

<b>REPORT TITLE:</b>	<b>People Plan 2022 - 2027</b>		
<b>SPONSORING EXECUTIVE:</b>	<b>Richard Beeken, Chief Executive Officer</b>		
<b>REPORT AUTHOR:</b>	<b>Frieza Mahmood, Chief People Officer</b>		
<b>MEETING:</b>	<b>Public Trust Board</b>	<b>DATE:</b>	<b>11th January 2023</b>

<b>1. Suggested discussion points</b> <i>[two or three issues you consider the Trust Board should focus on in discussion]</i>
<p>The People Plan 2022–27 sets out a clear vision and approach to facilitating the achievement of Top Quartile Staff Satisfaction results in line with the Trusts Strategic Objectives.</p> <p>The People Plan has been well socialised with the Trust Board, Executive Team, People and OD Committee, the Clinical Leadership Executive (CLE) and other key stakeholders across the Trust.</p> <p>Enclosed is the Final People Plan for Approval and Ratification by the Trust Board.</p>

<b>2. Alignment to our Vision</b> <i>[indicate with an 'X' which Strategic Objective[s] this paper supports]</i>						
<table border="1"> <thead> <tr> <th>OUR PATIENTS</th> <th>OUR PEOPLE</th> <th>OUR POPULATION</th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td>To work seamlessly with our partners to improve lives</td> </tr> </tbody> </table>	OUR PATIENTS	OUR PEOPLE	OUR POPULATION	To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives
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<b>3. Previous consideration</b> <i>[at which meeting[s] has this paper/matter been previously discussed?]</i>
People and Organisation Development Committee (PODC) and Board Development Session

<b>4. Recommendation(s)</b>
The Public Trust Board is asked to:
a. <b>REVIEW</b> the contents of the People Plan 2022-27
b. <b>RATIFY</b> the People Plan 2022-27
c. <b>AGREE</b> to publication of the People Plan 2022-27

<b>5. Impact</b> <i>[indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]</i>	
Board Assurance Framework Risk 01	Deliver safe, high-quality care.
Board Assurance Framework Risk 02	Make best strategic use of its resources
Board Assurance Framework Risk 03	Deliver the MMUH benefits case
Board Assurance Framework Risk 04	X Recruit, retain, train, and develop an engaged and effective workforce
Board Assurance Framework Risk 05	Deliver on its ambitions as an integrated care organisation
Corporate Risk Register [Safeguard Risk Nos]	
Equality Impact Assessment	Is this required? Y N X If 'Y' date completed
Quality Impact Assessment	Is this required? Y N X If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM NHS TRUST

## Report to the Public Trust Board on 11<sup>th</sup> January 2023

### People Plan 2022 - 2027

#### 1. Introduction or background

- 1.1 Our People Metrics show us that there is significant work which needs to be done to address culture through a focus on managerial and leadership styles if we are to make any real difference on core indicators such as sickness absence and turnover which have failed to deliver against targeted improvements over many years predating the pandemic.

Key data points on Staff Satisfaction levels as determined by the annual NHS National Staff Survey results have been an area of consistent underperformance for the Trust for almost a decade and provide compelling evidence for the need to refocus on this as a lead measure to track and benchmark delivery of progress against our people ambitions.

- 1.2 The People Plan 2022 – 2027 (enclosed) sets out the vision and approach for achieving Top Quartile Staff Satisfaction results in line with the Trusts Strategic Objective to be 'Good or Outstanding' in everything we do, as assessed by the Care Quality Commission (CQC).

#### 2. The Scope of The People Plan 2022 - 2027

The focus of the People Plan, is expressly to facilitate 'Happy, Productive and Engaged Staff'. It is not intended to be a traditional numerical workforce plan but rather an approach to achieving cultural transformation through organisational and workforce development. It is also designed to support wider, Patient and Population objectives. This includes the Fundamentals of Care Framework, Midland Metropolitan University Hospital workforce requirements and most notably our long-term commitment to continuing to improve the life chances of our local communities by improving access to job relevant skills and learning. This is to facilitate entry to employment with us and our system partners.

- 2.1 The People Plan also identifies the delivery vehicles for achievement of objectives, broader governance structures, success measures, key workstream details (Culture, Technology, Environment and Learning and Development) along with more detail on pre and post MMUH workforce transformation priorities. Most significantly it unapologetically focuses on 'Leadership' as a breakthrough objective for the next year. This means that we have chosen leadership development, along with the patient journey and financial recovery, as an immediate deliverable which we believe will have the biggest overall impact on our three strategic objectives in the Trusts strategy.

We know from our staff survey results that line managers have a significant impact on staff experience and retention. Developing highly skilled, empowered and compassionate leaders at all levels of the organisation is one of the most powerful things we can do to help staff and in turn, our patients and population.

- 2.2 Priority work on the Trusts 'Leadership' breakthrough objective will facilitate a culture of shared accountability and ownership for the delivery of our People Plan ambitions. This will be underlined by distributive leadership practices which place employee voice and responsiveness at the heart of our approach. Key data points and experience of levels of responsiveness in the Trust across a range of indicators, tell us that if we fail to concentrate on this, we will struggle to get the necessary traction we need to deliver our objectives. Page 14 of the People Plan describes 'How' we will work at pace to create a shared sense of ownership and accountability for our People objectives to drive forward achievement of the changes we need to see.
- 2.3 The People Plan is also supported by a detailed action plan which sets out key activities which will be delivered by Leads under each identified workstream as a priority in the first two years. A summary of this is incorporated within the document for ease of reference on Page 12 -13. This will form the basis of regular and ongoing review by the People and Organisation Development Committee (Subcommittee of the Board) to ensure progress against expectations and lead to a formal review of the People Plan by the end of 23/24.

All actions due in Year one which were due to be delivered by the end of December 2022 have been successfully completed. The last few remaining actions scheduled for completion by the end of March 2023 are also on track for delivery.

### **3. Communication**

The People Plan has been well socialised with Leaders and Managers in the Trust. Work is in active development to incorporate this into our "Employee Value Proposition". This is essentially the promise we make to our staff in exchange for their commitment to us and encompasses all our associated benefits and rewards which make us unique as an organisation, thereby serving to attract new people to come and work for us that may not have previously considered us, along with aiding retention of our existing workforce.

We are also developing a simple, easy to understand pocket guide of the key principles of the People Plan for our staff, patients and local population. This is to ensure they are fully aware of the support and opportunities which may be available to them. We will work closely with our engagement teams and key stakeholders to ensure these are shared as widely as possible across our networks and in as many different formats as required. This will support our increasingly growing focus on widening access and participation and wider equality, diversity and inclusion objectives, to ensure we recruit a workforce that is increasingly more reflective of the diverse nature of the health populations we serve.

## **4. Capability and Capacity**

- 4.1 The People and Organisation Committee (PODC) and Executive Team recognises that the People Plan is a significant undertaking which requires a change in leadership approach and prioritisation of capacity and resources across the Trust. This work has begun.

There is also a necessity to build additional specialist capability and capacity within our existing functions in the People and Organisation Development Directorate to facilitate the required move to Organisational development led approaches and improvement.

This has been independently validated through an external review and includes stakeholder feedback, benchmarking and assessment against the key requirements of the People Plan. Known as the People and OD Directorate Target Operating Model, it is a key workstream which has PODC oversight. It directly links to the improvement work required to deliver against the Board Assurance Framework (BAF) and improve performance against key people measures across the Trust.

Some distinct support needs have been identified as being necessary to insource for specialist areas of priority work as part of this review. This is progressing along with a related organisational change and development workstream that is in active engagement with affected teams. New service groupings will be fully embedded from 1<sup>st</sup> April 2023.

## **5. Recommendations**

- 5.1 The Public Trust Board is asked to:
- a. **REVIEW** the contents of the People Plan 2022-27
  - b. **RATIFY** the People Plan 2022-27
  - c. **AGREE** to publication of the People Plan 2022-27

**Frieza Mahmood**  
**Chief People Officer**

**4<sup>th</sup> January 2023**

**Enclosure – Final People Plan for Trust Board**