**Example Supporting Statement**

I am currently the Deputy Director of Human Resources (HR) at the *XYZ* NHS Foundation Trust, I have been in post for 9 years, and I have used the opportunity to increase and consolidate my knowledge and develop my capability and potential. In this role, I have deputised for my HR Director on numerous occasions and this has given me insight into what is required of a Board level post.

I am also extremely motivated about and made an early choice to have a career in the NHS and am now looking to secure my first Director level appointment, ideally in a small or medium sized integrated trust providing both acute and community services, such as the *ABC NHS Trust.*

In previous roles I have been fortunate to work with integrated teams across the acute, community and mental health sector, looking for innovative solutions to service delivery and workforce challenges in partnership with their social care, primary care, and voluntary sector partners. More recently, whilst primarily based in an acute environment, my role as workforce lead for a variety of tenders and acquisitions, most recently “Regional Health and Care” and “Your Care, Your Way”, has enabled me to work closely with clinical teams to consider new organisational models, roles and ways of working.

I am credible with clinical staff and have worked closely with them over the years to help me understand the issues they face. It is my expectation that this role will provide me with further opportunities to get clinical staff engaged; bringing ideas and solutions to issues is a much surer way to bring about sustained change than anything forced from the top down, be it how to address the challenges associated with national recruitment shortages, new roles and ways of working, workforce planning, or their health and wellbeing. This way of working is very powerful and yields results.

I am also attracted by the opportunities afforded by the post to capitalise on the benefits inherent in the “One ABC” service transformation and service redesign programme, and of course the evolving “workforce “and “new models of care” work streams within the ABC Sustainability and Transformation Planning (STP) footprint. I believe I have the credibility to make a significant contribution to service improvement initiatives and communicate what is required not just with the immediate workforce in the Trust, but also across the wider health and social care system now and in the future, through my ability to establish strong working partnerships with the range of stakeholders. I have built a trusting relationship with local staff side partners and full time union officers and I am confident that this relationship has enabled significant change to take place in my current Trust, with little requirement for them to resort to grievance or dispute.

As an experienced Deputy with extensive experience in developing and implementing the HR Business Partner model and underpinning infrastructure in terms of transactional services, transformational roles, governance frameworks, and workforce systems and interfaces to ensure the success of this role, I am also excited about the newly emerging service line management structure that is being rolled out across the Trust and the challenges and opportunities this offers in terms of improved working practices and external interfaces across the HR function.

Most importantly, this post offers me an opportunity to join a relatively newly appointed and energised Executive Director team on a Board that is underpinned by experienced Non- Executive Directors and in so doing, really make a difference both in terms of quality patient care and people management.

I am also confident that whilst the Trust clearly faces challenges associated with its “special measures” status and current “inadequate” CQC rating, my personal resilience and tenacity,

plus my passion for working within the NHS and doing everything in my power to ensure that patients get the best possible care possible, at the right time and in the right way, will enable me to succeed in this role. My reading of recent Board papers demonstrate how the Trust has worked to realise improvements in its systems, process and also organisational learning, and this progress has been further re enforced by its 2015/16 NHS staff survey results, in particular the staff engagement score and its constituent parts: *staff recommendation of the trust as a place to work and receive treatment*, *staff motivation at work*, and *staff ability to contribute towards improvements at work.*

On a practical level, an immediate short term (3 month) action if I am appointed, will be to develop a recruitment and retention strategy and detailed underpinning action plan with both the Director of Nursing and the Medical Director, that is based on clear and concise workforce indicators regarding vacancies, turnover, agency spend as a percentage of the pay bill, etc that can also be triangulated against other organisational metrics measuring levels of workforce engagement and improvements in patient care, with monthly progress updates within the Trust Board Workforce Performance and Progress Summary Exception Reports, and more detailed quarterly updates to the Workforce and Development Committee.

It is my expectation that this plan will make clear and timely recommendations regarding the sourcing of suitably trained staff to fill vacancies, implementation of new roles and different ways of working, and identify training provision available and associated funding streams from Health Education England, the Apprenticeship Levy etc, for consideration by managers of those staff groups, with quick wins achieved and celebrated where possible, and underpinned by tangible outputs and targets associated with these actions that demonstrate the required improvements, in particular a reduction in agency spend.

Consolidation of best practice and the right behaviours within the Human Resources and Organisational Development function is essential if change is to be sustained and a medium term (6 month) action will be agreement of terms of reference by myself with the Workforce and Development Committee, for the commission of a full service review of the services offered by my team, using benchmarked information, evidence based best practice, and stake holder engagement, to develop an action plan that both recognises what is going well but could still be improved further and also makes recommendations for key actions to address areas for improvement, plus mitigating actions to manage risk. The full involvement of the team will be an integral part of this process, if morale and service delivery is to be maintained throughout this process.

Longer term (12 months) I would expect to have an Organisational Development Strategy in place that clearly articulates and supports the Trust’s vision and goals, describes the leadership style, culture and values that support the development of an open and transparent culture focused on quality, addresses continuous learning, improvement, and innovation, ensures clear governance accountabilities and effective processes are in place to measure performance and address concerns, with a focus on engaging all staff and valuing patient views and experience, and underpinned by the development of a framework of enabling strategies, policies and procedures.

As a member of the Board team, I will be both an advocate for multidisciplinary leadership and best practice. I will bring solutions that have a strategic, external focus and the development of a culture of staff engagement at the heart of everything I do.