

Trust Board - Cover Sheet

Subject:	People Strategy Year 2 / Year 3 Update	Date:	06/06/2024		
Prepared By:	Beth Hall – Business Support Officer				
Approved By:	Deborah Kearsley – Deputy Director of People				
Presented By:	Rob Simcox – Director of People				
Purpose					
To share the final copy of our People Strategy 2022-2025 for approval prior to a Trust-wide launch in June 2024. The document focuses on our third and final year (2024/2025) with key actions and supporting measures centred around our 4 delivery pillars.		Approval	X		
		Assurance			
		Update			
		Consider			
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
	X				
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability			X	
PR4	Failure to achieve the Trust's financial strategy				
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
People Committee People Cabinet People Transformation Sub-Cabinet People Resourcing and Development Sub-Cabinet People Wellbeing and Belonging Sub-Cabinet Clinical Chairs Senior Nursing Cabinet Joint Local Negotiating Committee (LNC) Joint Staff Side Partnership Forum (JSPF) Divisional Management forums					
Acronyms					
TOM – Thinking of Moving TRiM – Trauma Risk Management V&A – Violence and aggression NHSe elfh – NHS England e-Learning for Healthcare M&H – Moving & Handling ESR – Electronic Staff Record MAST- Mandatory and Statutory Training WEX – Work Experience CDC – Community Diagnostics Centre EDI – Equality, Diversity and Inclusion BAU – Business as usual					

Executive Summary

Background

The People Strategy for 2022-2025 launched in Summer 2022, since then we have successfully delivered Year 1 (2022/2023) and Year 2 (2023/2024).

We are mindful given the changing NHS landscape that our People Strategy needs to be refreshed annually to ensure it is relevant and aligned to latest Trust and national priorities.

We have therefore updated our priorities for the third and final year (2024/2025) of our People Strategy to ensure actions are meaningful, relevant, and achievable.

Engagement commenced at People Committee in November 2023. A robust engagement plan has been developed and completed. The latest version has been shared with all 3 People Sub-Cabinets, our People Cabinet and **approved by People Committee on 28th May 2024.**

Enc 8 - People Strategy 2024/2025 – Strategy Booklet

We will continue to shape our priorities around our commitment to **empower support our people to be the best they can be.** This aligns to the new Trust Strategy 2024-2029: Improving Lives (Trust Strategic Objective 2)

Priorities are categorised into the below **4 delivery pillars** which deliberately anchor back to the NHS People Plan:

- **Looking after our People**
- **Belonging in the NHS**
- **Growing for the future**
- **New ways of working and delivering care**

The People Strategy booklet has been pulled together in line with feedback over the last 7 months, **the final version (V1.9) is attached** and branding has been reviewed by our Creative Comms team.

We have deliberately chosen to have 4 key priorities per delivery pillar that are key strategic improvement areas above our day-to-day offer which will remain 'business as usual'. All actions now have supporting measures that we will monitor throughout 2024/2025 to ensure we are on track.

People Strategy 2024/2025 – Launch Plan

A supporting internal communications/launch plan has been developed and we propose to run this between June/July 2024. This will entail:

- Staff Story video (to be launched at 6th June Trust Board and shared as part of wider comms)
- Launch/Presentation at Trust Team Brief (11th June)
 - Throughout June 2024:
 - Screensavers
 - Bulletin articles
 - Posters
 - New intranet page to go live
 - Social content via Trust/People Directorate 'X' platform (Twitter)

Content to support the launch plan is currently being developed, examples are below.

Please note: launch content is in draft and awaiting review by Creative Comms.

People Strategy 'One Pager'

Screensaver

*QR code to be added once People Strategy has been published on the Trust website.

People Strategy 2024/2025

We are pleased to share an update on our plans for 2024/2025 following successful delivery of Year 2 of our People Strategy 2022-2025. We are committed to developing a culture of compassion, kindness and inclusivity to ensure Sherwood is a great place to work and belong.

Looking after our People

We will...

- Undertake an evaluation of our Clinical Psychology offer to ensure it meets the needs of the service.
- Implement our Violence Prevention & Reduction Improvement Plan to provide more guidance and support to colleagues.
- Develop an enhanced wellbeing offer for all employees involved in a people process (e.g. Employee Relations)
- Develop focussed engagement plans to all Clinical staff, including our Medical Workforce.

Belonging in the NHS

We will...

- Implement a revised exit interview process and Thinking of Moving (TOM) conversations to support our ambitions as a People Promise exemplar organisation.
- Deliver our Trust Equality, Diversity and Inclusion (EDI) Improvement Plan and model employer goals.
- Define and develop the Trust Organisational Development offer to support the cultural aspects of the organisation.
- Develop a #TeamSH reward and recognition calendar.

Growing for the future

We will...

- Become the local employer of choice by creating strategic partnerships with local universities, colleges, and schools.
- Grow the work experience placements we offer at Sherwood.
- Introduce a Talent Approach including development of an integrated talent map.
- Implement a Coaching and Mentoring programme at Sherwood.

New ways of working and delivering care

We will...

- Deliver Year 3 of the Strategic People Plan including delivery and monitoring of associated tactical people plans.
- Development and implementation of a workforce plan for the Community Diagnostic Centre (CDC)
- Optimise the systems within the People Directorate to support working more digitally.
- Triangulate the workforce element of the planning process with activity and finance.

Best NHS Acute Trust in the Midlands (2018 - 2023 NHS Staff Survey)

LIVE NOW People Strategy

Empowering and supporting our people to be the best they can be

Our People Strategy has been updated to reflect our latest priorities for 2024 / 2025.

We are committed to developing a culture of compassion, kindness and inclusivity to ensure Sherwood is a great place to work and belong.

to find out more

Looking after our People

Belonging in the NHS

Growing for the future

New ways of working and delivering care

Poster examples

Empowering and supporting our people to be the best they can be

Our People Strategy

We will provide the practical and emotional support our people need to do their jobs.

Looking after our People

Empowering and supporting our people to be the best they can be

Our People Strategy

We will embed a culture of kindness, civility and respect, aligned to our CARE values.

Belonging in the NHS

Empowering and supporting our people to be the best they can be

Our People Strategy

We will take steps to become the employer of choice in the local area.

Growing for the future

Empowering and supporting our people to be the best they can be

Our People Strategy

We will work flexibly and in different ways, working more digitally and efficiently.

New ways of working and delivering care

Summary of Key achievements 2023/24

Below is a summary of key achievements for the financial year 2023/2024.

Key achievements 2023/2024



Looking after our People

- Wellbeing Fundamentals audit (91% of areas)
- TRiM (Trauma Risk Management) training piloted within Emergency Department and Maternity.
- Violence & Aggression Working Group established with the aim of reducing colleague experience of violence and aggression from patients/service users.
- Carers Accreditation received from Nottingham Carers Association for the 2nd year in a row.
- New guidance launched to support Baby Loss, Bereavement, Menopause.



Belonging in the NHS

- Supported our annual Staff Survey and pleased to have been ranked Best Trust in the Midlands for the 6th year running.
- Supported the re-launch of our CARE values with engagement events and new supporting training packages.
- Long-Service milestone events returned to face to face following pause during Covid-19.
- Supported the PRIDE event at Notts Pride with our first ever solo stand as an organisation.
- Culture Heat Map developed and launched with Divisions.



Growing for the future

- Leadership Development programme launched:
 - 31 new leaders attending Leadership Fundamentals
 - 76 applications across the Emerging and new leaders / Established leaders programmes.
 - Medical leadership course designed and delivered. 100% rating beneficial or highly beneficial.
- Ran 11 careers fairs supporting our Step into the NHS agenda.
- Apprenticeships target exceeded (26 external Apprenticeships recruited in 2023/24) and supporting resources created: Apprenticeships Prospectus, training and Staff Story video.
- Appraisals paperwork re-launched to improve ease-of-use.
- Process in place to assess completed mandatory training for new starters joining from other NHS Trusts, removing the need to repeat training.



New ways of working and delivering care

- Supported the launch of Newark Theatres in terms of vacancies and workforce planning for the service.
- Continued support to Mansfield Community Diagnostics Centre (CDC) from a workforce planning perspective.
- Steps taken to reduce agency usage and initial 100-day plan delivered.
- Development of tactical people plans to service line level.
- Development of Strategic Workforce Model.
- Launch of People Twitter (now with over 200 followers)

Looking forward – Our next People Strategy

Our next People Strategy will run from 2025-2029 in line with the end of the latest Trust Strategy.

We intend on keeping the same strapline of; empowering and supporting our people to be the best they can be (as this aligns to Strategic Objective 2 of the Trust Strategy) but will review our delivery pillars, priorities, and measures to ensure they are relevant and meaningful, a People Strategy for our people and designed by our people.

Key dates

- June to August 2024 = Initial engagement and idea generation:
 - Stalls at all 3 sites
 - Development workshop sessions with key leads around the Trust
- September to November 2024 = Refinement of key priorities and success measures
- December 2024 to January 2025 = Final review of content
- February 2025 to March 2025 = Final review of branding
- March 2025 = Approval at People Committee
- April 2025 = Approval at Trust Board / Launch*

**We propose that our next People Strategy should be approved at April 2025 Trust Board, in line with the start of the 2025/2026 financial year.*

Recommendation:

We ask Board members to approve the People Strategy Year 3 (2024/2025) update with a view to publishing/launching the People Strategy from 11th June 2024, communications to be implemented throughout June/July 2024.

We also ask Board members to approve the proposed change to future workplan timings for People Strategy approval dates, so that our next People Strategy (2025-2029) is presented at Trust Board for approval in April 2025.

Future progress updates will continue to be provided to People Committee on a quarterly basis.