

Trust Board

8 July 2021

Report Title:	People Strategy
Executive/NED Lead:	Kate Read, Director of People & Organisational Development
Report author(s):	Kate Read, Director of People & Organisational Development
Previously considered by:	Executive Management Committee on 20 May 2021 and People & Organisational Development Committee on 27 May 2021

Approval

 Discussion

 Information

 Assurance

Executive summary

This workforce strategy sets out the strategic objectives, measures and actions we will focus on as a Trust to ensure we have the right people with the right skills in the right place at the right time to deliver excellent care for our patients. To ensure that the lived experience of staff working at ESNEFT is both fulfilling and inspiring, where all staff have a sense of pride and purpose in their work and where contribution to the development of the services for the communities we serve is appreciated and valued.

The metrics and measures highlighted have been linked to the accountability framework and our board assurance framework, they have also been included in the detailed strategic, operational plans which are in-turn aligned to Divisional Accountability reporting metrics.

There are a number of corresponding strategic papers and statutory reports which are reviewed through the People and Organisational Development Board Sub-Committee in line with our annual forward plan. These include, but are not limited to:

- Recruitment and Retention Strategy
- Faculty of Education Strategy
- Apprenticeship Strategy
- Workforce Race Equality Standard (WRES)
- Workforce Disability Equality Standard (WDES)
- Public Sector Equality Duty
- Professionally led strategies for nursing, medical workforce, Allied Health Professionals (AHP), Health Scientists, Pharmacy, Imaging, Elective Orthopaedic Centre, Community Diagnostic Hub
- Well-Being Strategy

Monitoring and Reporting

Feedback has been received from the Executive Management Committee and People and Organisational Development Committee members and the strategy has been amended accordingly. Delivery of this strategy will be monitored through the Strategic Workforce Group and the People and Organisational Development Board Sub-Committee. Further reporting will be provided to the Executive Management Committee, the Operational Delivery Group and the ESNEFT Time Matters Board.

Action Required of the Board

- The Board is asked to approve this strategic plan and the priorities identified for 2021/22, and for this paper to return to the Board in February 2022.

Link to Strategic Objectives (SO)

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input type="checkbox"/>

SO2	Lead the integration of care	<input type="checkbox"/>
SO3	Develop our centres of excellence	<input type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input type="checkbox"/>
Risk Implications for the Trust <i>(including any clinical and financial consequences)</i>		If we do not have a clear plan to support and develop our staff, improve recruitment and retention, grow our substantive workforce and strengthen staff engagement, leadership and culture across the Trust, then we will not achieve our ambitions.
Trust Risk Appetite		The Board has a cautious risk appetite when it comes to compliance and regulatory issues. Where the laws, regulations and standards are about the delivery of safe, high quality care, it will make every effort to meet regulator expectations and comply with them and will only challenge them if there is strong evidence or argument to do so.
Legal and regulatory implications <i>(including links to CQC outcomes, Monitor, inspections, audits, etc)</i>		A review of the ESNEFT People Strategy has been completed to ensure it aligns with the National and Regional People Strategies.
Financial Implications		In discussion with our Finance Manager, we confirm that HR financials are in a strong position, with the expectation that all cost pressures can be covered in year.
Equality and Diversity		Review of Equality Diversity and Inclusion Strategy is underway to ensure key objectives and programmes align with the People Strategy.