

**Meeting: Trust Board Meeting**

**Agenda Item number :TB/17-18/109**

**Date: 23 November 2017**

**Board pad reference:09**

**Agenda item** People Strategy Plan Update  
**Item from** Sandra Goatley, Director of Workforce and OD  
**Attachments** People Strategy

<b>Purpose</b>	
This paper updates the Trust Board on the progress of delivering the People Strategy and Plan.	
<b>Relevant Strategic Priority</b>	
Deliver outstanding quality of care across all of our domains	✓
Are an attractive place to work promoting employee recruitment, retention and development	✓
Deliver and embed continuous improvement in all we do	✓
<b>Links to BAF/Trust Risk Register</b>	None
<b>Additional Risks (CQC, NHS Constitution)</b>	All risks identified have been raised with the relevant Directors
<b>Financial implications/impact</b>	Some of the issues identified have some resource implications
<b>Legal implications/impact</b>	None applicable
<b>Partnership implications/impact</b>	None applicable
<b>QIA completion required?</b>	As detailed in the report
<b>Prior Consideration by sub committees</b>	Not applicable
<b>Recommendation</b>	
This paper provides an update to the Trust Board on the delivery of the People Strategy and Plan. The Board is invited to discuss the content.	

**Executive Summary**

The People Strategy was presented to the Trust board at the XX Board meeting. The WFOD team then drew up an action plan which supports the delivery of the People Strategy.

## **Background**

The People Strategy covers the period from X to X. The strategy has been developed by working with the care groups and support services to understand their goals and deliverables and supports the successful outcome of these goals.

The strategy focuses on 4 main areas:

- Recruitment and retention
- Leadership, Management and Employee development
- Engagement
- Succession planning and talent management

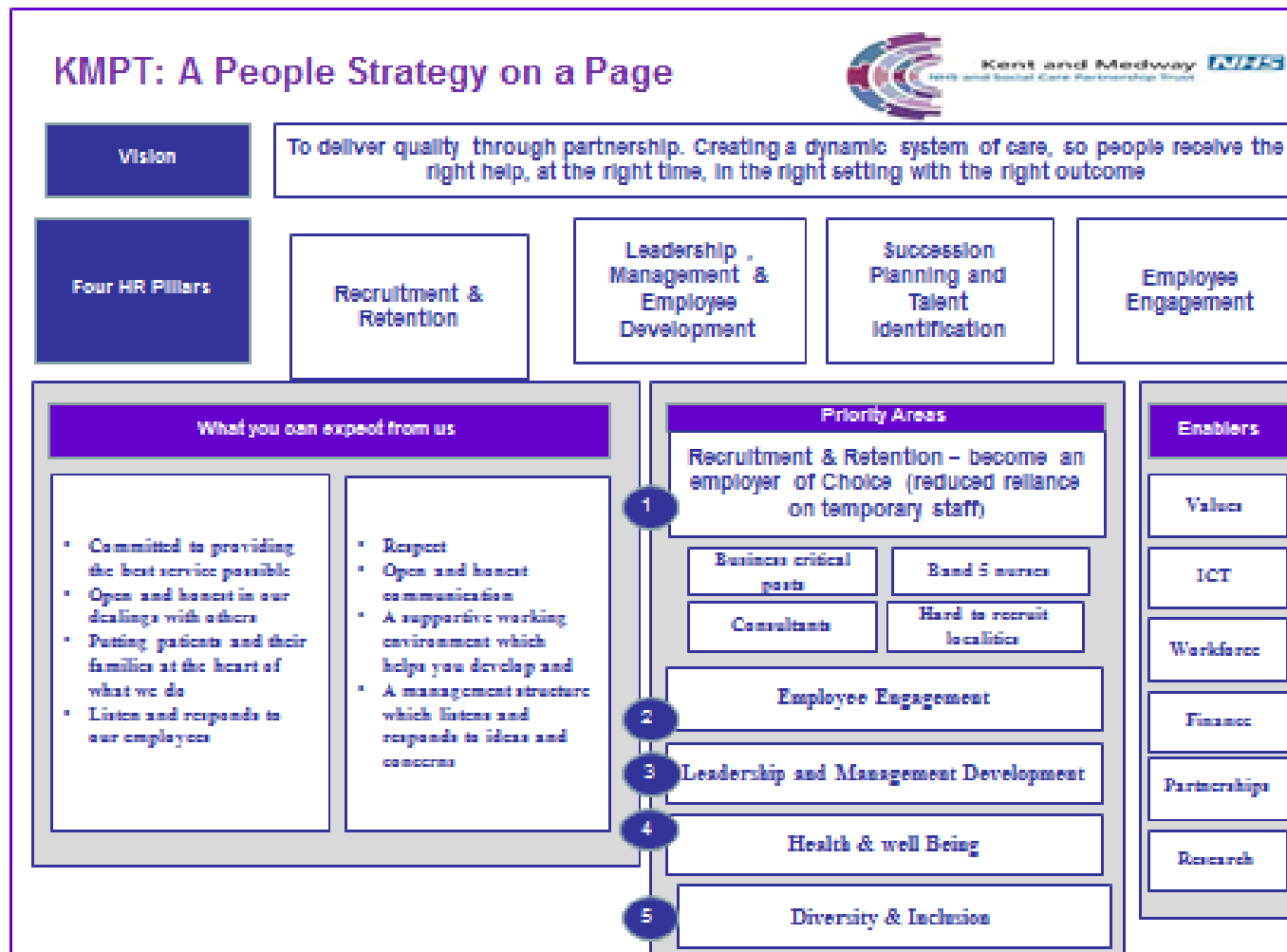
Overarching the 4 pillars is diversity and inclusion

The People Strategy can be found at Appendix 1.

The People Plan can be found at appendix 2. The People Plan details the work plan for 2017/2018 and our progress so far.

The Trust Board is asked to discuss and note the contents of this paper.

# People Strategy



# Recruitment and Retention

ACTIONS	OUTCOME	DELIVERED	UPDATE
<b>Recruitment Strategy</b> <ul style="list-style-type: none"> <li>National</li> <li>International</li> <li>Accommodation options, including social housing</li> <li>Workforce redesign</li> </ul> Particular focus on Business Critical posts Further streamline recruitment processes	Support reduction vacancy rate to 10% As at end of September 2017 is 13.56%	March 2018	Working across K&M for overseas recruitment – contract for Irish registered nurses Workforce plans produced by HRBP's STP and streamlining Recruitment groups APB
<b>Retention Strategy</b> <ul style="list-style-type: none"> <li>Exit interviews</li> <li>Culture and employer of choice</li> </ul>	Reduction in voluntary turnover to 15% As at end of September 2017 is 17.30% (11.5% unplanned)	March 2018	Exit interviews for Consultants by DoWF&OD HRBP's to support exit interviews EAC paper due November 2017
<b>Apprenticeship Levy Strategy</b>	<ul style="list-style-type: none"> <li>Maximising use of levy pot</li> <li>Create new career paths using levy for qualifications</li> </ul>	March 2018	Funding to be used for project support (77 in place)
<b>Temporary Staffing Plan</b> <ul style="list-style-type: none"> <li>e Roster</li> </ul>	Spend within allocation (£7.1m) Framework with no breaches	March 2018	Reduced agency use YTD STP work for medical agency rate caps Introduction of SafeCare

# Leadership, Management and Employee Development

ACTIONS	OUTCOME	DELIVERED	UPDATE
'Training essential for your role' <ul style="list-style-type: none"> <li>TNA Review</li> </ul>	85% compliance Current compliance as at 18/10/17: 91%	March 2018	On-Going communications for available training & methods available
Leadership Strategy <ul style="list-style-type: none"> <li>Competency framework</li> <li>Gap analysis</li> <li>Leadership Programme Internal Partners</li> <li>Induction</li> </ul>	Leadership Development in place Coaching and mentoring	March 2018	Appraisal approach being communicated and embedded Focus on competencies – HLM Competency mapping work underway 4 participants in HEKSS programmes Leaders events
Management Strategy <ul style="list-style-type: none"> <li>Competency framework</li> <li>Gap analysis</li> <li>Management programme Internal Partners</li> <li>Induction</li> </ul>	Management Development Programme in place Coaching & Mentoring	March 2018	Appraisal approach being communicated and embedded Focus on competencies - HLM
Staff gaps identified	Relevant training available	March 2018	On-going Staff Personal Development trainer appointed

# Talent Identification and Succession Planning

ACTIONS	OUTCOME	DELIVERED	UPDATE
<b>Workforce Plan</b> <ul style="list-style-type: none"> <li>• Numbers</li> <li>• Skills</li> <li>• Behaviours</li> <li>• Profile</li> </ul>	Plans in place and implemented Career paths identified	March 2018	Workforce plans produced by HRBP's Next round of business planning for 2018/19
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>• Criteria for business critical posts</li> <li>• Identify business critical roles/ people</li> <li>• 9 box grid</li> </ul>	Succession plans in place	March 2018	Workforce plans produced by HRBP's EAC paper agreed August 2017 to be implemented in October 2017 2 <sup>nd</sup> Coach to Lead programme commenced

# Employee Engagement

ACTIONS	OUTCOME	DELIVERED	UPDATE
Sickness Absence Plan	Reduce sickness average 10 days End of October 2017 – 4.84% in month and 4.8% for the rolling 12 months  Explore Neyber	March 2018	Sickness monthly reviews for shared learning STP OH group Updated Neyber paper to EAC December 2017
Culture programme • Values review • What do we need to do to be outstanding	Staff survey results response rate Engagement score Friends and Family Test	March 2018	Local survey plans FFT results received Staff survey launched Big Conversation/Roadshows completed
Performance Management Appraisals/1:1/Supervision Induction	More 'not met' appraisal ratings Clear line of sight objectives/Corporate Objectives Personal Development Plans 100% appraisals. (Current completion, as at April 2017 is 85%) 1:1 recorded at least every 6 weeks 100% induction compliance	March 2018	Appraisal approach being communicated and embedded Focus on competencies
Freedom to Speak Up Guardian	HR2U  Working with Days	March 2018	Confirmation by CG's for dates Integrate FTSU Ongoing
Diversity & Inclusion	WRES completed  DIG group	March 2018  April 2017	Deadline October 2017 – data uploaded  New approach to visit sites
HR Policy review & plan rewrite	Simple/easy/effective polices with supportive guidance	April 2017	Plan for review schedule