

Delivering excellence through our People

People and Organisational Development Strategy

2026-2031



Contents

Introduction	3
Who we are	5
Our vision, values and aims	6
Our shared vision	7
Delivering Excellence	9
Workforce profile	10
Strategic context	12
Challenges, key enablers and our case for change	13
• Improving Productivity in the Workforce	15
• Our case for change	16
Our strategic priorities	17
Pillar 1: Caring for and investing in our people	19
Pillar 2: Building an inclusive and connected culture	20
Pillar 3: Building a sustainable and future-ready organisation	21
Pillar 4: Innovating how we work and deliver services	22
Equality, Diversity and Inclusion	24
How we will deliver our strategy	26
• Objectives and measures of success	28
• Appendix 1 – Our implementation plan	32
• Appendix 2 – Our challenges	37

Introduction

from Chief Executive, Penny Emerit

I am delighted to introduce our joint Five-Year People and Organisational Development (OD) strategy for Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU). This strategy reflects our unwavering commitment to our people at the heart of our services and outlines a clear, ambitious vision to support, develop, and empower every member of our workforce.

Our strategy is shaped by the shared purpose of IWT and PHU and is intrinsically linked to our clinical and organisational strategies. We know that delivering high-quality, sustainable care depends on creating a culture where our staff feel valued, engaged, and equipped to succeed. Our ambitions align closely with the NHS Long Term Workforce Plan and the national People Promise, as well as the wider Hampshire and Isle of Wight priorities. Together, we are building a workforce that is not only fit for today but ready for the future.



Penny Emerit

The strategy sets out how we will attract and retain talented people, invest in compassionate and inclusive leadership, promote wellbeing and flexible working, and support innovation through workforce transformation and digital capability. Importantly, it commits us to addressing inequalities, fostering belonging, and nurturing the next generation of health and care professionals across our local communities.

In a time of considerable challenge and change, we remain ambitious. Our People and OD strategy is not just a response to national directives it is a bold, locally driven vision for what our workforce can achieve together. With shared goals, strong partnerships, and a focus on continuous improvement, we are confident that we can make IWT and PHU the best places to work and receive care.

We are proud of what we do and even more excited about where we are going.

We operate as a single group under a unified executive leadership



Who we are

IWT and PHU operate as a single group under a unified executive leadership, guided by a shared commitment to delivering outstanding care for our communities. Our joint ambition is to provide high-quality, integrated, and sustainable services that meet the needs of our populations both now and in the future.

At the heart of our group is a workforce of over 12,000 skilled and compassionate professionals. Their dedication underpins everything we do from frontline care to strategic planning and enables us to deliver acute hospital and ambulance services to around 850,000 people across Southeast Hampshire, Portsmouth, and the Isle of Wight.

IWT is unique among acute providers in also delivering the island's ambulance service, working in partnership with South Central Ambulance Service (SCAS). This integrated model supports over 32,500 emergency responses and 82,700 non-emergency transport journeys annually, ensuring patients receive timely and co-ordinated care across all settings. The Trust also adapts to significant seasonal pressures, with the island's population more than doubling during peak tourist periods, requiring flexible staffing and close collaboration with local partners to maintain safe and responsive services.

PHU serves a population of approximately 675,000 and plays a key role in supporting Portsmouth's vibrant student community, including over 30,000 students at the University of Portsmouth. The Trust's strategic partnership with the University continues to grow, strengthening our position as a teaching hospital and supporting workforce development through joint initiatives in education and research.

Together, IWT and PHU alongside our partners in the ambulance and academic sectors are building a collaborative and resilient healthcare system. By aligning our priorities and investing in our people, we are committed to delivering safe, effective, and financially sustainable care that improves outcomes and experiences for all those we serve.

Our vision, values and aims

IWT and PHU have delivered a single corporate strategy with the vision of:

Working together To deliver excellence in care for our patients and communities



Our shared vision

Our vision sets the ambition for our organisation:

“Working together to deliver excellence in care for our patients and communities”



Working together

We are ambitious for what we can deliver for our communities and people, and we know that we will not be able to deliver on those ambitions on our own. We work together within teams across IWT and PHU, and with our partners in the wider health and care system. Crucially, we will actively work together with our communities to genuinely respond to their needs, fully involving them to shape services to be the best they can be. We will work together to deliver our vision.



To deliver excellence in care

We will always pursue excellence. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable. We are committed to being and working at our best. We look to learn from others and seek out best practice, from our communities, people and partners. We will celebrate excellence and share ways of working and insights more widely, and we support each other to achieve our potential. Despite the challenges we inevitably face, we are committed to delivering our vision.



For our patients and communities

We will fulfil our role across the communities we serve alongside our partners, patients, families, carers and our people. Providing for, and with, our patients and communities is our core purpose. We recognise the diversity of our people and our communities, across the region. Through listening and learning we will strive to meet their needs.



Our values

Across IWT and PHU, our values define how we work together and how we deliver care to our patients, communities, and each other. These values guide our behaviours, shape our culture, and underpin everything we do, from the way we lead and support our teams to how we provide compassionate, safe, and effective care. Every one of us, whatever our role or location, is committed to upholding these values in our daily actions. Living our values means taking responsibility, acting promptly and respectfully when we see behaviours that do not align with them, and supporting one another to create an inclusive, kind, and accountable working environment.



Our Strategic aims

Our strategic aims are the key priorities for our strategy enabling us to deliver our vision. Our vision and values are long-term, and our strategic aims are tailored to the next five years. They clearly define our focus and give clarity to our communities, our people and partners about what matters most.



Our True Norths

These are derived from our shared vision and aligned to each of our strategic aims. By pursuing our True Norths we make sure we are delivering improvement. Through our improvement approach, Delivering Excellence, we ask our people to hold on to our vision and commitments and make sure everything they do aligns to that.



**Delivering
Excellence
is how we
go about
implementing
our vision**

Delivering Excellence

Delivering Excellence is how we go about implementing our vision. It translates our vision and ambitions into a clear set of actions making it easy for our people and teams to see the part they play and the contribution they make.

Our methodology for defining this strategy has been shaped by engagement, data, and alignment with system priorities. Through this approach, we have built a People and OD strategy that sets a clear five-year direction, focused on attracting, supporting, developing, and retaining a skilled, compassionate, and inclusive workforce across IWT and PHU. It is designed to respond to the evolving needs of patients, staff, and communities, ensuring our workforce is equipped and empowered to deliver high-quality, person-centred care now and into the future.

We are committed to continuous improvement by establishing measures and metrics that keep our workforce at the centre of all we do. Through this integrated approach we will continuously improve our workforce's capability, wellbeing, and engagement to deliver outstanding, future-focused care underpinned by the national and system priorities.

Our focus includes:

- **Making the IWT and PHU the best places to work**, ensuring every employee thrives.
- **Recruitment and retention** approaches that support building a sustainable and skilled workforce.
- **Future workforce planning and transformation** to ensure agility and resilience amid changing care models.
- **Achieve a truly inclusive culture** reflected by balanced representation across all levels of the workforce.
- **Leadership grounded in our values** fostering a positive, compassionate, and improvement-focused culture that supports learning and fairness.
- **Health, safety and wellbeing** through proactive initiatives promoting flexible working and safe environments.
- **Personalised learning, education, and development** opportunities to enable continuous growth.
- **Corporate social responsibility (CSR)** to strengthen community connections.

Workforce profile

Across IWT, PHU and the Single Corporate Service (SCS), our workforce spans a broad range of clinical, operational and corporate roles, with Nursing and Midwifery, Additional Clinical Services and Medical and Dental forming the largest staff groups. While the majority of colleagues identify as White British, there is growing representation from Asian, Black and other ethnic minority groups particularly within medical and nursing roles, strengthening the diversity of our workforce.

We have made significant progress in recent years, expanding flexible working, strengthening wellbeing support through enhanced Occupational Health and a 24/7 Employee Assistance Programme, and improving inclusion and workplace culture. These actions have contributed to improved retention, reduced turnover and greater overall workforce stability, even in a challenging labour market.

This evolving workforce profile, combined with the progress achieved to date, provides a strong foundation for delivering our People and OD Strategy. It enables us to continue building a compassionate, capable and inclusive workforce that can meet the future needs of our patients, communities and partners.

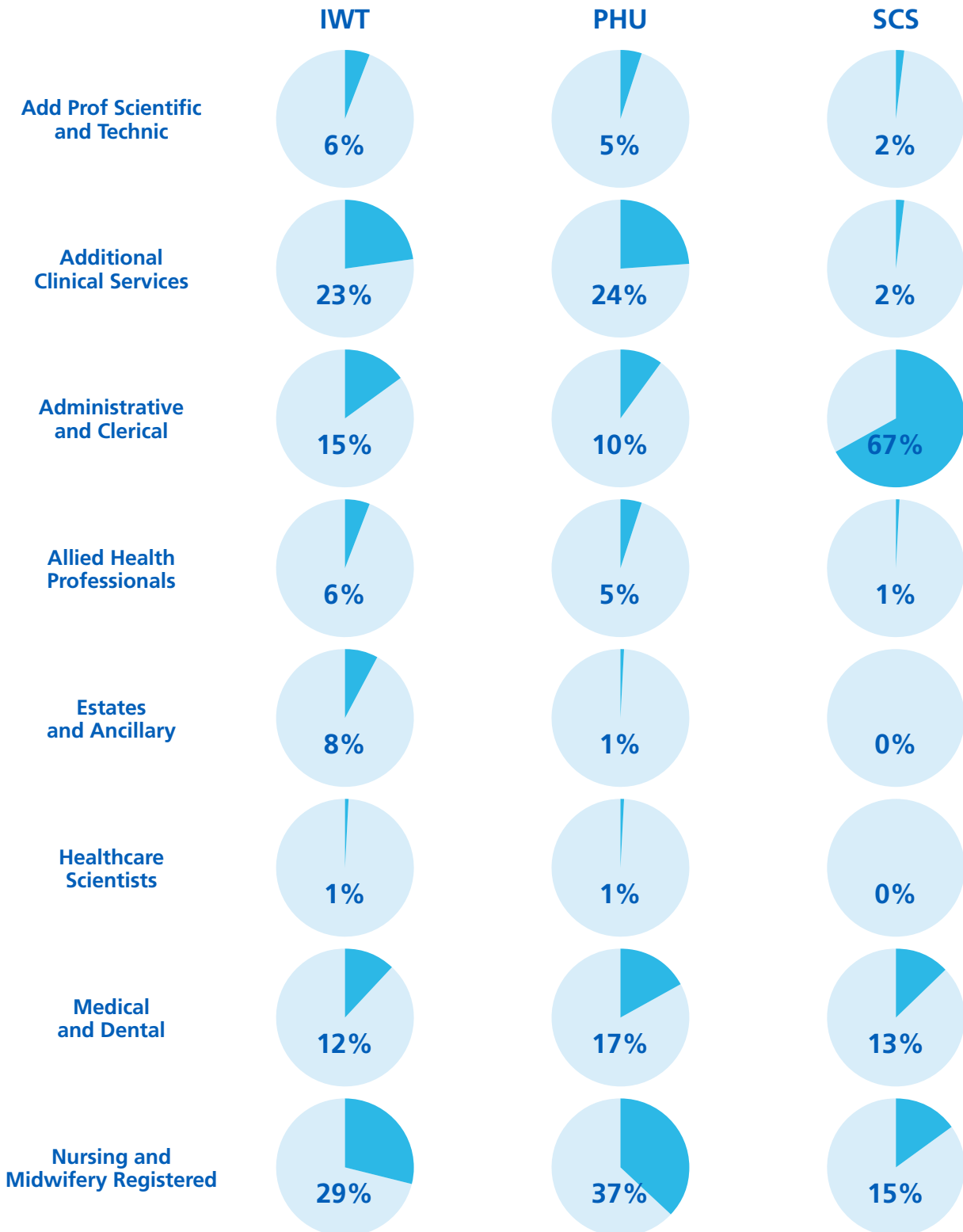


October 2025

Isle of Wight NHS Trust: Total number of substantive staff: 2,417.7

Portsmouth Hospital University NHS Trust: Total number of substantive staff: 7,369.1

Single Corporate Service: Total number of substantive staff: 1,110.2



Data Source: Electronic Staff Records (ESR) Time Period: As of October 2025

Strategic context

This People and OD strategy sets our direction for the next five years, establishing a clear and unified approach to how we will attract, support, develop, and retain a skilled, compassionate, and inclusive workforce across IWT and PHU. It is aligned with the strategic priorities of our organisations, including our Clinical Strategy, and reflects the shared vision of the Hampshire and Isle of Wight System. The strategy also honours the commitments of the **NHS People Promise**, ensuring that IWT and PHU are great places to work where colleagues feel supported, included, and empowered to deliver excellent patient care. By looking ahead to the changing needs of our patients, people, and communities, this strategy sets a bold direction for a skilled, compassionate, and sustainable workforce.

NHS priorities

The IWT and PHU People and OD Strategy is fully aligned with the Fit for the Future: 10-Year Health Plan for England and the NHS Long Term Workforce Plan. These national strategies focus on three key priorities: **Train, Retain, and Reform**, with workforce transformation at the heart of modernising healthcare delivery. In response, our People and OD Strategy is structured around several key focus areas that will feed into our overarching People and OD priorities, enabling us to address both current workforce challenges and future needs:

Retention and wellbeing

Enhance staff experience and career development through flexible working and clear employment standards on wellbeing, occupational health, and safe working environments, with transparent reporting from 2026.

Flexibility and deployment

Improve workforce agility and resilience through smarter rostering, optimised staff bank use, and reduced reliance on agency staffing to build a sustainable, financially stable model.

Productivity and efficiency

Drive productivity and efficiency by streamlining workforce deployment, aligning capacity with demand, and achieving national targets for improvement.

Leadership and culture

Foster compassionate, inclusive leadership that drives engagement, accountability, and a continuous culture of improvement across all levels of the workforce.

Digital and innovation skills

Advance digital and AI-enabled care by upskilling staff, developing advanced practice roles, and utilising productivity tools that enhance efficiency, streamline workflows, and support evolving service models.

Education, training, and inclusion

Enhance training and apprenticeship pathways to ensure equitable access, widen participation, and strengthen the future talent pipeline.

Challenges, key enablers and our case for change

Our People and Organisational Development strategy will support us make progress towards delivery of our strategic aims.

Both IWT and PHU are operating within a challenging workforce environment, shaped by national shortages, local constraints, and the unique geographical context of the Isle of Wight. To ensure we can continue to deliver safe, sustainable, and high-quality care, there is a clear need for change in how we plan, develop, and support our people.

The following challenges underpin this strategy:

Workforce availability and sustainability

Persistent shortages in key clinical and non-clinical roles threaten our ability to provide reliable and consistent services. Recruitment to the IWT remains particularly difficult, exacerbated by geographical barriers, while both IWT and PHU experience escalating costs from reliance on agency and temporary staffing.

Ageing workforce and succession planning

A significant proportion of our workforce is approaching retirement age, creating vulnerabilities in service delivery. This exposes both organisations to 'single points of failure', where even small fluctuations in sickness absence or turnover can destabilise teams and compromise resilience.

Talent pipeline and local recruitment

The limited availability of students and trainees risks our ability to build a sustainable workforce for the future. Strengthening local recruitment, training pathways, and apprenticeship opportunities is critical to reducing dependence on temporary staffing and enabling staff to build long-term careers within IWT and PHU.

Culture, inclusion, and staff experience

Staff feedback highlights the importance of improving our workplace culture and tackling persistent challenges such as inequities in career progression, limited flexibility, discrimination, bullying, and harassment. Embedding a culture of psychological safety, fairness, and continuous learning is vital to supporting staff to thrive.

Leadership capacity and workforce planning

Both IWT and PHU require enhanced capacity and capability in leadership, particularly in strategic workforce planning, modelling, and transformation. The ability to anticipate future needs and develop innovative workforce solutions is essential to sustaining services and supporting growth.

Improving productivity in the workforce

Financial constraints present a significant challenge for acute hospitals and ambulance services in delivering essential elective services while remaining within budget. At the same time, rising healthcare delivery costs, increasing demand, and workforce reductions are placing additional strain on the system. These pressures make it increasingly difficult to maintain high-quality, cost-effective care that delivers value for money to the public we serve.

Workforce productivity is a critical enabler of sustainable, high-quality care. It is defined not simply by the volume of activity delivered, but by how effectively our workforce capacity is aligned to patient need, ensuring the right people, with the right skills, are in the right place at the right time. This requires a systematic approach that brings together workforce planning, roster optimisation, job design, and service delivery models to maximise value and reduce unwarranted variation.

Through strengthened e-rostering capability, improved demand and capacity modelling, and alignment with Medium Term Plan priorities, we will enhance our ability to deploy workforce resource efficiently and safely. This includes reducing reliance on temporary staffing, improving skill mix, and enabling more flexible and productive ways of working. We will ensure that workforce investment translates into improved patient care, better staff experience, and long-term organisational sustainability.



Our case for change

Alongside these challenges, there are significant opportunities for progress and innovation, informed by the Clinical Strategy and the evolving Digital strategies.

Organisational development

A coordinated organisational development programme will support talent management, cultural competence, effective team working, and compassionate leadership across IWT and PHU.

Career development and progression

Expanding opportunities for career pathways, both within our organisations and across the HIOWS, will enable staff to access new and hybrid roles, develop extended responsibilities, and build rewarding careers.

Anchor institution responsibilities

As major employers, IWT and PHU have a responsibility to contribute to the economic and social wellbeing of our communities. By investing in apprenticeships, local recruitment, and collaborative training initiatives, we can grow our workforce and strengthen our role within the wider community.

Digital transformation, research, and innovation

Both IWT and PHU are well-placed to capitalise on opportunities in digital transformation, research, and education. Strengthening our infrastructure and research capabilities will enable us to attract talent, retain expertise, and contribute to system-wide innovation.

Commitment to values and behaviours

Our organisations must fully embrace a culture built on trust, compassion, and continuous improvement. This includes an unequivocal commitment to being anti-racist, eliminating discrimination, and fostering leadership behaviours that create a strong sense of belonging for all colleagues.

Strategic partnership with the University of Portsmouth

Strengthening the partnership with the University of Portsmouth will expand opportunities for joint education, research, clinical placements, and workforce development. By co-designing training programmes, supporting academic pathways, and collaborating on innovation and evaluation, we can build a sustainable future workforce, and accelerate the translation of research into improved patient care.



**Implementing our
five-year strategy to
achieve our True North:
The best place to work**

Our strategic priorities

Implementing our five-year strategy to achieve our True North: The best place to work

IWT and PHU face significant challenges in securing and sustaining the workforce required to meet current and future demand. National workforce shortages, recruitment difficulties linked to the Isle of Wight's geography, an ageing workforce, and fragile training pipelines threaten the long-term resilience of our services. Alongside these pressures, there is a clear need to strengthen leadership capability, embed an inclusive culture, and harness opportunities in research, education, and digital transformation.

To respond to these challenges, our People and OD strategy is structured around four core pillars, which together underpin our ambition of making IWT and PHU the best places to work:

Our core pillars

1

Caring for and investing in our people

Creating a sustainable, skilled, and resilient workforce

- by aligning with the NHS Long Term Workforce Plan, investing in recruitment pipelines, and building workforce flexibility that meets both patient needs and staff aspirations.

2

Building an inclusive and connected culture

Foster a culture of safety, value, and belonging

- ensuring colleagues experience kindness, inclusion, and psychological safety, supported by our zero-tolerance stance on discrimination, bullying, and harassment.

3

Building a sustainable and future-ready organisation

Develop and retain exceptional talent

- through personalised appraisals, structured career pathways, and access to outstanding learning, education, and leadership opportunities.

4

Innovating how we work and deliver services

Harness innovation and transformation

- by embracing digital solutions, new models of care, and integrated partnership working to deliver both excellent patient outcomes and fulfilling careers for staff.

By utilising these pillars, we will create an environment where people feel proud to work, empowered to thrive and grow, and inspired to contribute to the delivery of exceptional care for our patients and communities.



Our focus is to create a culture where every member of our workforce feels valued, supported, and empowered to thrive

Caring for and investing in our people

Foster a resilient, empowered workforce through a culture of safety, holistic wellbeing, and psychological safety, enabling every colleague to thrive and deliver with purpose.

- We will make IWT and PHU the best places to work by prioritising physical and psychological wellbeing, fostering environments where colleagues feel valued, supported, and safe.
- We will strengthen leadership capability and inclusive behaviours to build teams grounded in trust, fairness, and shared purpose.
- We will invest in personal and professional development, ensuring every colleague has access to the skills and opportunities needed to grow and contribute to outstanding care.

Aligned focus areas

- **Leadership and culture**
Develop compassionate, inclusive leaders who create psychologically safe, supportive environments and enable teams to thrive.
- **Education, training, and inclusion**
Provide accessible development opportunities, embed inclusion, and foster wellbeing, fairness, and psychological safety in all learning pathways.
- **Retention and wellbeing**
Promote holistic wellbeing and sustainable working practices, reduce reliance on temporary staffing, strengthen succession planning, and expand student and trainee pipelines.

Building an inclusive and connected culture

Embed a culture of compassion, inclusion, and respect, underpinned by zero tolerance for discrimination and harm.

Enhancing a sense of belonging

- We will make IWT and PHU the best places to work by embedding kindness, equity, and inclusivity across all teams and practices.
- We will deliver excellence by ensuring colleagues have confidence that both organisations actively prevent discrimination and harassment, creating a psychologically safe environment where everyone can thrive.
- We will strengthen cultural competence and leadership capability to support inclusive behaviours, equitable opportunities, and clear career pathways for all staff.

Aligned focus areas

- **Leadership and culture**
Develop compassionate, inclusive leaders who role-model fairness, accountability, and a just, learning-focused culture.
- **Education, training, and inclusion**
Embed inclusive practices, tackle inequities, build cultural competence, and ensure equitable access to learning and development opportunities.
- **Retention and wellbeing**
Create a supportive environment where staff feel safe, respected, and valued, supported by clear career pathways, apprenticeships, and local recruitment initiatives.

Building a sustainable and future-ready organisation

Maximise talent potential by attracting, developing, and enabling personalised growth for a future-ready workforce.

- We will make IWT and PHU the best place to work by ensuring we use the full range of our people's skills and experience to deliver excellent, patient-centred care.
- We will deliver excellence by attracting, developing, and retaining talented colleagues. Our people will feel confident and capable in their roles through personalised appraisals, meaningful supervision, access to outstanding learning and development, and recognition of their contribution.
- We will also invest in developing the next generation of IWT and PHU colleagues and leaders.

Aligned focus areas

- **Leadership and culture**
Develop compassionate, inclusive leaders who role-model fairness, accountability, and a learning-focused culture.
- **Education, training, and inclusion**
Embed inclusive practices, tackle inequities, build cultural competence, and ensure equitable access to learning and development opportunities.
- **Retention and wellbeing**
Create a supportive environment where staff feel safe, respected, and valued, supported by clear career pathways, apprenticeships, and local recruitment initiatives.

Innovating how we work and deliver services

Enable agile, innovative ways of working through empowered change leadership and flexible workforce models that enhance care and staff experience.

- We will make IWT and PHU the best place to work by developing improvement and change management capabilities, while making effective use of the full range of our people's skills and expertise.
- We will deliver excellence by supporting colleagues to work flexibly and in different ways. We will embrace transformation, innovation, and partnership working as key enablers for meeting rising demand, improving outcomes, and reducing unwarranted variation.

Aligned focus areas

- **Education, training, and inclusion**
Building the skills and capabilities of our workforce to adopt new ways of working and support career development in evolving roles.
- **Flexibility and deployment**
Enabling new, hybrid, and extended roles to support agile, responsive models of care.
- **Digital and innovation skills**
Using digital tools, research partnerships, and system collaboration to drive improvements in care and staff experience.



EDI is fundamental to achieving our vision of being the best places to work and receive care

Equality, Diversity and Inclusion

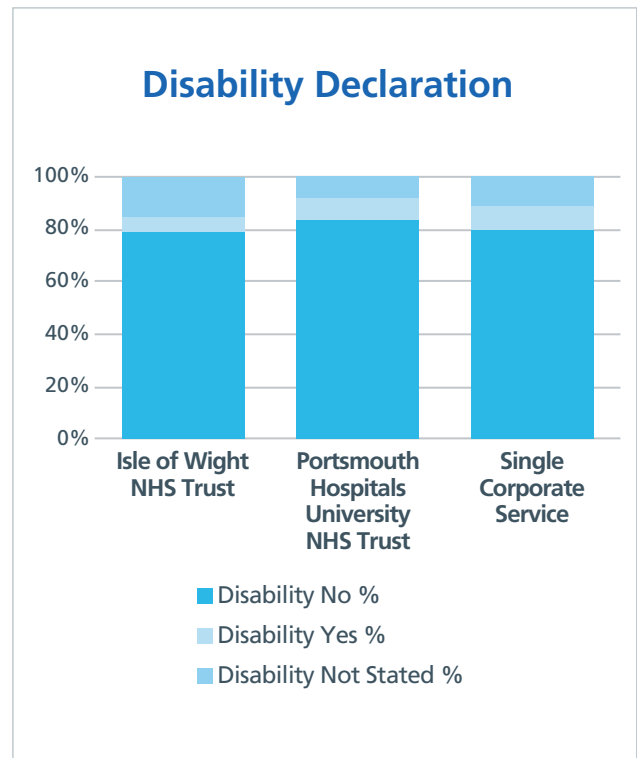
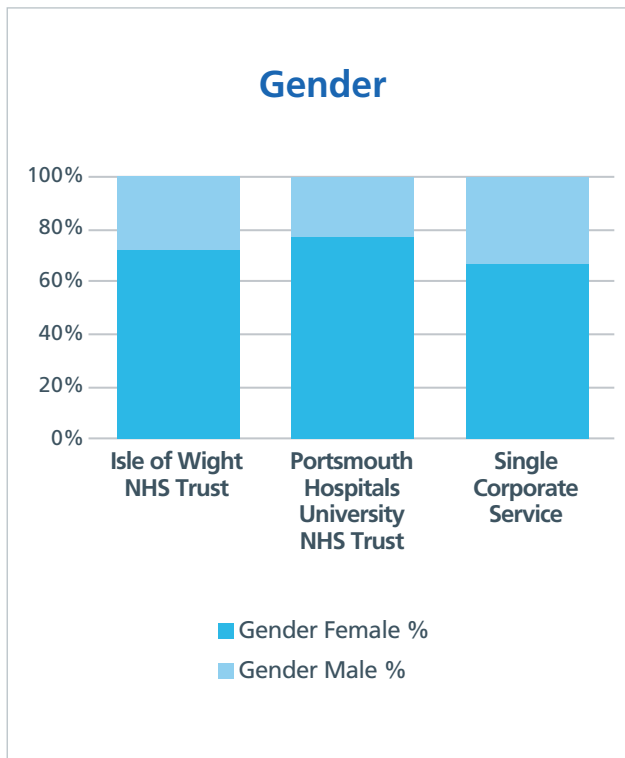
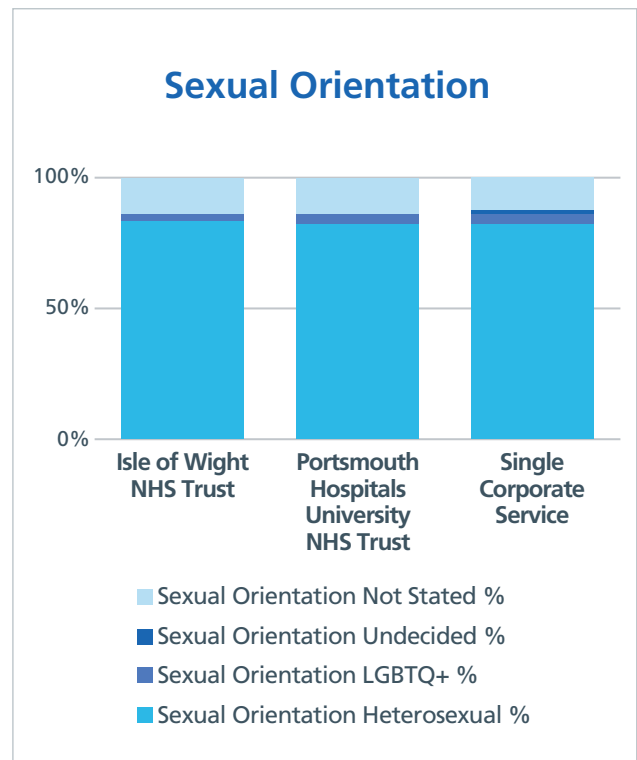
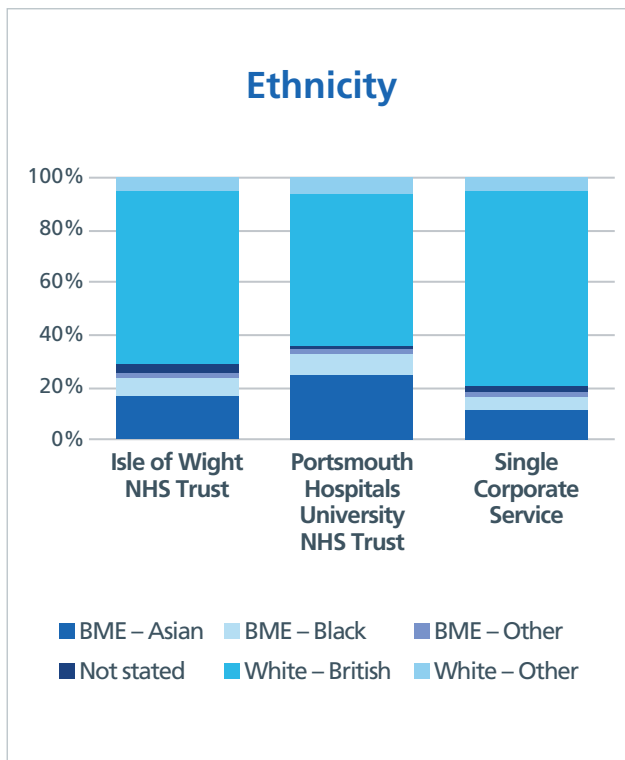
Equality, Diversity and Inclusion (EDI) is fundamental to achieving our vision of being the best places to work and receive care. To ensure inclusion is embedded throughout both IWT and PHU, our approach will align with the joint EDI Strategy and the national NHS Equality, Diversity and Inclusion Improvement Plan. This alignment ensures that our actions contribute to the six high-impact actions, which include strengthening leadership, accountability, improving diversity in senior roles, enhancing data transparency, reducing inequalities in experience and outcomes, and embedding inclusive recruitment and talent management practices across both Trusts.

Our focus will be on using robust data intelligence and insight to identify gaps, measure progress, and drive meaningful change. Through improved data quality and regular equality gap reporting, we will monitor representation, pay gaps, and staff experience to inform targeted interventions. This evidence-based approach will help us understand where inequalities exist and take proactive steps to address them, ensuring fairness and equity are not only principles but lived realities within our workforce.

We will also continue to invest in staff networks, allyship training, and leadership development to strengthen a culture of inclusion and belonging. Our efforts will prioritise empowering managers and leaders to champion inclusion, supported by tailored education and resources. By embedding EDI principles into every aspect of workforce planning, policy design, and service delivery, we will create a culture where diversity is celebrated, inclusion is intentional, and every colleague feels valued, respected, and able to thrive.

The graphs below provide a high-level summary of our workforce by protected characteristic:

October 2025



Data Source: Electronic Staff Records (ESR) Time Period: As of October 2025

How we will deliver our strategy

Making IWT and PHU the best places to work requires a collective effort from us all and we will only achieve our ambitions by working together and improving together.

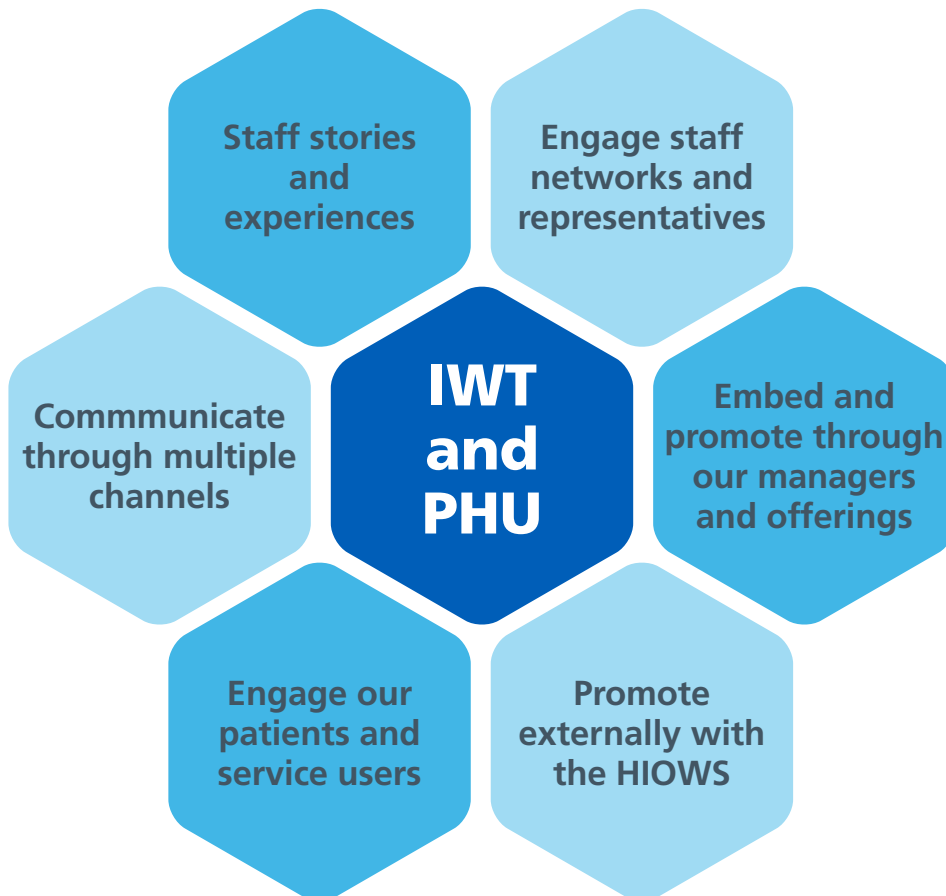
Staff engagement is a core driver of organisational performance and patient care. Consistent engagement demonstrates that positive staff experience is closely linked to improved retention, productivity, and outcomes. Our approach will use national and local insight to strengthen compassionate leadership, enhance team effectiveness and ensure staff are meaningfully involved in decision-making, with a particular focus on line manager capability and visible, two-way leadership communication. We will foster a culture where staff feel valued, safe and empowered through psychological safety, recognition, and greater autonomy, alongside a continued focus on safe staffing, workload management and wellbeing support. By strengthening career development and working in partnership with staff side, engagement will be embedded as a core organisational capability that supports workforce sustainability and high-quality care.



Our communication

Over the life of our People and OD Strategy, we will continue to embed and promote our vision, priorities, and plans through a range of communication channels and engagement approaches. Early and effective involvement of trade union and staff-side partners will be critical to successful delivery, with a robust communications and engagement strategy acting as a key enabler.

The success of the delivery of our strategy will be through the inputs and efforts of our leaders across both IWT and PHU.



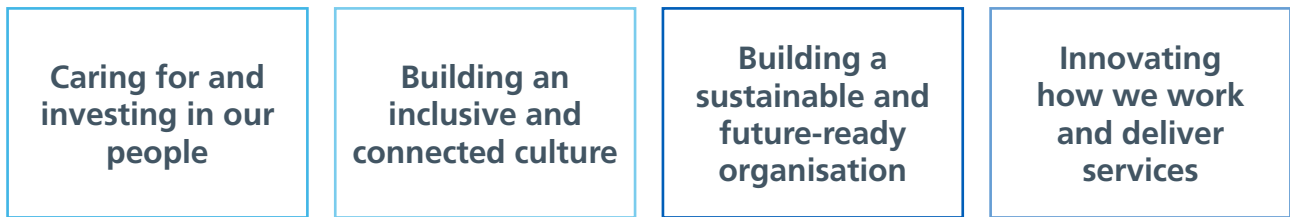
Objectives and measures of success

Our five-year People and OD Strategy sets out how we will deliver the People Vision by translating ambition into clear objectives, measurable outcomes, and accountable progress. Building on the strong foundations already in place across both organisations, the strategy brings together existing programmes with new, targeted actions to accelerate improvements in workforce experience, capability, inclusion, and wellbeing.

Our focus is to create a culture where every member of our workforce feels valued, supported, and empowered to thrive. By strengthening leadership at all levels, prioritising wellbeing, and investing in professional development, we will enable our people to deliver exceptional care and drive continuous improvement across all services. A data-driven approach will underpin this work, ensuring we identify opportunities for workforce transformation, improved productivity, and innovative models of care.

This section outlines how we will turn strategic intent into measurable impact. The objectives are aligned to our four People pillars:

This will ensure a coherent and system-aligned approach across acute, community, ambulance, and partner services.



The consolidated table that follows sets out the core objectives, the outcomes we aim to achieve by 2031, and the associated measures of success. These indicators will provide clear accountability, enable ongoing monitoring of improvement, and ensure we continue to be recognised as outstanding places to work, learn, develop, and innovate.

We inspire collective leadership at all levels to encourage a learning and improvement focused culture ensuring IWT and PHU is the best place to work.

True North

Top acute Trusts and ambulance service for staff reporting as the best place to work

Pillar	Caring for and investing in our people	Building an inclusive and connected culture	Building a sustainable and future-ready organisation	Innovating how we work and deliver services
Focus Areas	<p>Retention and Wellbeing Enhance staff experience and wellbeing through safe, flexible, and transparent employment standards.</p> <p>Leadership and Culture Foster compassionate leadership and psychological safety.</p> <p>Flexibility and Deployment Reduce reliance on temporary staffing through sustainable workforce models.</p>	<p>Education, Training, and Inclusion Ensure equitable access to learning, widen participation, and strengthen future pipelines.</p> <p>Leadership and Culture Embed anti-racism, fairness, and accountability.</p> <p>Retention and Wellbeing Create an environment of respect and belonging.</p>	<p>Education, Training, and Inclusion Strengthen career pathways and leadership pipelines.</p> <p>Leadership and Culture Build organisational capability and talent development.</p> <p>Career Pathways and Anchor Role Offer clear progression and local opportunities.</p>	<p>Digital and Innovation Skills Advance digital literacy and AI-enabled care.</p> <p>Productivity and Efficiency Align capacity and demand for sustainable service delivery.</p> <p>Flexibility and Deployment Enable agile and hybrid workforce models.</p>
Objectives	Embed a culture that values our staff and improves their experience.	Foster a culture of safety, value, and belonging, ensuring zero tolerance for discrimination and harassment.	Support the development and capability of our people to deliver improvement and innovation.	Ensure we have the workforce and tools needed to meet patient and service needs through innovation and collaboration.
Key Outcomes	<ul style="list-style-type: none"> • Our people, patients, and community feel valued and heard. • Physical and mental health supported through accessible wellbeing services. • Inclusion embedded in everything we do. 	<ul style="list-style-type: none"> • Inclusive, respectful workplaces where colleagues experience fairness and equity. • Strengthened cultural competence across all leadership levels. • Embedding the principles of inclusion into the policies, practices and provision of services. 	<ul style="list-style-type: none"> • Staff confident and skilled to deliver high-quality care. • Leaders equipped to manage compassionately and effectively. • Equal opportunities for career progression. 	<ul style="list-style-type: none"> • Smarter rostering and flexible working embraced. • Technology and data enhance care and staff experience. • Improved productivity and reduced reliance on agency staffing.
Measures/ Targets by 2031	<ol style="list-style-type: none"> 1. NHS People Promise survey performance above national average. 2. Improved wellbeing and safety measures 3. Enable adaptable, innovative teams with smarter rostering and resource use. 	<ol style="list-style-type: none"> 1. Zero tolerance evidenced by reduced bullying, harassment and discrimination reports. 2. Improved WRES, WDES, and Pay Gap metrics. 3. A leadership team representative of our diverse workforce. 	<ol style="list-style-type: none"> 1. ≥90% appraisal completion rate and staff reporting is meaningful 2. Increased uptake of L&D and coaching. 3. Improved staff engagement and satisfaction. 4. Increased internal promotions and talent retention. 	<ol style="list-style-type: none"> 1. Digital process adoption. 2. Increased hybrid and flexible roles. 3. Reduced agency spend. 4. Efficiency gains aligned with national targets.

The use of technology in People Services is transforming how we support our people



Technology

The use of technology in People Services is transforming how we support our people, enabling more efficient, responsive, and personalised experiences. Digital platforms will streamline core processes such as recruitment, onboarding, and performance management, while self-service portals give staff greater control over their personal information, leave, and training. Advanced analytics help us identify workforce trends, support wellbeing, and plan for future needs.

Aligned with our Group Digital Strategy, People Services will play a key role in equipping our workforce with modern tools, structured digital training, and ongoing support to build digital confidence and capability. Through digital literacy programmes, apprenticeships, and partnerships with local universities, we will co-design learning that is relevant, accessible, and tailored to staff needs.

The People Services team is also undertaking a comprehensive review of current processes to identify opportunities for digital transformation and automation. These insights will directly inform the Group's digital roadmap, ensuring People Services processes are aligned, streamlined, and embedded within future technology developments.

By strengthening infrastructure, improving system usability, and enhancing workforce digital skills, People Services will help remove barriers, promote inclusion, and ensure staff have seamless access to development and support. This digital enablement will allow People Services to focus more strategically on engagement, talent, and wellbeing, helping to create a connected, empowered, and future-ready workforce.



Our implementation plan

To bring this strategy to life, we have developed an overarching implementation plan that sets out the actions, timelines, and responsibilities required to deliver our people vision. This plan will empower our staff to actively participate in shaping change, ensuring that improvement is collective, inclusive, and aligned with our shared ambitions.

We will review and refine the implementation plan regularly, drawing on insight from our people, patients, and partners to keep objectives relevant. Clear mechanisms will be in place to monitor progress and adapt the plan in response to staff feedback, emerging national priorities, and system-wide developments, ensuring our approach remains dynamic and responsive to change. This adaptive model will help us continuously improve and embed a culture of learning and accountability.

Delivery of the implementation plan will be overseen through robust governance, including IWT and PHU Trust Leadership Teams, the Group Board, the People Committee, and through ongoing collaboration with our staff.



Caring for and investing in our people

Foster a resilient, empowered workforce through a culture of safety, holistic wellbeing, and psychological safety, enabling every colleague to thrive and deliver with purpose.

	Key milestones and actions	Linked objectives and measures
2026	<ul style="list-style-type: none"> • Launch of an integrated wellbeing program (mental and physical health) with access to confidential support. • Introduce psychological safety training across teams. • Establish baseline staff wellbeing and safety survey. • Design and rollout of initiatives focused on wellbeing, and psychological safety 	Workforce Sustainability; Culture and Inclusion; Staff Survey performance
2027-2028	<ul style="list-style-type: none"> • Embed wellbeing champions in all departments to promote positive mental health and safety culture. • Strengthen health and safety protocols to reduce workplace incidents. • Develop succession plans to reduce reliance on temporary staffing. • Embed a culture that values, supports and develops our people, strengthening retention, inclusion and career progression, while aligning leadership capability with staff experience 	Workforce Sustainability; Staff retention; Safety metrics
2029-2030	<ul style="list-style-type: none"> • Integrate wellbeing outcomes into performance appraisals and team KPIs. • Assess impact on staff experience, health and wellbeing, and long-term workforce sustainability and develop future programmes 	Organisational Development; Leadership impact measures
2031	<ul style="list-style-type: none"> • Evaluate wellbeing and safety initiatives' impact with measurable improvements in staff experience and retention. • Achieve top acute Trust and ambulance service status for wellbeing and safety. 	Staff survey top quartile; Reduced turnover; NHS People Promise alignment

Building an inclusive and connected culture

Embed a culture of compassion, inclusion, and respect, underpinned by zero tolerance for discrimination and harm.

	Key milestones and actions	Linked objectives and measures
2026	<ul style="list-style-type: none"> • Conduct comprehensive Equality, Diversity, and Inclusion (EDI) audit. • Launch refreshed zero-tolerance policies on bullying, harassment, and discrimination. • Begin mandatory anti-racism and inclusion training for all staff. • Design and rollout of inclusive leadership and cultural competence interventions. 	<p>Culture and Inclusion; Staff survey</p>
2027-2028	<ul style="list-style-type: none"> • Launch inclusive recruitment drives targeting underrepresented groups. • Roll out staff forums and listening sessions to foster dialogue and learning. • Embedding inclusive behaviours, strengthening staff voice and enhancing cross-organisational collaboration 	<p>Organisational Development; Career Pathways</p>
2029-2030	<ul style="list-style-type: none"> • Introduce tailored career progression pathways including apprenticeships and local recruitment partnerships. • Establish formal mentoring schemes linking diverse talent with senior leaders. • Full review to assess cultural maturity, inclusion outcomes and alignment with future workforce and organisational priorities 	<p>Career Pathways; Staff engagement and satisfaction</p>
2031	<ul style="list-style-type: none"> • Demonstrate measurable improvements in workforce diversity and inclusive culture. • Obtain external recognition for inclusive workplace practices. 	<p>Workforce diversity metrics; Staff retention</p>

Building a sustainable and future-ready organisation

Maximise talent potential by attracting, developing, and enabling personalised growth for a future-ready workforce.

	Key milestones and actions	Linked objectives and measures
2026	<ul style="list-style-type: none"> • Implement personalised appraisal framework with meaningful supervision and development planning. • Strengthen partnerships with education providers to grow student and trainee pipelines. • Strengthening core management capability, workforce planning and talent infrastructure 	<p>Leadership Capacity; Career Pathways; Staff appraisal rates</p>
2027-2028	<ul style="list-style-type: none"> • Invest in workforce planning and modelling capabilities to align supply with demand. • Embedding career pathways, succession planning and flexible, skills-based workforce models 	<p>Organisational Development; Workforce planning accuracy</p>
2029-2030	<ul style="list-style-type: none"> • Launch innovative talent retention and recognition programmes. • Introduce flexible career pathways including hybrid roles and multi-disciplinary teams. • Expand research and education infrastructure to attract and retain talent. • Strategic review to assess workforce sustainability, productivity and readiness to meet future service and population needs. 	<p>Learning and Development uptake; Career progression statistics</p>
2031	<ul style="list-style-type: none"> • Achieve top tier retention and staff satisfaction. • Demonstrate sustainable talent pipeline and workforce planning excellence. 	<p>Staff retention; Leadership impact; People Promise alignment</p>

Innovating how we work and deliver services

Enable agile, innovative ways of working through empowered change leadership and flexible workforce models that enhance care and staff experience.

	Key milestones and actions	Linked objectives and measures
2026	<ul style="list-style-type: none"> Establish a baseline on current working models and change management capabilities. Pilot flexible and hybrid working roles in key departments. 	Workforce Sustainability
2027-2028	<ul style="list-style-type: none"> Scale flexible working arrangements, including extended and hybrid roles. Build staff skills in improvement and change management through targeted training. 	Flexible working; Retention rates; Staff development metrics
2029-2030	<ul style="list-style-type: none"> Foster system-wide partnership working to reduce unwarranted variation and improve outcomes. 	A robust partnership program to support collaboration and identify opportunities
2031	<ul style="list-style-type: none"> Achieve recognition as a digitally enabled, agile workforce with high staff satisfaction. Continuous improvement embedded in daily practice. 	Staff engagement; Care outcome metrics

Our challenges

Our People and Organisational Development Strategy will support us make progress towards delivery of our strategic aims.

Both IWT and PHU are operating within a challenging workforce environment, shaped by national shortages, local constraints, and the unique geographical context of the Isle of Wight. To ensure we can continue to deliver safe, sustainable, and high-quality care, there is a clear need for change in how we plan, develop, and support our people.

The following challenges underpin this strategy:

