The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 October 2020	**Agenda item:**	17
Report Title:	QEH People Plan		
Author:	Carly West-Burnham, Director of Strategy		
Executive Sponsor:	Laura Skaife-Knight, Deputy Chief Executive		

Implications					
Link to key strategic objectives *[highlight which KSO(s) this recommendation aims to support]*					
KSO1	**KSO2**	**KSO3**	**KSO4**	**KSO5**	**KSO6**
Safe and compassionate care	***Modernise hospital and estate***	***Staff engagement***	***Partnership working, clinical and financial sustainability***	***Healthy lives staff and patients***	***Investing in our staff***

Board assurance framework	*No*	
Significant risk register	*No*	
	Y/N	If Yes state impact/ implications and mitigation
Quality		
Legal and regulatory		
Financial		

Assurance route	
Previously considered by:	People Committee - June 2020 Chief Executive's Leadership Meeting - August 2020 Senior Leadership Team - August 2020 Joint Consultative Committee – August 2020

Executive summary					
Action required: *[highlight **one** only]*	**Approval**	Information	Discussion	Assurance	Review
Purpose of the report:	To share the final version of the QEH People Plan 2020/21 with the Board of Directors for final ratification following a process of extensive engagement, including approval by the People Committee.				
Summary of Key issues:	The Trust's People Plan has been developed to provide the framework for delivery of the key people and workforce Key Performance Indicators that are set out in the QEH Corporate Strategy which was launched in June 2020. It is the first key underpinning workplan we have produced, following the engagement process and structure agreed at the Trust Board in July 2020. The report also sets out the key themes and focus in the national 'We are the NHS: People Plan for 2020/21' published at the end of July				

	2020 and the Norfolk and Waveney 'We Care Together People Plan' for 2020-2025, published August 2020, and reflects the learning which has been taken from the COVID-19 pandemic.
Recommendation:	It is recommended that the Board of Directors: - Ratify the QEH People Plan.
Acronyms	HRBPs – HR Business Partners JSCC – Joint Consultative Committee SLT – Senior Leadership Team CELM – Chief Executive's Leadership Meeting DLTs – Divisional Leadership Teams

Background

In July 2020, the Trust Board agreed the way forward in relation to the development of underpinning workplans to support the delivery of the Trust's Corporate Strategy, which was published in June 2020. The key underpinning workplans are: Clinical Services, Digital, Estates, **People** and Nursing, Midwifery and Allied Health Professionals.

It also agreed that the workplans will take the same over-arching format as the Corporate Strategy - for consistency - with the inclusion of the following sections:

- National and local context - relevant to the specific area
- About us - relevant to the specific area (providing the organisational context)
- Inclusion of the organisation's vision, mission and values
- Confirmation as to which of the six strategic objectives the workplan will underpin delivery of
- Detail of how the strategic objective will be delivered, including one-year and five-year priorities with an acknowledgement of the risks to successful delivery and how they will be managed
- As an Appendix, a clear overview of the agreed KPIs and monitoring schedule including clearly defined aims and outcomes with the detail as to what activities need to be undertaken to achieve the agreed outcomes and who is responsible for delivery with confirmed timescales

National NHS People Plan 2020/21

The NHS People Plan for 2020/21 was published at the end of July 2020 and has directly informed the QEH People Plan in both key activities to be delivered and also the future relationship with staff. It reflects on the learning from COVID-19 and sets out a clear message that the NHS needs more people, working differently in a compassionate and inclusive culture. It sets out four key areas of focus and a range of actions (100+) to be delivered at a national, system and employer level:

1. **Looking after our people**
    a. We are safe and healthy
    b. We invest in our physical and mental health and wellbeing
    c. We work flexibly
2. **Belonging in the NHS**
    a. The NHS will be open and inclusive
    b. Ensuring staff have a voice
    c. Compassionate and inclusive leadership
3. **New ways of working and delivering care**
    a. Making the most of the skills in our team
    b. Making the most of the skills and energy of the wider workforce
    c. Educating and training our people for the future
4. **Growing for the future**
    a. Expanding and developing our workforce
    b. Focus on recruitment

c. International recruitment
d. Return to practice
e. Retaining our people

We Care Together – Norfolk and Waveney People Plan

'We Care Together,' the Norfolk and Waveney People Plan was published in August 2020 and sets out how the strategic goals for workforce will be realised through the development of a more flexible, resilient workforce across the region, working in collaboration.

The key aims of the plan are:

- Creating new opportunities, roles and ways of working with evolving services and with greater use of technology as a system
- Promoting better health and wellbeing for our workforce, so they remain in their current roles, improving retention and develop into future roles to support the system
- Maximising the skills of staff and developing and implementing new roles across the whole system to allow staff to work to the top of their licence and registration, allowing for other functions to be delivered by supporting roles
- Creating a positive culture for staff and developing strong leadership at all levels that works collectively for the good of patients and service users

QEH People Plan 2020/21

Attached to this report is the final narrative for the QEH People Plan.

It reflects the above National NHS People Plan and Norfolk and Waveney People Plan also pulls together workforce deliverables from:

- The QEH Corporate Strategy
- The Trust's Integrated Quality Improvement Programme
- COVID-19 workforce recovery plan

In line with the NHS People Plan and the Trust's improvement journey (as described in our Corporate Strategy), it focuses on activity for 2020/21.

Engagement with key stakeholders

The Trust's draft People Plan has been shared with a broad range of stakeholders for input and has been revised following feedback after each key stage of engagement.

w/e 7 August	Initial discussion with HRBPs and Director of Strategy
10 – 20 August	HRBPs discussed with management teams to seek feedback and amends on key focus and deliverables Discussion with People Committee Chair and Non-Executive Directors JSCC – to invite comments/input into draft document CELM – to share approach and draft document Draft document shared with Norfolk and Waveney Workforce Lead for input/development
20 August	SLT – update on draft plan, to seek feedback and prompt discussion with DLTs (via HRBPs to feed into final draft)
24 August	CELM – to feedback on discussion with DLTs and NEDs
7 September	CELM – final draft ahead of People Committee and SLT Detailed Non-Executive Director engagement and discussion Shared with SLT members seeking final feedback
17 September	JSCC – final draft for information
23 September	People Committee – Final document
1 October	SLT – Final document
6 October	Board of Directors – Final document
w/c 12 October	Launch of People Plan

Recommendation

Following discussion and approval at the People Committee on 23 September 2020 it is recommended that the Board of Directors:

- Ratify the People Plan

Once ratified, a detailed communications launch is planned to ensure that the plan is visible and brought to life across the organisation. This is planned for w/c 5 October 2020.