

## Board Meeting in Public

Thursday, 06 June 2024

<b>Title of Report</b>	People Plan	<b>Agenda No.</b>	3.4
<b>Nature of Report</b>	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
<b>Author(s)</b>	Brad Parker, Deputy Chief People Officer		
<b>Lead Executive</b>	Deb McKenzie, Chief People Officer		
<b>Non-Executive Director Sponsor</b>	N/A		
<b>Presented for</b>	<input type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Update		
<b>Purpose of the report and key issues</b>			
<p>Following Board approval of the NHSBT People Plan on 31<sup>st</sup> March, this paper updates on subsequent developments, including launch activities from 15<sup>th</sup> April and plans for implementation and measuring progress.</p> <p>The paper proposes that the People Plan and progress in delivery be reported on an ongoing basis at People Committee, based on the in-development implementation plan.</p>			
<b>Previously Considered by</b>			
<p>NHSBT Board (approval of corporate plan, 31<sup>st</sup> March)</p> <p>Executive Team (approval of People Plan and launch plan, 5<sup>th</sup> March; review of this paper, 28<sup>th</sup> May)</p>			
<b>Recommendation</b>	Board is asked to approve the proposal for ongoing review of the People Plan		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
<p>BAF-07 (Staff Capacity / Capability / Recruitment / Retention) There is a risk that a lack of capacity, capability and / or flexibility in our workforce, caused by challenges in our attraction, recruitment, and retention strategies, prevent us from delivering our strategic priorities or core functions.</p> <p>BAF-08 (Staff [Leaders &amp; Managers] Skills / Capability) There is a risk that our leaders and managers lack the skills and capabilities required in today's NHS to create a high-performing, inclusive environment, and to deliver our strategic priorities.</p>			
<b>Strategic Objective(s) this paper relates to:</b> [Click on all that applies]			
<input type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base			
<b>Appendices:</b>			

## 1. People Plan Launch

A period of launch activities for the People Plan commenced on 15<sup>th</sup> April based on the Internal Communications-led proposal approved by the Executive Team on 5<sup>th</sup> March. Organisation-wide engagement with launch assets and communications is summarised below:

- **58%** of all staff viewed Jo's Forward Together email
- **57%** of people were very happy with the email contents
- **55%** of all staff viewed the Priorities Round-Up email with headline item
- **73%** of all managers viewed the Manager's Toolkit communication
- **2,582 views** of intranet page since launch
- **2,049 views** of Jo's Viva Engage Chat Live post
- **758 views** of Ruth Saunders' Viva Engage All Company post
- **30+** digital screens displaying content across NHSBT estate

## 2. Implementation

### a. Delivery of corporate actions

- An implementation roadmap for the 3-year horizon of the plan is in development including corporate actions and objectives under the leadership of the People Directorate and objectives.
- This roadmap is aligned to the outcomes outlined under Join, Stay, Thrive and Foundations, including key milestones and capability-building steps to support planning and phasing with other priorities across the wider business. Success measures, resource and funding assumptions, risks and dependencies will also be defined.
- We are also reviewing how corporate actions are delivered through new and existing delivery mechanisms such as the Forward Together programme.
- Since launch in April, delivery highlights against corporate actions in this financial year include:
  - Succession planning pilot / career conversations: Executive Senior Leadership Team members are holding career conversations with direct reports by 30<sup>th</sup> June to identify potential successors.
  - Review of PDPR approach: 13 focus groups completed to date to gain insight on what is working well within the PDPR process, barriers affecting compliance and ideas for improvements. Recommendations are being prepared for ET discussion in June.
  - The new NHSBT corporate induction launched at the start of the financial year with positive feedback from those attending. We are now gathering insights and will commence reporting on those attending and completing the corporate induction from July 2024.
  - The first phase of the Data Transformation Programme will consider our people data with the aim of creating improved reporting of our people data to support decision making. We have agreed the scope of systems and data to transfer to the data platform, the Electronic Staff Record system holding most of our people data, Service Now and Oracle Finance. The project team are bringing together the resources required and developing a delivery plan.

### b. Delivery of People Plan commitments across the business

- To further support implementation of the plan in our directorates, professions, centres and teams, a Manager's Toolkit was developed for the launch, including guidance for managers to discuss in their teams how the outcomes outlined in the People Plan can be delivered through collective and individual action.
- An implementation planning pack is now in development to expand on this toolkit, providing further tools, templates and guidance for contributing to the shared goals set out in the plan. Content is currently being refined following a workshop pilot with the Quality Directorate Senior Management Team and feedback from the People & Culture Partnering Community.
- The pack is being designed to support directorates to enable colleagues in that respective area to understand what is being done to improve their experience of working in NHSBT in a clear and consistent way. It also aims to bring together the range of activities and commitments which currently sit across multiple and sometimes overlapping plans – for example Our Voice Action Plans, EDI Action Plans – into a single plan, supporting alignment of activity to our corporate Join / Stay / Thrive / Foundations pillars.
- The guidance reiterates the importance of high Our Voice responses and the use of local data and insight including from Our Voice to prioritise actions under the People Plan pillars.

### 3. Measuring progress

- Analysis of our current reporting of people and culture metrics is currently underway, with an aim to ensure that we have appropriate metrics and KPIs against the outcomes and objectives set out in the People Plan, which are tracked and reported on regularly.
- Existing people metrics will continue to be reported against within existing formats whilst this analysis takes place, and we identify where there may be gaps in either our metrics or reporting capability, or where efficiencies can be found through reduced duplication.

### 4. Ongoing governance and reporting of the People Plan

- Corporate actions and objectives / milestones outlined in the People Plan will be scoped and delivered through BAU / Local Initiatives, Projects and Programmes in line with guidance set out in the NHSBT Delivery Framework, with the appropriate governance and reporting for the respective delivery channel.
- Regular updates on delivery of the corporate People Plan will be provided through our quarterly performance reviews. In addition, updates for Board-level assurance are proposed to be provided to People Committee, including on progress against the actions and 3-year objectives set out in the plan under Join, Stay, Thrive and Foundations, as will be outlined in the implementation roadmap.
- A separate proposal will be developed around reporting of specific metrics / KPIs based on the analysis currently underway, and engagement with key stakeholders across directorates.