



MEETING TITLE Trust Public Board		MEETING DATE 29/11/2018	
TITLE of PAPER		People Strategy – Final Draft	PAPER REF 2.2a
STRATEGIC OBJECTIVE(S)		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	
PURPOSE OF THE PAPER		Provide Trust Management Group with a final draft of the People Strategy.	
For Approval		<input checked="" type="checkbox"/>	For Assurance
For Decision		<input type="checkbox"/>	Discussion/Information
AUTHOR / LEAD	Christine Brereton, Director of Workforce and OD	ACCOUNTABLE DIRECTOR	Christine Brereton, Director of Workforce & OD
DISCUSSED AT / INFORMED BY – include date(s) as appropriate Trust Executive Group, March 2018			
PREVIOUSLY AGREED AT:		Committee/Group: Trust Executive Group Trust Management Group	Date: 21/11/2018
RECOMMENDATION(S)		It is recommended that the Trust Board approval the People Strategy (subject to further minor amendments as outlined in 3.7 of the report)	
RISK ASSESSMENT			Yes
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>			<input type="checkbox"/>
Equality Impact Assessment - [New] <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		All All	
NHSI Single Oversight Framework Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led) Choose an item.	

1. PURPOSE

- 1.1 The purpose of this paper is to present to Trust Board a final copy of the People Strategy 2018-2023.

2. BACKGROUND

- 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 where applicable.
- 2.2 A draft of the People Strategy was submitted to Trust Board in August 2018 in order that the Board could note the progress made and the direction of travel.

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 People Strategy. As a result, a draft discussion strategy was developed in March 2018.
- 3.2 Since this time, the draft Strategy has been the subject of ongoing consultation with a number of stakeholder groups (some of which TMG members have already been involved) 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
 - 24th July: Strategic Workforce Group
 - 26th July: JSG
 - August - IBPG - “critical friend” feedback, TEG Strategy session
 - October – Strategic Workforce Group / JSG circulation
 - November – TEG circulation, TMG discussion 21st.
- 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. The consultation proved to be invaluable and in summary identified that:
- the Strategy should be named “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 aim is that this will become a “brand” focus for future employee communications #YASemployeevoice)
- 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.

3.5 Following discussion with the Trust Board in August 2018 and feedback gained from the consultation events the draft Strategy has now been “textualised” into a document in line with other enabling strategies. A number of KPIs have also been developed for each of the five strategic aims and are contained within the Strategy.

3.6 As well as ensuring that the People Strategy is fully aligned to the Trust Strategy, work has also been undertaken to cross-reference with other enabling strategies specifically those that are interlinked, i.e., quality improvement and freedom to speak up. This will ensure that there are synergies and not duplication. The final draft People Strategy is attached in full at Appendix 1.

3.7 The strategy is now in its final draft. Final feedback received just prior to submission to the Board has been:

- Strengthen reference to partnership working with staff side
- Outline the governance framework within HR and OD to support the delivery of the strategy
- Ensure language is consistent and supports our approach to integration across our service lines
- Strengthen the role that the YAS academy will play in both the Education and Learning aim, but also in the overall delivery of the strategy.
- Ensure that the performance indicators are in line with our IPR KPIs and other workforce KPIs.

4. NEXT STEPS

4.1 Subject to approval by the Board, the Strategy will be launched internally and externally to relevant stakeholders. This will hopefully be in line with the final launch of the Trust Strategy.

4.2 To ensure delivery of the Strategy, year on year implementation plans will be put in place, and will focus on each of the actions under the five strategic aims. An example of this is contained at Appendix 2.

4.3 A number of staff listening events (to support the strategic aim of “Employee Voice” will also be put in place in the new year to engage with staff on actions contained with the

Strategy and how we can best implement them, for example, Talent Management proposals.

5. RECOMMENDATIONS

- 5.1** It is recommended that the Trust Board approval the People Strategy (subject to further minor amendments as outlined in 3.7 of the report).

Appendix 1 – People Strategy – Final Draft
Appendix 2 – Example implementation Plan