



BOARD OF DIRECTORS MEETING (Open)

Date: 11 th October 2017		Item Ref:	4
TITLE OF PAPER	Workforce and OD Strategy Delivery Plan		
TO BE PRESENTED BY	Dean Wilson, Director of Human Resources and Caroline Parry, Deputy Director of Human Resources		
ACTION REQUIRED	The importance of the Workforce and OD Strategy Delivery Plan is such that Board are asked to review and comment, prior to finalising at the Workforce and OD Committee on 25/10/2017 (along with the key performance indicators). The final version will be presented to Board for sign off in November 2017.		
OUTCOME	To be agreed at Board		
TIMETABLE FOR DECISION	EDG – October 2017 Trust Board – October 2017		
LINKS TO OTHER KEY REPORTS / DECISIONS	Trust Vision and Strategy Trust Strategic Aims and Objectives Trust Values Workforce and OD Committee Workforce and OD Strategy People Plans		
LINKS TO OTHER RELEVANT FRAMEWORKS, BAF, RISK, OUTCOMES	Please refer to section 10 of the Strategy (The risks associated with the Workforce and OD Strategy and Delivery Plan, will be assessed and recorded on the Board Assurance Framework (People Strategic Objectives A201 – A204, and Quality and Safety strategic objective A102) and monitored through the Corporate Risk Register).		
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	The Workforce is the most important element of service delivery currently, as can be evidenced by the high number of supporting documentation and reports issued by various NHS organisations and groups. Failure to deliver could impact on the organisation’s ability to provide sufficient care for the service users of Sheffield and surrounding area.		
CONSIDERATION OF LEGAL ISSUES	Some Employment Legislation considerations.		
Author of Report	Caroline Parry		
Designation	Deputy Director of Human Resources		
Date of Report	3rd October 2017		



SUMMARY REPORT

Report to: Board of Directors Meeting (Open)

Date: 11th October 2017

Subject: Draft Workforce and OD Strategy Delivery Plan 2017-19

Presented by: Dean Wilson, Director of Human Resources and Caroline Parry, Deputy Director of HR

1. Purpose

The Workforce and Organisation Development Delivery plan, details the strategic objectives and actions required to enable our Workforce and OD strategy implementation, and achievement of our strategic People aim to 'Promote a culture of collaboration, supporting people to work together, to make a difference'. The Board are asked to receive and approve the attached delivery plan.

2. Summary

The delivery plan is based on workforce priorities both at a national and local level, and has been developed in conjunction with numerous key stakeholders both internal and external to the organisation.

A range of current and emerging NHS documents/initiatives and working groups have been referenced throughout the process of developing the plan. These include: the Five Year Forward View, the Mental Health Workforce Strategy, Improving Staff Retention: A Guide For Employers (NHS Employers), The Future of the Mental Health Workforce (NHS Confederation), Retention Support Programme Data Pack (NHSI), Improving Staff Retention: A Guide For Employers (NHS Employers), Strategic Workforce Policy (NHS Providers), Commitment to Recruitment and Retention (NHS Employers), Retention Improvement Masterclass Group (NHS Improvement), Retention Support Programme Cohort 2 NHS Improvement), Recruitment, Retention and Impact on Brexit Group (Westminster Health Forum), NHS Staff Council, Yorkshire and Humber Strategic Partnership Forum, Retire and Return Guidance (Department of Health), and the Return to Practice Focus Group (NHS Employers). Note this is not an exhaustive list.

3. Next Steps

Work is in progress on a Workforce and OD Strategy booklet, to be shared on completion.

4. Required Actions

The Board are asked to approve the Workforce and OD delivery plan.

5. Monitoring Arrangements

To be monitored via EDG and Workforce and OD Committee.

6. Contact

Caroline Parry, Deputy Director of Human Resources. Tel: 0114 22 63626

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Workforce and OD Delivery Plan 2017-19

Strategic Objective	Actions	Lead/Delivery group	Timescale By	Current Progress on delivery plan to date
People A2 01: We will manage change positively and effectively, ensuring support for our staff				
A2 01 / 01 Support staff to engage with change through meaningful participation and consultation to deliver quality outcomes that meet organisational and service needs whilst adhering to Trust Values.	A2 01 / 01a Undertake Change engagement workshops to improve practice and support embedding of change framework.	Dean Wilson/ Sarah Bawden	January 2018	One workshop undertaken with staff side reps, planning in progress for other workshops in line with timescales.
	A2 01 / 01b Deliver organisational change conference.		May 2018	Planning commenced
A2 01 / 02 Embed a framework to support staff through transition and change aligned to Trust Objectives, and Trust Values, based on learning from change processes and in response to service needs, including co-ordinated management and mobilisation of staff through redeployment, retraining, and skills development.	A2 01 / 02a Review and implementation of Organisational change policy and guidance (including Change Toolkit).	Dean Wilson/ Sarah Bawden	March 2018	Partnership workshop with staff side September 2017
	A2 01 / 02b Benchmarking externally of approaches to organisational change and best practice.		June 2018	
	A2 01 / 02c Sustaining the change effort and making quality improvements as identified		January 2019	

	A2 01 / 02d Implement focussed management, placement, support and training for redeployees.		January 2019	Saving of circa £2million on redundancy liability between April and September 2017. Over 50 staff redeployed between April and September 2017. Redeployment Co-ordination group established. Reporting to VCP and EDG Links with Agency / off payroll and developing Trust wide accountability for.
A2 01 / 03 Develop effective working relationships to support collaboration across services both internally and externally by working in partnership with Clinical Commissioning Groups, Sustainability and Transformation Partners and other providers.	A2 01 / 03a External: Ensure representation and active engagement with Working Together Group, Sheffield ACS Group, Public Sector Reform Group	Dean Wilson	Sept 2017	Working Together Group – Trust is actively represented Sheffield ACS Group – active participant as a member of the 3 Sheffield Trusts Public Sector Reform Group – attended initial meeting chaired by Sheffield City Council
	A2 01 / 03b Internal: Improve understanding across clinical and corporate services of organisational change and workforce developments to enable co-ordination between departments as we implement Trust Strategies	Guy Hollingsworth Transformation Operational Group (TOG) Trust Management Group (TMG)	March 2019	Apprenticeship levy and training roles briefing (August 2017) Business and workforce planning workshops (Oct/Nov)

	A2 01 / 04 Develop feasibility plans for opportunities for shared service delivery.	A2 01 / 04a Explore opportunities for shared Corporate services in conjunction with Service Leads	Guy Hollingsworth (Corporate Transformation lead) Dean Wilson Working Together Group	From Nov 2017	Initial exploratory meetings scheduled for October 2017
	A2 01 / 05 Promote collaborative working and co-production, building on areas of joint working in education, training and development.	A2 01 / 05a Review of joint working opportunities in education, training and development	Karen Dickinson		Developments with students on placement and staff Collaborative research project on value of lived experience in teaching and training
		A2 01 / 05b Service user involvement in collaborative working and co- production	Service User Engagement Group Helen Crimlisk Brendan Stone		Discussion with Recovery Education Unit to deliver routine teaching to medical students by people with lived experience

Strategic Objective	Actions	Lead/Delivery group	Timescale By	Current Progress on delivery plan to date
A2 02: We will develop a strategic approach to enable workforce transformation				
A2 02 / 01 Develop and implement a workforce planning framework to support the transformation agenda.	A2 02 / 01a Agree a Trust wide workforce planning framework to collect narrative and workforce data	Workforce Planning Group Karen Dickinson	April 2018	Workforce planning group established Best practice workforce planning collaboration with other local Trusts in progress
	A2 02 / 01b To produce a detailed analysis of the current workforce profile (age, gender, ethnicity, vacancies, turnover), by ward, team and profession, to forecast and model future requirements for 2020.	Workforce Planning Group Effective Staffing Group Dean Wilson and Liz Lightbown	March 2019	
	A2 02 / 01c Undertake gap analysis and identify skills mix to meet future workforce needs	Workforce Planning Group	April 2018	
	A2 02 / 01d Infrastructure in place to support new roles whilst staff are in training	Karen Dickinson	From September 2017	Process for developing training roles and guidance for managers 2 registered nurse degree programmes per year through the apprenticeship levy Exploring leadership, Art Therapy, Psychological Wellbeing Practitioner routes

	A2 02 / 01e Engage staff in the development of new roles and ways of working	Workforce Planning Group Transformational Operation Group	March 2018	Apprenticeship and training roles briefing (Aug 2017) Workforce development workshop at TOG Nov 2017 Links with work in ICT on mobile/agile working
	Implement plans to recruit, attract and retain the workforce: A2 02 / 01f Implement action to address the key issues impacting the recruitment and retention of nurses	Debbie Breese/Caroline Parry – Nurse Recruitment and Retention Group	From June 2017	Nurse recruitment and retention group established Band 5 nurse rolling recruitment in place Nurse focus groups delivered: <ul style="list-style-type: none"> • Students • Over 50s • Survey and potential focus groups re factors impacting nurse wellbeing
	A2 02 / 01g Identify resource potential in experienced nursing workforce age 50 plus to support retention and career development	Debbie Breese/Caroline Parry – Nurse Recruitment and Retention Group	December 2017	Over 50s nurse focus groups (172 staff) Sept/Oct
	A2 02 / 01h Deliver relevant recruitment actions in the Workforce Race Equality Standard Plan.	BME Steering Group	March 2019	Introducing BME staff involvement in recruitment plans

	A2 02/ 01i Deliver relevant recruitment actions linked to the Workforce Disability Equality Standard	Disability Confident Leader Task and Finish Group	March 2019	
	A2 02 / 01j Establish new roles and develop clear career routes (including age diversity)	Workforce Planning Group/TOG	From September 2017	<p>New roles in development</p> <ul style="list-style-type: none"> • Band 4 Assistant Clinical Practitioner • Nurse Associates • Mental Health Workers • Physician Associates • New starter Level 2 H&SC, including care certificate
	A2 02 / 01k Promote careers in mental health and associated professions through schools, colleges, Universities, job fairs and conferences	<p>Nurse Recruitment and Retention Group</p> <p>Medical Workforce Planning Group</p> <p>Workforce Planning Group</p>	April 2018	Student nurse conference (Oct 2017), 6th form college day (Oct 2017)

	A2 02 / 01l Widen remit and learning from the nurse recruitment, retention and succession planning to other staff groups as required	Caroline Parry/ Staff group lead	December 2018	NHSI Retention Support Programme Cohort 2 (Nursing) 31/10/2017(CP/DB) Retention Support Programme Data Pack (NHSi)
	A2 02 / 01m Develop recruitment and retention plan for Junior Doctors	Medical workforce planning group (Helen Crimlisk/Abhi Shetty)	April 2018	Two recruitment programmes for medical students (Psychiatric Early Exposure Programme) Engage your mind (final year students and foundation doctors) Junior Doctor Forum initiated as part of 'supported and valued' programme
	A2 02 / 01n Understand and identify any generational differences in the factors impacting on the recruitment and retention of the workforce and seeing SHSC as an employer of choice	Caroline Parry Workforce Planning Group	September 2018	Future of mental health workforce paper Junior Doctor Forum initiated as part of 'supported and valued' programme
	Widening Participation A2 02 /01 o Agree and implement the new Trust Work Experience (Widening Participation) Policy	Liz Johnson	December 2017	In draft
	A2 02 /01 p Take forward partnership work with the Sheffield University Technical College	Liz Johnson	March 2019	SHSC career showcase planned for 26/10/2017
	A2 02 / 01q Review staff reward and benefits	Dean Wilson	June 2018	Connected benefits portal

	A2 02 / 02 Embed the new apprenticeship standards as a part of workforce planning to build a compassionate and productive workforce.	A2 02 / 02a Implement the Apprenticeship Levy plan to support workforce plans and maximise financial investment	Apprenticeship Task and Finish Group	March 2018	Health and Social Care Apprenticeship in place Developing training routes in IT, HR and Facilities Management Local Workforce Advisory Board representation
	A2 02 / 03 Develop People Plans to provide focussed action to address leadership, capacity, resourcing, capability, wellbeing and engagement.	A2 02 / 03a Implement people plans to deliver action required to meet identified workforce need	Directorate Leads/Caroline Parry	April 2018	People plan framework developed based on learning from 2016 process via Workforce Planning Group
	A2 02 / 04 Collaborative working delivering excellence in teaching and research to support the needs of our service users.	A2 02 / 04a Develop a strategy for research and innovation to create a research literate and active workforce	Research and Innovation Group Nick Bell/Scott Weich	December 2018	Preliminary discussions with colleagues at SchARR who deliver postgraduate research skills training as partners.

Strategic Objective	Actions	Lead/Delivery group	Timescale By	Current Progress on delivery plan to date
People A2 03: We will promote an effective culture of leadership and management based on Trust values				
<p>A2 03 / 01 Provide a variety of opportunities, including the leadership development pathway to strengthen management and leadership skills to improve compassion, productivity, capability and accountability, helping to deliver outstanding service.</p>	<p>A2 03 / 01a Implement the leadership and management development pathway</p> <p>A2 03 / 01b Work with local training providers to support delivery</p>	<p>Karen Dickinson</p>	<p>June 2018</p>	<p>Running a series of half day development workshops for new and aspiring leaders in the organisation</p> <p>Working with local training providers to offer staff access to ILM accredited courses or similar.</p> <p>To date:</p> <ol style="list-style-type: none"> 1 The ILM Level 3 Diploma for Managers 2 The ILM Level 5 for Leaders and Managers 3 Mary Seacole programme (NHS Leadership Academy) 4 Elizabeth Garrett Anderson (NHS Leadership Academy) 5 Nye Bevan (NHS Leadership Academy)
<p>A2 03 / 02 Prioritise time for reflection and continuous service improvement to support the quality aims</p>	<p>A2 03 / 02a Review of systems to improve the quality of supervision and Performance Development Review</p>	<p>Dean Wilson Trust Management Group</p>	<p>March 2018</p>	
<p>A2 03 / 03 Use coaching as a strategic enabler to create a culture which places the Trust's values at the heart of all we do.</p>	<p>A2 03 / 03a Further develop awareness, engagement, capacity and capability in coaching.</p> <p>A2 03 / 03b Continue to develop a cohesive coaching network</p>	<p>Dianne Crookes</p>	<p>March 2019</p>	<p>Delivered to date: Coaching at the frontline training (1 session). Coaching CPD sessions (2). Coach supervision (8) 17 coaches agreed to ILM level 5 accreditation Since 2015: 353 recorded coaching sessions completed with 92 coachees 24 coaches trained</p>

	A2 03 / 04 Create leaders to inspire, innovate and be role models for the workforce	A2 03 / 04a Develop and engage staff groups in Mentoring	Dianne Crookes	March 2019	Mentoring for leadership training commenced
		A2 03 / 04b Take forward the Build, Modify, Expand (BME) project	BME Steering Group	March 2019	One member of staff on the 'Stepping Up Programme'. Second cohort of Board Mentoring Project being rolled out Development Workshops Programme in place Trust intranet site developed including case studies and role model profiles
		A2 03 / 04c Leadership capacity and skills development	Karen Dickinson	March 2019	

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Strategic Objective	Actions	Lead/Delivery group	Timescale By	Current Progress on delivery plan to date	
People A2 04: We will prioritise the health and wellbeing of our employees					
	A2 04 / 01 Develop a health and wellbeing strategy to enable proactive support to improve staff wellbeing.	A2 04 / 01a Develop and implement wellbeing strategy	Julie Edwards/Caroline Parry Trust Health and Wellbeing Group	January 2018	Draft circulated to Health and Wellbeing Group for comment (Sept)
	A2 04 / 02 Address issues impacting on the capacity, capability and motivation of the workforce.	A2 04 / 02a Liaise with Safer Staffing address health and wellbeing issues identified	Liz Lightbown - Safer Staffing Group Dean Wilson – Effective Staffing Group	June 2018	Focus groups with qualified nurses in progress
		A2 04 / 02b Action to ensure levels and support of Doctors through job planning and junior doctors forum	Medical Workforce Planning Group Guardian of Safe Working	June 2018	
		A2 04 / 02c Address potential issues that impact the quality of supervision and management of capability	Dean Wilson Giz Sangha Trust Management Group	June 2018	Crucial conversations training (Nov 2017)

	A2 04 / 02d Review of Promoting Attendance and Sickness Policy and Procedure in conjunction with Staff Side	Dean Wilson	March 2018	90 managers attended promoting attendance training since Nov 2016
	A2 04 / 02e Maintain statutory standards and good practice associated with Disability Confident Employer, Mindful Employer and the Workforce Disability equality Standard (WDES)	Disability Confident Employer Task and Finish Group	March 2019	Signed up to be involved in WDES piloting in 2018 Achieved level 2 Disability Confident New Disabled Staff Policy
A2 04 / 03 Further develop initiatives to support staff wellbeing, including physiotherapy, psychological services, promoting attendance and smoking cessation.	A2 04 / 03a Implement physiotherapy and psychological service support for staff	Dean Wilson / Sue Rutledge	March 2018	Promotion of IAPT services through Connect Physio Med physiotherapy service from March 2017 Focussed support sessions for teams from Workplace Wellbeing Stress awareness and building resilience sessions organised for Oct/Nov
	A2 04 / 03b Improve communication of health and wellbeing support for staff to raise awareness and access	Health and Wellbeing Group	March 2019	'Support for you' widget ((implemented April 2017) Health and wellbeing newsletter from Sept 2017 Information to support staff health and wellbeing letter from Dean Wilson to raise awareness Sept 2017 Support for staff visual boards promotion.

		A2 04 / 03c Review and renew occupational health service provision	Dean Wilson	March 2018	
	A2 04 / 04 Work with external partners and organisations to create a healthy and active workforce.	A2 04 / 04a Explore opportunities to further enhance staff health and wellbeing	Health and Wellbeing Group	From September 2017	Engage and implement Connected Benefits Met with South Yorkshire Police re psychological service best practice

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