

EXECUTIVE SUMMARYREPORT TO THE BOARD OF DIRECTORSHELD ON WEDNESDAY 15TH NOVEMBER 2017

Subject	Our People Strategy – <i>Making it Personal</i>
Supporting TEG Member	Kirsten Major/ Mark Gwilliam
Author	Rebecca Joyce/ Nicola Hartley
Status¹	A* and D

PURPOSE OF THE REPORT

The vision of Our People Strategy - *Making it Personal* is simple: **to create a brilliant, personal place** to work – by attracting, developing and engaging all staff and volunteers from all backgrounds to transform the lives of our patients and the public. To do this, we need to care for, develop and enable the collective potential of all our people and harness their energy, ingenuity, talents, differences and shared sense of purpose.

Our People Strategy is a key enabler of the Trust's Making a Difference strategy ([LINK](#)) and underpins the strategic aim "Employ Caring and Cared for Staff".

10 Themes comprise our People Strategy as summarised in the diagram below:

**KEY POINTS****Strategic Intent**

Our strategy outlines an ambitious and transformational programme and requires all to think and act differently to help achieve the people culture we aspire to. The strategy has been updated to reflect comments from the Trust Executive Committee and HROD Committee during October and November.

An extensive programme of engagement and consultation has underpinned the development of the strategy with thousands of staff having contributed through surveys, hard to recruit focus groups, an organisational cultural diagnostic, a large scale "diagonal slice" workshop, lunchtime consultations in the canteens, various workshops with specific staff (i.e. junior doctors and BME staff members) and through gathering leadership views from each of our professional groups. Trust data on workforce has been analysed, alongside the broader strategic and policy context. Our review has captured all the different ways we collect views from our staff.

We therefore believe the strategy captures the compelling key messages we must address for our people as a whole and sets out a strategic approach to doing so.

Delivery Framework

- The high level principles of a resource plan will be outlined at the Board. It is the considered opinion of the SI Director and HR Operations Director that there is some, but minimal, extra resource to deliver the strategy. To deliver the strategy, the approach needs to be different to our current approach and goes well beyond the existing MIB workforce and OD workstreams, The coordinating delivery team would work across HR and Organisational Development (and be led by the OD Director and HR Ops Director, supported by executive leads) as represented by the following diagram:

Delivery Team & Resource



- A full consideration of existing resource and future requirements across the total Organisational Development portfolio and the HR & L&D portfolio is required by executive leads & the HR Operations Director and OD Director. There will be some resource requirements beyond a delivery team – for example to invest in the proposed leadership and wellbeing programme outlined, or get specialist workforce redesign support.
- The delivery framework would follow the ten themes of the strategy with for each theme
 - Executive sponsor, Senior Sponsor (HR Ops Director/ OD Director)
 - “Delivery” capacity
 - Senior operational support (ie from clinical directorates)

- The delivery approach of each theme would be expected to remain true to the principles of the strategy:

Co-Design with Our People	Engagement, co-design of strategy & delivery with our people
Patient centred	New service and workforce models, designed around patient need
Innovation and Redesign	Experimentation, improvement principles, spreading and scaling
Balance of local & central approach	Local expertise & learning: central bold decisions and enablers
Partnership Working	Educational, learning and strategic alliances
Celebrating	Recognising the efforts of people and the contribution of individuals, great teamwork, management and leadership

Each theme would also need to demonstrate an approach that appropriately covers the 4 quadrants of the delivery framework set out in the strategy:



- There are a number of quick wins which we can take forward identified by our staff, including to better market and promote our current offers. Our over-riding internal indicators of whether we are delivering our strategy will be staff advocacy (FFT), staff engagement (annual survey) and staff motivation (staff survey) underpinned by the myriad of indicators listed in this strategy. We want to be the best in the NHS on these indicators.
- We know from the research that making progress on these metrics will help us achieve a high performing culture and help deliver the Making a Difference strategy and its five strategic aims. These three indicators will be underpinned by a set of specific measures comprising Our People scorecard.
- Our People scorecard must inform a refresh of people metrics in the Integrated Performance Report and be discussed in directorate performance reviews. This will ensure Our People metrics are of equal importance to the metrics associated with the other strategic objectives (such as delivering top quality outcomes, key performance targets and financial balance).

- We have established a vibrant community of interest and will hold progress workshops, building on the success of the August 2017 workshop and the collaborative process through which this strategy has been developed. We will celebrate the work of individuals, teams and leaders in the context of this strategy through additional recognition strategies which will complement and build on existing approaches (i.e. Thank You Awards, Give A Little Thanks) and respond to the strong feedback from our consultation and organisational cultural diagnostic that we need to do more to recognise the efforts of staff.
- We need to acknowledge that true and sustained culture change takes time and constancy of purpose. Staying true to the ambitions and values of this strategy at all levels of the organisation will be vital.
- **Board level leadership will be vital to the successful delivery of this strategy to help achieve the people culture we aspire to. In this respect, and in line with the strategy title, *Making it Personal*, all Board members are encouraged to think “What does this strategy mean personally for me and my leadership at STHFT?” as well as how we collectively take the strategy forward.**

IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY 2012-2017		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	✓

RECOMMENDATIONS

The Board are requested to:

- Consider whether we are truly and strategically intent on achieving a cultural shift and developing the organisation and our people in line with the ethos, culture and principles set out in this strategy.
- Discuss the high level principles of a delivery and resource approach.
- Approve the strategy for STHFT.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	1.11.17	Y
HR & OD Committee	6.11.17	Y

¹ Status: A = Approval

A* = Approval & Requiring Board Approval

D = Debate

N = Note

² Against the five aims of the STHFT Corporate Strategy 2012-2017