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| **MEETING OF THE PEOPLE AND ORGANISATIONAL DEVELOPMENT COMMITTEE**  **Monday 23 May 2022** | | | | | |
| People Strategy Update | | | | **AGENDA ITEM: [PA insert number]** | |
| **Report Author and Job Title:** | Clair Bond, Deputy Director of People & Culture | **Responsible Director:** | | | Catherine Griffiths - Director of People & Culture, |
| **Recommendation & Action Required** | Members of the Trust Board are asked to:  Approve  Discuss  Inform  Assure | | | | |
| **Assure** | * The outcomes of the Value Our Colleagues Programme have been embedded into business as usual. * The strategic people focus for Walsall Healthcare NHS Trust is set out within the Equality, Diversity and Inclusion Plan 2021-2022 and the Health and Wellbeing Plan 2022. | | | | |
| **Advise** | * The previous four year People Strategy (2016-2020) for Walsall healthcare NHS Trust was preceded by the Value Our Colleagues improvement programme between 2019-2022. * The strategic collaboration with Royal Wolverhampton NHS Trust has provided an opportunity to develop an enabling patient first people and organisation development strategy which will support the collaborative strategic direction. It is expected that this will proposed to Board in Q3 of 22/23. | | | | |
| **Alert** | * No items to note for alert. | | | | |
| **Does this report mitigate risk included in the BAF or Trust Risk Registers? please outline** | The People Strategy will seek to set address the gaps in assurance relating to the Board Assurance Framework (BAFSO 04) which consists of the following  BAF SO 04a: Leadership Culture and Organisation Development,  BAF SO 04b: Organisation Effectiveness, and  BAF SO 04c: Making Walsall (and the Black Country) the Best Place to Work. | | | | |
| **Resource implications** | There are no resource implications associated with this report. | | | | |
| **Legal and/or Equality and Diversity implications** | There are no legal or equality & diversity implications associated with this paper. | | | | |
| **Strategic Objectives** | Safe, high-quality care | | Care at home | | |
| Partners | | Value colleagues | | |
| Resources | |  | | |

**PEOPLE STRATEGY UPDATE**

1. **PURPOSE OF REPORT**

At the meeting of the People and Organisational Development Committee in April 2022 a verbal update was provided in relation to the People Strategy for Walsall Healthcare NHS Trust. The purpose of this report is to formally advise the Committee of the status and planned development of a mutually compatible collaborative People Strategy.

1. **BACKGROUND**

In 2016 a four-year People Strategy was approved for Walsall Healthcare NHS Trust (2016-2020). The document was developed with contributions from colleagues and partners and sought to reflect a clear commitment towards the delivery of the NHS Five Year Forward View introduced by NHS England in 2014 as well as enable the Trusts strategy at the time: -

* Provision of safe, high-quality care across all services
* Woking closely with partners in general practice, mental health services, social care, education and voluntary organisations
* Value our colleagues so they recommend the Trust as a place to work
* Care for patients at home whenever we care.

The strategy set out six strategic visions (listed below) and defined several critical success factors, however lacked a detailed delivery plan.

* 1. A shared culture vision and values
  2. Strong leaders who create engaged people
  3. High performing people who achieve excellent results
  4. Well-recognised people and rewarded people
  5. Well developed people
  6. Sustainable organisational design.

During the tenure of the strategy there were a number of interim and temporary HR/OD executive leadership appointments until a substantive appointment was made to the Director of People and Culture in 2018. Additionally, a new Chief Executive was appointed in 2017 and several CQC inspections took place in 2017 and 2019.

1. **DETAILS**

During Q3 & Q4 of 2019/2020 the Valuing Our Colleagues Improvement Programme was developed and presented to PODC and established Trust Improvement Programme. This sought to consolidate the six objectives of the existing People Strategy and incorporate the Interim NHS People Plan published in June 2019 following the NHS Long Term Plan in January 2019.

The Valuing Our Colleagues Improvement Programme was structured by three core domains; Leadership, Culture and Organisation Development, Maximising [Workforce] Efficiency and Making Walsall and the Black Country the Best Place to Work. The Improvement Programme was intended to replace the pre-existing People Strategy [2016-2020] and operated over a three year period 2019/20, 2020/21 and 2021/22.

The Committee received regular updates providing information and assurance regarding progress against the improvement programme and self assessments of progress within the improvement programme to meet the requirements of the NHS People Plan subsequently published in July 2020. In 2021 the Committee accepted a recommendation that the Value Our Colleagues Programme had delivered many the work streams and associated work packages and accepted that a majority of outcomes had been embedded into business as usual for example; the development of an EDI delivery plan, the introduction of the managers development framework and the provision of health and wellbeing services.

The strategic collaboration with Royal Wolverhampton NHS Trust has provided an opportunity to develop an enabling patient first people and organisation development strategy which will support the collaborative strategic direction. It is expected that this will proposed to Board in Q3 of 22/23.

In the intervening time, the strategic people focus for Walsall Healthcare NHS Trust is set out within the following enabling plans which have been approved and monitored on behalf of the Trust Board by this Committee; Equality, Diversity and Inclusion Plan 2021-2023 and the Health and Wellbeing Plan 2022.

1. **RECOMMENDATIONS**

The Committee is asked to note the report.

1. **APPENDICES**