number of roles required across the operational and clinical workforce, detailing the skill mix and qualifications needed to deliver our services to the community and to achieve our performance targets.

Underpinning this workforce plan is a clinical career pathway which offers internal career progression via an established route. Currently the plan and supporting development programmes are internally and clinically focussed and offer limited scope for support staff or non-clinical staff to identify a clear career pathway and does not include a talent management or succession plan.

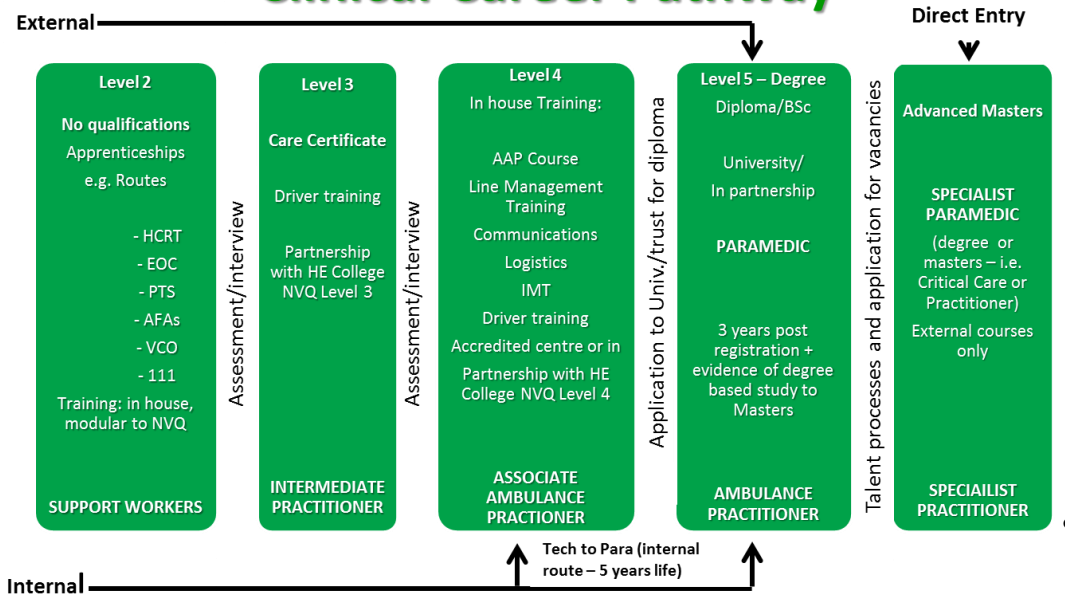
Following many years of high instability within the Executive leadership Board, a new substantive board has now been embedded; however these were predominantly external appointments with few or no internal applicants, evidencing a lack of succession planning. By developing a succession plan, we can provide the opportunity for internal career development for talented leaders, supporting engagement, satisfaction and retention.

The Trust’s approach to developing inclusive systems for managing talent will align with the national framework to create an inclusive system of managed talent pipelines which can effectively and cost-efficiently identify, develop, and supply suitable candidates for vacant roles as well as support potential leaders as their careers progress and when they are in senior roles.⁸ The current workforce planning approach will be broadened out to encompass succession planning, leadership career framework and talent management processes. It will be based upon the following principles:

Career Progression	Learning, Career Planning and Development	Performance Management	Succession Planning
<ul style="list-style-type: none"> • Positive Action • Clear job requirements • Future workforce planning based on strategy • Values based recruitment • Appropriate assessment • Inclusive and transparent recruitment processes 	<ul style="list-style-type: none"> • Induction and preparation for new roles • Leadership development opportunities • Personal Development Plans • Mentoring • Coaching • Job shadowing • Job rotation • Career Development Framework 	<ul style="list-style-type: none"> • Setting clear expectations of performance • Regular evaluation of job performance and individual potential • Feedback • Managing and improving performance • Leadership Charter • Appraisal 	<ul style="list-style-type: none"> • Identifying critical posts • Plan for the succession of critical posts • Leadership development includes opportunity to identify talent. • Personal development plans • Talent pools

⁸ Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

Clinical Career Pathway



OUR VALUES: TEAMWORK | CARE | HONESTY | RESPECT | QUALITY

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3. Leadership development

As described in the work by the Centre for Creative Leadership, leadership development needs to consider the:

- qualities of leaders needed
- diversity to reflect the organisation and the population we serve
- skills and behaviours needed to implement our organisations strategy and create the desired culture
- the collective leadership capabilities of leaders acting together across boundaries to implement strategy, solve problems, respond to threats, adapt to change and support innovation
- the desired leadership culture which includes engagement of employees, collaboration (vital in the new world of STPs), accepting responsibility of outcomes and creating opportunities for others to lead and learning how to learn.

All of these ingredients are required to deliver a successful strategy and are what makes leadership come alive in organisations.⁹

The Trust has a defined clinical career pathway as set out *left*, committing to developing the clinical workforce and ensuring

appropriate clinical supervision, practice education and development opportunities to ensure that our clinical staff deliver the best possible service to patients in accordance with the requirements of the Urgent and Emergency Care Review whilst ensuring job satisfaction and opportunities for professional development and qualification. Work continues to develop our clinical leadership approach and the Trust will be developing the offer in accordance with our talent management and succession planning approaches and will seek to develop graduate apprenticeships in the coming months and years.

⁹ Developing A Leadership Strategy – A critical ingredient for organizational success. William Pasmore

The leadership development offer will align with the national leadership development objectives, which recognises:

1. **Systems leadership skills – to build trusting relationships with our health and social care partners and collaborate across boundaries.**
2. **Improvement skills – to establish and embed quality improvement methods across the organisation.**
3. **Compassionate, inclusive leadership skills – across all levels, paying attention to all the people you lead and challenging power imbalances.**
4. **Talent management – to plan for the future and fill senior roles with diverse, appropriately developed people.¹⁰**

The Trust has access to a wide range of leadership and management development interventions via NHS Employers, NHS Leadership Academy, Health Education East of England (HEE), The King’s Fund and Skills for Health as well as other public sector partners such as the Cross Sector Leadership Exchange Programme. Our recognition of leaders to work collectively towards a common set of goals is most evident in the recent development of the Senior Leadership Board; this work will continue to support working across internal boundaries as well as addressing individual leadership development with the aim of delivering collective leadership development and improvement that works cohesively.

The Trust is under represented by women and Black, Asian and minority ethnic staff in senior leadership positions. The NHS has identified an aim to increase the gender representation on NHS trust boards to 50/50 by 2020 and the Workplace Race Equality Standard places a requirement on trusts to monitor and report on the number of BAME staff in leadership roles. Whilst all ambulance trusts are recognised as lagging behind other NHS trusts in ensuring equality; we must challenge ourselves to improve representation and this strategy will promote positive action initiatives to support the development and recruitment of more women and BAME candidates into leadership roles.

In addition to accessing external development programmes and to encourage leadership development across the organisation, the Trust developed and piloted an ILM level 3 Leadership and Management development programme, delivered via blended learning approach to three Cohorts with 30 managers accessing these programmes during 16/17 and providing excellent feedback: *“This programme has taught me the importance of looking after, listening & supporting my staff, to actively involve them in decision making processes that affect them – this enables their buy-in and engagement at a very early stage.”*

We will continue to deliver a revised version of this programme for more cohorts in accordance with our CQUIN plans for 2017/18.

¹⁰ Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

We are working towards developing the following programmes and initiatives:

It is the Trust vision over the next two years to develop an end-to-end Leadership Development offer incorporating internal and external development opportunities, focussed on principles of transformational and collaborative leadership and underpinned by our leadership behaviours and values. The offer will be delivered via a blended learning approach, offering a bespoke approach to leadership development to meet individual needs and aspirations. This will be supported by a career development framework including coaching and mentoring programmes, access to job shadowing and external secondments and continuous professional development sessions.



4. Talent

management

The Trust does not have a specific promotions policy and appointments are made as vacancies arise and in accordance with the Recruitment and Selection Policy. Feedback from staff via staff engagement events, staff survey, and the cultural audit suggests staff have little trust in the process to select leaders and there is a need for a more defined, open and transparent approach that staff can trust and have confidence in.

Managers also report they are selected for leadership roles based on their operational or technical competence rather than on leadership capability and that they receive little or no development prior to taking up a new leadership role. Development once in role tends to be ‘on the job’ and unstructured and this has an impact both on the new leaders experience and that of the people they are responsible for leading and managing.

A new Talent Management approach will link with the succession planning process, leadership development and career planning framework. The processes will be robust, underpinned by the Trust's values, and leaders will be assessed on their leadership style, capability and competence rather than purely on operational or technical expertise.

5 Responsibility, accountability and performance management

'Compassionate and inclusive leadership creates an environment where there is no bullying, and where learning and quality improvement becomes the norm. Continuous improvement depends on staff feeling safe and empowered to apply improvement methods in partnership with patients, families and communities. Where leaders act with compassion, staff feel valued, engaged and enabled to show compassion themselves. They feel obliged to speak up when something is wrong and empowered to continuously improve.'¹¹

We aim to move away from a control and command, hierarchical style of leadership to an empowering, enabling and transformational shared leadership style. To do this, leaders must not only apply and be selected for their leadership development and be developed against the required leadership behaviours and demonstrate Trust values, but must also be held to account against those standards.

Organisational appraisal and personal development planning processes are being revised and aligned to reflect the NHS Healthcare Leadership Model and the Trust values and behaviours, but further development is needed to develop the desired leadership approach and to deliver the culture change required. The Trust's 2016 NHS staff survey findings show that appraisal completion is low and the quality of appraisals requires improvement. The challenges of abstracting staff and managers to undertake appraisals remain significant so the Trust will develop flexible and innovative approaches to support both high levels of completion and quality conversations.

The Trust aims to empower its people to deliver innovative improvements and excellent patient care, and to develop an environment that encourages staff to use their personal and professional judgment to achieve results. ours must become a learning organisation, whereby staff are actively encouraged and supported to speak up, challenge, and where necessary raise concerns, whilst also not being afraid to admit to making mistakes. This needs to be led by the Senior Leadership team for this shift to not only be created but where our leaders consistently role model these behaviours.

Changing culture and the environment in which we work requires steady leadership and also means policies and procedures will need to be reviewed over the coming years to create 'Freedoms within a Framework'. This will enable and empower our people to use their initiative, to make a judgment and experience supportive leadership rather than be restrained and restricted by bureaucratic policies and procedures and detailed guidance. However, autonomy has to be earned and to earn the freedom to operate more autonomously appropriate, accountability frameworks need to be in place.

¹¹ Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

Improved performance management systems will be developed which appropriately encourage and support the new leadership behaviours and an ‘earned autonomy’ ethos. Our aim will be to adopt a 360 degree feedback framework to ensure that every individual gets a fair, open and honest appraisal of their performance against our leadership charter and Trust values whereby moving forward leadership development plans can be developed on an individual basis.

Our performance management approaches will be based on four core principles:

1. Full participation by the individual
2. Honesty and transparency
3. Regular feedback
4. Evidence of continuous improvement.

6 Leadership visibility and engagement

‘The leadership culture can be discerned by listening to what people say about leaders in the organisation.’¹² Feedback from staff suggests they would like to see greater visibility of leaders particularly the Executive and Trust Board. To support our leadership strategy, the staff engagement and involvement plan will include leadership engagement and communication activities which enable greater access to leaders and improved opportunities for information sharing and feedback. This will operate across the entire Trust and involve all staff, not just patient facing emergency care staff as historically been the case.

The Trust will publish a calendar of activities and ensure that these are accessible to all staff across all roles and locations.

A staff forum will enable two-way feedback and engagement to ensure our people have a direct impact on shaping the future of our services and their experience at work. New technologies and social media platforms will be exploited alongside our existing methods to ensure that the vision and strategic objectives are widely communicated and understood and progress updates are provided in a timely manner. Leaders will be encouraged to prioritise face to face communication and ensure they are accessible and approachable to encourage feedback and learning. Leaders will be enabled to complete annual appraisals with their staff to ensure two way communication and ensure their teams feel valued and supported.

¹² Developing A Leadership Strategy – A critical ingredient for organizational success. William Pasmore

7 Reward and recognition

Cultures form around what actions or behaviours are seen to be rewarded and recognised with an organisation. Feedback from staff suggests that the lack of transparency over promotion and development opportunities and a perceived lack of evidence of leaders 'living the values and behaviours' has led to a trust deficit and impacted on the culture of the Trust as a whole.

It is therefore essential we seek to develop a reward and recognition approach and initiatives where the focus is on those leadership values and behaviours that the Trust lives by and that there is visible recognition of outstanding leadership behaviours at all levels.

The Trust has, for the first time at our annual Staff Award and Recognition event, created two separate categories which seek to acknowledge and recognise these values and behaviours being consistently demonstrated:

- Delivering Excellence through Values
- Delivering Excellence through Leadership.

The Trust will build on this as it develops its reward and recognition strategy and will be closely linked with the accountability and performance area and the staff engagement and involvement plan.

Conclusion

"Leadership is a collective activity": (Professor Michael West). As described in the national framework, compassionate and inclusive behaviours are the key to creating cultures that engage and support all staff and teams, so that continuous improvement becomes the norm.¹³ In order to become successful, EEAST must not only develop its leaders as individuals but create a structure that will ensure leaders can work effectively across internal and external boundaries to deliver the Trust strategy and ensure that the Trust is a compassionate, inclusive and enjoyable place to work.

We are proud of our ambitious and innovative leadership strategy and understand that the delivery of the leadership transformation plan and cultural shift will take time but will lead to a positive future for the organisation. The senior leadership team will continue to monitor and report our progress and most importantly evaluate the positive impact on the health, wellbeing and engagement of our people.

¹³ Developing People – Improving Care, A national framework for action on improvement and leadership development in NHS-funded services, December 2016

Leadership Strategy – Transformation plan

Theme	Item	Intended benefit/outcome	Action	Timeframe	Responsible manager	Benefit /outcome measures
1. Leadership Charter						
	Development of a leadership charter	Positive commitment of leadership behaviours at all levels of the organisation	Development of a leadership charter and inclusion in leadership strategy Effective communication to ensure awareness at all levels of the organisation of the commitment given by leaders across the organisation	April 2017	Director of People and Culture	Clear understanding of what leadership behaviours are valued and rewarded Managers role modelling behaviours Improved staff feedback
2. Leadership capacity, career development and succession planning						
	Succession planning	Trust has a talent pipeline to fill key roles giving staff career progression	Working with the Workforce Information Team to develop a Succession planning approach to underpin the wider workforce plan, including identification of risk critical roles and talent identification and management processes	March 2018	OD Manager/Workforce Information Manager	Succession Plan in place Reduced staff turnover Improved staff feedback

	Career Development Framework	Trust has a clear framework for how the talent pipeline will work which is understood by all staff	Develop clear career development framework to support talent management for 'including well designed programme of development – link with succession planning, talent management and leadership development plans – ensure widest scope for moving into leadership roles regardless of clinical/operational skills and opportunities to work in other organisations	July 2017	Director of People and Culture	Leadership Strategy launched
	Ensure open and transparent communication to support service improvement and ensure Leadership Charter is upheld	Trust has methods of generating 360 degree feedback	Introduction of 360 degree feedback within performance management framework Develop employee engagement approaches	March 2018 September 2017	Director of People and Culture Communications Director	Feedback mechanisms in operation Improved staff feedback Improved staff engagement

3. Leadership development

	Board Leadership Development Programme (NEDs & EDs)	Trust is effectively 'well led' at Board level	Work with Chair of the Trust Board and CEO to develop a Rolling Board development programme – focus on role of NED and EDs and effective governance arrangements Consider the introduction of 360	March 2018	Director of People and Culture / OD Manager/ Trust Board Secretary	Trust Board development framework in place Improved staff feedback
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			degree feedback within framework			External assessment of Board effectiveness CQC feedback
	Executive Leadership Board (ELB) Development Programme	Trust is effectively 'well led' at ELB level	Work with Chair of the Trust Board and CEO to develop an Executive development Programme – focus on on-boarding new Executive team, team development, strengths focussed leadership and development of Leadership Charter and executive/leadership engagement activities Programme ED Appraisal and objective setting	December 2017 March 2017	Director of People and Culture / CEO/Chair CEO/Chair/Remcom	Executive Development Programme in place Improved staff feedback Improved NED feedback Stability/low turnover of EDs CQC feedback
	Senior Leadership Board (SLB) Development Programme	Trust is effectively 'well led' at SLB level	Develop Senior Leadership development programme – focus on building new SLB team, team development, development of Leadership Charter and Senior Leadership engagement activities	December 2017	Director of People and Culture / OD Manager	SLB Development Programme in place Improved staff feedback Improved ED feedback CQC feedback
	Middle Manager	Trust has a clear	Develop the ILM 3 Leadership	March	Director of People	Programme reviewed

	Development	leadership pathway / career framework for middle management level	development to align to Leadership Strategy – roll out 3 cohorts 2017/18 as per CQUIN	2018	and Culture /OD Manager	Programme delivered Delegate Feedback CQUIN target confirmed Improved staff feedback
	New leader/first line manager development	Trust has a clear leadership pathway / career framework for new leaders/first line management level developing effective leaders aligned to leadership strategy	Develop a programme of initial first line manager development for those staff appointed to line management positions Develop ‘first 100 days’ new leader induction/on-boarding process	March 2018	OD Manager	Programme developed Programme delivered Delegate Feedback Improved staff feedback
	Aspiring Leaders Programme	Defined and accessible leadership development for all staff who wish to become leaders within the Trust’	Develop the Aspiring Leaders programme based on the feedback from the pilot and consider how to develop to encompass all staff and link to talent, succession planning/promotion & leadership development career framework Develop a wide ranging offer of CPD for aspiring leaders to access Develop appraisal process to include talent management conversation	December 2017 March 2018 June 2018	Director of People and Culture /OD Manager	Programme reviewed Programme delivered Trust wide Delegate feedback Improved staff feedback New appraisal process embedded

						Improved staff survey findings
	CPD – Leadership Skills master classes	Trust developing leaders have access to expertise outside the organisation encouraging wider systems learning	Develop a rolling programme of CPD Sessions, including key leadership skills, behaviours and values, guest speakers, Link with Blue Light and health partners to support access to other CPD programmes and activities	March 2017 - 2019	OD Manager	CPD programme developed and publicised Positive take up of sessions Delegate feedback
3a) Systems leaderships skills development						
	The Trust will offer systems leadership development opportunities via HEE	Develop system leaders that can work across boundaries	Access HEE Systems learning events schedule and promote internally	March 2019	OD Manager/L&D Manager	Programme advertised Take up and delegate feedback
	The Trust will work with local STPs to access and develop collaborative, CPD, talent management and career development opportunities	Develop leaders that can work collaboratively Talent developed across the system not in organisational silos	Develop workforce and OD contacts with each of the six STP's Work collaboratively to deliver interventions and development opportunities including job shadowing, job rotation and secondments	March 2019	Director of People and Culture /OD Manager/Sector Heads	Attendance at STP workforce meetings Interventions in place and accessed Staff feedback Partner feedback
	The Trust will work with blue light partners to access and develop	Develop leaders that can work collaboratively	Develop workforce and OD contacts with each of the six STPs	March 2018	Director of People and Culture /OD Manager	Blue Light HRD forum embedded and performing

	collaborative, CPD, talent management and career development opportunities	Talent developed across the system not in organisational silos	Work collaboratively to deliver interventions and development opportunities including job shadowing, job rotation and secondments			Interventions in place and accessed Staff feedback Partner feedback
	The Trust will develop and provide access to a range of development materials and methods to support systems leadership	Opportunities to develop systems leadership skills available to a wide range of future and existing leaders	Create an accessible 'library' of development materials and resources Further develop E-Learning platform	March 2018	Director of People and Culture /OD Manager/L&D Manager	Resources in place and accessible E-learning developed and embedded Monitoring data Reduced abstractions
	The Trust will invest in and develop OD capability within the Trust	Develop capability to move the organisation forward to deliver Trust strategy	Increase Leadership Development Budget External resource identified to support delivery of Leadership Strategy Additional Human Resource in People and Culture Directorate	March 2018	Executive Leadership board	Increased investment in Leadership development Staff Feedback CQC feedback
3b) Improvement Skills Development						
	The Trust will establish quality improvement methods for improvement in operational performance, staff satisfaction and quality outcomes	Improvement skills and methods become widely understood and embedded within Trust systems and processes – supporting our 'Learning Organisation' aim	Ensure that improvement methodology i.e. benefits realisation, lean and process redesign skills are included in leadership programmes and offered via CPD	March 2018	Director of People and Culture /OD Manager	Development offer delivered Processes are embedded PMO established

			Introduce a PMO and programme management methodology		Director of Strategy and Sustainability	and effective Staff Feedback
			Continue to encourage error and incident reporting and development of an open no blame learning culture		Director of Nursing and Clinical Quality	CQC feedback
3c) Compassionate Inclusive Leadership Skills						
	The Trust will identify and promote compassionate and inclusive leadership behaviours at all levels	Clear to staff and patients the types of leaders that will progress in the Trust	Compassionate Leadership included in leadership charter	April 2017	Director of People and Culture	Leadership Charter launched
	The Trust will use those leadership behaviours and our values to underpin all leadership and management development, recruitment and talent management processes and systems	The Trust has compassionate and inclusive leaders which is reflected in low levels of grievances, staff relations issues and staff and patient satisfaction	Compassionate Leadership to be included in all recruitment, selection, promotion processes	March 2018	Director of People and Culture /OD Manager/Head of HR	Systems underpinned by compassionate leadership Staff feedback Patient feedback Casework monitoring
	The Trust will embed compassionate and inclusive leadership in all appraisals including senior managers and evidence our progress against the new 'well-led' framework (2017)	Compassion and inclusiveness identified as a core skill across leaders	Develop new appraisal process with focus on 'holistic' approach including compassionate leadership	June 2018	Director of People and Culture /OD Manager	New appraisal process embedded Improved staff survey findings
	The Trust will develop local leadership	Leaders who need to develop these skills will	Compassionate Leadership Programme developed	March 2018	Director of People and Culture	Programme developed

	development intervention which explicitly support compassionate leadership skills.	be effectively supported	Secure places on Kings Fund Compassionate leadership Programme – bring back learning and skills to disseminate across the Trust Access and deliver national ambulance ‘Supportive Leadership’ programme		/OD Manager	Internal and external offer accessed Staff feedback CQC feedback
	The Trust will foster a culture of inclusivity and provide positive action development opportunities for under represented groups	The Trust is clearly identified as an inclusive place to work and leaders are reflective of the population we serve	Develop Women In eadership Programme and supporting opportunities Develop BAME In leadership Programme and supporting opportunities Develop special interest groups and support their activities	March 2018	Director of People and Culture /OD Manager EDI Manager	Programme developed Internal and external offer accessed Staff feedback Increased representation at leadership level
4. Talent management						
	Transparent Trust policy and process for promotion/development opportunities	Pathway to promotion/development opportunities clearly understood and supported by staff and leaders	Develop a new talent management policy and process which effectively assesses Leadership competencies, qualities, attitudes and behaviours whereby emphasis is placed on Trust values, behaviours and personal responsibility and accountability for personal and professional	December 2017	OD Manager/Head of HR	Process developed and publicised Process in operation for all new appointments Improved staff feedback

			development Consider the introduction of 360 degree feedback within framework			Increased representation at leadership level
5. Responsibility, Accountability and Performance Management						
	Performance Management Framework	Better accountability	Develop a performance management framework and policy which supports the Trust's leadership aims of empowerment through earned autonomy and encourages personal responsibility and accountability without fear of blame Deliver new appraisal process as above Consider the introduction of 360 degree feedback within Framework	March 2018 March 2019	Director of People and culture/Director of Strategy and Sustainability/OD Manager/Head of HR	Framework developed Framework embedded Strategy and objectives widely understood Staff Feedback CQC feedback
	Appraisal and Personal Development plans - EADR	Appraisal process reflects the behaviours needed from staff and leaders to adhere to Trust values	Revise the current EADR Process to develop a simple, holistic approach of compassionate conversations, to include: performance talent wellbeing values. Simplify EADR process and aim to develop an e-appraisal system to support completion rates and enable personal development	June 2017 June 2017	OD Manager/Head of HR	New appraisal process embedded Improved staff survey findings Increased participation in appraisal Appraisal quality dip sample demonstrates improvement

			goals to feed into the Trust's training needs analysis and development planning opportunities Consider the introduction of 360 degree feedback within Framework	March 2019		Reduced staff turnover Reductions in casework
6. Leadership visibility and engagement						
	Staff engagement and involvement strategy	Staff know who their leaders are and their values Better communication between staff and leaders	To ensure that the trust's staff engagement and involvement strategy and plan includes regular and planned opportunities for leaders to engage with staff throughout the trust encouraging improved engagement, communication and feedback Develop use of social media to maximise opportunities for staff to engage Introduce a staff forum	July 2017 March 2018 July 2017	Director of People and Culture Communications Director	Engagement strategy Launched Engagement initiatives implemented Social media options adopted and widely used Forum embedded and successful Improved staff survey findings Improved staff feedback
7. Reward and recognition						
	Development of a Trust reward and recognition strategy that supports	Supporting a positive Trust culture through rewarding positive	New reward and recognition approach developed	March 2018	Director of Communications	Approach developed and implemented

	Trust values and compassionate and inclusive behaviours	behaviours	<p>Improved opportunities for local reward and recognition</p> <p>Recognition is aligned to Trust values and leadership behaviours</p>			<p>Greater recognition</p> <p>Improved staff feedback</p> <p>Reduced turnover</p> <p>Improved engagement</p>
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