



<b>MEETING TITLE</b> Trust Board in Public		<b>MEETING DATE</b> 30/08/2018	
<b>TITLE of PAPER</b>	Workforce and Organisational Development – Draft Strategy	<b>PAPER REF</b>	2.1
<b>STRATEGIC OBJECTIVE(S)</b>	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce Safe and Sustainable: Provide a safe, effective, caring and sustainable service for all patients		
<b>PURPOSE OF THE PAPER</b>	Provide TEG and the Trust Board with the latest progress on the development of the Workforce and Organisational Development (People) Strategy		
<b>For Approval</b>	<input type="checkbox"/>	<b>For Assurance</b>	<input checked="" type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
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<b>DISCUSSED AT / INFORMED BY – include date(s) as appropriate</b> Trust Executive Group, March 2018			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b>	<b>Date:</b>	
<b>RECOMMENDATION(S)</b>	It is recommended that Trust Board <ul style="list-style-type: none"> <li>note the progress and direction of travel on the development of the Workforce and OD Strategy (People Strategy)</li> <li>provide feedback on the identified strategic aims (if applicable)</li> </ul>		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Equality Impact Assessment - [New]</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> <b>Choose a DOMAIN(s)</b>	All		
<b>NHSI Single Oversight Framework</b> <b>Choose a THEME(s)</b>	6. Leadership & Improvement Capability (Well-Led)		

## **DEVELOPING OUR PEOPLE STRATEGY – PROGRESS UPDATE**

### **1. PURPOSE**

- 1.1 The purpose of this paper is to provide Trust Board with an update on the development of the Workforce and OD Strategy to ensure that Board are assured with the direction of travel before it is finalised later in the year.

### **2. INTRODUCTION**

- 2.1 The Trust has been developing its five year strategy and in support of this a number of enabling strategies have been identified. Work has been ongoing since March to develop the enabling strategies to ensure 1) they support the overall Trust strategy 2) they develop a vision and work programme for the subject matter, i.e., people, and 3) that the enabling strategies co-ordinate and link with each other.
- 2.2 The timeline for the finalisation of the enabling strategies is ideally October so that they can be launched alongside the Trust Strategy at the Annual Leadership Summit.

### **3. DEVELOPING THE “PEOPLE” STRATEGY**

- 3.1 Following discussions with senior stakeholders within the Trust on a range of HR and workforce/OD issues, along with an analysis of data (staff survey, CQC, GGI, NHSI, and employee relations cases) a “temperature check of culture” was identified which helped to focus key areas for the Workforce and OD strategy. As a result, a draft discussion strategy was developed in March 2018.
- 3.2 Since this time, the Strategy has been the subject of ongoing consultation with a number of stakeholder groups within the Trust. This has included:
- March – TEG Strategy Session
  - May - Strategic Leadership Forum
  - June – Workforce and OD senior team away day, External Wakefield CCG
  - July – Integrated workforce event, Equality and Diversity network groups
  - July – August – x4 staff listening events
  - 24<sup>th</sup> July: Strategic Workforce Group
  - 26<sup>th</sup> July: JSG
  - August - IBPG - “critical friend” feedback, TEG Strategy session
- 3.3 The Strategy initially identified four strategic aims:
- Culture and Leadership
  - Recruitment, Retention and Resourcing
  - Health and Wellbeing
  - Education and Learning
- 3.4 The purpose of the consultation was to identify with stakeholders (including staff) whether the identified strategic aims “felt right” and if so, what priority objectives should be contained within them both in the immediate and longer term.

3.5 The consultation has proved to be invaluable and in summary identified that:

- the Strategy should be named “Our People” Strategy rather than a Workforce and OD Strategy
- the four strategic aims are the right ones
- in addition to the four identified strategic aims, there was overwhelming feedback about the need to improve staff communications and engagement. As a result we have included a fifth strategic aim and named this “**Employee Voice**”
- the focus on engaging with staff on the front-line is critical to ensuring the delivery of the People Strategy
- breaking down silos across directorates/service lines and working together is the key to ensure that the overall strategy and enabling strategies will be successfully delivered
- the need to look at the workforce as a whole working across directorates for the best needs of our patients is key
- we needed to have year on year plans so that actual delivery and benefits can be recognised by staff
- the Strategy needs to “talk” to all staff, whether front line or support, at all levels and in all locations.

3.6 The draft strategy (in presentation format) is attached and will be presented to the Trust Board to aid discussion.

#### **4. NEXT STEPS**

4.1 Following discussion with the Trust Board, feedback from the consultation process will be fully collated and cross referenced and the strategy will be finalised into a “textual” document in line with other enabling strategies. The final strategy will contain an overall strategy, national, regionally and local drivers and more refined KPIs.

4.2 The final strategy will be presented to the Trust Board in line with the identified timeline.

#### **5. RECOMMENDATIONS**

5.1 It is recommended that Trust Board

- note the progress and direction of travel on the development of the Workforce and OD Strategy (to now be renamed People Strategy)
- provide any feedback on the identified strategic aims (if applicable) and identified strategic priorities

#### **Appendix 1 – People Strategy Draft.**