Trust Board Paper P

To:	Trust Board
From:	Kate Bradley, Director of Human Resources
Date:	20 December 2013

Title:	Reward and Recognition Strategy

Author/Responsible Directors:
Louise Gallagher- Workforce Development Manager/Kate Bradley, Director of Human Resources
Purpose of the Report:
To present a Reward and Recognition Strategy to the Board which is designed to support the recruitment and retention of a professional, passionate and valued workforce

The Report is provided to the Board for:

Decision		Discussion	
Assurance		Ratification	√

Summary / Key Points:

The Reward and Recognition Strategy is underpinned by the Organisational Development Plan and has been informed by staff feedback from two 'Listening Events' and forms part of a 'Listening into Action' Enabling our People Scheme focused on Right Staffing. It describes how we will develop a total reward strategy and implement processes to attract new people to the Trust and motivate and retain staff across all roles and professions. It describes a cultural shift in the way we recognise and reward performance namely a shift from rewarding time served to rewarding performance delivery and behaviour and approaches that honour our values.

There are six pillars to the delivery of the Strategy, many of which interface with existing workstreams at UHL for example leadership development, living our values and career development. The six pillars are:
  o Develop Responsive Pay Systems
  o Embed Innovative Benefits and Recognition Schemes
  o Establish a Culture of Learning and Innovation
  o Develop Clear Career Progression Routes
  o Create an Environment where Staff can Undertake Roles Effectively
  o Brand and Market as an Employer.

For each of the strands there is a definition of 'what good will look like' and the steps that will be taken to achieve this aim. Steps are described for 2013-14 and 2014-16 and ongoing work.

A detailed action plan for 2013/14 is attached as appendix one.

Recommendations:
The Trust Board is asked to ratify this strategy.

Strategic Risk Register	**Performance KPIs year to date**
Relates to risk 3	Turnover, non-contracted paybill, sickness absence, appraisals, staff attitude and opinion surveys feedback

Resource Implications (eg Financial, HR) HR and Financial
Assurance Implications – Assurance regarding staff experience and associated CQC standards
Patient and Public Involvement (PPI) Implications – Key elements of the Strategy involve Patient and Public Consultation eg Values Awards
Equality Impact As the strategy is implemented equality input assessments will be made to ensure that no direct or indirect discussion is occurring in relation to opportunities and experience provided by the actions described.
Information exempt from Disclosure No
Requirement for further review? Updates will be provided by the OD Plan Quarterly Board Report

University Hospitals of Leicester

NHS

NHS Trust

Reward and Recognise to Recruit, Motivate and Retain

2013-2016   *Reward and Recognition Strategy*

Foreword

OUR VISION: We will become a successful Foundation Trust (FT) that is internationally recognised for placing quality, safety and innovation at the centre of service provision. We will build on our strengths in specialised services, research and teaching; offer faster access to high quality care, develop our staff and improve our patient experience. We call this …

…Caring at its best

We are in a great place to rise to the challenge represented in delivering our strategic vision. The purpose of our Reward and Recognition Strategy is to ensure we have the right total reward design and processes in place to attract new people into the organisation and motivate and retain staff across all roles and professions to deliver our organisational priorities. This Strategy is underpinned by our Organisational Development (OD) Plan which more broadly describes how we will create an organisation which has the capacity and capability to deliver our strategic vision and ensure UHL becomes a better place to receive treatment and to work (see appendix one – OD Strategy at a Glance).

National agreement was reached in 2013 on changes to Agenda for Change terms and conditions whereby pay progression will be contingent on both what individuals achieve and how they do this. This will form a key component of our Reward and Recognition Strategy from April 2014 for our non medical workforce.

This three year Strategy sets out what we have already achieved and wish to build and what else needs to be done to ensure we are responding to strategic influences.

There are two constants throughout this Strategy. The first is to ensure we listen to our staff and ensure we work with them to develop our strategy on an evolving basis. The second is to ensure that we determine the best way to 'market' our approach and ensure it forms part of our employer brand to promote UHL as a place to work.

1 Our Values

Our values have a key influence on shaping our workplace in terms of culture and behaviours. The values are also key to shaping reward and recognition in that we would wish to attract and reward those who are driven and motivated by UHL values.

We treat people how we would like to be treated

We do what we say we are going to do

Caring at its Best

We focus on what matters most

We are one team and we are best when we work together

We are passionate and creative in our work

2 Our Reward and Recognition Strategy – Principles and Aims

Our Strategy will continue to focus on the concept of a total reward package incorporating financial and non financial reward but will also link in with wider good employment practices aimed at cementing the psychological contract. This will be increasingly important as we move to a more market driven NHS and need to attract the very best staff to deliver high quality services.

Our Strategy is underpinned by the following principles:

- Being clear and transparent about what is rewarded, how we decide what is rewarded and how rewards are accessed.

- Ensuring there are flexibilities available to help us respond to a changing labour market.

- To ensure our reward systems recognise what is important to our patients ,services and our staff.

- To ensure there is a means to reward performance as well as loyalty

- To ensure we recognise the importance of Equal Pay

- To ensure we offer choice and flexibility.

Working with these principles we aim to:

- Improve staff engagement in order to limit turnover

- Manage our skill shortage areas and recruit high calibre staff ensuring a consistent flow of applicants to meet our needs

- Recognise the difference in contribution by teams and individuals

- Move staff to higher levels of performance and productivity

- Ensure UHL is a challenging, rewarding, supportive and enjoyable place to work

- Support staff in focusing on what matters most

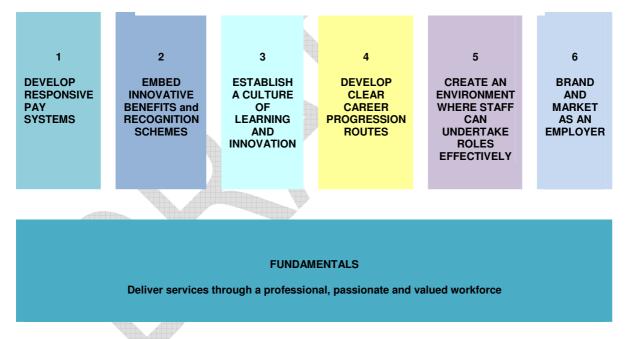## 3 Where are we now and where do we want to get to?

From	To
Pay for time served and grade	*Pay driven by achievement of goals – the what and the how*
Pay driven by evaluation	*Pay able to take into consideration market forces*
Pay for time served and grade	*Pay for team performance*
Benefits promoted internally	*Benefits and reward promoted as part of employer branding*
Employment policies and practices not considered as part of reward and recognition	*Employment policies and practices promoted as part of 'why I would want to work at Leicester Hospitals'*
Separate Organisational Development and Reward Strategies	*Reward as a key part of organisational development used to influence attitudinal and behavioural issues*
Benefits promoted to all, not always clear if it is good for me	*Staff easily able to see which benefits work best for individuals*

4 How will we structure our initiatives on Reward and Recognition

To deliver this Strategy, we have developed our work under six key headings (not necessarily mutually exclusive) which each contain priorities for focus and scope for staff to further shape what we do.
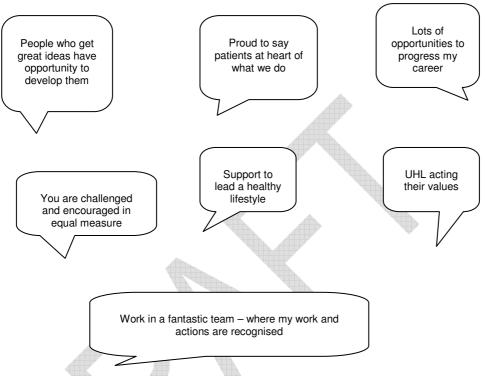
Caring at its best

Aim to be internationally recognised for placing quality & safety at the centre

1	2	3	4	5	6
DEVELOP RESPONSIVE PAY SYSTEMS	**EMBED INNOVATIVE BENEFITS and RECOGNITION SCHEMES**	**ESTABLISH A CULTURE OF LEARNING AND INNOVATION**	**DEVELOP CLEAR CAREER PROGRESSION ROUTES**	**CREATE AN ENVIRONMENT WHERE STAFF CAN UNDERTAKE ROLES EFFECTIVELY**	**BRAND AND MARKET AS AN EMPLOYER**

FUNDAMENTALS

Deliver services through a professional, passionate and valued workforce

This Strategy has been informed by the outputs of two 'Listening into Action' events which generated many of the ideas and actions identified as the means to achieve our strategic aims. It is recognised as a key enabler in ensuring we have the right staff, in the right place with the right skills in order to reduce our reliance on temporary sources of labour.

5 What do we know about the vision that staff have for Reward and Recognition?

People who get great ideas have opportunity to develop them

Proud to say patients at heart of what we do

Lots of opportunities to progress my career

You are challenged and encouraged in equal measure

Support to lead a healthy lifestyle

UHL acting their values

Work in a fantastic team – where my work and actions are recognised

6 What will our priorities be?

➤ *2013/14 priorities*: a small number of priority focus areas for 2013/14 have been identified for each work stream within the Strategy.

➤ *Fundamentals*: selected areas have been identified where we have an on-going commitment to continue delivering in driving forward improvement. These are of key importance and will continue to be pursued.

➤ *2014-16 priorities*: we have identified other areas that will be prioritised in 2014-6, once we have delivered on 2013/14 priorities and as changes to national terms and conditions emerge. These areas are also considered important, but may not be able to be fully delivered on in the next 12 months. They may also be areas not fully identified until we embed 'Listening into Action' and start to really understand what will motivate staff and ensure they are valued.

7 Work Stream 1: Responsive Pay Systems

This will be fully aligned to Workstream 1 of the Organisational Development Plan 'Live our Values'.

What will it look like?

A more flexible system of pay which allows us to reward for good performance and respond flexibly to demands in the market.

What steps will we take to achieve this?

WORK STREAM 1: RESPONSIVE PAY SYSTEMS	
2013/14 Priority	• **Develop a Pay Progression Policy which not only focuses on what is delivered but ensures staff live the organisational values** • **Establish mechanisms for flexing pay levels for recruitment hotspot areas in order to attract the best talent for example recruitment and retention premia** • **Promote our organisational values in recruitment literature to ensure we attract those whose work ethic resonates with these and select accordingly**
2014-16 Priority	• **Embed further changes arising in further Agenda for Change agreements and Consultant pay changes** • **Consider implications of Service Line Management on Pay and Rewards** • **Scope the opportunity for local reward funds which are applied on a discretionary basis by CMG or Service Line Managers**
On-going (Fundamentals)	• **Embed values within selection and recruitment processes**

8   Work Stream 2: Embed Benefits and Recognition Schemes

This will be closely aligned to Workstream 6 of the Organisational Development Plan – 'Creativity and Innovation'.

What will this look like?

We will have innovative and cutting edge benefits and recognition packages in place which are simple to access and operate. These will be promoted effectively as part of our 'employer brand'.

We will encourage the development of simple localised schemes which enable colleagues to nominate colleagues.

What steps will we take to achieve this?

WORK STREAM 2: EMBED BENEFITS AND RECOGNITION SCHEMES	
2013/14 Priorities	• **Develop website which clearly sets out 'Salary Maxing' Schemes and wider view of benefits of working at Leicester Hospitals. This will form part of the 'Work for Us' area of the website. The website will also feature 'staff stories' specifically identifying the benefit schemes available** • **Develop further recognition schemes which reward creativity and innovation for example a 'badge system'** • **We will support the development of localised schemes and promote 'best practice' emerging** • **Offer subsidised meals within restaurant facilities** • **Informal drop in thank you's from senior colleagues**
2014-16 Priority	• **Develop a structured approach to allow individuals and teams the time and resources to develop innovative practice and ideas** • **Promote NHS and local discounts available currently. Increase partnerships with local companies to increase scope for sponsorship/ employee benefits to create 'UHL Discount'** • **Improve car parking and travel facilities** • **Promote opportunities to support local charities and activities in Leicester**
On-going	• **Continue to promote 'Salary Maxing' and Health**

| (Fundamental) | and Well Being Programmes |
| | • Continue 'Caring at its Best Awards' |

9 Work Stream 3: Embed and Promote a Culture of Learning and Innovation

This will be underpinned by Workstreams 3,4 and 6 of the Organisational Development Plan relating to leadership, workplace learning and innovation.

What will this look like?

We will be fully marketing and promoting the learning and development activities developed through our OD Plan and ensure staff are encouraged, rewarded and recognised for being innovative in their work. We will ensure learning, education and development links to service improvement and skills required for the future to ensure ongoing employability of our staff.

What steps will we take to achieve this?

WORK STREAM 3. EMBED AND PROMOTE A CULTURE OF LEARNING AND INNOVATION	
2013/14 Priorities	• **Promote excellent learning and development opportunities on our 'Work for Us' website through 'voice pops' and staff stories** • **Ensure statutory and mandatory training is easy to complete and access** • **Establish the Local Education and Training Group to ensure our learning and development is fully aligned with service and workforce plans so that staff are trained in the right skills at the right time**
2014-16 Priority	• **Fully integrated workforce planning mechanisms which drive learning, education and development** • **Provide greater scope for work shadowing and opportunities for experiences in alternative work areas** • **Develop a formalised coaching and mentorship scheme which provides clarity on what coaching is offered and who in the organisation is available to provide this** • **Develop a 'Dragon's Den' approach to access to local improvement and innovation funds for initiatives connected to improving quality and efficiency** • **Investment in learning and development facilities to improve quality and access** • **Link development opportunities to University and**

| On-going (Fundamentals) | **Trust research portfolio**

• **Continue extensive range of development activity – apprenticeships, NVQs, leadership**

• **Improve appraisal quality** |

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10 Work Stream 4: Develop Clear Career Progression Routes

This will be underpinned by the Workstreams 1, 3 and 4 of the Organisational Development Plan.

What will this look like?

We will have systems in place which ensure we can spot, develop and retain the very best talent in our organisation through the right pay systems and robust and focused leadership programmes. These programmes will enable staff to reach the potential identified in their personal development plans. Staff and potential employees will be able to see a clear potential career progression routes.

What steps will we take to achieve this?

WORK STREAM 4. DEVELOP CLEAR CAREER PROGRESSION ROUTES	
2013/14 Priorities	• **Talent Profiling for all staff with a clear strategy on how it will be used** • **Implementation of Workforce Plans where new roles are created to support service and career development** • **Where career pathways exist actively describe these in recruitment promotional material** • **Ensure a consistency of message at recruitment promotional events such as schools and Connexions careers events** • **Pilot and evaluate graduate internship scheme with Leicester and DeMontfort Universities.**
2014-16 Priority	• **Develop mechanisms for rewarding talented staff through the new freedoms available in Agenda for Change** • **More career structures with clear pathways identifying possible routes and development designed to support progress to the next level** • **Create programmes to nurture newly appointed leaders**
On-going (Fundamentals)	• **Leadership Development** • **Apprenticeships** • **Support NHS Graduate Scheme**

11 Work Stream 5: Create an Environment where Staff can Undertake Roles Effectively

What will this look like?

As a healthcare provider, UHL are well placed to promote health and well being, encouraging staff to engage in healthy lifestyles. We will make sure that staff have the opportunity to raise concerns about not having the tools and equipment to do their job and take action to improve work environments. Staff will work in an environment which is safe for themselves and their patients and be encouraged to 'speak up' if they have cause for concern. Staff will be engaged in designing facilities and 'speak up' about unacceptable environments. Staff will be led and managed by leaders who demonstrate appropriate behaviours linked to values.

What steps will we take to achieve this?

WORK STREAM 5. CREATE AN ENVIRONMENT WHERE STAFF CAN UNDERTAKE ROLES EFFECTIVELY	
2013/14 Priorities	• **Implement LiA methodology in improving the workplace, maximising use of 'pass it on' events** • **Undertake a review of health and well being initiatives to ensure staff needs met** • **Each redesign project to identify how staff are engaged in its development** • **Develop innovative 'Whistleblowing' promotional materials and hold drop in learning sessions regarding raising concerns** • **Act on the feedback from the National Staff Survey**
2014-16 Priority	• **Build on Health and Well Being and Resilience at Work Programmes** • **Provide a more supportive work environment for new starters –streamlining corporate induction** • **Provision of better quality information on starting – revamping of employee handbook** • **Connect the well being agenda to working in a health environment** • **Implement Leadership Strategy to ensure an embedding of Leadership Qualities and Behaviours Framework**

| On-going (Fundamentals) | **Listening into Action as a way we get things done around here** **Proactive support from Amica and Occupational Health** |

12 Work Stream 6: Brand and Market as an Employer

This will pull together the previous five workstreams to ensure we proactively and appropriately promote the positive aspects of our employment package

What will this look like?

A clearly identifiable and exciting employment brand which attracts talented people who want to work in accordance with our values.

What steps will be take to achieve this?

WORK STREAM 6. BRAND AND MARKET AS AN EMPLOYER	
2013/14 Priorities	• **Build on nursing 'Work for Us' area to promote benefits and opportunities for all staff using 'staff story telling' approach** • **Proactively attend a broader spectrum of recruitment events to attract a diverse and talented workforce** • **Create suitable marketing packages to match targeted employment markets eg relocation packages if national/ international recruitment pools are sought; flexible employment terms if temporary workforce is sought**
2014-16 Priority	• **Develop 'gateway' to employment schemes such as internships and extended 'work and learn' experiences for individuals seeking a career in health** • **Undertake a health and social care careers event to showcase career opportunities in Leicestershire**
On-going (fundamentals)	• **Maintain an innovative and visible external profile in employment branding**

13 How will we measure?

We will measure the success of this Strategy through:

Recruitment and retention statistics

Staff Survey results

Access to flexible benefit schemes

A range of performance and quality measures

Appendix One: A detailed action plan identifying what will happen in 2013/14

APPENDIX ONE: REWARD AND RECOGNITION STRATEGY Year one

Executive Sponsor:	**Kate Bradley**	Expected completion of Quick Wins action plan:	**31.12.13**
Lead:	**Louise Gallagher**	Expected completion of Year One action plan:	**31.03.14**
Frequency of review:	**Monthly**	Expected Full Strategy Implementation	**2016**
Date of last review:	**10 October 2013**		

Quick Wins

REF	ACTION	Lead	COMPLETION DATE	RISKS TO DELIVERY OF ACTION	PROGRESS UPDATE	STATUS
1	**Responsive Pay Systems**					
	Establish mechanisms for flexing pay, benefits for recruitment hot spot areas.	ES	**30.09.13**	Risk of perceived inequity and impact on other areas	All pay negotiations and administrative processes in place. Arrangements for Consultants and Nursing staff in place	4
	Recruitment and retention premia for Emergency Department Band 5 Nursing staff					
	Recruitment and retention premia for Emergency Department Consultants		**31.10.13**			
	Specialty Medicine Nursing to include one day educational release and four days clinical as part of attraction package	MM/TR/ ES/EM	**30.11.13**		At proposal stage. Needs to understand impact on education	
2	**Embed Benefits and Recognition Schemes**					
	Proactively promote current local discount benefits to UHL existing staff	SP/LJ	**31.01.14**			4
	Offer subsidised meals in existing restaurant facilities with staff only seating and breakout areas	RO	**31.04.14**		Being taken forward through ongoing partnership work with Interserve	

Status key:	**5** Complete	**4** On track	**3** Some delay – expect to completed as planned	**2** Significant delay – unlikely to be completed as planned	**1** Not yet commenced	**0** Objective Revised

3	Brand and Market as an Employer					
	International recruitment to have a specific set of actions relating to rewarding and supporting in view of the unique issues faced by staff relocating from abroad. Negotiate for staff to have accommodation in UHL premises funded by Clinical Management Groups for 2 months Specific orientation and mentorship programme for new International recruits Social events to support settling in process	DD/MM CB EM/MM MM	**30.11.13**	Success of campaign may be limited by other Trusts competing for International Recruits	Project plan for International Recruitment being developed. Accommodation agreement agreed in principle.	4

2013/14 Actions

REF	ACTION	Lead	COMPLETION DATE	RISKS TO DELIVERY OF ACTION	PROGRESS UPDATE	STATUS
5	Responsive Pay Systems					
	Pay Progression Policy Develop a pay progression policy which is closely aligned to organisational objectives and the delivery of these and underpinned by behaviours aligned to our organisational values. Develop Policy in discussion with Staff Side colleagues and establish mechanisms for implementation	LG/ES/DM	31.03.14	Developing a simple but comprehensive policy which meets the requirements of both the organization and staff	Pay Progression Policy being drafted for wider consultation with HR and Staff Side colleagues	4
	Values Based Recruitment Develop a more robust system for ensuring that values are integrated into the selection process. Revisit training sessions to embed new techniques and methods. Utilise patients and service users in the development of appropriate questions	TR/LG/CA	31.03.14	Determining methods which allow objective measurement	Already in recruitment and selection training – need to focus on methodology and give greater weight during training	

Status key:	5	Complete	4	On track	3	Some delay – expect to completed as planned	2	Significant delay – unlikely to be completed as planned	1	Not yet commenced	0	Objective Revised

6	Embed Benefits and Recognition Schemes					
	Work for Us area of Website Create an interactive website for staff to explore the total rewards available to them so that they can create a customised reward package to suit their own specific circumstances. Use current staff to describe those benefits and rewards and what value these have added	SP/PR	31.13.14	Caution to be applied in terms of calculating benefit to individual as variables can affect personal financial positions		4
	Badge systems for rewarding performance In the first instance nursing to launch 'Nursing with Pride'scheme with bronze silver and gold rewards. If successful to be launched more widely across the Trust.	MM	31.12.13	Ensuring equity in application of this scheme		
	Development of localised schemes for recognition Promote and share best practice in award schemes. Share processes adopted and gain feedback from colleagues on extent to which scheme is valued	LG/BK	31.03.14	Ensuring equity in application of this scheme		
	Informal drop ins from Executive Colleagues Execs to be advised when team meetings are taking place and given opportunity to thank a team for a particular piece of work which has been done well or that a particular shift has been challenging or when a complimentary letter has been received from a patient/carer	LG/BK	31.03.14			
7	Embed and Promote a Culture of Learning and Innovation					
	Work for Us area of the Website Promote excellent learning and development opportunities through voice pops and stories on 'Work for Us' area of the Website	CJ	31.12.13			4
	Ensure Ease of Access to Statutory and Mandatory Training Follow the existing action plan for this but ensure marketed positively	BK	31.03.14	Technological issues with platform or web based material	Fully on track to deliver	

Status key:	5	Complete	4	On track	3	Some delay – expect to completed as planned	2	Significant delay – unlikely to be completed as planned	1	Not yet commenced	0	Objective Revised

	Alignment of Learning and Development with Service and Workforce Plans Develop systematic integrated approach to workforce planning to ensure staff are future proofed for further opportunities and learning is focused on what is important to the organisation.	LG/BK/EM	31.03.14	Implementing new workforce planning process with new CMG structure	Agreement from LLR Workforce Team to support training on workforce planning tools and techniques	■
8	**Develop Career Progression Routes**					
	Embed Talent Profiling and a Strategy for how it will be used This forms an essential component of the leadership strategy and covers how individuals identified in specific talent categories will be grown and developed to ensure that they reach their full potential	CJ/BK	31.03.14		Leadership into action listening event has been held to develop actions around talent management – the first of these is a coaching approach which identifies types of coaching support and how to access	■
	Identification of New Roles to Support Workforce Planning Workforce plans to identify new roles to meet service development needs and identification of skills gaps. Identify how these can be incorporated into career development pathways for example the introduction of Advanced Nurse Practitioner roles in ED	EM/LG/ LLR Workfor ce Team	31.03.14 and on going		Meeting held with LLR Workforce Team and training events to be offered on functional skills mapping and development of new roles	
	Promotion of Existing Career Pathways As part of the recruitment promotional material, describe career pathway available to new recruits for example ED, Theatres Ensuring a Consistency of Message at Recruitment Events Target recruitment material to specified audiences eg apprenticeships. Identify range of careers available and scope for development	CJ/LG/E M/ Clinical Leads NMcLG/ EM/LLR workforc e team	31.03.14		Theatres have well developed recruitment literature which describes career pathways and learning and development opportunities	
	Plan and Evaluate Internship Scheme Recruit four interns across Trust and ensure quality of learning experience	LG	28.02.14		Interns have successfully been recruited to post.	

Status key:	**5**	Complete	**4**	On track	**3**	Some delay – expect to completed as planned	**2**	Significant delay – unlikely to be completed as planned	**1**	Not yet commenced	**0**	Objective Revised

9	Create an Environment Where Staff can Undertake Roles Effectively					
	Implementation of LiA Methodology Support the implementation of this and promote as positive aspect of staff engagement at the Trust. Ensure it is adopted as part of the way we do things around here for eliciting staff ideas and contributions	MC/TR	31.03.14 and ongoing		LiA methodology adopted in development of this strategy and many related strategies such as leadership. LiA approach has been promoted on NHS Jobs and through recruitment literature	
	Undertake review of health and well being needs Ascertain uptake of health and well being initiatives and promote further on Insite and in recruitment literature.	NJ			Evaluation of self care undertaken and dramatically improved attendance rates	
	Engaging staff in redesign projects Staff will be more proactively engaged in redesign projects to ensure space is fit for purpose of providing high quality patient care and providing adequate and good facilities for staff		Ongoing	Design faults can arise if staff insufficiently engaged in space requirements	Staff facilities and workflow already identified as key components of Emergency Floor Plan	
	Development of innovative Whistleblowing Materials and Raising Profile of Importance of Raising Concerns Give greater emphasis at both local and corporate induction to ensure staff feel safe and comfortable in work environment and readily able to raise concerns particularly regarding safety	NJ/SB	31.03.14		Already part of induction but induction being reviewed currently	
10	Brand and Market as an Employer					
	Building on Work Already Undertaken for Nurses on Work for Us Area of Website As indicated above need to develop website for all professional groups and develop supplementary areas outlining benefits and reward packages	SP/LG/TR	31.03.14	Investment required to develop resources	Nursing microsite very successful and proving great opportunity to maximize use of social meeting	
	Proactively Support a Wider Range of	TR/LG/				

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	Recruitment Events Run a large scale event promoting careers generally in UHL in partnership Leics colleagues from health and social care	**MM**	31.03.14 and ongoing		Attended nursing forums in London, Manchester and Glasgow which have proven successful in attracting candidates
	Review scope for local 'open days' which incorporate careers and employment opportunities	**TJ/LG**			
	Create Local Marketing Packages that Match Needs of Potential New Recruits Develop bespoke reward packages to suit particular groups. International recruitment will need accommodation incentives and orientation plans	**MM/EM**	31.03.14 and on going		Bespoke package in place for international recruits

Key to initials of leads	
MM	Maria McAuley
EM	Eleanor Meldrum
BK	Bina Kotecha

Status key:	5	Complete	4	On track	3	Some delay – expect to completed as planned	2	Significant delay – unlikely to be completed as planned	1	Not yet commenced	0	Objective Revised

SB	Sharon Baines
LG	Louise Gallagher
HM	Helen Mancini
ES	Emma Stevens
TR	Trish Rees
SP	Shaileena Palana
PR	Pete Rogers
RO	Rachel Overfield
CB	Clare Blakemore
DD	Debra Davies
DM	David Morgan
MC	Michelle Cloney
CA	Claire Agnew
CJ	Ceri Jones
NMc	Nicky McCormack
NJ	Nic Junkin
TJ	Tiffany Jones

Status key:	5	Complete	4	On track	3	Some delay – expect to completed as planned	2	Significant delay – unlikely to be completed as planned	1	Not yet commenced	0	Objective Revised