

100%

EXCEL



# WINNERS GUIDE

HPMA IS ALL  
ABOUT PEOPLE  
ACHIEVING  
GREAT THINGS  
FOR THEMSELVES  
& FOR PATIENTS.  
YOU CAN ALL FEEL  
REALLY PROUD  
OF ALL THE WORK  
YOU HAVE DONE.

Every finalist and winner highlighted in this guide can be proud of leading the HR and OD community across the UK and it is a superb opportunity to recognise the great work that they and all those that applied have delivered. These are prime examples of what our people do to improve the care given to patients. Thank you and well done.

Now in our 26th year, the HPMA's annual awards have been more hotly contested than ever and the judges had to agonise over all of the decisions – several categories were very closely run. It is great to see so much excellence in HR management from every HPMA branch across the UK.

The awards are a centrepiece of HPMA's busy events programme, which has greatly expanded this year. The roadshows are in full swing, our branches are delivering more learning events than ever before and are starting to run joint events with other like-minded organisations that want to promote excellence in HR and people management in their sectors. Great opportunities for all our members to learn, share and generate new ideas and practices.

Our recently refreshed vision for HPMA – improving health through people – is becoming a reality, step by step. Every contribution from every HPMA member, committed to delivering and sharing excellence in people and HR takes us all a step further.

We hope in learning more about the good practice highlighted here you will be encouraged to develop your own ideas and projects, and create the environment for teams to do the same: great people management leads to improved outcomes.

The success of the HPMA awards programme would not be possible without the efforts of those of you who enter, the support of our sponsors and judges and the work of our delivery partner Chamberlain Dunn. **Thank you all for this support.**

A handwritten signature in pink ink, reading 'Deborah Tarrant'.

**Deborah Tarrant**  
HPMA President

SHARING  
IMPROVING  
EXCELLING

# CAPSTICKS AWARD FOR INNOVATION IN HR

THE WINNER IS...



## Development of a Composite Workforce Model for West Cumberland Hospital – Whitehaven

### JULIAN AUCKLAND-LEWIS

Deputy Director of Strategy (not pictured)

### ISLA EDGAR

Principal Human Resources Business Partner

### KATIE POULTON

Acute Physician

North Cumbria University Hospital Trust

Recognising the scarcity of medical staff willing to fulfil non-training junior and middle grade roles, it was decided that the acute medicine

workforce at West Cumberland Hospital should be replaced by suitably trained and experienced clinicians from a variety of clinical backgrounds.

“ Outstanding innovation. Very impressed by the process of getting agreement from medical staff about the use of any clinician for the training.”

### WHAT HAS THE PROJECT ACHIEVED?

- The model is novel because it places a non-medical clinician in charge of the acute medical take (i.e. the most senior clinical decision maker on-site).
- By the end of 2018, it is intended that all 28 trainee advanced clinical practitioners (TACPs) will have achieved Masters/ACP status.
- There is less reliance upon medical locums, and quality and safety concerns expressed by the CQC – which had led to a grading of ‘inadequate’ – have been addressed.

### WANT TO FIND OUT MORE?

This innovation is being shared through the ‘Acute medical model in small DGHs’ project. The trust is also developing a network of small/coastal DGH ‘buddy’ partners and a how-to guide. For more information, email [Julian.Auckland-Lewis@ncuh.nhs.uk](mailto:Julian.Auckland-Lewis@ncuh.nhs.uk)

## THE FINALISTS



Safecare at Plymouth

Beverley Allingham

Bill Chapman

Claire Ackerman

(not pictured)

Nicky Phillips

(not pictured)

Plymouth Hospitals NHS Trust

[Beverley.allingham@nhs.net](mailto:Beverley.allingham@nhs.net)



StaffVoice

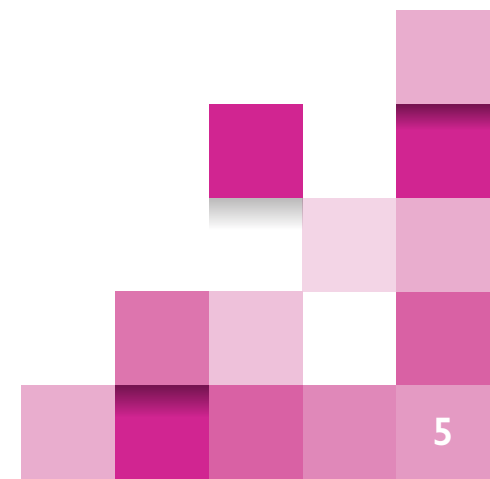
Darryn Allcorn

Susanne Brunner

(not pictured)

Northern Devon Healthcare  
NHS Trust

[darryn.allcorn@nhs.net](mailto:darryn.allcorn@nhs.net)





# CHAMBERLAIN DUNN LEARNING AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE



THE WINNER IS...



## Investing in Excellence at Royal Berkshire Foundation Trust

### CHRIS PLUMB

Learning & OD Consultant

### NIKKI KENYON-SMITH

Learning & OD Manager

Royal Berkshire NHS Foundation Trust

Investing in Excellence (IIE) is a four-day programme (two days followed by another two days a month later) created by a US firm, the Pacific Institute. It takes the principles of positive psychology and applies them in a simple and easy to understand way. The programme was offered to all staff (regardless of grade) on the assumption that everyone has a contribution to play in shaping the culture of an organisation.

“The team have continued to champion this programme and maintain board commitment. Their resilience, energy and positivity shine through.”

### WHAT HAS THE PROJECT ACHIEVED?

- Universally positive ratings initially– 100% of delegates would recommend IIE to a colleague. Strong (96%) agreement that programme benefitted them. 100% rating for facilitators.
- 100% of delegates reported new learning/increased knowledge/new personal insights as a result of attending. This was sustained at 3 month and 12 month follow up as self-reported.
- Numerous anecdotal stories from managers noticing significant behavioural changes in staff returning from the programme.

### WANT TO FIND OUT MORE?

The trust is running a stand at the Health Education Thames Valley leadership awards this year and have also communicated the success of the programme to L&D colleagues in neighbouring trusts. It is offering places on our programmes for staff from other trusts to attend so they can experience it first hand. For more information, email [christopher.plumb@royalberkshire.nhs.uk](mailto:christopher.plumb@royalberkshire.nhs.uk)

## HIGHLY COMMENDED



Watford Workshops & the NHS

Hein Scheffer

Adrian Manning

(not pictured)

Linda McIntyre

Herts Valleys Clinical

Commissioning Group

[hein.scheffer@hertsvalleysccg.nhs.uk](mailto:hein.scheffer@hertsvalleysccg.nhs.uk)

## THE FINALISTS



Leadership & Management  
Development Pathway

Steve Andrews

Pat Cotton

East & North Hertfordshire NHS Trust

[steve.andrews5@nhs.net](mailto:steve.andrews5@nhs.net)





# HEALTH SHIELD FRIENDLY SOCIETY AWARD FOR WELLBEING

THE WINNER IS...



## SWBH Benefits

### AMIR ALI

Head of Employee Benefits (not pictured)

### JENNY WRIGHT

Health & Wellbeing Manager

### RAFFAELA GOODBY

Director of HR and OD

Sandwell and West Birmingham Hospitals NHS Trust

While Sandwell and West Birmingham Hospitals NHS Trust had historically offered various health and wellbeing benefits, they were fragmented and had no dedicated management or communication resources, resulting in limited staff engagement. However, with SWBH Benefits, all existing benefits, along with a wealth of fantastic new ones, are now managed within a single platform for the first time, and supported by a dedicated management team and communication activities.

*“ We really liked the comprehensive nature of the package and that they celebrated all of the things that were already on offer. Great to see a focus on lower banded staff.”*

### WHAT HAS THE PROJECT ACHIEVED?

- The 2016 staff survey showed that 86% of staff feel the new benefits package is a positive improvement.
- The trust has improved productivity by reducing sickness absence from 4.9% to 4.5% (April 2016 vs. Jan 2017). This has reduced the cost of sickness from £9.08m to £8.57m, generating savings of £510k.

### WANT TO FIND OUT MORE?

In a unique approach, 2017 will see us provide consultancy to trusts across the region to help them create similar benefits offerings, in turn both supporting our wider community whilst also generating income for our own trust. For more information, email [amir.ali1@nhs.net](mailto:amir.ali1@nhs.net)

## THE FINALISTS



bWell app & website –  
Pioneering the Way in Staff  
Wellbeing Resources

Samantha Whann  
Brendan McConaghy

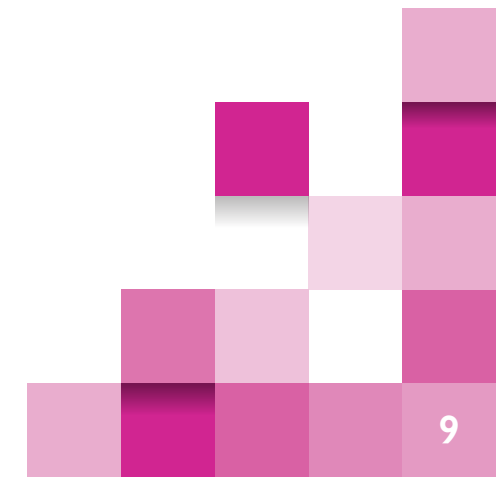
Belfast Health & Social Care Trust  
[samantha.whann@belfasttrust.hscni.net](mailto:samantha.whann@belfasttrust.hscni.net)



King's Mill Hospital Staff  
Health & Wellbeing Approach

Anne Burton  
Rebecca Loveridge

Sherwood Forest Hospitals NHS FT  
[anne.burton@sfh-tr.nhs.uk](mailto:anne.burton@sfh-tr.nhs.uk)





# AWARD FOR EXCELLENCE IN EMPLOYEE ENGAGEMENT

THE WINNER IS...

neyber

Fairer finance for employees



## ‘Be the Change’

### LOUISE McKENZIE

Director of Workforce Transformation

### MARK HINCHCLIFFE

Programme Management Office Manager (not pictured)

### KEEFAI YEONG

Consultant

Ashford & St Peter's Hospitals NHS Foundation Trust

‘Be the Change’ launched in February 2014 as a programme conceived by junior doctors. It provides staff with the opportunity to come forward with ideas for improvement, but also creates opportunities for front-line staff to become ‘Change Champions’ and to develop new skills in their roles.

“Engaged all levels of the workforce and responded to every single person, whatever the idea. Very clear and impressive.”

### WHAT HAS THE PROJECT ACHIEVED?

- Hundreds of postcards were submitted with ideas for improvement from across the organisation and over 40 QI projects were launched with a junior doctor and local ‘change champion’ leading each one. The top 3 QI projects received recognition by the Executive team and support to full implementation.
- The programme has spread and is now a vital part of the quality improvement strategy for the whole organisation, now using online portals for submitting ideas for change.
- Supporting all staff to do QI has encouraged innovation and experimentation, improved the patient experience and made continuous improvement part of the culture.

### WANT TO FIND OUT MORE?

The trust has a quality improvement microsite – [www.bethechangeasph.com](http://www.bethechangeasph.com) – which provides staff and anyone with an interest in QI with helpful online tools and resources to get started with improvement. A mobile app is also available to help people to adopt this approach. For more information, email [louise.mckenzie@asph.nhs.uk](mailto:louise.mckenzie@asph.nhs.uk)

## THE FINALISTS



### Maternity Integrated Improvement plan

Gloria Rowland  
Tania Marcus

West Hertfordshire Hospitals NHS Trust

[Paul.dagama@whht.nhs.uk](mailto:Paul.dagama@whht.nhs.uk)

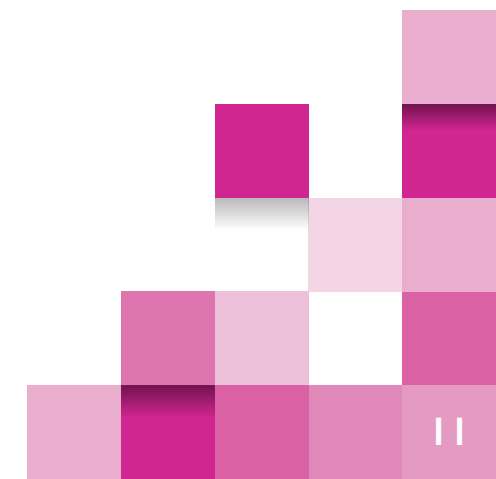


### Do You Have a Green Brain?

Emma Goss  
Miriam Lester

Royal Bournemouth and Christchurch Hospitals NHS Trust

[emma.goss@rbch.nhs.uk](mailto:emma.goss@rbch.nhs.uk)





# ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT

THE WINNER IS...



## Leading with Compassion

### LAURA ROGERS

Shropshire and Staffordshire  
Leadership and Organisational  
Development Lead (not pictured)

### CAROLINE DONOVAN

Chief Executive, North Staffordshire  
Combined Healthcare (not pictured)

### ROBERT CRAGG

Deputy Director Strategy and  
People, North Staffordshire  
Combined Healthcare NHS Trust

### SARAH LEHMANN

Assistant Director of HR and  
Head of OD, University Hospitals  
of North Midlands

Shropshire and Staffordshire Leadership Leads Group

“The judges loved the  
simplicity of this entry –  
compassion needs to be at  
the heart of everything we do.”

This is an accessible scheme  
whereby staff, patients and carers  
nominate anyone who they  
believe has demonstrated ‘leading  
with compassion’. The scheme  
was designed to acknowledge

and reward compassionate acts, however big, small, subtle, impactful,  
fleeting or enduring they may be. Each nominee receives a bespoke card  
which contains the details of the nomination, and a badge which indicates  
they have been recognised for acting compassionately.

### WHAT HAS THE PROJECT ACHIEVED?

- 1,500 compassionate acts have been shared across 11 NHS organisations,  
which have given rise to 1,500 potential experiences to spread positive behaviours.
- The first ever NHS definition of compassion and 7 qualities of healthcare compassion.
- The receipt of simple recognition cards and badges has enhanced staff engagement  
and the impact on staff practice and sense of pride has been profound.

### WANT TO FIND OUT MORE?

A package of learning materials has been developed for organisations interested in  
introducing the scheme. The trust has a website [www.nhscompassion.org](http://www.nhscompassion.org) which is  
regularly updated with learning, inspirational literature and case studies to support  
further learning. For more information, email [laura.rogers@northstaffs.nhs.uk](mailto:laura.rogers@northstaffs.nhs.uk)

## THE FINALISTS



Our ‘Good to Outstanding’  
(G2O) Programme

Jo Catlin  
Ian Crich  
(not pictured)

Jo Bennis

Peterborough and Stamford  
Hospitals NHS Foundation Trust  
[johanne.catlin@pbh-tr.nhs.uk](mailto:johanne.catlin@pbh-tr.nhs.uk)

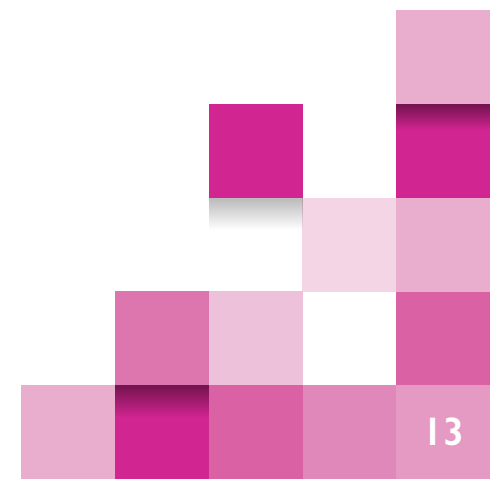


Bay Learning and  
Improvement Collaborative

Sally Baines  
Rachel Fleming  
(not pictured)

Matthew France

Bay Health and Care Partners  
[Matthew.france@mbht.nhs.uk](mailto:Matthew.france@mbht.nhs.uk)





# SOCIAL PARTNERSHIP FORUM AWARD FOR PARTNERSHIP WORKING BETWEEN EMPLOYERS & TRADE UNIONS

THE WINNER IS...



## A New Attendance Policy... A New Approach To People Management

**ASHLEY JUDD**

Deputy Director of Workforce

**HARRY SEDDON**

Chair of Staff Side at Norfolk and Norwich

Norfolk and Norwich University Hospitals NHS FT

Following a 'horror' story about how sickness absence was being tackled at Norfolk and Norwich University Hospitals

FT, an attendance policy was formulated instead of a sickness policy. Members of the Pay and Conditions of Service (PACS) committee worked together to change the status quo and avoid dispute and mistrust – it really was a partnership with both sides pushing for radical change.

“Compelling story of a fundamental shift to a ‘people’ focus. An authentic example of partnership in action.”

### WHAT HAS THE PROJECT ACHIEVED?

- In the six months to January 2017, sickness figures for each month (August 2016 to January 2017) have been lower than the comparable months from 12 and 24 months previously.
- The actual levels of sickness in the six months to January 2017 were approximately 5% lower than 12 months previously.
- Fewer staff are being sanctioned despite ‘hitting’ the ‘trigger points’ – evidence of a qualitative assessment by managers ‘knowing their staff’.

### WANT TO FIND OUT MORE?

For more information, email [ashley.judd@nnuh.nhs.uk](mailto:ashley.judd@nnuh.nhs.uk)

## THE FINALISTS



**Reasonable Adjustments Passport**

Amanda Wildgust

Lynn Booth

Derbyshire Community Health Services NHS FT

[amanda.wildgust@nhs.net](mailto:amanda.wildgust@nhs.net)



**Learning in Partnership**

Darren Barber

Georgina Goodman (not pictured)

Lorraine Wellard

The Queen Elizabeth Hospital, Kings Lynn

[darren.barber@qehkl.nhs.uk](mailto:darren.barber@qehkl.nhs.uk)



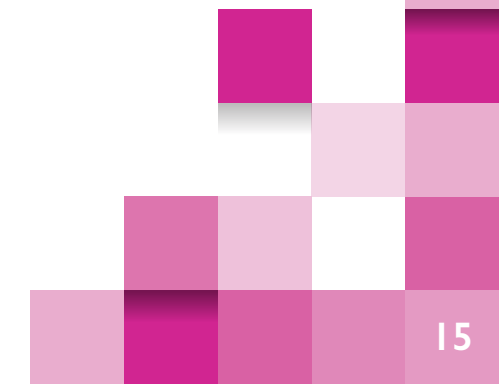
**Feel Good Friday**

Patrick Ross-Osborne

Steve Jones

North Staffs Combined Healthcare NHS Trust

[patrick.ross-osborne1@northstaffs.nhs.uk](mailto:patrick.ross-osborne1@northstaffs.nhs.uk)





# UNIVERSITY OF BRADFORD AWARD FOR CROSS-SECTOR WORKING



THE WINNER IS...



## Cumbria Learning & Improvement Collaborative: Cross Sector Training

### TONI HALL

Cumbria Partnership Foundation Trust Education & Learning Manager  
Cumbria Learning & Improvement Collaborative Programme Manager

### SUE GALLAGHER

Lay Representative

Cumbria Clinical Commissioning Group

Following the success of a training programme for registered nurses, this project provided the opportunity to deliver free clinical skill awareness workshops for all non-registered health and care support workers across the independent sector and NHS. It brought staff together from different organisations to share expertise, build networks, problem solve and build confidence.

“Brilliant opportunity. This training has made a real difference to patients and staff and has ability to have a UK-wide impact.”

### WHAT HAS THE PROJECT ACHIEVED?

- Between June 2016 and February 2017, 177 workshops were delivered.
- Over 1,300 different staff were trained from over 250 over places of work.
- Staff made 1,500+ promises to implement actions from the workshops.

### WANT TO FIND OUT MORE?

This will become 'business as usual' for North, West and East Cumbria STP as the leadership team has committed to develop a clinical skills programme for 2017/18. For more information, email [Toni.hall@cumbria.nhs.uk](mailto:Toni.hall@cumbria.nhs.uk)

## THE FINALISTS



### Get On the Bus!

Sarah Montgomery  
Alison Balson

Wrightington, Wigan and Leigh NHS FT  
[sarah.montgomery@wwl.nhs.uk](mailto:sarah.montgomery@wwl.nhs.uk)



### Wear Recovery Partnership

Michelle Gill  
Amanda Oakes

Northumberland Tyne and Wear FT  
[michelle.gill@ntw.nhs.uk](mailto:michelle.gill@ntw.nhs.uk)



### The Sheffield Health & Social Care NHS FT & Mental Health Uganda Gulu Branch

Greg Harrison  
Kim Parker

The Sheffield Health & Social Care (SHSC) NHS FT  
[Caroline.Parry@shsc.nhs.uk](mailto:Caroline.Parry@shsc.nhs.uk)





# BMJ CAREERS AWARD FOR WORKING SMARTER

THE WINNER IS...



## Working Together for Better Outcomes

**PAUL DA GAMA**  
Director of Human Resources

**SHARON MASON**  
Strategic Workstream Lead  
(not pictured)

**TOM SIMONS**  
Chief People Officer

**JANE GOODALL**  
Purchasing Manager

The Herts and Beds Agency Consortium

Since NHS Improvement (NHSI) set rate caps in October 2015 to reduce spend on agency staff, health trusts across Herts and Beds have worked collectively to not only implement the rate caps, but also approach the topic holistically. The key principle agreed by all trusts through a memorandum of understanding was 'open book', i.e. all current agency rates and bank rates were openly shared in the spirit of complete collaboration.

“The panel were really impressed with the collaborative approach. People can now ask themselves ‘what’s the reason not to collaborate’ rather than the other way round.”

### WHAT HAS THE PROJECT ACHIEVED?

- This united approach to sharing intelligence means that NHS organisations aren't inadvertently driving up prices by competing against each other for staff.
- There is no longer any benefit for workers to 'rate chase' between trusts, which has led to a more stable workforce and better consistency of care.
- Trusts can incentivise agencies with higher volumes of work through combined buying power. As more people are employed permanently by trusts the vacancy rate is decreasing.
- Total savings across nursing/allied health professionals/medical locums between Nov 2015/Dec 2016 is £6m.

### WANT TO FIND OUT MORE?

For more information, email [paul.dagama@whht.nhs.uk](mailto:paul.dagama@whht.nhs.uk)

## THE FINALISTS



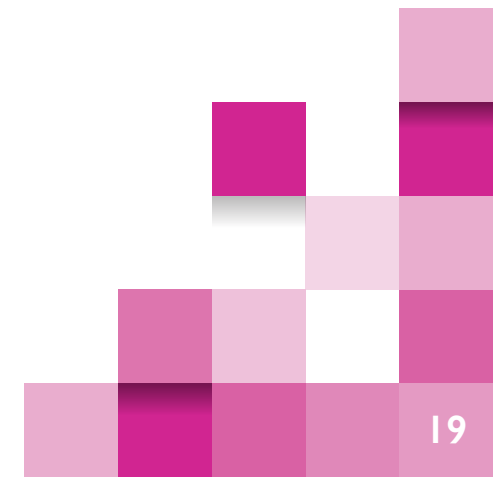
### Casework Investigation Unit

Claire Toms  
Alison Newcomb-Ferreday  
Sandwell & West Birmingham  
NHS Trust  
[c.toms@nhs.net](mailto:c.toms@nhs.net)



### Reducing and Tackling Agency Spend

Christine Brereton  
Amanda Dunkley  
North Cumbria University  
Hospital Trust  
[christine.brereton@ncuh.nhs.uk](mailto:christine.brereton@ncuh.nhs.uk)





# HSJ STRATEGIC RECRUITMENT AWARD

THE WINNER IS...

FOR HEALTHCARE LEADERS  
**HSJ**



## #joincwmtaf

### GARTH HARDACRE

Asst Director of Workforce & OD (not pictured)

### JOANNA DAVIS

Director of Workforce and OD

### SARA MASON

Senior Business Partner

Cwm Taf University Health Board

“The panel applauded the innovation in choice of advertising media and that the project is sustainable at no extra cost.

The #joincwmtaf Nurse Recruitment Campaign was launched to position Cwm Taf University Health Board as an employer of choice. The aim was to increase the number of nurses it recruits, set against the backdrop

of a national shortage. The campaign was launched in August, exploiting social media to save money and reach the target audience, with a Channel 4 On Demand element being live for a month.

### WHAT HAS THE PROJECT ACHIEVED?

- Across all media – 1,320,408 impressions @ £0.019 per eyeball were recorded.
- The campaign attracted significant media and political interest. The Chief Executive and Nurses were interviewed by both the BBC and ITV news, providing unplanned publicity. The campaign was also identified by the Welsh First Minister and the Health Minister, amongst a number of politicians and major figures in other organisations such as the RCN.
- There was successful attraction of candidates in the immediate months post-campaign, rising from 142 applications in August 2016 to 272 in November and job offers roughly doubling from 25 to 52 over the same time period.

### WANT TO FIND OUT MORE?

The creation of a microsite provided not only a step improvement in the trust's ability to showcase its vacancies, but it gave a longstanding platform to market Cwm Taf as an employer of choice. For more information, email [gareth.hardacre@wales.nhs.uk](mailto:gareth.hardacre@wales.nhs.uk)

## THE FINALISTS



### Project ENHanced

Pawel Tamberg

Jo Stiles

East and North Hertfordshire  
NHS Trust

[Pawel.tamberg@nhs.net](mailto:Pawel.tamberg@nhs.net)



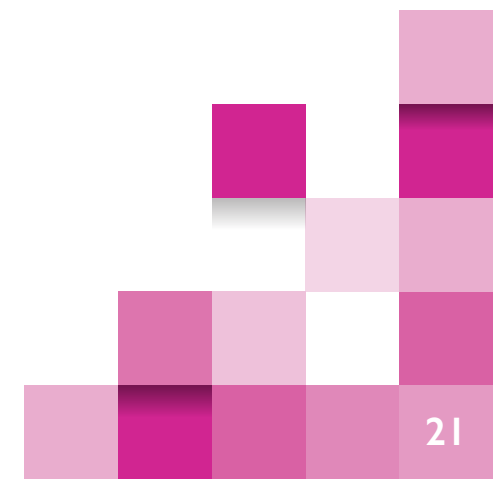
### A New Kind of Trust

Diane Poulson

Jane Haire

University Hospitals of  
North Midlands NHS Trust

[diane.poulson@uhnm.nhs.uk](mailto:diane.poulson@uhnm.nhs.uk)





# AWARD FOR BEST USE OF YOUR ESR

THE WINNER IS...

Electronic Staff Record Programme



## Transforming Hire to Retire processes across NHS Wales

**HELEN THOMAS**

Programme Manager

**VANESSA DAVIES**

Head of Occupational Health

NHS Wales Shared Services Partnership and Hywell Ddd UHB

Prior to this project there was significant variation in the use of OH systems and processes. Duplication of data entry was significant, as were inconsistencies in processes, resulting in significant delays in appointing to posts. An ESR 'Hire to Retire' vision was developed that defined the process from confirmation of preferred applicant to occupational health clearance and readiness to commence in post.

*The resilience and continued motivation and enthusiasm of the leads over the four years is to be admired.*

### WHAT HAS THE PROJECT ACHIEVED?

- An 80% reduction in duplication of data entry for occupational health administration teams.
- Occupational health process steps have been reduced by about 20%.
- Time savings of 23,835 hours per annum within occupational health and recruitment processes.
- The project has significantly raised the profile of OH services and enhanced contract benefits including collaborating with the pilot organisations to maximise training, OH developments and user forums.

### WANT TO FIND OUT MORE?

This project will act as a blueprint for the deployment of the ESR/OH bi-directional interface across all remaining Wales NHS organisations. For more information, email [helen.thomas7@wales.nhs.uk](mailto:helen.thomas7@wales.nhs.uk) or [vanessa.davies2@wales.nhs.uk](mailto:vanessa.davies2@wales.nhs.uk)

## THE FINALISTS



Expanding the use of  
ESR to 900 GP Surgeries

John Foo  
Michael Foo

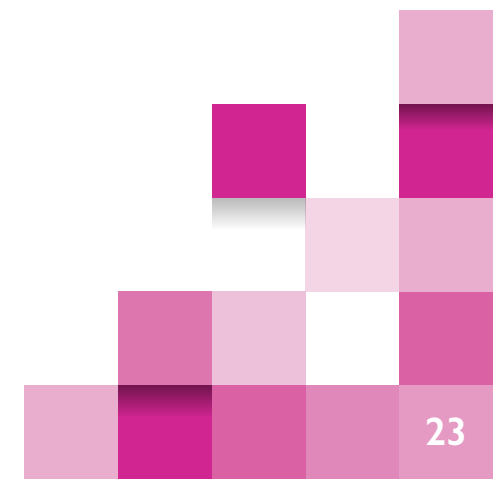
St Helens and Knowsley  
Teaching Hospitals Trust  
[john.foo@sthk.nhs.uk](mailto:john.foo@sthk.nhs.uk)



Implementation of Nursing  
Revalidation in ESR

Steve Emmerson  
Suzanne Medows

The Newcastle upon Tyne  
Hospitals NHS Trust  
[steve.emmerson@nuth.nhs.uk](mailto:steve.emmerson@nuth.nhs.uk)





# NHS DIGITAL AWARD FOR HR ANALYTICS

THE WINNER IS...



## Interactive Benchmarking Tools for Workforce Redesign

**DIANE WILLIAMS**

Workforce Information  
Data Analyst

**RYAN CUNNINGHAM**

Workforce Information Manager

Workforce, Education and Development Services (WEDS),  
NHS Wales Shared Services

The team has created and developed four user-friendly benchmarking data tools in MS Excel, to help the users of NHS Wales' organisations easily interact with an all-Wales ESR data set, without having to be Excel experts, or actually having to access the ESR Data Warehouse itself.

“The team has achieved a lot with no extra resource and had an impact at a national level.”

### WHAT HAS THE PROJECT ACHIEVED?

- The tools have helped users to perform workforce planning activities and to identify opportunities to redesign the workforce more effectively, by providing instant and direct access to key workforce data.
- Since the four tools were completed in 2015, and presented to the 10 NHS Wales organisations, there are currently 356 senior managers who have first-hand practical experience of them via workshops.
- 70 users have received practical and interactive demonstrations through the integration of workforce planning and other workforce workshops.
- 179 users are using the tools without any classroom training and are assisted by the illustrated user guides provided.

### WANT TO FIND OUT MORE?

Organisations are being supported to build their own local tools, with the Workforce Information team supplying the technical platform and the organisation populating the programme with their own data. Benchmarking tools could be built for other independent organisations such as the Welsh Ambulance Service Trust. For more information, email [diane.williams4@wales.nhs.uk](mailto:diane.williams4@wales.nhs.uk)

## THE FINALISTS



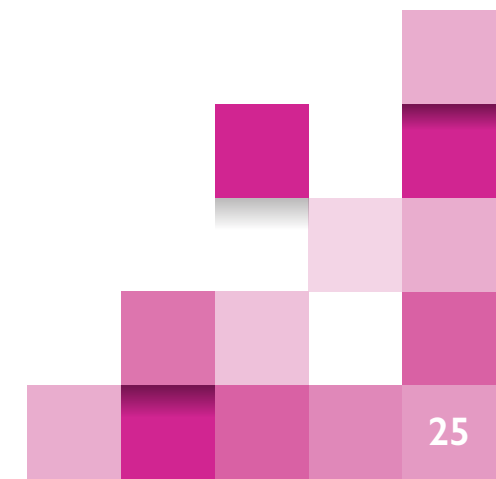
**Electronic Workforce  
Intelligence Portal**

Nigel Moloney  
Jonathan Hodges  
Central Manchester University  
Hospitals NHS FT  
[nigel.moloney@cmft.nhs.uk](mailto:nigel.moloney@cmft.nhs.uk)



**Go Engage: Turning the  
Science Behind Employee  
Engagement into Practice**

Nicole Ferguson  
Rachel Holden  
Wrightington, Wigan  
and Leigh NHS FT  
[Nicole.Ferguson@wwl.nhs.uk](mailto:Nicole.Ferguson@wwl.nhs.uk)





# MOST EFFECTIVE USE OF DIVERSITY TO STRENGTHEN GOVERNANCE, RECRUITMENT OR PROMOTION

THE WINNER IS...

DIVERSITY  
BY DESIGN



## Promote & Improve Equality, Diversity, Inclusion for Black Asian and Minority Ethnic Service Staff & Service Users

**LIZ JOHNSON**

Head of Equality and Inclusion

**MANREESH BAINS**

Project Lead

Sheffield Health and Social Care (SHSC) NHS Foundation Trust

“An innovative project focussing on an excellent mentoring programme for BME staff.”

This project aimed to not only support BME staff in their personal development but also to provide an opportunity for board members to listen to

BME staff and gain a greater understanding of their personal experiences within the organisation. The involvement of trust executives in the project meant that a proposal to continue the project into the second and now third phase was supported because the ‘hearts and minds’ argument had already been won.

### WHAT HAS THE PROJECT ACHIEVED?

- In January 2017, a half year report indicated that the percentage of staff in Band 6 had increased from 6% to 7.5% (long term target 9%). The percentage of staff in Band 7 had increased from 6% to 6.5% (long term target 9%) and the percentage of staff in Bands 8-9 had increased from 3% to 4.1% (long term target 9%).
- BME staff engagement was also measured through the number of staff involved in the staff network group, this increased from 4 at the start of the project in 2015 to over 40 by December 2016.

### WANT TO FIND OUT MORE?

In terms of CPD, the trust now plans to undertake an annual in-house survey. In 2016, for the first time, it included an additional optional section in its NHS staff survey focused on Leadership and Career Development and chose to survey all staff rather than the required sample. For more information, email [Liz.johnson@shsc.nhs.uk](mailto:Liz.johnson@shsc.nhs.uk)

## THE FINALISTS



**Strength in Diversity**

Tanise Brown

Louise Clark

(not pictured)

Lisa Neden

The Royal Marsden NHS FT

[louise.clark@rmh.nhs.uk](mailto:louise.clark@rmh.nhs.uk)



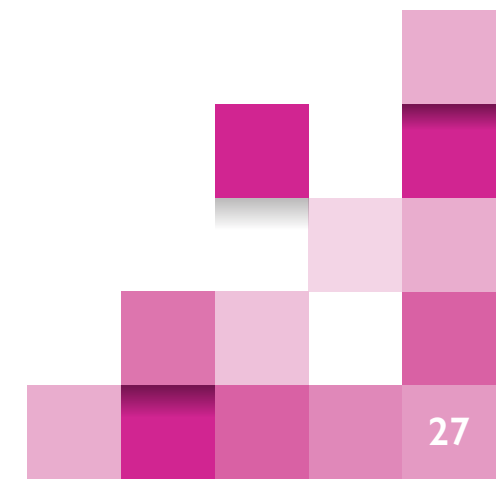
**Workforce that Reflects the Ethnic Diversity of the Local Population**

Lorraine Cameron

Patricia Campbell

Bradford Teaching Hospitals NHS FT

[lorraine.cameron@bthft.nhs.uk](mailto:lorraine.cameron@bthft.nhs.uk)





# GUARDIAN JOBS RISING STAR AWARD

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## Alison Wilkinson

Senior HR Advisor

Nominated by  
**FRASER McPHERSON**

Leeds Teaching Hospitals  
NHS Trust



Alison is a Senior HR Advisor at the Leeds Teaching Hospitals NHS Trust, where she is responsible for servicing the operational HR needs of the management teams and staff of three diverse Clinical Service Units (CSUs), comprising over 1,500 staff across 3 main sites. Entirely on her own initiative, Alison put forward a proposal to develop short training videos in relation to a number of HR practices. She then worked with the Trust's Organisational Learning function to develop a business case for proposal and secured funding to produce the videos.

Rob Rathbone, the LDI General Manager comments: "Mega-efficient is the best way I can describe Alison. She has been supporting the LDI for over a year and has recently become our main HR contact. I've been impressed by the way Alison can handle the most difficult situations while at the same time juggle multiple projects. No matter how tense a meeting may be, she is always calm and measured and is an asset to LTHT".

For more information, email  
[alison.wilkinson10@nhs.net](mailto:alison.wilkinson10@nhs.net)

## Jamie McClenahan

Workforce Development Advisor

Nominated by  
**JUSTINE STEPHENS**

South Eastern Health  
& Social Care Trust



Jamie McClenahan has been working with the Organisation and Workforce Development (OWD) Team within the Human Resources Directorate of the South Eastern Health & Social Care Trust for just over five years. He originally joined the trust working part-time as a Band 1 Domestic and Catering Assistant to help fund his way through university. Jamie has proved himself to be a first-class trainer and the go-to guy for support and general queries on just about any subject that the OWD team deals with.

However, it is as the trust's resident eLearning guru that Jamie's enthusiasm, creativity and bent for innovation really shines. Working with an under-developed set of tools, Jamie taught himself all the skills necessary to maintain, create and develop the organisation's digital resources. Almost single-handedly he has transformed the nature and use of eLearning throughout the organisation. His default position is to assume that no problem is insurmountable, which has endeared him to his team and the whole trust.

For more information, email  
[jamie.mcclenahan@setrust.hscni.net](mailto:jamie.mcclenahan@setrust.hscni.net)

## Lucy Purdy

Assistant Director –  
HR Business Partnering

Nominated by  
**LOUISE McKENZIE**

Ashford & St Peter's Hospitals  
NHS Foundation Trust



It is easy to underestimate what a powerhouse Lucy is. Although softly spoken and unassuming, her personal impact and the contribution to our Trust in nine months is incredible.

The diverse nature of her postgraduate experience contributes to her success. She has worked in acute, mental and community healthcare and has a sound knowledge of the current context within which the health system operates. Throughout her career she has demonstrated how she works with leadership teams to develop workforce plans and collaborate with HR specialist teams to organise the delivery of workforce interventions in support of agreed plans. Lucy readily sees opportunities to innovate and do things differently. Within her current role she is sharing her equalities expertise through a patient experience programme.

She has built her credibility with very senior staff (including members of the executive team) very quickly within her current role – the ultimate testimony of this being her recent promotion.

For more information, email  
[lucy.purdy@asph.nhs.uk](mailto:lucy.purdy@asph.nhs.uk)



# RECRUITMENT TEAM OF THE YEAR

THE WINNER IS...



## The Big Bang Recruitment Team

### CATHERINE MULLIGAN

HR Business Partner

### MICHELLE MORSE

HR Business Partner

Welsh Ambulance Services NHS Trust

“The project was cost-effective and achieved 100% success in recruitment and retention.”

The ‘Big Bang’ recruitment team were tasked with identifying an innovative way to tackle 32 paramedic vacancies at the Welsh Ambulance Services NHS Trust. In 2016, the trust launched a new shared vision and purpose entitled ‘Being our Best’.

As part of this, the team decided to hold a ‘Big Bang’ event in April 2016 in Cardiff and implement a values-based recruitment approach.

### WHAT HAS THE PROJECT ACHIEVED?

- As a result of the Big Bang recruitment event, the trust was able to fill all 32 of its paramedic vacancies, ensuring that it was the first ambulance trust across the whole of the UK to fill all paramedic posts.
- The feedback from the event from both applicants and staff was overwhelmingly positive, with 95% stating that they felt that the format of the event was either very good or excellent.
- The targeted social media campaign resulted in the trust recruiting graduates from 12 of the 27 universities offering the Diploma in Paramedic Science.
- As of 31 December 2016, there is a 0% turnover for those paramedics recruited at the Big Bang. A further 15 paramedic vacancies have been identified, however, the success of the Big Bang generated enquiries from potential new recruits.

### WANT TO FIND OUT MORE?

For more information, email [catherine.mulligan@wales.nhs.uk](mailto:catherine.mulligan@wales.nhs.uk)

## THE FINALISTS



To Boldly Go...!

Jonathan West

Katie McGowan (not pictured)

Phil Downing

West Hertfordshire Hospitals NHS Trust

[jonathan.west@whht.nhs.uk](mailto:jonathan.west@whht.nhs.uk)



Recruitment Team

Clare Ridout

Rowena Welsford (not pictured)

Guy's & St. Thomas' NHS FT

[Clare.ridout@gstt.nhs.uk](mailto:Clare.ridout@gstt.nhs.uk)



Recruitment Team

Katy Stretch

Ruth Keeler

University Hospitals of Morecambe Bay NHS FT

[Katy.Stretch@mbht.nhs.uk](mailto:Katy.Stretch@mbht.nhs.uk)





# DEPUTY HR DIRECTOR OF THE YEAR

THE WINNER IS...

**NHS**  
*England*

## Helen Farrington

Nominated by  
**MARGOT JOHNSON**

Central Manchester University Hospital Foundation Trust

Helen is a key member of the HR Leadership team and works very closely with the other directors. She is an excellent team worker, always willing to help support the other directors' agendas as well as providing clear direction in her own area of professional expertise.

“The panel were very taken by Helen's credibility in a complex and challenging environment. Excellent example of sound judgement in a very difficult position.”

The trust has been experiencing the most challenging financial climate in its history. At the start of 2016, the board took the difficult but necessary decision to place the trust into internal turnaround. Helen worked very closely with directors across the trust to develop and implement a staff engagement and improvement programme that has resulted in hundreds of staff, across all divisions, making suggestions and implementing improvement initiatives that have so far resulted in savings and additional income of over £38 million.

Helen has a wealth of OD experience but also has that rare quality of being able to apply proven OD theory in the workplace through instilling in others a true belief in OD. Instead of it being a vague subject that arouses suspicion and uncertainty, she inspires her colleagues to be genuinely excited about OD and the benefits that effective application can bring to their teams and the wider organisation.

### WANT TO FIND OUT MORE?

For more information, email [helen.farrington@cmft.nhs.uk](mailto:helen.farrington@cmft.nhs.uk)

HIGHLY  
COMMENDED



**Anne Lloyd**  
Nominated by Stephen Moir  
NHS England  
[anne.lloyd@nhs.net](mailto:anne.lloyd@nhs.net)

THE FINALISTS



**Jonathan West**  
Nominated by Paul Da Gama  
West Hertfordshire Hospitals  
NHS Trust  
[jonathan.west@whht.nhs.uk](mailto:jonathan.west@whht.nhs.uk)





Llywodraeth Cymru  
Welsh Government

# HR TEAM OF THE YEAR

THE WINNER IS...



## HR&OD Team

### LAWRENCE OSGOOD

Assistant Director of HR

### CATHY McKEOWN

Head of Staff Engagement

Wirral University Teaching Hospital NHS Foundation Trust

Guided by their Workforce & Organisational Development Strategy, the HR&OD team at Wirral University Teaching Hospital (WUTH) have been

relentless in their creativity and sheer hard work in pursuit of excellence in the organisation's workforce performance metrics. These have improved dramatically over the last two years.

The HR&OD staff are passionate about the staff engagement agenda, recognising the strong link between staff engagement, quality and patient outcomes. The trust has used the 'Listening into Action' framework to involve every team in the organisation in major engagement events and localised 'huddles'. This agenda has had a huge impact on staff being listened to and supported in improving the environment and the quality of patient care.

The trust has achieved national recognition in this area and was the winner of the Patient Experience National Network Award. WUTH Staff Guardians were included as one of the top 100 NHS stories as part of the #NHS100 Stories campaign.

The HR&OD team are committed to continuing working closely with all members of staff to improve every year so that they reach the top 20% of trusts nationally, as measured in the national staff survey, by the 2017 survey.

### WANT TO FIND OUT MORE?

For more information, email [LOsgood@nhs.net](mailto:LOsgood@nhs.net)

“ This is an excellent example of the best in the profession. Passionate and impactful. ”

## HIGHLY COMMENDED



### Learning & Development Team

Joanne Davies

Samantha Springett

University Hospital of South Manchester NHS FT

[Joanne.Davies@uhsm.nhs.uk](mailto:Joanne.Davies@uhsm.nhs.uk)

## THE FINALISTS



### Pan London Doctors' Contracts project group HR&OD All Stars

Sarah Nicol

Sarah Ottaway

Royal Free London NHS FT

[sarah.nicol4@nhs.net](mailto:sarah.nicol4@nhs.net)



### Medical Workforce Team

Carol Robinson

Julie Sutcliffe

Leeds Teaching Hospitals Trust

[Juliesutcliffe@nhs.net](mailto:Juliesutcliffe@nhs.net)





# HR DIRECTOR OF THE YEAR

THE WINNER IS...



## Phillip Marshall

Harrogate and District NHS Foundation Trust

At Harrogate & District NHS Foundation Trust (HDFT), the HR Director is someone who looks beyond his own organisational boundaries, leads from the front and is driven by his passion for the NHS. Phillip is recognised for being approachable, inclusive and honest and he creates conditions for his team to excel.

“*Phillip is held in great regard by his own team, peers in his trust and, critically, other partners outside the organisation all of whom value his honest and approachable manner underscored by humility and modesty. Phillip is a fantastic asset to the HR community but more importantly the NHS. A truly deserving HR Director of the Year.*”

Phillip believes strongly in true partnership working. Ray Gray, Regional Organiser for Unison said, “For partnership to work it has to be more than just words on a document and in Harrogate, Phillip ensures that we are listened to, respected and feel part of a real partnership that has the interest of the staff and the patients at the heart of all that we do.”

This year Phillip has spearheaded the implementation of a values and behaviours framework incorporating values-based appraisals and provided leadership to the roll out of the Quality Charter. The 2015 National Staff Survey showed that HDFT was ranked third nationally in its category. This increased again in 2016 for the third consecutive year.

Danny Mortimer, Chief Executive of NHS Employers describes Phillip as, “One of the pre-eminent HRD experts in terms of workforce development, skills and education.”

### WANT TO FIND OUT MORE?

For more information, email [phillip.marshall@hdft.nhs.uk](mailto:phillip.marshall@hdft.nhs.uk)

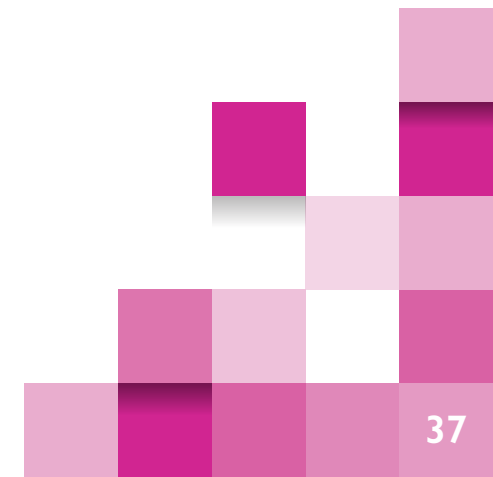
## THE FINALISTS



**Janet Wilkinson**  
University Hospital of South  
Manchester NHS FT  
[janet.wilkinson1@uhsm.nhs.uk](mailto:janet.wilkinson1@uhsm.nhs.uk)



**Paul Da Gama**  
West Hertfordshire Hospitals  
NHS Trust  
[paul.dagama@whht.nhs.uk](mailto:paul.dagama@whht.nhs.uk)



# PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT

DACbeachcroft



## Elaine Way

Chief Executive

Western HSC Trust

Elaine joined health and social care in 1977 as a graduate trainee and from an early stage in her career, identified that HR was the specialism for her, rising through the ranks quickly to become a Director of Human Resources, before advancing to become a Chief Executive in 1996.

Elaine has, throughout her career, been passionate and enthusiastic about the people management agenda and the positive impact that strong HR management can have on patient and client care.

As a busy Chief Executive, Elaine committed to being President of the Association of Healthcare Human Resource Management (AHHRM) from 2002-2004 and was in charge when the name changed to Healthcare People Management Association – to reflect the belief that people management is everyone's business. Using her considerable energy and influence, Elaine brought HR front and centre, touring the four nations to speak at conferences and introducing the HR awards. Much of this legacy shapes how HR is today.

From 2006 to date Elaine has been Chief Executive of the Western HSC Trust, one of the largest and most complex public sector organisations in the UK. Chief Executive from the Trust's inception, Elaine had to build a team subsequent to the most radical restructuring of health and social care in Northern Ireland in a generation. Merging three 'legacy' trusts, all with different challenges and cultures was a daunting task which Elaine met with relish. Gathering staff around her one stated aim of 'providing high quality patient and client-centred care delivered by well trained staff with high morale' Elaine, through her dynamic and visible leadership, ensured that every member of the Western Trust team felt valued and critical to future organisational success.

She is vivacious, energetic, interested, engaging, forward thinking, someone who values and supports her colleagues and is a kind and compassionate leader who inspires and motivates those she comes in contact with. In short, she embodies all the qualities of an exemplary HR leader.

Elaine is retiring after 40 years of dedicated public service and the theme tune she brought to her work: 'Don't stop me now, I'm having a good time' will become the theme tune of her life.

“As Workforce Director at the Department of Health from 2001 to 2006, I was fortunate enough to see at first hand, the enormous contribution made by Elaine Way to HR in the NHS. I can think of no-one more deserving than her to be recognised by the HPMA for her lifetime achievement.

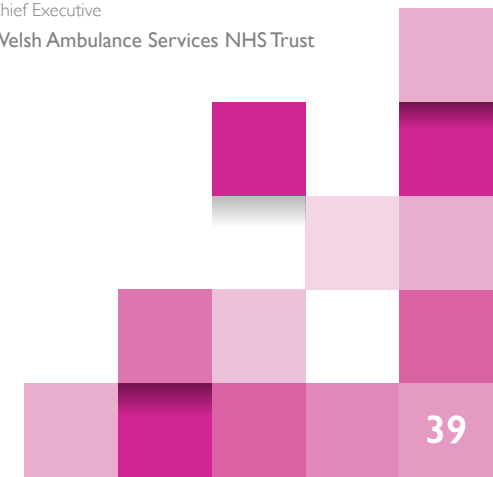
Andrew Foster  
Chief Executive

Wrightington, Wigan and Leigh  
NHS Foundation Trust

“Whenever I am asked to identify role models who have influenced me through my career Elaine is always the person I mention. Her warm engaging style has enabled people at all levels and from all professions to relate to her.

Tracy Myhill  
Chief Executive

Welsh Ambulance Services NHS Trust





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[diversitybydesign.co.uk](http://diversitybydesign.co.uk)

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To find out more visit: [Liaisonfs.com](http://Liaisonfs.com) or email: [info@liaisonfs.com](mailto:info@liaisonfs.com)

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[www.digital.nhs.uk](http://www.digital.nhs.uk)

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[www.electronicstaffrecord.nhs.uk](http://www.electronicstaffrecord.nhs.uk)

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[www.gov.wales/health](http://www.gov.wales/health)

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[www.socialpartnershipforum.org](http://www.socialpartnershipforum.org)

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Bevan Brittan 

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