



King's College Hospital  
NHS Foundation Trust

# People and Culture Plan



Supporting our BOLD vision and strategy for 2021-2026

# Welcome



**In presenting King's College Hospital NHS Foundation Trust's People and Culture Plan (2022-26), I am keen that the huge commitment and dedication of all of our King's people and the work they undertake to care for and support our communities is fully recognised.**

As we move through the different phases of the COVID-19 pandemic, there is now an opportunity to really focus attention on King's Brilliant People. The last two years have been incredibly demanding for all of our teams in what have been exceptional circumstances. Throughout this time, there have been many examples where our people have been exemplars in the care they have provided and the way colleagues have supported each other.

King's has always been a centre of excellence and this has never been demonstrated so readily as it has been during this time. We are home to some of the best talent in the world. This is widely recognised in our excellent patient outcomes, as well as through the feedback we receive from our patients and other stakeholders.

Our new People and Culture Plan has a real emphasis on personal and professional growth, a focus on continuous improvement and a commitment to ensuring the needs of King's people are a priority. We want our people to feel a real part of King's, where they can lead on, and input into, the development of their careers and the way the Trust delivers our services, and where their voice is heard regardless of their role.

We also want to learn from the lessons of the pandemic and build this into our day to day working. Notably, our ability to work in an agile and flexible way, making decisions in a timely and effective manner, more seamless team working across the organisation and a need for more 'quality listening' to ensure we strive to get it right for our people.

Our people priority actions have been developed and co-designed by the teams and individuals at King's. Underpinned by our new Trust values, we now have a plan that will directly benefit our people.

We want to develop an environment where our people thrive – nurtured by our determination to give all of our people the very best employee experience.

Our new King's Strategy – *Strong Roots, Global Reach* – places Brilliant People at the centre of everything we do. King's people are our key asset – they are the heartbeat of our organisation.

A handwritten signature in black ink that reads "Clive Kay". The signature is fluid and cursive.

**Professor Clive Kay**  
Chief Executive





# Who we are

**King's is one of the largest NHS Trusts in England. Our local population is set across Lambeth, Southwark and Bromley and covers 1,008,700 people. We have 1,673 beds and 46 operating theatres at the Trust. There are, on average, more than 650 births per month and every day we see approximately 800 people in our Emergency Departments and nearly 200 patients are admitted to our hospitals.**

Along with being local hospitals, we are also a world-class teaching and research centre and home to highly-specialised diagnostic and emergency care services. We are one of London's leading trauma centres and house a high volume heart attack centre and two hyper acute stroke units.

To ensure we are able to deliver the care our population needs, we employ over 14,000 staff, as well as having more than 400 volunteers. Our staff are made up of a wide variety of professions including medical and nursing staff as well as physiotherapists, dieticians, radiographers, operational managers, dentists, information analysts, domestics, microbiologists, laboratory technicians, financial accountants, midwives, pharmacists, psychologists, and human resources professionals, amongst many others.

King's recruits over 3,000 new staff each year, and with 130 different nationalities represented at the Trust, we truly reflect the diverse nature of our communities. We also have a very local feel with almost two thirds of King's people living within five miles of our sites. To supplement this, the Trust has a well-developed international recruitment programme for nursing staff in place and we have recruited 290 people through this scheme in the past 12 months.

We are proud of, and celebrate, our diversity and as an inclusive employer we aim to increase representation across all groups. Across the Trust, over 50% of our people are from a Black and minority ethnic background. 75% of King's people are female.

We have active staff networks supporting our people including our BAME Network, King's & Queers, King's Able and our recently formed Women's Network.

There is a real focus on education and development at King's for our teams and people – we deliver over 150,000 episodes of statutory and mandatory training each year and over 10,000 annual appraisals.

For professional and personal development, we support our people through a variety of different methods including apprenticeships, master's level courses, preceptorships, and clinical supervision.

COVID-19 has placed a significant emphasis on the wellbeing of our people and we have over 10,000 visits every week to our Wellbeing Hubs across the Trust sites.

Additional support has been provided to staff during this time with the availability of clinical psychologists, mental health training, reflect and reconnect sessions, dedicated support for our Emergency Department and Critical Care Teams, and a critical incident staff support service.

This is in addition to the usual activity of our Occupational Health Team which manages over 10,000 appointments, 3,000 management referrals and 4,600 pre-employment checks annually.

King's is an incredibly busy organisation - one where all of our communities and populations are stakeholders. This includes our King's people who make what we do so brilliant – **our Brilliant People.**

Our People and Culture Plan sets out our ambitions and priority actions for making King's an organisation which is renowned for being the best place to work – a place where we attract, retain and develop passionate and talented people, creating an environment where they can thrive.



# Using guidance, evidence, best practice and feedback

**To ensure that we are using evidence and best practice to develop our plan, we have reviewed and integrated the key deliverables from national and local policy.**

This includes the NHS People Plan and the Our NHS People Promise. These documents set out the commitments NHS staff can expect as an employee. The People Plan aims to deliver **'more people, working differently, in a compassionate and inclusive culture'**, whilst the seven themes of the People Promise are:

- We are a Team
- We work flexibly
- We are always learning
- We are safe and healthy
- We each have a voice that counts
- We are recognised and rewarded
- We are compassionate and inclusive

Receiving feedback is hugely important to help us provide the best possible environment for our people. We have a positive track record of acting on the feedback we receive, be this formally from the annual national staff survey and the newly established quarterly pulse surveys, or through informal feedback provided by trade union colleagues, the Freedom to Speak Up Guardian and other sources.

As a public sector employer, King's submits annual reports for the workforce race equality standard, (WRES), and the workforce disability equality standard (WDES), as well as the gender pay gap report. Using the evidence-based, nationally-benchmarked feedback from these reports, we have and will continue to change how we operate to make King's an even better place to work.

Our plan is also closely aligned to the NHS England and NHS Improvement's operating plan which recognises and prioritises staff health and wellbeing, and the London Race Equality Standard which sets out a vision for equality across London.







# Partnership working

**Partnership working will be a key component of delivering our plan, be these our internal partnerships and, as the NHS becomes more collaborative, our external partnerships.**

As the NHS develops to encompass a more system-wide approach, King's has been working closely with local partner organisations within our South East London (SEL) Integrated Care System (ICS), to deliver a plan which ensures the right care is provided in the right place by the right people.

We have also further developed our partnership working with other organisations to enhance the provision of specialised services to our wider patient cohort.

We want to ensure King's people have a focus on both local and system-wide objectives and that they are supported in their development to work collaboratively across the system.

The total workforce across King's and the SEL ICS partner organisations – NHS, social care, voluntary and charity sector – is over 100,000 people. Providing the right support and ways of working across the system will lead to better patient outcomes.

The ICS framework guidance '**Building strong integrated care systems everywhere: guidance on the ICS people function**' sets out ten key themes, for developing a future workforce, identifying responsibilities at a system and local level which include: health and wellbeing; workforce supply; inclusion; leadership; leading workforce transformation; social and economic development; system design; education and talent management.

Working together will provide greater collaborative benefits for our people. The ICS introduced its own People Plan in April 2022 and King's will contribute to and help deliver this.

Along with the ICS, King's is central to the development of the SEL Acute Provider Collaborative (APC), which supports the delivery of better patient care across our region.

King's continues to be an active member of King's Health Partners (KHP) and we will continue to work together to deliver on the KHP objective of '**Delivering better health for all through high impact innovations**'. We continue to use resources from King's Health Partners (KHP) that support the physical and mental wellbeing of our teams at King's.

## Our Brilliant People



# Our Strategy – Brilliant People

## Our new King's Strategy – 'Strong Roots, Global Reach' – places our Brilliant People at the centre of everything we do.

We aim to attract, retain and develop passionate and talented people, creating an environment where they can thrive. Our people are central to how we deliver the highest quality care to our communities.

We want all of our people across Team King's to feel looked after – both in their personal wellbeing and their professional ambitions, to be proud of the work that they do for our patients and each other, and to embody our values. The combination of those things will result in Team King's feeling a sense of pride in, and ownership of, the Trust, and ultimately providing the best possible care for our patients.

All King's people will be developed and supported through formal and informal education and learning opportunities to ensure they are equipped to deliver on our objectives. By introducing robust talent management and succession planning, our aim is that all King's people will have an opportunity to fulfil their career objectives with us.

We will learn from our mistakes by ensuring an open and just culture for all. Our ambition is to make King's the best place to work, and in doing so, create a culture where our people not only want to build a career for themselves, but also recommend King's to others, ensuring we recruit and retain the best talent in the NHS.

We have listened to our people in developing this plan and we have used these conversations to focus on their ambitions for King's as well as their own personal and professional development.

The delivery of the plan will be enabled by the cross-cutting themes, the 'golden threads', of our BOLD vision. We will be **person-centred, digitally-enabled, sustainable** and we will fully demonstrate **Team King's**. These provide huge opportunities for us to develop into the very best organisation we can be for our patients, service users and King's people.

In developing our People and Culture Plan we have prioritised five themes that have been developed by our people, to achieve our ambitions:

<b>Belonging to King's</b>	<b>We will be an inclusive organisation, where everyone feels welcome. We will embrace diversity, value difference, and ensure equality of opportunity for everyone.</b>
<b>Being our best</b>	<b>We will strive to be our best, demonstrating our values in everything we do.</b>
<b>Looking after our people</b>	<b>We will be kind and caring, we will prioritise and invest in the holistic health and wellbeing of our people.</b>
<b>Inspiring leadership</b>	<b>We will be a clinically-led organisation with visible, high quality leadership.</b>
<b>Ensuring our people thrive</b>	<b>We will support the personal growth, education and development of our workforce to meet our future patient needs.</b>



For each of our objectives, we have set out the strategic ambitions and priority actions that are required for the successful delivery of these. These actions will be further developed to provide more detailed measurable outcomes, with agreed timescales which will be delivered across the next four years.

Given the changing environment we work in, we will also formally review our Brilliant People objectives at Year 3, with a view to further develop these for future years. Progress on deliverables will be managed through the Trust's People and Culture Committee, with regular updates to the Trust Board. We will of course keep our King's people updated through regular briefings, and they will be involved in the delivery of the objectives they have helped create.



## Our Values

The Trust's new values were also co-designed with our teams and launched in July 2021. Our values will underpin and be embedded in everything we do, and drive the evolution of our King's culture and the delivery of our priority people actions:



### KIND

WE SHOW COMPASSION + UNDERSTANDING  
+ BRING A POSITIVE ATTITUDE TO OUR WORK



### RESPECTFUL

WE PROMOTE EQUALITY, ARE INCLUSIVE  
+ HONEST, SPEAKING UP WHEN NEEDED



### TEAM

WE SUPPORT EACH OTHER, COMMUNICATE  
OPENLY + PUT OUR PATIENTS AT THE CENTRE







# Belonging to King's

**We will be an inclusive organisation where everyone feels welcome. We will embrace diversity, value difference and ensure equality of opportunity for everyone**

Our strategic ambition	How are we doing?	Priority actions	Evidence of success
<p>King's is committed to being inclusive, embracing diversity and ensuring equality of opportunity</p> <p>King's will ensure that equality, diversity and inclusion (EDI) will be everyone's responsibility and that there is a commitment to this being core to our ways of working</p> <p>King's will be an exemplar in our wider health and care system, with clear expectations for staff, patients and communities in regard to EDI</p> <p>King's Staff Networks will provide leadership, advocate for staff, input into Trust strategy, meet regularly with members of the Trust Board, Council of Governors and Executive Teams, showcasing best practice</p> <p>King's will be a lead organisation for the London Workforce Race Strategy</p> <p>King's will have a culture where staff confidently 'speak up and speak out'</p>	<p>Launch the Roadmap to Inclusion 2022-2024</p> <p>Investment in a new EDI team including the appointment of a Director of EDI who reports directly to the Chief Executive</p> <p>Positive progress made in the 2021 Workforce Race Equality Standard (WRES) for recruitment, training and Board representation</p> <p>Progress in regard to the Workforce Disability Equality Standard (WDES) needed to ensure the experience of staff with a disability is positive and inclusive</p> <p>Equality and Diversity theme in the National Staff Survey results (2020) is still below average</p> <p>In 2021, we ran a series of workshops on religious identity in the workplace</p> <p>Introduced Project Search which supports placements for young people with autism and learning disabilities</p>	<p>Promote EDI fully across King's and embed in all aspects of our core business – new King's Welcome to reflect our EDI commitments; create a calendar of events and communications to celebrate diversity</p> <p>Develop and publish a statement of intent setting out our commitments as an inclusive organisation</p> <p>Seek opportunities for better understanding and support for EDI; undertake further workshops on religious identity in the workplace; further implement Project Search; scope opportunity to run a reverse mentoring programme; work with our communities to develop a 'home grown' workforce; developing our widening participation agenda</p> <p>Agree Staff Network objectives for 2022/23, with a programme of engagement activities, ensuring these are aligned with Trust strategy</p> <p>Review and re-design people policies, procedures and processes (e.g. recruitment, disciplinary) so these support an environment which is inclusive, fair and equal and ensure consistent application of these across King's</p> <p>Completion of the strategic recruitment programme, including training for managers, values based recruitment and new Trust Welcome programme to ensure people feel connected to King's</p> <p>Develop an engagement plan which utilises the data we receive from the national annual and quarterly staff surveys to inform and make change</p>	<p>Workforce Race Equality Standard</p> <p>Workforce Disability Equality Standard</p> <p>Gender Pay Gap</p> <p>National Staff Survey</p> <p>Local pulse survey</p> <p>Retention of the Disability Confident Employer Standard</p>



# Being our best

We will strive to be our best, demonstrating our values in everything we do

Our strategic ambition	How are we doing?	Priority actions	Evidence of success
<p>King's values will be embedded and role modelled in everything we do</p> <p>We are committed to working as Team King's where everyone is respected and accepted</p> <p>King's will be an organisation where all of our people are empowered and engaged and take personal responsibility to transform the services they deliver to support better patient care</p> <p>King's will be an exemplar organisation for being focused on innovative and creative solutions for providing the best care possible</p> <p>King's will have a kind and compassionate culture where openness, transparency, inclusivity and safety are the norm</p> <p>King's will strive to 'get it right' every time for our people so they can be confident their issues and concerns will be managed in a timely and effective manner</p> <p>King's will learn from our experiences creating an open and just culture ensuring all of our people are heard and concerns are raised in a supportive environment</p>	<p>Introduction of new Trust values: Kind, Respectful, Team</p> <p>Our new values provide a platform to clearly articulate the behaviours and ways of working that will develop the King's culture</p> <p>Undertaking a programme of events to communicate and embed values across King's</p> <p>Development of a set of behaviours that support the values across the Trust</p> <p>King's Stars recognition programme continues to grow - recognising teams and individuals going above and beyond</p> <p>Investment in our Freedom to Speak Up agenda with a new guardian in place</p> <p>Our National Staff Survey results have stabilised but remain low</p> <p>Introduction of the Early Resolution/Just Culture model has seen positive outcomes with the roll out of Respectful Resolution also being planned</p>	<p>Align our new values to the Trust vision and strategy ensuring Brilliant People is a key deliverable</p> <p>Embed the values – ensuring they are central to our core workforce processes (eg recruitment, induction, career development and appraisal processes)</p> <p>Develop the behaviours which will underpin the values and highlight the behaviours that are essential to making King's the best place to work</p> <p>Ensure our appraisals are linked to the values and Trust strategy so our people know what is expected of them through their objectives and link these to our BOLD vision</p> <p>All policies and procedures will be reviewed and updated to ensure these are values-based</p> <p>Evaluation of the recognition and progress of embedding the new values across the Trust making sure these are role modelled by all King's people</p> <p>Develop plans to introduce an effective and impactful Just Culture model where concerns are dealt with openly and lessons learnt are managed in a proactive and supportive way</p> <p>Review and enhance our Partnership Working Agreement with Trades Union partners</p> <p>Continue to promote the King's recognition scheme using this as an opportunity to recognise and promote great practice across the Trust</p> <p>Scope the benefits of using digital technologies more in our systems and processes to ensure more effective outcomes for our people and patients and develop more technology enhanced learning</p> <p>Review opportunities for upskilling to create more opportunities for career progression</p> <p>Support the NHSE/ 'Futures Work' to ensure we are fully aligned with the national programme</p>	<p>National Staff Survey results on morale and staff engagement</p> <p>Decrease in turnover</p> <p>Reduction in complaints and bullying and harassment incidents</p> <p>Reduced number of leavers with less than 12 months service</p> <p>Increased numbers of staff recommending King's as a place to work and receive treatment</p>

# Looking after our people

We will be kind and caring, we will prioritise and invest in the holistic health and wellbeing of our people

Our strategic ambition	How are we doing?	Priority actions	Evidence of success
<p>King's will have an environment that promotes healthy living, both physical and mental, with King's people taking a proactive approach to their own health and wellbeing</p> <p>King's will be a safe and healthy environment in which to work where violence and aggression and bullying and harassment are identified and unacceptable behaviour is challenged</p> <p>King's people will have an annual health and wellbeing conversation and high quality return to work interviews following periods of absence</p> <p>King's will focus on the short term needs of our people in response to COVID-19, but recognise the need to invest in health and wellbeing for positive outcomes in the longer term</p>	<p>Created a new health and wellbeing framework</p> <p>Undertaken a significant programme of work, initially developed to respond to the needs of our people during our COVID-19 response</p> <p>Our programme was the winner of the Health Service Journal Workforce Initiative of the Year award and finalist for HPMA Health &amp; Wellbeing award</p> <p>Approved business case to invest in a new team, including dedicated staff psychologists, to lead our Health and Wellbeing agenda and create permanent Wellbeing Hubs</p> <p>Improvement in the National Staff Survey Staff Wellbeing theme (2020)</p> <p>Launched a Staff Recovery programme including all staff having a Reflect and Reconnect Conversation about their own health and wellbeing</p> <p>Identified a new Board-level Wellbeing Guardian</p> <p>Safe, Effective, Quality Occupational Health Service (SEQOSH) reaccreditation for the Occupational Health Department</p>	<p>Launch of the permanent Wellbeing Hubs at Denmark Hill, PRUH and South Sites</p> <p>Launch of the Wellbeing Guardian role and define and embed the role of the King's Ambassadors</p> <p>Recruitment to the Wellbeing Team to ensure this is fully functioning and provides the appropriate level of support to all King's people</p> <p>Ensure all King's people are aware of and utilising our wellbeing offer and continue to promote this across the Trust including:</p> <ul style="list-style-type: none"> <li>• new support service for staff with Long COVID</li> <li>• new programme of Schwartz Rounds</li> <li>• annual health and wellbeing conversations</li> <li>• delivery of COVID-19 boosters and flu vaccinations</li> <li>• staff psychology service</li> <li>• further promote the Employee Assistance Programme</li> <li>• continue risk assessments for vulnerable staff</li> <li>• further develop our branding and use data to inform our plans, interventions and communication in line with this</li> </ul> <p>Develop an in-reach Staff Wellbeing offer, recognising not everyone has access to the hubs</p> <p>Develop and implement a more preventative approach to managing cases of violence and aggression against our people</p> <p>Ensure basic health and wellbeing needs are met - staff are taking breaks and down-time as required</p> <p>Our commitments to health and wellbeing and flexible working to be incorporated into the new King's Welcome programme</p>	<p>Staff will recognise a continued and improved focus on Staff Wellbeing, measured by the National Staff Survey theme of health and wellbeing and local pulse surveys</p> <p>Reduction in levels of staff working when they feel unwell and staff reporting work-related stress</p> <p>Reduction in levels of short and long term sickness and ill health retirement</p> <p>Increase in numbers accessing Staff Psychology, Employee Assistance Programme and Occupational Health</p>

# Inspiring leadership

## We will be a clinically led organisation with visible and high quality leadership

Our strategic ambition	How are we doing?	Priority actions	Evidence of success
<p>King's will be known for being a clinically-led, values driven organisation</p> <p>King's leaders will be bold, compassionate, inclusive, consistently role model our values and will be treated with understanding and respect</p> <p>King's will embed a leadership framework and pathways to enable inclusive talent management and succession planning</p> <p>King's will create and implement leadership programmes that respond to rapidly emerging drivers for change including system wide working and major change programmes</p> <p>King's leaders will have autonomy to make decisions that affect their teams and in turn empower their people to deliver the services they would wish for our patients</p> <p>King's will have standardised roles and responsibilities for senior leaders to ensure equity and inclusiveness</p> <p>King's will build a strong culture of reflection, coaching and mentoring in our leaders and managers</p> <p>King's leaders will be active both locally and across the different systems where we are partners ensuring the best possible patient experience at all times</p>	<p>Continuing to develop compassionate, inclusive and effective leaders and managers at all levels in line with national People Plan expectations</p> <p>Using existing NHS Leadership Academy programmes (eg Mary Seacole)</p> <p>Establishing Leadership Support Circles that support leaders to manage compassionately through COVID-19</p> <p>Development of a Care Group Leadership Programme</p> <p>Developing bespoke leadership programmes for teams across King's</p> <p>Providing leadership coaching through Skills for Health</p>	<p>Review the Care Group Leadership programme to ensure this supports our ambition to be a clinically led, values-driven organisation</p> <p>Roll out and embed inclusive leadership behaviours in all leadership and management development</p> <p>Develop a framework and programme of leadership development across all levels, including a managers induction programme, and the development of a leadership community through a regular leadership forum</p> <p>Improve the ways we engage with our leaders to support them in leading change with their multi-disciplinary teams</p> <p>Scope and pilot a talent and succession pipeline programme for King's with an initial focus on senior leaders that will also allow us to develop leaders of the future and puts a real emphasis on supporting the development of all King's people</p> <p>Confirm the King's Compassionate Leadership Model and behaviours</p> <p>Scope digital leadership capability and confidence</p> <p>Increase online resources to support leadership development transformation into digital provision</p> <p>Use the Model Employer guidance and WRES Six Actions to further develop diversity in King's leadership, both clinical and non-clinical</p> <p>Create a leadership development pathway using local and national resources including the apprenticeship levy, and use demographic data to identify who accesses training to ensure this is inclusive</p>	<p>Improvement in the National Staff Survey 'Immediate Managers' theme</p> <p>Improvement in retention numbers</p> <p>Feedback from the Trust's Exit Survey</p> <p>All new managers are taking part in the new Managers Induction programme</p> <p>Gathering insight on, and testing, our leadership capability through various processes (e.g. 360 appraisals, pulse surveys)</p> <p>Feedback from the GMC Survey and BMA Survey</p> <p>Benchmarking against the Model Health data</p>



# Ensuring our people thrive

## All our people working together differently to deliver great patient services

Our strategic ambition	How are we doing?	Priority actions	Evidence of success
<p>King's will be digitally-enabled to offer an agile approach to work which offers a combination of remote and site based working</p> <p>King's will support career development and personal and professional development through lifelong learning opportunities</p> <p>King's will develop opportunities for new and extended roles, including advanced practice, and innovative ways of working</p> <p>King's will better understand the reason people leave and develop plans to address this to ensure we retain our top talent</p> <p>King's will better use analysis and insights to inform attraction and retention strategies</p> <p>King's will provide clear commitment to professional development for all staff groups</p> <p>King's will work to develop better workforce planning and supply both locally and across the ICS</p>	<p>We are an organisation with nearly 14,000 people working across our Trust</p> <p>More than 60% of our people live within 5 miles of our sites</p> <p>We have over 3,000 new starters join King's each year</p> <p>In 2021, our vacancy rate was 9.8% and our turnover rate was 11.3% – these are both better than our target levels</p> <p>We launched an award winning recruitment campaign focused on a staff 'thank you'</p> <p>A successful international recruitment plan is in place supplemented by on-going local recruitment</p> <p>We have started to establish better links with our local population to recruit from the communities we serve</p>	<p>Develop a suite of workforce insights to support attraction and retention and provide better workforce planning both locally and with ICS partners ensuring we have a sustainable workforce model</p> <p>Continue to grow our local, national and international recruitment plans whilst also developing our role as an anchor institution</p> <p>Clear progress on the roll out of medical electronic rostering and reduction in our reliance on temporary staffing solutions</p> <p>Scope opportunity for new roles to create a sustainable workforce model, with an early focus on Nurse Associates and Physicians Associates</p> <p>Support implementation of RMN/RGN nurse training and relaunch of return to practice campaign</p> <p>Clear plan to further develop links with our communities to ensure we are recruiting and retaining local talent at King's (e.g. through apprenticeships, work experience, volunteering)</p> <p>Ensure our policy supports the right to request flexible working from the first day of service and we role model flexible working throughout the Trust</p> <p>Launch a Working Carers passport to support staff with caring responsibilities</p> <p>Facilitate the opportunity to retire and return as/where required</p> <p>Act upon our commitment to achieving accreditation as a Living Wage employer</p> <p>Put in place a governance framework for the development of locally determined pay and reward through the creation of a new pay committee</p>	<p>Increase in retention – particularly those with less than 12 months service</p> <p>Evidence of working with SEL partners to create a process for strategic workforce planning</p> <p>Utilise funding from NHSE/I and roll out electronic rostering to all staff groups</p> <p>Meeting the statutory and mandatory training targets</p> <p>Development of our anchor institution priorities</p> <p>Increase in apprenticeship numbers</p> <p>Reduction in the use of temporary staffing solutions</p>

## **People and Culture Plan**

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