**Q5 What is being done to ensure that career progression is a fair process?**

Absolutely - a, it does need to be and b, it’s always a more challenging one for people to feel it is fair and open in process wise as well. I think the approach is very much around gaining assurance that things such as, if I use the term, recruitment selection, if I use the term enrolment onto programmes such as paramedic apprenticeships. That’s absolutely assurance that we’re asking for from an exec perspective. It goes through a process, the people are able to comment, people are able to feel that it’s triangulated, that it’s not people that know people who have got roles. There is a really big focus on this to make sure as well.

The other bit is also balancing that against what career progression we’ve actually got to be able to offer as well. There’s two balances in fact. One is about opportunity and the second one is about process for that opportunity.

The training team, if I use clinical for example, they are working really hard on a range of options, a range of things that allow us take degree apprentices, looking at pathways that might take people with no academic qualifications to do that. There’s a range of things being produced. But it’s very much about how do we implement those as well and it is done in a very fair and transparent way.

I’ve made enquiries around things like LOM positions. One of the commitments I made very early on was to just double check that we’re doing the right thing and also to make sure that our processes, HR are looking at that now in terms of some of the auditing of things like interview notes, all of those they are improving and starting to demonstrate that we are going through that as well.

If people feel there is specific examples or areas, I’d love the conversation, because I think for me, it’s part of that description I gave, triangulating evidence. It’s the triangulation that we really need to be able to have that conversation.