Workforce and Organisational Development Strategy Review and Refresh

November 2018

1. Introduction

The 2017-2022 Workforce and OD strategy identified the Trust's workforce priorities for the next 5 years, that supported the delivery of the Trust's vision and objectives whilst demonstrating our values in all that we do.

The aim was and still is to deliver high quality patient care which is supported by a workforce who are engaged, highly skilled and competent. The quality of experiences and outcomes of people who use our services are a direct result of interactions with staff.

We want to be an employer of choice, attracting and retaining quality staff whilst supporting them with continued development, identifying talent to succession plan for the future, whilst creating a flexible workforce that can adapt to the ever changing environment whilst maintaining financial stability. "Growing our own" workforce strategies will form an important part of our sustainable future workforce.

2. Six month review

The HR Senior Operational Team which covers HRBP, Resourcing, OH, Learning and Development and Voluntary Services reviewed the implementation plan delivery for 2017/18 in March 2018 and developed the revised implementation plan for 2018/19. At this stage three key deliverables, listed below, were identified in order to continue the process of modernisation of HR delivery at the Trust which had been successfully started with the purchase and implementation of the TRAC recruitment system.

- Roll out and adoption of My-ESR . This will support eLearning, pre-induction on boarding, accurate statutory mandatory training and manager self-service on annual leave, sickness absence and key HR metrics. We currently move over 30,000 pieces of paper around the Trust to perform these functions

- Adoption of Behaviours framework – this will underpin all three aims of the strategy as the framework will be embedded in recruitment, appraisal, talent mapping review Boards and performance management

- Identification and support to managers - being clear on what is expected of our managers and ensuring they have the skills to deliver and ultimately held to account.

As at November 2018 all of these key deliverables are well underway with 98% coverage for My-Esr, a successful launch of the values and behaviours framework in October 2018 and the completion of an OD Strategy which now requires a leadership development plan.

Other key changes from November to March included

- A direct link with the Trust CIP programme and HR Plans
- A marked increase in both quantity and quality of Equality and Diversity Plans
- Addition of increased detail in the planned Talent Map work across the year.
- Inclusion of the work of volunteers and their ability to feedback into FFT.
- A direct link to the Workforce committee reporting Schedule.

3. Annual review and Refresh

With the conclusion of the CQC visit and the publication of the final report there were 10 "must do" actions and 9 "should do" actions that could be clearly identified within the People workstream. In addition there are other actions which whilst sitting under "Caring" will clearly require input from the HR Division and experts. This Annual Review was undertaken by the HR Director and the two Deputy Directors of HR following a set of principles outlined by the questions below

3.1 Did the three key aims of the Strategy reflect the needs of the Trust ?

Recruit , Retain and Manage Well are core basics of good HR Management in any organisation and all vital components of a strategy which aims to deliver the corporate objective of "Recruit and retain high calibre staff and develop potential". They also align to the STP Workforce Strategy of Attract, Retain and Develop.

It is recommended that the key aims of the strategy remain

3.2 Were the nine strands of work still reflective of the key areas ?

Looking across the nine strands highlighted in Appendix A the headings can accurately summarise the key deliverables for our Strategy. However the descriptions under each of the strands have been changed where necessary to reflect the deliverables that are now required. For example Resourcing has been refocused on the capability of the HR department within Model Hospital costs and Leadership to accurately describe the work that will be undertaken as part of the NHSI Leadership and Culture diagnostic. These are attached as Appendix B

It is recommended that the nine strands remain with the current headings , however the new descriptions should be agreed to accurately reflect the work being undertaken.

3.3 Have we included all of the Must and Should Do's from the CQC report?

The supporting implementation plans which will be taken to the Workforce Committee, have been scrutinised and are being finalised to ensure that in completing them we will deliver the required CQC actions in a timely manner with appropriate evidence.

3.4 Are there any other areas that should be included as priorities?

Whilst critical to the assessment of the Trust , the CQC deliverables are not the only areas of HR delivery that are required to continue the modernisation of our employment practices and achieve our overall strategic objectives. We are still required , amongst other areas, to produce a workforce plan, monitor and allocate the apprenticeship levy in a manner that best supports staff , further develop our Equality and Diversity support and explore the benefits of the Sustainable Workforce programme. Appendix C outlines the operational deliverables that will be developed into plans for the Workforce Committee to monitor. These areas have been checked against all of the principles listed above to ensure no essential area of work has been omitted. It should be noted that insufficient HR capacity is a risk scoring greater than 15 on the corporate risk register.

4. Key Deliverables

Apppendix C list the operational deliverables under each of nine strands of work which will ensure delivery of all the required actions and move the Trust forward in achieving its strategic objective.

5. Conclusion

A comprehensive review of the success and continuing challenges for the HR Strategy in it's first year has been completed and in both qualitative and quantitative terms. We have started to see some successes in turnover, vacancy and appraisal compliance. However there is still a considerable amount of work to undertake and we must ensure the HR Department are both able to support delivery and have clarity on the priorities within a resource limited environment. The key aims and nine strands of work , refreshed after one year and attached , are compiled to support the HR Division to assist in delivering for our staff and patients.

6. Recommendation

The Trust Board are recommended to approve the Workforce and OD Strategy Refresh and require the Workforce Committee to undertaken at least quarterly monitoring of overall delivery.

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November 2018