



# Business Plan

2025 / 2026



# Table of Contents

## 01 Introduction

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Chair's Foreword	Page 4
Chief Executive's Summary	Page 5
2025 / 2026 Corporate Priorities	Page 6
Service Delivery	Page 7

## 02 2025 / 2026 Corporate Priorities

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Creating Lasting Value for Patients	Page 8
Seek Efficient and Effective Solutions	Page 12
Deliver Our Service Promise	Page 18
Grow Our People, Culture and Capabilities	Page 22



# Introduction



**Heather Tierney-Moore OBE**  
Chair

I am pleased to present the 2025 / 2026 Business Plan for NHS Supply Chain. This plan reflects our commitment to enhancing the healthcare system and delivering value to our partners and patients.

Amidst the ongoing funding challenges and demand pressures faced by the NHS, we recognise the need for transformative change, underpinned through the delivery of our core services. Our aim is to support the NHS in delivering a patient-centred service that prioritises community care and preventative health interventions.

NHS Supply Chain plays a crucial role in the healthcare system. Beyond delivering our core services, we are dedicated to improving system efficiency. A key focus is advancing inventory management systems, essential for the adoption of Scan4Safety. Through our Business Plan, we aim to enhance patient safety, help to embed efficiency across the NHS, evolve our service offer, and contribute to a more integrated and effective healthcare environment. Together, we can ensure the NHS continues to provide high-quality care to all patients.

Over the last year, we have made strides in innovation to transform care pathways at the system level, delivering better care for patients, releasing clinical time, and saving money. The implementation of the Value Delivery Partnership Programme in collaboration with Cheshire and Merseyside has been a notable success. We now aim to spread these benefits at scale across the NHS.

As we prepare to support the three shifts in UK government policy - acute to community, analogue to digital, and illness to prevention - we are aligning our strategies to facilitate these transitions effectively.

I extend my gratitude to all our colleagues for their diligent work in supporting the NHS in delivering outstanding patient care. We have an ambitious agenda to transform our services and capabilities, ensuring NHS Supply Chain delivers exceptional value to the healthcare system.

Our people and our leaders are critical to delivering our mission. This year, we will support our colleagues as we strengthen how we work and how we lead. Together, we can achieve remarkable outcomes for the NHS and the patients we serve. Thank you for your dedication.

I am pleased to welcome Devyani Vaishampayan as a Non-Executive Director. Her expertise in human resources, artificial intelligence, climate sustainability, and commercial sectors, along with insights from her private sector Non-Executive Director roles, will be instrumental as we continue to evolve.

I also extend my heartfelt thanks to Heather Benjamin for her contributions during her tenure. She has made a significant impact, and we are grateful for her valuable input. Her legacy will continue to inspire our work moving forward.



**Andrew New**  
CEO

Change is a constant for the NHS, and as we look ahead to 2025 / 2026, the need for further transformation is clear. The NHS is committed to creating digitally enabled care that prioritises community care and preventative health interventions.

We are strategically positioned to support this evolving healthcare landscape. Central to our ability to drive and implement change is our workforce. At its core, NHS Supply Chain is a people-centric organisation. Our talented and dedicated colleagues are essential to our collaboration with the NHS and our system partners.

I am both excited and optimistic about advancing our people development agenda. We will continue to focus on nurturing our colleagues' talents, ensuring they can deliver even greater value to the healthcare system. This will be complemented by a high performing personal leadership development programme, grounded in our refreshed values and behaviours framework, empowering our people to achieve even greater success.

Last year presented its share of challenges, and I want to take a moment to acknowledge the invaluable support from all our system partners, which has fostered strong collaboration and cooperation. Whilst there is much more to do, it is encouraging to see an increase in our customer satisfaction score, which measures the overall satisfaction the NHS has with our service.

I am pleased to welcome Richard Evans to the Executive Team. His experience and expertise will be instrumental in shaping and driving

our commercial transformation. At the heart of this transformation is our commitment to delivering quality, safe, sustainable, resilient products and supply chains.

As we move forward, our focus on simplicity and effectiveness is more critical than ever. We will streamline our product range and simplify and create capacity in our pricing structures, benefiting both our system partners and suppliers.

This year also brings new opportunities as we finalise the transition to our new IT and logistics providers, who are essential to the evolution of our service offering to the NHS. We must also recognise the significant time, effort, and energy required to stabilise and maintain our ageing IT estate. This is against the backdrop of ongoing financial pressures across the system, as we balance the need for a short-term focus on ensuring service stability, with taking material steps to change how we operate to deliver a simpler service that better meets the needs of the NHS.

This is underpinned by the NHS Supply Chain and IT Modernisation Business Case, which is currently going through the approval process in Government. Should this receive approval, we will need to reshape the second half of the year in terms of priorities and will work with our Board to agree this.

Across this changing landscape, I am confident that by being successful together as one NHS Supply Chain, we will continue to deliver an exceptional service and support the NHS in providing outstanding patient care.



# Corporate Priorities For 2025 / 2026

**Our vision: To make it easier for the NHS to put patients first**

**Our  
Strategy**

**Buy Smart**

**Supply Right**

**Partner Expertly**

**Our  
Corporate  
Priorities**

**Create lasting value  
for patients**



**Seek efficient and  
effective solutions**



**Deliver our Service  
Promise**



**Grow our people,  
culture and  
capabilities**



## 1. Our role across the System

The NHS is evolving to improve productivity, use technology, and integrate care, which is crucial for enhancing patient outcomes and system efficiencies. Our goal is to deliver £1 billion of recurrent savings by 2030 (measured through revenue savings, value based procurement efficiencies, discreet programmes that deliver system efficiencies, and internal cost improvement).

We support this through:

- Freeing up more time for clinicians to spend caring for patients, and less time ordering products.
- Reducing inventory costs.
- Implementing new inventory management solutions.
- Reducing patient pathway costs and improving outcomes.
- Ensuring high quality products are available through a reliable supply chain.
- Enhancing sustainability and social value.
- Streamlining procurement and invoicing processes.

## 2. Our role in Acute Care

We support hospital care providers by ensuring they can operate efficiently and deliver the best possible patient outcomes. We do this by:

- Embedding best practices in diagnostics and inventory management to enhance operational efficiency and patient outcomes, including savings and value delivery
- Collaborating on care pathways to improve outcomes, ensuring patients receive the best possible care with products that are high quality.
- Focusing on efficient acute care and care in the right place, including remote monitoring and community transitions, which helps in managing patient care more effectively and reducing hospital readmissions.

## 3. Our role in Out of Hospital Care

We assist out of hospital providers by ensuring they have the necessary healthcare products in community settings. This is crucial as it aligns with the shift towards community-based care, which can reduce the burden on hospitals and improve patient access to care. We do this by:

- Delivering products directly to patients and healthcare professionals.
- Engaging with providers to ensure their needs are met, fostering a collaborative approach to healthcare.

# Create Lasting Value for Patients

We keep patients at the heart of everything we do to generate value, and support improved outcomes for the healthcare system.





We keep patients at the heart of everything we do by generating value and supporting improved outcomes for the healthcare system. This includes our commitment to providing **clinically led, safe, compliant, sustainable and resilient** products to healthcare providers.

## 1. Embed safety across our supply chain

Following the development of the Product Framework Clinical and Quality Assurance Process, we will ensure that all pre-tender frameworks initiated from 1 January 2025 and continuing throughout 2025 / 2026, will follow a standardised and comprehensive assessment.

This has been developed to support our clinical colleagues risk assess where patient safety or quality of care may be compromised and to identify areas of high clinical criticality where decisive actions can be taken for particular products or medical devices.

This will result in assurance that health inequality in medical devices has been considered, and that patients' perspectives have influenced the design of the specifications, that safety and quality concerns have been mitigated, and that the frameworks will deliver clinical effectiveness.

## 2. Work towards compliance with medical device regulations

The UK Medicines and Healthcare Products Regulatory Agency (MHRA) has extended timeframes for accepting Conformité Européene (CE) Marked medical devices, with new UK focused legislation expected to roll out 1 July 2025. As the supply chain for the NHS, we will develop a plan that ensures future medical device regulation (MDR) compliance with new UK regulations, with anticipated impacts across data and operational processes.

## 3. Support the NHS carbon objectives

The Greener NHS Plan is clear that climate change presents a growing threat to health. Taking action to reduce harmful carbon emissions will save lives. The NHS cannot reach its net zero goal alone. Building a greener NHS will require the support of all 1.3 million NHS people, its partners, and suppliers.

In alignment with the NHS' commitment to become net zero by 2040 for direct emissions and by 2045 for emissions it influences, we will continue to evolve and implement our sustainability strategy.

In 2025 / 2026, we will make carbon emission reduction a key requirement and performance metric in the new logistics contract for our outsourced provider. Within 12 months of the contract start date, the provider will be contractually obliged to establish baseline emissions for the stocked logistics service and develop detailed plans to achieve the NHS objective of 80% reduction in baseline emissions by 2032. We will also aim to reduce energy consumption by optimising stock flow through our warehouses, thereby reducing stockholding requirements and transport requirements, supported by a travel plan to reduce carbon-intensive travel undertaken by colleagues.

Additionally, we will ensure at least 50% of emissions are covered by a Level 1 Evergreen Assessment by March 2026 to drive supplier commitment to NHS carbon reduction goals. We will also ensure 10% of opportunities across all new frameworks provide sustainable opportunities. Alongside this, we will continue our commitment to ensuring supplier led modern slavery and labour standard commitments are upheld across all our frameworks, whilst supporting social value through our contracts, and colleague volunteering days.

## 4. Deliver resilience to the NHS

In 2025 / 2026, we are committed to enhancing the resilience of our operations. This includes continuing to progress towards the modernisation of our systems, ensuring they are robust and capable of meeting future demand, as well as progressing with a strategic move to cloud-based solutions, which will provide greater flexibility and scalability.

Investing in IT security is a key priority, and we are embedding best practices in data management to safeguard our systems and information. Additionally, we are focusing on improving our supply and stock management processes to ensure they are more efficient and deliver better value to the NHS.

We will also continue to strengthen our cyber security through the implementation of our new IT model, and the refresh of our network, alongside ongoing awareness training for colleagues against phishing scams.

## Deliverables in 2025 / 2026

- 95% colleagues to have completed Patient Safety training.
- Determine our role in population health management.
- Patient care and quality of care risk assessment across all new frameworks.
- Baseline logistics emissions for 100% of stocked channel and develop improvement plan.
- Ensure 10% of options available are sustainable across all new frameworks.
- Ensure continuous supply of regulatory compliance through assured and resilient routes to market.
- Strengthen our cyber resilience.

## Customer Impacts

- Supported by a supply chain that understands and responds to clinical requirements.
- Supported with local population health priorities contained in Integrated Care Partnership Joint Forward Plans.
- Patient health equity and outcomes are considered across all new frameworks, providing improved clinical outcomes and patient experience.
- Increased contribution to trust level sustainability plans.
- Delivery of safe and compliant products to reduce activity being duplicated locally.



# Seek Efficient and Effective Solutions

Our organisation delivers efficiencies to the NHS and we aim to upkeep this by elevating our systems and processes to make them as simple and seamless as possible.



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## 1. Strengthen our commercial capability

### Review our commercial strategy

In 2024 / 2025, we launched our commercial strategy to unify our commercial team and standardise our processes according to best practices. In 2025 / 2026, we will complete key projects focused on improving efficiency, simplifying processes, and standardising how we work. This will improve our ability to deliver more value to the NHS by improving how we collect and use commercial and product data.

In addition, we will undertake a review of our commercial strategy to ensure it meets the needs of our partners. We will ensure we take a more dynamic approach to the development of category and sourcing strategies, based on the criticality of a product, and the opportunity to deliver cross-business goals through their procurement. This could include anything from driving forward savings, to delivering sustainability, patient equity, and greater resilience.

### Contribute to NHS cost improvement plans

Savings delivery remains a key part of our proposition to the NHS and is important to delivering our £1 billion goal by 2030. In 2025 / 2026, we will launch planned frameworks, combining them where appropriate to ensure they are fit for purpose. In 2025 / 2026, through reviewing our category strategies and renewing contracts, we will deliver savings to the NHS in line with our 2025 / 2026 savings performance target.

### Deliver value beyond product price

We aim to provide significant value beyond the purchase cost of products, allowing healthcare providers to improve patient outcomes and care experiences. In 2024 / 2025, we created and implemented a new business process to identify and deliver Value Based Procurement (VBP) opportunities, along with a tool for healthcare providers to assess their value. In 2025 / 2026, we will focus on partnering with Integrated Care Systems across the country to implement, test and enhance the tool, validate projects, and strengthen strategic relationships, enabling the rapid and widespread adoption of clinical value.

Additionally, we will collaborate with NHS England and the Department of Health and Social Care to explore a unified approach for advancing VBP opportunities. Through the tool and our partnerships across the system, we will focus on efficiencies across key clinical areas such as cardiology, endoscopy, endo-urolgy and urology, as well as opportunities with the Apos shoe.

## 2. Modernise our supply chain and IT

### Strengthen our technology

Having the right systems and applications, with proper integration and connectivity, is crucial for effective transformation. In 2025 / 2026, we will continue to develop the roadmap to transform our operational IT systems, including application implementation, operational phasing, interdependencies, and stakeholder impacts.

In 2025 / 2026, we will make changes to improve the resilience of our legacy platforms so they can continue to operate whilst the operational system modernisation takes place. Additionally, we will also commence the modernisation of our network to improve connectivity and resilience. Investment in IT security will continue to drive improvements to our cyber security posture, alongside implementing a security architecture framework and rolling out multi-factor authentication. Finally, we will ensure all new IT service providers are properly integrated with ServiceNow to ensure effective end to end IT processes and controls are in place to underpin the future model.

## 3. Work efficiently with the NHS

### Develop our digital platform

Our Digital Commerce Platform is the primary interface for healthcare providers interacting with NHS Supply Chain. It offers a significant opportunity to streamline their experience. By July 2025, five trusts will be operational on the new platform as part of the minimal viable product (MVP) pilot. These trusts will benefit from an end-to-end order journey. We will also seek to test product search, browse and purchasing controls capability (non-ordering) with 25 trusts by July 2025, as part of our early access pilot.

Subject to funding, the eventual platform, unlike the desktop version, will support mobile devices, allowing flexible and convenient access for NHS colleagues. It will also lay the groundwork for future service enhancements, including the development of the NHS Core List and improved communication of important notices, helping staff spend more time on patient care.

Since 2022, NHS uniforms have been supplied through a temporary ordering solution. In 2025 / 2026 we will scope a long-term ordering solution, exploring ways to utilise the new digital commerce platform that is in development.



# Seek Efficient and Effective Solutions

## **Continue rolling out a national inventory management and point of care solution**

We will continue to deploy our inventory management and point of care solution, with planned deployment to the initial 19 trusts to be completed by November 2025. We will also commence the next tranche of rollouts to an additional 14 trusts, subject to funding discussions with NHS England. Key outcomes of the programme are to save money, deliver resilience, and improve patient safety.

Beyond these benefits, our Inventory Management Solution will support greater transparency, and feed into the NHS federated data platform, supporting NHS programmes such as MDOR (Medical Device and Outcomes Registry) and Scan4Safety.

## **4. Simplify how we trade**

We have successfully insourced most previous category towers into one unified commercial function, marking an important step in our transformation journey. In 2025 / 2026, there is an opportunity to manage material and unwarranted complexity in trading models and pricing, which often rely on manual activity across multiple systems leading to errors. The trading transformation programme will focus on simplifying how we trade with the NHS and will be key to supporting both our commercial and trading activity. This programme will reduce the number of price points across our systems, enabling other IT activities, create greater price parity

across our NHS partners through simpler pricing models, and drive improved data synchronicity. Internally, this will improve capacity across our pricing teams by approximately 30%, by removing manual data entry requirements. Furthermore, invoice mismatch issues will be significantly reduced, releasing time for our NHS partners, and suppliers. Overall, this will reduce variation across the system, driving confidence in best value for money for healthcare providers.

## **Scope order management requirements**

Healthcare providers can place orders in several different ways, from using the digital platform, to scanning products to order through eDC (electronic demand capture). In 2025 / 2026, we will undertake a review of all our order channels to ensure they provide an easy way to place and manage orders and align to demand capture and scanning capabilities.

# Seek Efficient and Effective Solutions

## Deploy a new planning capability

We will deploy a new demand planning capability. By implementing an integrated demand planning oracle module, we will create a basis for inventory planning within our Oracle environment. We will also specify and develop new supply planning tools that once integrated, will allow us to reduce the current reliance on spreadsheets. This transition allows us to optimise our inventory, ensuring we hold the right stock at the right time to support the NHS. This will lead to a more resilient and responsive service for healthcare providers, ultimately enhancing patient care by ensuring the availability of medical supplies.

## 5. Embed effective ways of working

We will continue to embed effective ways of working through the ongoing evolution of our operating model. This includes embedding new governance processes to ensure we are driving effective decision making and accountability. In addition, we will seek to embed new efficiencies across our organisation, targeting £6.4 million in cost improvement that can be reinvested into the development of our value proposition.



# Seek Efficient and Effective Solutions

## Deliverables

- Deliver in flight commercial strategy initiatives and complete review of strategy.
- Deliver framework launches and savings pipeline.
- Deliver 10 VBP initiatives in 2025 / 2026 and identify a minimum of 12 for 2026 / 2027.
- Five trusts operational on the digital platform Minimum Viable Platform (MVP), and 25 trusts to test search functions.
- Complete Inventory Management System (IMS) roll out for first 19 trusts by November 2025, and commence tranche of 14 trusts subject to funding.
- Deliver trading transformation programme, reducing price points and improving price parity.
- Scope order management requirements.
- Deploy oracle modules to support demand planning and enable future demand planning.

## Customer Impacts

- Delivery of savings and efficiencies to healthcare providers.
- Accurate and timely product information.
- Improved ordering and digital capabilities that provide future enablement of our service offer which is aligned to NHS requirements.
- Enhanced savings, resilience and patient safety through the national IMS rollout.
- Simpler approach to pricing and margin with greater accuracy.
- Greater confidence that stock holding meets NHS requirements.



# Deliver Our Service Promise

Using a blend of technologies, logistics and infrastructure, we endeavour to deliver a more resilient and frictionless supply chain to the UK's healthcare system.



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## 1. Reprocure our logistics and IT provider contracts

In 2024 / 2025, we ran a procurement exercise to reprocure our Logistics and our IT provider contracts that would enable our future service offer to the NHS to support patient care. The IT contracts will be split between several providers focusing on different areas of provision. It is crucial we select the right logistics and IT partners who can deliver on the needs of the NHS and enable us to build our future service offer and strategy. In 2025 / 2026, we will enter into new agreements with chosen suppliers for:

- Logistics: Including management of our warehouses, stockholding, and delivery of goods to healthcare providers and patients.
- Core IT Service Providers: Cyber Security, Modern Workplace, Legacy Infrastructure and Networks and Service Integration.
- Application Development Support Maintenance (ADSM): Managing our applications and systems on a day-to-day basis and leading the technical elements of the wider Modernisation programme.

We will also need to effectively manage the significant TUPE and stabilisation work that will be required post contract awards, with particular impacts in IT as we change to a new delivery model that involves multiple specialised providers. This will require a change process to ensure coordinated ways of working across these providers.

## 2. Accelerate the foundations of our modernisation programme

Whilst the NHS Supply Chain and IT Modernisation Programme Business Case is going through the Government approvals process, we are undertaking a series of 'no regret' activity that will need to take place irrespective of the outcome of the business case approvals process. This activity would however accelerate delivery of the modernisation programme should we secure approval and directly contribute to the evolution of our service offer into the NHS. We will design the roadmap to simplify and unify our master data structures, progress work on our IT application roadmap, and ensure a clear organisational blueprint for the modernisation programme.

## 3. Develop our data and analytics strategy, and design our master data model

In 2025 / 2026, we will develop a data and analytics strategy to ensure we are effectively leveraging our data to drive clear insights and decision making internally, whilst supporting effective decision making across the NHS, and developing new capabilities across reporting and data automation. Work to date has highlighted our current IT landscape is constrained by legacy systems, legacy master data constructs and processes that are tailored to historic ways of working in the NHS. We will therefore undertake work across our business data model (covering product, supplier, and customer data) to develop a blueprint and architectural plan for our future master data model, to ensure we are managing and using our data to drive the best decision making internally and supporting NHS providers with better data, analytics and insights. To ensure this is embedded effectively, we will design a data accountabilities and governance framework to ensure transparent data management practices and processes are in place across the organisation. This will be underpinned by a new process owner framework that provides an end-to-end view of managing performance and delivery of NHS focused outcomes across the organisation.

## 4. Ensure procurement act compliance

The Procurement Act 2023 that governs how public procurements are run has now come into force. The Act intends to simplify the bidding process to make it easier for suppliers to bid, negotiate and work in partnership with public sector organisations.

Our teams have been working to understand the implications and train our buyers to deploy the changes appropriately for the procurements they run.

### Deliverables

- Reprocure our logistics and Application Development, Support and Maintenance (ADSM) provider contracts.
- Develop Data and Analytics Strategy.
- Design our new Master Data Model.
- Design a future process owner model.
- Develop a data accountabilities and governance framework, ensuring 100% critical data attributes have defined ownership.
- Ensure Procurement Act compliance.

### Customer Impacts

- A logistics service that can evolve to meet future provider requirements and deliver greater efficiencies across the system.
- Faster delivery of improvements (linked to improved data and end-to-end value provision).
- Better insights through improved data and a single version of the truth.
- Reduced risk of service outage.
- Delivery of compliant procurement practices.



# Grow Our People, Culture and Capabilities

We are dedicated to providing the right tools and environment to ensure our people can perform at their best and contribute to our culture and values.



People are at the heart of our organisation and ensuring the right culture, skills and engagement will be key to delivering this Business Plan and our longer-term strategy. We are dedicated to providing the right tools and environment to ensure our people can perform at their best and contribute to our culture and values and succeed as the organisation continues to change and evolve.

## 1. Deliver an optimal environment for our teams

At the core of our organisation lies our people. It is imperative that we establish physical spaces with modern facilities, that are inclusive, accessible, and foster collaboration. We are committed to the belief that effective collaboration not only increases operational efficiency but also enriches the experiences of both our colleagues and customers.

Rationalising our physical office estate serves as a significant cultural and efficiency initiative, along with reducing our environmental impacts to support our journey to net zero by 2045. Accordingly, we will implement the consolidation and transformation of our office locations in alignment with our strategic objectives.

## 2. Shape our future through our values and behaviours

Creating an optimal environment extends beyond physical spaces; it involves ensuring our colleagues have a clear understanding of how we collaborate and what our expectations are. Having unified the organisation and allowed time for adjustment, we are now poised to review, refresh, and relaunch our values, develop our underpinning behaviours, and integrate into the talent development framework.

This critical initiative will establish the cultural foundation for NHS Supply Chain, empowering our colleagues to excel in their daily roles. By aligning our values with our operational practices, we will foster an environment where everyone can thrive.

## 3. Strengthen our personal leadership to create the right environment

A crucial aspect of fostering the right environment is our leadership. The daily presence and actions of our leaders at all levels significantly influence our people. We aspire to cultivate leaders who are impactful and engaging, capable of establishing a clear connection between strategy and execution. It is essential every team member understands their role in our collective success.

To achieve this, we will ensure our leaders, at all levels, are equipped with the necessary skills to drive our transformation forward, with a strong emphasis on their ability to engage and implement change effectively. By prioritising personal leadership development, we will enhance our organisational culture and empower our teams to excel.

## 4. Deliver our strategic workforce plan

In 2025 / 2026, building on our embedded operating model, we will undertake an assessment of workforce skills and capability requirements. This will include development of an implementation plan to address any skills gaps needed to deliver our strategy.

## 5. Embed equality, diversity and inclusion across our people practices

We will continue to evolve and embed our approach to equality, diversity and inclusion, listening to and acting on colleague feedback to create an environment free of discrimination where all colleagues can thrive.

Our colleague networks and listening forums will play a key role in helping us to understand colleague experience and create meaningful opportunities to develop a culture of respect, inclusion and belonging. This will be underpinned through the introduction of diverse hiring interview panels.

## 6. Implement our people strategy

The execution of the first year of our people strategy is vital to ensuring we have the right talent, culture, and capabilities to achieve our objectives. We will foster an environment where our people can adapt to evolving demands and drive continuous improvement. This commitment ultimately supports the successful delivery of our strategy.

We will maintain a relentless focus on developing our talent through initiatives such as our graduate scheme, apprenticeship programmes, and ongoing capability development. These efforts will not only enhance our organisational strength but also empower our teams to thrive in a dynamic landscape.

We are committed to focus action across the colleague journey to improve representation of disabled, neurodivergent and ethnic minority colleagues, in line with our ambition of being representative of the UK population, NHS and communities it serves by 2030.

## 7. Raise the bar on performance

As part of our ongoing commitment to excellence, and in alignment to this Business Plan and our overarching strategy, we will work with our leaders to raise the bar on performance. This will be underpinned by an enhanced approach for setting OGSMs (Objectives, Goals, Strategies and Measures) across the business, to ensure colleagues are equipped to set personal objectives and targets that have a clear impact on our broader business plan and strategy. Through this, we will strengthen our approach to goal-setting and performance management to align our teams with organisational objectives and required behaviours.

# Grow Our People, Culture and Capabilities

## 8. Enhance our people environment through a systems approach

At the foundation of our people environment is a robust systems approach. We recognise that our current system landscape requires enhancements to better support our workforce.

To facilitate this, we are committed to investing in talent and personal leadership development to support our culture and ways of working.

We are also focused on driving process improvements in key areas, specifically:

- Learning management systems and Learning Academy content: Enhancing our educational resources to ensure effective skills development across all colleagues.
- Dayforce process optimisation: Streamlining our people processes and enabling self-service where appropriate to improve efficiency and user experience.

These initiatives will create a more supportive and effective environment for our people, enabling them to thrive and contribute to our collective success.





## Deliverables

- Deliver our estates strategy to improve accessibility and consistency of colleague experience and enable effective collaboration.
- Refresh and re-launch our values, develop our underpinning behaviours and integrate into the talent development framework.
- Strengthen our personal leadership and deliver our strategic workforce plan.
- Embed equality, diversity and inclusion across our people practices.
- Raise the bar on performance through an enhanced approach to OGSM.
- Optimise Dayforce processes, releasing capacity for our colleagues.
- Enhance our learning management systems and learning academy content.
- Streamline our people processes and enable self-service where appropriate.

## Colleague Impacts

- Physical space to foster, support and enhance collaboration.
- Clear understanding of how we collaborate and expectations.
- An environment where colleagues can thrive and are included.
- Enhanced personal leadership skills to deliver required transformation.
- Strengthening teams to thrive and deliver their OGSMs.
- A more supportive environment for our people, with the right people tools to succeed.

