

# Public Board of Directors

## SUMMARY REPORT

Meeting Date: 28 July 2021

Agenda Item: 16

<b>Report Title:</b>	<b>2021 – 2023 Organisational Development Enabling Strategy</b>	
<b>Author(s):</b>	Rita Evans – Director of Organisational Development	
<b>Accountable Director:</b>	Caroline Parry – Executive Director of People	
<b>Other Meetings presented to or previously agreed at:</b>	<b>Committee/Group:</b>	People Committee
	<b>Date:</b>	28 January 2021
<b>Key Points recommendations to or previously agreed at:</b>	<p>The People Committee agreed for the Trust to work to the following 2021-2023 OD priorities from January 2021, whilst waiting for formal Board approval:</p> <ol style="list-style-type: none"> <li>1. To shape our culture and enable organizational transformation.</li> <li>2. To improve staff engagement and experience</li> <li>3. To develop the capability and capacity of our SHSC leaders and managers</li> <li>4. To maximise our workforce talent and potential</li> <li>5. To develop a high performing organisation and teams.</li> </ol>	

### Summary of key points in report

The purpose of this report is to:

- Provide the Board with context and rationale informing the development of the Organisational Development Enabling Strategy 2021-2023
- Seek Board approval for the Organisational Development Enabling Strategy 2021-2023, recognising there may be a need to strengthen to reflect recent learning about our culture.
- Update the Board on progress to date.

SHSC OD Enabling Strategy places focus on 5 key priorities, which reflect the four key themes outlined in the SHSC People Plan and commitments outlined in the NHS National People Plan. The 5 key priorities are:

1. Shape our culture and enable organisational transformation.
2. Improve staff engagement and experience.
3. Develop the capability and capacity of our SHSC leaders and managers.
4. Maximise our workforce talent and potential.
5. Develop a high performing organisation and teams.

Organisation Development priorities are key enablers in the delivery of our People Strategy. Whilst the pandemic has had a significant impact on our staff and the delivery of our services, we have continued to make progress on key elements of the 2021-23 OD Enabling Strategy.

**Recommendation for the Board/Committee to consider:**

<b>Consider for Action</b>		<b>Approval</b>	<b>x</b>	<b>Assurance</b>		<b>Information</b>	<b>x</b>
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The Board are asked to:

- Approve the Organisational Development Enabling Strategy 2021-2023 as a working document, recognising this will need to be strengthened to reflect recent learning about our culture.
- Support the implementation of the 2021-23 OD Enabling Strategy priorities; through effective programme management, regular reporting to the People Committee and monitoring through the newly formed Organisational Design and Development Group and the People Directorate Senior Management Team.

**Please identify which strategic priorities will be impacted by this report:**

Covid-19 Recovering effectively	<b>Yes</b>			
CQC Getting Back to Good	<b>Yes</b>			
Transformation – Changing things that will make a difference.	<b>Yes</b>			
Partnerships – working together to make a bigger impact	<b>Yes</b>			

**Is this report relevant to compliance with any key standards? State specific standard**

Care Quality Commission	<b>Yes</b>				<b>Well led domain</b>
IG Governance Toolkit	<b>No</b>				

**Have these areas been considered? YES/NO**

If Yes, what are the implications or the impact?  
If no, please explain why

Patient Safety and Experience	<b>Yes</b>				<b>Indirect impact - improving the culture will improve the quality of patient care/experience</b>
Financial (revenue & capital)	<b>Yes</b>				<b>Proposals are within budget plans</b>
OD/Workforce	<b>Yes</b>				<b>Enable delivery of the People strategic aims and OD strategy priorities</b>
Equality, Diversity & Inclusion	<b>Yes</b>				<i>Please complete section 4.2 in the content of your report -</i>
Legal			<b>No</b>		

<b>Title</b>	<b>Name of Report</b> <b>Organisational Development Enabling Strategy 2021-2023</b>
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## Section 1: Analysis and supporting detail

1.1 The OD Strategy has been developed collaboratively and taking a person-centred approach through engagement and feedback from a wide cross-section of people including interviews and co-creation sessions with a wide range of staff, key stakeholders and service users and the Trust's staff network groups. Another key part to this work has been analysing and using the findings from the NHS Staff Experience Survey 2019 and 2020; a rapid Organisational Diagnostic undertaken by the University of Sheffield, along with using the data generated by the Big Conversation – a project to tackle the issues of systemic and direct racism within our Trust and find solutions to make change. External reviews such as the Assessment of Readiness for Improvement Report (April 2021) have also been used to inform this strategy.

The Executive Team and Board have been involved at different points in the development process and the work has been actively overseen by the People Committee who support this Enabling Strategy.

Over the last 12 months the Trust has been driving forward initial OD priorities as part of developing the 2021-2023 OD Strategy, which will enable leaders and staff to develop our organisation and culture to be as fit for purpose as we can be. This will help enable us to collectively meet the opportunities and challenges for Our Vision/Strategic Priorities, the NHS Long Term Plan, NHS People Plan and the demands of our NHS system.

1.2 The draft 2021-2023 Organisational Development Enabling Strategy was shared with the People Committee on 28 January 2021 for comment and endorsement, before producing an updated version for this Board meeting for comment and sign-off. During the interim period, the People Committee agreed for the Trust to work to the following 2021-2023 OD priorities with immediate effect:

6. To shape our culture and enable organisational transformation.
7. To improve staff engagement and experience
8. To develop the capability and capacity of our SHSC leaders and managers
9. To maximise our workforce talent and potential
10. To develop a high performing organisation and teams.

1.3 Since the People Committee on 28 January the following progress has been made in delivering the 2021-23 OD Enabling Strategy:

- Started implementation in January 2021.
- Produced the final version of the strategy including:
  - An overall one-page summary and supporting diagram, which summarises key aims, actions, and outcomes and how the OD strategy aligns with other Trust strategies as a key enabler to their delivery.
  - Detailed 2021-23 OD delivery plans from April 21 for each priority/programme of work, building on current progress and 2020/21 key OD deliverables. Please see Appendix 1.
- Fully aligned the 2021-23 OD Enabling Strategy and delivery plans with the 2020-2023 People Strategy Aims and Delivery Plan
- Confirmed date to take the final version of the 2021-23 OD Enabling Strategy to this Board for comment/approval on 28 July 2021. Following this, the strategy and delivery

plans will be updated accordingly (recognising this may need to be strengthened to reflect CQC feedback/recommendations and on-going organisational change.

- 1.4 There has been significant progress around the delivery of each of the priorities and next steps have been identified to build on this momentum. There have also been some significant challenges, which have been managed through careful planning and collaboration with colleagues across the People Directorate and other service areas.

A report on the Significant Issues and Challenges was shared with the People Committee on 13 July 2021 (Appendix 2). Understandably these challenges have still created some slippage in meeting planned key milestones particularly around the leadership and talent development areas. However, moving forward plans are in place to create more traction in these areas, mitigate future risks and avoid any further slippage over the next six months.

- 1.5 It is recognised that recent developments and further learning about our culture, may require a strengthening of the OD Strategy and would therefore expect to present an enhanced version to Board at a future date.

## Section 2: Risks

Managing risks as detailed in the BAF 0020 and in the Corporate Risk Register ref 4078.

## Section 3: Assurance

Delivery plans in place to deliver the Strategy.

## Section 4: Implications

See section 3.

## Section 5: List of Appendices

### Appendix 1

2021-23 Organisational Development Enabling Strategy; including:

- Appendix 1: Plan on a Page
- Appendix 2: Detailed delivery plans
- Appendix 3: People Committee Governance Structure

### Appendix 2

Report on Significant Progress and Challenges – People Committee, 13 July 2021



# Organisational Development Enabling Strategy 2021- 2023

## Approach, key priorities and workplan

This Sheffield Health and Social Care’s organisational development strategy is a key enabler to delivering our Trust’ Strategic Aims, Clinical and Social Care Strategy and ambition outlined in the People Strategy: “To create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users”.



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## Executive Summary

Organisational Development (OD) is a set of evidence-based practices and approaches that enables an organisation like Sheffield Health and Social Care (SHSC) to achieve its strategic aims. It does so by focusing on the development and maintenance of a positive organisation-wide working environment in which people flourish and are supported in consistently giving of their best for service users.

This enabling strategy has been developed recognising that the work of OD must reflect the strategies and priorities of the wider NHS as they apply to SHSC. Of particular relevance is the recently published NHS People Plan which will shape the approach of the NHS with regard to valuing its staff during the strategic period. Also, vital, is the recognised need to involve service users in all aspects of the design and delivery of care. OD will contribute to this by enabling a positive culture and working with colleagues to support their efforts to do this important work.

In SHSC, OD is an established enabling support service within the People Directorate whose role it is to apply OD evidence and practice in supporting delivery across key Trust strategies and portfolios including:

- Organisational Culture & Design
- Staff Engagement and Experience (including NHS Staff Experience Survey and Listening into Action)
- Leadership Development
- Talent Management/Succession Planning
- Equality, Diversity and Inclusion (Staff)
- Health & Wellbeing

By taking a whole-organisation perspective in its work OD can spot inter-connections between strategies and help build synergies whilst also spotting potential for unintended consequences during strategy design and implementation. This means OD is well positioned to offer advice to the People Directorate, the Executive Team and Trust Board in relation to its areas of expertise and practice.

This approach identifies how the OD function will continue to contribute to the achievement of SHSC strategies through partnering and internal contracting. This document identifies priorities in 2021/22 and 2022/23 building on progress made in 2020/21, what work will be undertaken to achieve them and how SHSC will have developed as a result. It also outlines how it will do this work.

Given that OD offers both operational support and a strategic perspective on the development of the whole organisation some of its work is emergent in response to a changing environment. This means that not all activities across the strategic period can be identified at this stage.

An overall one-page summary of the 2021-2023 OD Enabling Strategy and supporting diagram will be developed to summarise its key aims, actions and outcomes, how this fits with other Trust strategies as a key enabler to their delivery and to support its implementation.

## 1. SHSC Context – Our Vision, Strategic Aims, Strategic Priorities and Values

SHSC has set out clearly its strategic direction and work over the coming years and as a key provider of health and social care services across the region we have communicated our strategy, our priorities and key deliverables in 2020-21:

<i>Our Vision</i>	To improve the mental, physical and social wellbeing of the people in our communities
<i>Strategic Aims</i>	<ul style="list-style-type: none"> <li>• Delivering outstanding care</li> <li>• Create a great place to work</li> <li>• Improve our use of resources</li> <li>• Ensure services are inclusive</li> </ul>
<i>Strategic Priorities</i>	<ul style="list-style-type: none"> <li>• Covid – Getting through safely</li> <li>• CQC – Getting back to good</li> <li>• Transformation – Changing things that will make a difference</li> <li>• Partnership – Working together to have a bigger impact</li> </ul>
<i>Our Values</i>	Respect, Compassion, Partnership, Accountability, Fairness, Ambition (currently under review)

The Trust is currently reviewing and developing its new strategy for the next 5-year period. The strategy will reflect our shared hopes and ambitions and describe clearly the changes we want to make to how care is provided, our relationships with users and stakeholders and the way we work. It will define the priorities which will govern how we will invest our time, energy and resources.

The Organisational Development Strategy is a key enabler to delivering on these hopes and ambitions. By its focus on the whole organisational system it will particularly support the People Directorate, the Board and the Executive team in shaping organisational culture and ensuring that staff and service users experience an outstanding, supportive working and caring environment.

The Organisational Development Strategy has been developed with these drivers at its core.

## 2. Organisational Development – a definition and model, role of OD in SHSC, portfolio areas and key principles

### 2.1. Definition

There are many definitions of Organisational Development in the literature but for the purposes of this strategy and accompanying plan the following definition is used:

**A deliberately planned, organisation-wide effort to increase the organisation's effectiveness and efficiency.**

It is a long-range, long-term, holistic and multi-faceted approach to achieving transformational change, and is underpinned by the ability of individuals, teams and the organisation to grow.

The key feature here is the reference to 'long term and multi-faceted' which reflects the organisational complexity of the Trust but also the long-term nature of our health improvement ambitions. It also recognises that success in a Trust is linked to both *effectiveness* – the quality of interventions, decision-making and strategy, and also to *efficiency* – the deployment of resources to achieve the most cost-effective health outcomes for local people. OD recognises that, as an approach, it complements the work of all functions and activities of the Trust in relation to effectiveness and efficiency. In doing so it helps leaders to 'connect the dots' between actions and their whole system impact on the working environment. Such connectivity, often enacted by staff and user involvement allows change and development to move forward rapidly with less resistance than otherwise might be experienced.

### 2.2. Organisational Development Approach

There are many different approaches to organisational development (OD) and several different models from which a programme of support may be drawn. In response to the breadth and depth of SHSC ambitions across the organisation it is proposed that the SHSC OD function will offer support over the strategic period by:

- Partnering with leaders and managers using an internal consultancy approach that ensures the effective application of OD knowledge and expertise
- Taking an organisation-wide perspective ensuring that the whole system is given appropriate attention
- Crafting with colleagues programmes of work that address specific challenges in relation to working environments
- Ensuring that good practice and learning about what enables a positive working environment is shared across the organisation
- Building OD capacity and capability across SHSC thus ensuring the skills and knowledge associated with the discipline are available to all those for whom it will add value
- Co-designing opportunities for people (including service users and carers) to contribute to the ongoing development of the organisational culture of SHSC
- Reviewing and evaluating the impact of OD approaches on achieving SHSC strategies
- Contributing OD expertise to the development and implementation of Trust Strategies, Policies and Procedures thus ensuring that the ambition for an excellent working environment is fully integrated within the governance of SHSC
- Drawing upon internal and, when necessary, external support to ensure a wide range of expertise is made available to the Trust

## **2.3 SHSC OD Role and Approach**

### **Role of OD in the Trust**

OD offers the Trust:

- Expertise in change and transformation with specific focus on people involvement
- Whole systems knowledge and intervention skills
- Capacity to support whole-organisation effectiveness
- Partnership work with leaders that enable them to deliver on complex organizational programmes whilst maintaining positive work environments
- Diagnostic and data-led expertise to inform leaders and managers business decision-making
- Facilitative approaches to leadership development and learning
- Humanistic values that seeks to ensure that the reasonable needs of people in a work context are attended to through organisational policies and practices
- Helpful challenge through offering questions for reflection

### **Our OD Principles**

The OD team will work by:

- Listening and responding to the needs of those with whom we partner
- Promoting the value and practice of staff and user involvement
- Using data and diagnostic processes to inform interventions
- Taking a systemic perspective on the needs of the Trust
- Focusing on effectiveness and the delivery of Trust Strategy
- Supporting cross organisational learning and development
- Offering challenge
- Enabling the voices of all staff to be heard
- Promoting inclusion and diversity through Trust policies and practices

## Organisational Development work areas

OD currently lead the programmes of work for the following areas:

- Organisational Culture and Design
- Staff Engagement and Experience (including NHS Staff Experience Survey and Listening into Action)
- Leadership Development
- Talent Management/Succession Planning
- OD support the delivery of programmes of work for:
  - Equality, Diversity and Inclusion (Staff)
  - Health & Wellbeing

### 2.4 Scope of interventions



### 3. How has the Organisational Development Strategy been developed

The OD Strategy has been developed collaboratively and taking a person-centred approach through engagement and feedback from a wide cross-section of people including interviews and co-creation sessions with a wide range of staff, key stakeholders and service users and the Trust's staff network groups, Executive Team, Board and People Committee.

Over the last 12 months the Trust has been driving forward initial OD priorities as part of developing the 2021-2023 OD Strategy; which will enable leaders and staff to develop our organisation and culture to be as fit for purpose as we can be. This will help enable us to collectively meet the opportunities and challenges for Our Vision/Strategic Priorities, the NHS Long Term Plan, NHS People Plan and the demands of our NHS system.

A key part of this work has been the recent rapid organisational diagnostic carried out in March 2020 – August 2020 carried out with University of Sheffield Management School. The aim was to acquire a clearer picture of organisational culture, taking an “appreciative inquiry” and “forward looking” approach. It is anticipated that further activity will be carried out to assess our culture and other aspects of our organisational system at certain points in time e.g. pulse checks.

Another key part to this work is analysing and using the findings from the NHS Staff Experience Survey 2019 and 2020; along with using the data generated by the Big Conversation – a project to tackle the issues of systemic and direct racism within our Trust and find solutions to make change. External reviews such as the Assessment of Readiness for Improvement Report (April 2021) have also been used to inform this strategy.

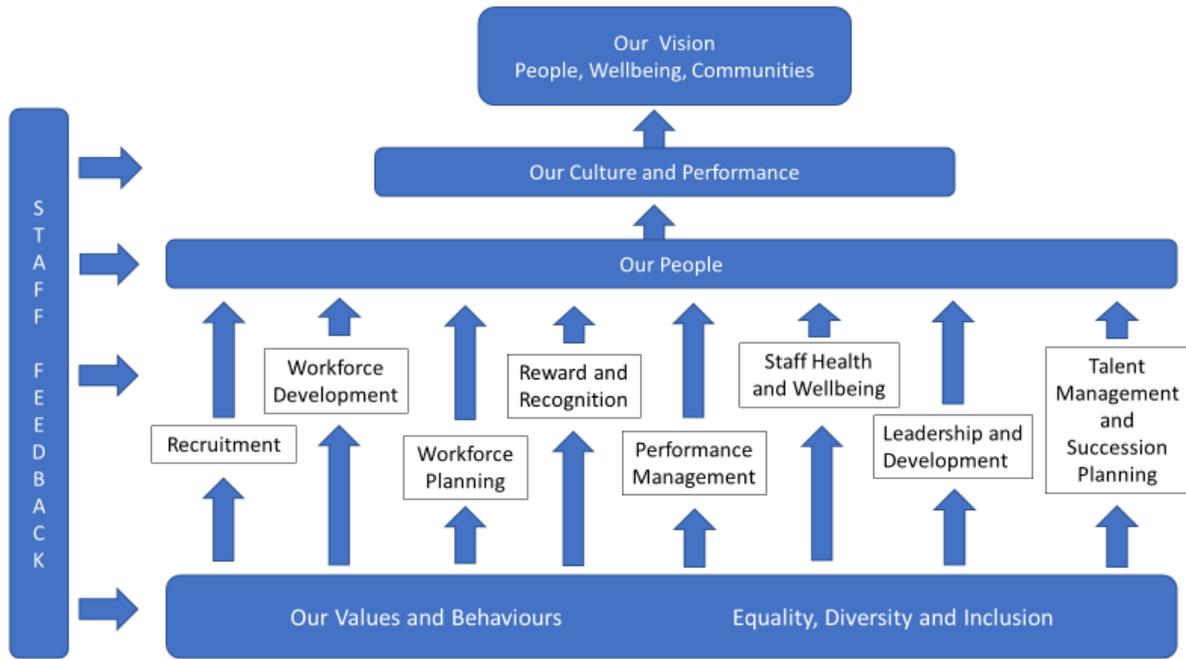
Following Board workshops held between August and December 2020, closer alignment of the existing OD priorities with the People Strategy 2020 – 2023 and taking into account the drivers outlined above the following OD strategic priorities have been identified in 2021 – 2023, building on the progress made during 2019/20 in each of these areas:

- To shape our culture and enable organisational transformation
- To improve staff engagement and experience
- To develop the capability and capacity of our SHSC leaders and managers
- To maximise our workforce talent and potential
- To develop a high performing organisation and teams.

*\* SHSC is committed to ensuring equality, diversity and inclusion are at the heart of all aspects of these priorities and associated programmes of work.*

The diagram below outlines the relationship between our values and behaviours and the realisation of the SHSC vision supported by the OD priorities referred to above, along with the four key areas outlined in the People Strategy. The values and underpinning behaviours once embedded in people processes can shape and influence the organisational culture and drive performance towards achieving our strategic priorities.

The OD Strategy is informed by what service users and staff say about our organisation so that we can feel assured that we are keeping our focus on the strategic priorities of the Trust.



## 4. Organisational Development Priorities and Delivery Plan 2021 - 2023

**Vision:** To enable our whole organisation's ability to create an environment in which are staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users.

### 1. To shape our culture and enable organisational transformation

#### **What do we want to achieve?**

*Effectively enable delivery of each of our strategic aims: Developing outstanding care, Create a great place to work, Transformation and Partnerships*

- A consistently compassionate, healthy, inclusive and high performing culture which enables the successful delivery of our strategic priorities e.g. reduced stress, stop racism, build greater inclusion, reduced sickness absence, a healthier workforce
- We want to support our staff to feel healthy, happy and well at work
- We want people to be treated as individuals recognising the needs of those who use our services
- We want to ensure all of our staff and those who use our services are treated fairly
- We want our staff to continuously develop, learn and try new things to become more efficient, by fostering a culture of innovation and improvement
- We want to ensure our staff have the resources to do their job and that these resources are used effectively
- Our staff need to know what their part is in achieving our vision.

#### **Why is this important to us?**

- When positivity gets lost people are less resilient
- We will not tolerate poor behaviours; we want staff to be respectful to each other and those who use our services
- Our policies need to reflect our values and be implemented fairly
- Our recruitment processes must be inclusive, with a positive and fair career progression

### **How will we achieve this?**

*We will:*

- Adopt the NHSi framework for culture change known as the “Culture and Leadership’ Programme to underpin a SHSC Culture Change Programme
- Develop a culture and leadership programmes of work using the NHSi framework and approach including:
- Recruit and develop SHSC Culture Champions (new and from existing pool of SHSC champions)
- Articulate our cultural vision i.e. what we want to move from and to
- Refresh our values to underpin our cultural vision
- Co-create and implement a behavioural framework which will be embedded, with our values, through all we do (e.g. recruitment, induction and appraisal)
- Introduce a cultural dashboard.
- Align culture and leadership programmes with the “*Developing the Culture of Change and Improvement at SHSC Programme*”
- Build Digital Transformation as a key priority in the culture development programme
- Effectively embed our Equality, Diversity and Inclusion Strategy, ensure Equality Impact Assessments are completed
- Continue to progress the Big Conversation programme of work
- Review organisational design – lead the programme of work which enables the Trust to align its structure with our strategic priorities and desired culture, with the aim of improving efficiency and effectiveness
- Work with service and corporate leads to review policies and processes to ensure consistency of practice and ensure they are applied with compassion and humanity
- Continue to proactively promote the work of Freedom to Speak Up, Fair and Just Culture
- Actively tackle stress and overwork, making it okay to push back on what is being asked when needed
- Ensure awareness of mental health issues at work and appropriate support
- Implement a workplace strategy to define and support the development of workplace culture and introduce new ways of working
- Implement effective communications and engagement to ensure our people are involved with our culture change programme, including promotion of our culture dashboard.

### **How will we know we have succeeded?**

- Feedback through staff surveys that staff feel valued and cared for
- All staff experiencing an amount of appropriate stress relevant to their role
- PDR compliance and quality will show positive improvements
- Refreshed values and behavioural framework in place and embedded across all areas of ‘values based employment’ (recruitment, induction, appraisal and exit interviews)
- NHS Staff Experience Survey feedback indicating a reduction in stress and anxiety caused by work
- Reduction in staff turnover
- Reduced sickness absence below Trust targets

## 2. To improve our staff engagement and experience

### **What do we want to achieve?**

*Effectively enable delivery of each of our strategic aims and specifically: Create a great place to work*

- To optimally engage our staff and create an environment in which they feel happy and safe at work and feel supported to fulfill their potential to provide the very best care for our service users

### **Why is this important to us?**

Increasing our staff engagement will help us to:

- Create an environment where our staff say they feel psychological and physical safety
- Deliver better quality care; service users report greater satisfaction with the care they receive, and being treated with dignity & respect
- Reduce service user mortality, and overall increased levels of health and safety
- Make better use of resources and greater financial efficiencies
- Lower rates of staff sickness absence, and overall greater staff health and wellbeing
- Reduction in staff turnover and a greater rate of staff retention
- Have a greater sense of staff proactivity and evidence of more staff innovation

### **How will we achieve this?**

*We will:*

- Develop an overarching Trust Staff Engagement and Experience Framework to include a vision of what highly engaged workforce looks, feels and sounds like; how Listening into Action methodology, the NHS Staff Experience Survey, our Health and Wellbeing offer and other areas will support the achievement of this
- Collaboratively develop a work delivery plan which takes account of the key themes emerging from the Trust combined staff feedback.
- We will lead on and employ a range of methodologies and approaches to facilitate the changes needed
- We will engage with and work collaboratively with senior leaders to take forward organisation wide priorities.
- We will work with Teams and Services to support and enable change at a local level.

### **How will we know we have succeeded?**

- Feedback through staff surveys that staff feel valued and cared for
- Appraisal audits and compliance will show positive improvements
- Refreshed values and behavioural framework in place and embedded across all areas of 'values based employment' (recruitment, induction, appraisal and exit interviews)
- Staff Experience Survey feedback indicating a reduction in stress and anxiety caused by work.

### 3. To develop the capability and capacity of our leaders and managers

#### **What do we want to achieve?**

*Effectively enable delivery of each of our strategic aims: Developing outstanding care, Create a great place to work, Transformation and Partnerships*

- To develop collective, inclusive and compassionate leadership across the whole organisation with equal opportunity for growth and development

#### **Why is this important to us?**

- We need the right people in leadership positions with the right skills, knowledge and behaviours Our leaders need to be appreciative, see the person first and to value others through simple courtesies
- We want our leaders to support each other so that they can support those who use our services, by using positive language, 'listening to hear' and displaying small acts of generosity for others
- We want leaders who are excellent role models of our values make decisions about people which impact them 'with' people rather than 'about' people

#### **How will we achieve this?**

*We will:*

- Adopt the NHSi framework for culture change known as the "Culture and Leadership" Programme for the SHSC
- Co-create a Trust-wide leadership programme with leaders and align with People Strategy aim: 'Collective, inclusive and compassionate leadership across the whole organisation with equal opportunity for growth and development'
- Base on NHS Leadership Academy Healthcare Leadership Model and NHSi's "Culture and Collective Leadership" Programme
- Enable self-assessment to identify specific individual needs
- Reinforce with action learning sets, coaching, mentoring, etc.
- Align with succession planning, talent management, recruitment and retention processes
- Co-create bespoke development programmes for and with professional groups
- Establish a clear system for promoting and accessing regional and national leadership development programmes with a specific focus on opportunities for BAME staff
- Redesign leadership development intranet page
- Introduce a leadership 'launch' event to include credible/inspirational speaker
- Utilise existing SHSC coaching and mentoring service
- Review how PDR is conducted and develop a new approach that, for example, offers staff regular mini motivational PDRs on a more regular basis. Introduce training that enables the revised system to be undertaken in a consistent and supportive manner across the Trust

#### **How will we know we have succeeded?**

- Agreement around what good leadership looks like at different levels, to include knowledge, skills, attitudes and behaviours
- Leadership development framework established, linked to the talent development framework

- A compassionate and inclusive leadership style informed by intelligent kindness
- Maximised efficacy of leaders in clinical areas by empowering and enabling
- All staff being appointed to formal leadership positions being appropriately equipped to carry out their roles confidently and competently
- Improved, tailored communications for our leadership and aspiring leadership community
- A PDR process which consistently motivates and secures commitment
- Staff feel equipped to perform as effective leaders in their roles

#### 4. To maximise our workforce talent and potential

##### **What do we want to achieve?**

*Effectively enable delivery of each of our strategic aims specifically: Create a great place to work*

- Establish pathways and programs for talent growth, and co-ordinate HR processes and actions to promote and sustain talent development; to meet current and future needs
- To develop and nurture our people to be the best they can be

##### **Why is this important to us?**

- Ageing workforce profile – losing experienced leaders
- Difficulties in recruitment and retention of current leaders – Staff burn out
- Some clinicians are reluctant to take on leadership roles
- Widespread challenges in meeting financial and performance targets and demands on services continue to increase
- Greater emphasis placed on working collaboratively as part of more integrated health and care systems
- Diversity in leadership and recognition of the value of leadership across all levels

##### **How will we achieve this?**

*We will:*

- Design and introduce a Talent Management Framework (linked to leadership development framework)
- Develop and implement a talent identification and management process, linked with ODR process and other relevant areas
- Review and update supervision and PDR providing clear expectations, regular feedback and ensuring performance issues are appropriately addressed
- Develop talent management programmes/methodologies to support development of high potential employees for key roles, seeking out and developing future leaders
- Establish a clear system for promoting and accessing regional and national leadership development programmes with a specific focus on opportunities for BAME staff
- Utilise existing SHSC coaching and mentoring service
- Agree and plan talent development for managers

**How will we know we have succeeded?**

- Leadership and talent development frameworks in place, to effectively spot and develop talent
- Reduction in turnover
- Good or outstanding for CQC rating in Well Led domain
- PDR processes positively support talent development planning
- Trustwide-monitoring of people development alongside identification of key development opportunities
- Appropriate development time allocation in working hours
- All staff being appointed to formal leadership positions being appropriately equipped to carry out their roles confidently and competently
- Improved, tailored communications for our leadership and aspiring leadership community
- People are developing according to their potential

**5. To develop a high-performing organisation and teams****What do we want to achieve?**

*Effectively enable delivery of each of our strategic aims: Developing outstanding care, Create a great place to work, Transformation and Partnerships*

- To create an effective organisation culture and great teams to deliver the Trust's strategic aims and service transformation agenda
- To encourage teams to listen carefully to each other, understand all perspectives, contract clearly with each other for outcomes and ways of working and offer support, and offer support and help each other
- To help promote open, inclusive and safe environments for staff in line with Trust values
- To support the development of Leadership to enable more effective matrix working, through relational and shared leadership
- To support teams to develop a consistent person-centered and co-produced approach
- To encourage teams to foster a culture of innovation, learning and reflective practice.
- To help build trust, reinforce that each team is part of a wider system, helping people work across boundaries where needed to promote the best outcomes for service user and carers.

### **Why is this important to us?**

- How we develop team working and teams across our Trust and the wider NHS is crucial to developing an organisational culture and shared sense of purpose, focused on improving patient outcomes
- Effective Teamworking is fundamental to the future of health care
- Research suggests that care outcomes, innovation and staff retention can all be enhanced, and staff sickness, absence, stress and injury reduced, by making sure the following three features are present: (1) A small number of meaningful objectives. (2) Clear roles and responsibilities among team members (3) Reflective practice
- Related to this is the importance of developing a sense of psychological safety and there is a strong evidence base linking this with team performance, staff wellbeing and patient safety outcomes

### **How will we achieve this?**

*We will:*

- To contribute to this aim, the Organisational Development Team offers evidence-based, policy-aligned team improvement capability building
- Although each programme of work will be tailored to the needs of the individual team it is likely that the work will include team purpose, role clarity and promoting psychological safety. The interventions are based around an Appreciative Inquiry Approach and draws upon Affina Team Journey, the work on Teams in Difficulty by Dr Maxine Craig and the work looking at preference and performance coaching by Spotlight
- Dependent on need, this can be offered through a planned day session or by a sequence of workshop / meetings
- This offer is available to whole teams and to leadership teams within a system – dependent on identified need.
- It is noted that the trusts preferred change methodology is Microsystem Coaching – an approach based around team coaching. Consideration will be given as to whether this approach is indicated when discussing options with teams

### **How will we know we have succeeded?**

- Number of teams taking up development opportunity
- Outcome measures related to individual teamwork programme
- Feedback through staff surveys
- Audits on quality of care delivered
- External feedback on team effectiveness – e.g., CQC, Friends & Family, Care Opinion
- Improved team culture linked to trust values
- Everyone is clear about the Trust, team and individual purpose
- Trust between people is a feature of Organisational relationships
- Staff experience a sense of belonging and support from working in a Team
- Staff understand and are committed to behaving in accord with a shared set of inclusive values
- All change is planned and enacted collaboratively

## **5. Delivery of the OD Enabling Strategy**

Underpinning the delivery of the Strategy is our commitment to partnership working and embedding equality, diversity and inclusion in all we do.

### **5.1 Partnership Working**

Through partnership working, all parts of the Trust can come together to meet our current challenges and deliver on our strategic aims. We will continue to build these relationships, and realise the immense benefits effective partnership working can bring.

### **5.2 Equality, diversity and inclusion**

Equality, diversity and inclusion is embedded in all elements of the OD Enabling Strategy, including undertaking on-going equality analysis as the Strategy is implemented. This will focus on ensuring that the Strategy is fair and does not discriminate, promotes equality of opportunity, promotes inclusion of staff and the valuing of the diversity of the people who work in our Trust and our potential employees, particularly those in local communities.

The Strategy supports taking forward the requirements of the Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard (WDES) and responding to the Gender Pay Gap. The Trust already has specific work being taken forward in these areas and the Strategy will align with this work.

A number of areas of focus in this Strategy align with the proposed Trust Workforce Equality Objectives which are currently being agreed.

There is a commitment to continue to include and engage with members of the Trust's staff network groups, carers, service users, staff, our Board and other key stakeholders in the implementation and on-going development of this strategy.

### **5.3 Delivery plans**

An overall one-page summary of the 2021-2023 OD Enabling Strategy and supporting diagram has been developed to summarise its key aims, actions and outcomes, how this fits with other Trust strategies as a key enabler to their delivery and to support its implementation. See Appendix 1.

Detailed delivery plans have been developed for 2021/22 for each priority and associated programmes of work. See Appendix 2. This activity builds on the progress made in the delivery of the 2020/21 OD Priorities and has been aligned with the 2020-2023 People Strategy Delivery Plan.

## **6. Measuring the Strategy**

Progress against the OD Strategy and associated delivery plan will be monitored through the Organisational Design and Development Assurance Group and People Committee, as part of the overall People Governance Structure (Appendix 3); along with the People Directorate Senior Management Team and Executive Team.

## **7. Risk Management**

The risks associated with the Organisational Development Strategy will be assessed and recorded on the Board Assurance Framework and monitored through the Corporate Risk Register, as part of the People Directorate risks.

## **Appendix 1 – 2021-23 Organisational Development Enabling Strategy – Plan on a Page**

Word document to be inserted – see attached

## **Appendix 2 – Organisational Development Enabling Strategy 2021/22 Delivery Plans**

Excel link to be inserted – see attached

## **Appendix 3 – People Governance Revised Structure** *(as of 16/7/21)*

Word document to be inserted – see attached

# ▶ 2021-23 Organisational Development Enabling Strategy

Significant Progress & Challenges  
January – June 2021

People Committee – 13 July 2021

# 2021-23 OD Enabling Strategy

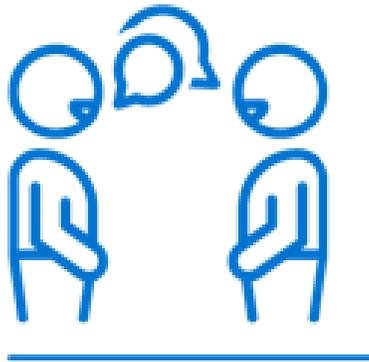
Key enabler to delivering our Trust's Strategic Aims, Clinical and Social Care Strategy and ambition outlined in the People Strategy:

*“To create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users”.*

# 2021-23 OD Vision and Priorities

## Priorities:

1. Shape our culture and enable organisational transformation
2. Improve staff engagement and experience
3. Develop the capability and capacity of our SHSC leaders and managers
4. Maximise our workforce talent and potential
5. Develop a high performing organisation and teams



# 1. Shape our culture and enable organisational transformation

## Progress: January - June 21

- Adopted NHSi's Culture and Collective Leadership Programme (CLP) to underpin SHSC offer and started the Discovery Phase
- Facilitated SHSC Our Values refresh activity including:
  - Data analysis from staff engagement activity
  - Produced Board report with options & recommendations
- Completed Phase 1 Big Conversation, with Comms update to coincide with George Floyd anniversary
- Progressed Phase 2 (Board development, Anti-racism statement, Leadership Development programme, Ally Workshops)
- Development and Implementation of programme of training to support unacceptable behaviours Feb/ March 2021
- Integrating improvement work on unacceptable behaviours in actions to tackle inequalities, specifically those impacting on BAME staff

# 1. Shape our culture and enable organisational transformation

## Progress: January - June 2021

- Continued and increased roll out of coffee & Connections (doubled in size) – supporting & building staff relationships
- Beat the Street – Increasing access to health & wellbeing opportunities
- Women’s network – developing opportunities to increase and raise awareness about issues affecting women
- Health & Wellbeing, movement & mind champions – developing a project plan to create a network of health & wellbeing, movement & mind champions, increasing awareness & opportunities for health & wellbeing for our staff
- Health & Wellbeing intranet – improving SHSC Wellbeing offer through a new and improved intranet page
- Introduced Clinical Services Co-Mentor Programme
- Expanded BME Mentor Programme
- Developing Walking Alongside Mentor Programme

# 1. Shape our culture and enable organisational transformation

## Next steps: July – December 2021

- Introduce refreshed SHSC Our Values
- Confirm scope and start delivery of SHSC Culture and Leadership Programme
- Develop project plan for H&WB champions, network & festival
- Launch Womens' Staff network group
- Deliver Phase 2 Big Conversation with BAME SNG
- Expand BME Mentor & introduce Walking Alongside Mentor Programmes

# 2. Improve staff engagement and experience

**Progress: January - June 21**

## Staff Survey

- Roll out of refreshed approach to staff survey, liaising with and supporting teams to work with their data. Sharing data at a local level
- Examples include: helping teams understand their data, supporting questionnaire development and exploring staff experience further, supporting managers to be able to have conversations with teams, facilitating large scale team conversations around team results. In contact with 30+ teams
- Work with staff side to take forward key pieces of work addressing staff feedback
- Supporting key theme leads to showcase their responses to staff feedback
- Bank Staff survey undertaken
- Set up and launch of quarterly engagement survey – People Pulse
- Planning for 2021 Staff Survey, including reviewing provider options and confirming project plan

# 2. Improve staff engagement and experience

Progress: January - June 21

Staff consultations & engagement – leading the staff engagement approach for:

- Clinical and social care strategy
- Leaving Fulwood / New ways of working
- Personal/Professional development opportunities – engagement with staff across the organisation to understand barriers and challenges to accessing development opportunities in order to guide improvements
- Leavers microsystem – engagement with staff across the organisation to understand the challenges for leavers and supporting managers to guide improvements and obtain feedback from those leaving the organisation
- Occupational Health Contract review – Questionnaire & focus groups to obtain feedback from employees, managers & trade unions to guide decision making on future contracts and specifications, leading to a SOP & referral template
- Menopause guidance & resources – working with colleagues within the people directorate and staff side to develop guidance for staff and supporting managers including a recording hearing from women of SHSC about their experiences of the menopause

## 2. Improve staff engagement and experience Develop the

### Next steps: July – December 21

#### Staff Survey

- Analyse & share COVID data from NHS Staff Survey
- Continue with targeted approach to sharing data with theme leads
- Continue to work with and support teams to take local action on their staff survey results.
- Develop Bank Staff Survey recommendations delivery plan
- Confirm 2021 Staff Survey provider (recommend continue with Quality Health)
- Mobilise and deliver the 2021 Staff Survey
- Deliver the Q2 People Pulse and disseminate within the Trust
- Develop engagement plan around leaving Fulwood

# 3. Develop the capability and capacity of our SHSC leaders and managers

## Progress: January - June 21

- Building on our current provision and developing our leadership offer through co-creation with leaders
- Adopted NHS Leadership Academy Healthcare Leadership Model and NHSi's Culture and Collective Leadership Programme (CLP) to underpin our offer
- Started Discovery Phase of the NHSi CLP, including refresh of Our Values and leadership development needs analysis
- Shared current leadership development opportunities and plans with all leaders
- Delivering bespoke development support for leadership groups and professional teams
- Bespoke development activity with Medical Staff Committee, Service Delivery Group & Clinical Leaders
- Increased uptake of Spotlight and 360 to support leadership development
- Schwartz Round – delivered on line

# 3. Develop the capability and capacity of our SHSC leaders and managers

## Next steps: July – December 21

- Co-create a Trust-wide leadership programme with leaders and align with People Strategy aim: 'Collective, inclusive and compassionate leadership across the whole organisation with equal opportunity for growth and development'
- Base on NHS Leadership Academy Healthcare Leadership Model and NHSi's CLP
- Enable self-assessment to identify specific individual needs
- Reinforce with action learning sets, coaching, mentoring, etc.
- Align with succession planning, talent management, recruitment and retention processes

# 4. Maximise our workforce and talent potential

## Highlights: January - June 21

- Progression of career pathways for staff by utilising apprenticeships
- Reviewed Talent Management & Succession Planning tools/activity already in place
- Developed an overarching approach for leadership and talent development
- Refreshed PDR approach and links to talent development
- Utilised existing SHSC coaching and mentoring service and regional/national programmes to develop talent

# 4. Maximise our workforce and talent potential

## Next Steps: July – December 21

- Design and introduce a Talent Management Framework (linked to leadership development framework)
- Develop and implement a talent identification and management process, linked with PDR process and other relevant areas
- Review and update supervision and PDR providing clear expectations, regular feedback and ensuring performance issues are appropriately addressed
- Develop talent management programmes/methodologies to support development of high potential employees for key roles, seeking out and developing future leaders
- Establish a clear system for promoting and accessing regional and national leadership development programmes with a specific focus on opportunities for BAME staff
- Agree and plan talent development development for managers

# 5. Develop a high-performing organisation and teams

## Highlights: January - June 21

- Develop the SHSC evidence based team effectiveness model, including outcome measures for team effectiveness work
- Provided targeted team support for identified hot spots following CQC findings and 2020 Staff Survey Findings
- Bespoke development activity with Medical Staff Committee, Service Delivery Group & service delivery leads
- Increased uptake of Spotlight and 360 to support team & leadership development
- Schwartz Round – delivered on line
- Positive culture work – working with teams to identify key themes that contribute to a positive culture
- 1 day Coaching for Leaders workshop delivered on line
- Coaching supervision delivered in-house
- Coaching at the Front Line (3 day) fully booked
- ILM 5 Coaching Cohort planned

# 5. Develop a high-performing organisation and teams

## Next steps: July – December 21

- Extend the team effectiveness offer further to more services and secure resource to deliver
- Deliver the ILM level 5 coaching programme
- Review the coaching and mentoring service and put plans in place to improve overall effectiveness and develop a consistent coaching culture across SHSC

# Significant challenges – January – June 21

- Changes and uncertainty in the OD team due to the People Directorate review and looking to confirm future permanent OD posts
- Providing continuity of OD service during the interim period and with reduced resource due to sickness and secondments finishing
- Confirming scope for the SHSC Culture and Leadership Programme due need to take into account other elements/programmes of work e.g. RCP Assessment of Readiness for Improvement Report (April 2021)
- Capacity of leaders to engage in development activity due to competing priorities
- Legacy of previous lack of engagement, clarity & timescales from previous Staff Surveys; impacting response to 2020 campaign (including being able to evidence changes & improvements)

## Organisation Development Strategy - Delivery Plan

Culture, Leadership and Talent - Trust Values				
Name	Owner	Status	Timeframe - Start	Timeframe - End
Identify proposed refreshed Trust Values	Rita Evans	Complete	May 2021	May 2021
Consultation with High Professional Standards and Acceptable Behaviours Group	Jane Barton, Gaby Dale	Open	May 2021	June 2021
Paper for Board of Directors	Rita Evans	Complete	May 2021	May 2021
Board decision on next steps	Caroline Parry, Rita Evans	Complete	May 2021	June 2021
Refine and test out final wording of preferred option with all staff, following board decision	Rita Evans, Jane Barton	Open	TBC	TBC
Share with Council of Governors for comment and engagement	Rita Evans	Open	TBC	TBC
Share with the JCF for approval	Rita Evans	Open	TBC	TBC
Further develop the behavioural framework	Rita Evans, Jane Barton,	Open	TBC	TBC
Implementation Plan including compassionate leadership	Rita Evans, Jane Barton	Open	TBC	TBC
Launch of Trust Values	Rita Evans, Jane Barton, Gaby Dale	Open	TBC	End July

Culture, Leadership and Talent - Leadership Development Programme				
Name	Owner	Status	Timeframe - Start	Timeframe - End
Agreement to adopt NHSi framework	Rita Evans	Complete	May 2021	May 2021
Budget confirmed	Fleur Blakeman, Caroline Parry	Open	May 2021	June 2021
Project Initiation Document approved	Rita Evans, Zoe Sibeko	Open	May 2021	June 2021
<b>Procurement</b>				
Mini tender undertaken	Rita Evans	Open	Mid June 2021	Mid July 2021
Decision and appoint	Rita Evans, Caroline Parry	Open	End July 2021	Mid July 2021
<b>Programme of work</b>				
Define programme / implementation plan	Rita Evans, Gaby Dale, External Resource	Open	TBC	TBC
<b>Self assessment tools</b>				
Promote existing tools across the Trust	Gaby Dale, Simon Wheatley	Open	May 2021	June 2021
Investigating the use of new tools	Gaby Dale, Simon Wheatley	Open	October 2021	October 2021
Build capacity within the OD team to support others in the use of tools	Gaby Dale, Simon Wheatley	Open	January 2022	January 2022

Culture, Leadership and Talent - Leadership Framework (per profession)				
Name	Owner	Status	Timeframe - Start	Timeframe - End
Identify additional resource	Rita Evans	Open	May 2021	Mid June 2021
Identify leadership offer per profession	Gaby Dale	Open	May 2021	Mid July 2021
Working with professional leads from groups to agree requirements	Gaby Dale	Open	Mid July 2021	Mid August 2021

Develop, consult and agree frameworks	Gaby Dale	Open	Mid July 2021	October 2021
Agree implementation approach	Gaby Dale	Open	Sept 2021	October 2021

### Culture, Leadership and Talent - Bespoke leadership programmes

Name	Owner	Status	Timeframe - Start	Timeframe - End
Service Delivery Group leadership programme developed and delivered	Rita Evans, Gaby Evans	Complete	January 2021	March 2021
Senior leaders in Nursing, Professions and Operations	Rita Evans, Fleur Blakeman	Open	Jan 2021	March 2021

### Culture, Leadership and Talent - Talent and Succession Planning framework

Name	Owner	Status	Timeframe - Start	Timeframe - End
Identify talent indicators	Rita Evans, tbc	Open	TBC	TBC
Embedded approach	Rita Evans, tbc	Open	TBC	TBC
Amended PDR form	Rita Evans, tbc	Open	TBC	TBC

### Culture, Leadership and Talent - Organisation Design and Development Engagement Group

Name	Owner	Status	Timeframe - Start	Timeframe - End
Group set up with Terms of Reference	Caroline Parry, Rita Evans	Open	May 2021	June 2021

### Culture, Leadership and Talent - Communications

Name	Owner	Status	Timeframe - Start	Timeframe - End
Work with Comms Team to develop intranet site	Debbie Creaser, Georgia Goodison	Open	May 2021	May 2021
Develop stakeholder engagement and comms plan	Debbie Creaser, Georgia Goodison	Open	May 2021	June 2021

### Staff engagement and experience: Everybody's business

Name	Owner	Status	Timeframe - Start	Timeframe - End
Development of framework	Jane Barton, Debbie Creaser	complete	November 2021	January 2021
Agree approach for clinical and corporate meetings	Jane Barton, Debbie Creaser	Open	May 2021	June 2021
Finalise model	Jane Barton, Debbie Creaser	Open	June 2021	July 2021
Implement model	Jane Barton, Debbie Creaser	Open	June 2021	July 2021
Develop and launch staff experience intranet page	Jane Barton, Debbie Creaser	Open	May 2021	June 2021

### Staff engagement and experience: Staff Survey

Name	Owner	Status	Timeframe - Start	Timeframe - End
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Review NSS process and agree timeline	Jane Barton, Debbie Creaser	complete	May 2021	May 2021
Define and document staff survey engagement process	Jane Barton, Debbie Creaser	Open	March 2021	Mid June 2021
Identify theme leads	Jane Barton, Debbie Creaser	complete	May 2021	May 2021
Briefing sessions with theme leads	Jane Barton, Debbie Creaser	Open	May 2021	June 2021
Staff survey steering group (reformatted)	Jane Barton, Debbie Creaser	Open	June 2021	June 2021
Establish OD outreach model	Jane Barton, Debbie Creaser	Complete	March 2021	March 2021
Agree approach to using People Pulse	Jane Barton, Debbie Creaser	Open	May 2021	June 2021
Undertake People Pulse (3 lines - July, January, April)	Jane Barton, Debbie Creaser	Open	July 2021	July 2021
Bank Staff work experience survey	Jane Barton, Debbie Creaser	complete	January 2021	January 2021
Recommendations relating to Bank staff work experience developed and action plan	Jane Barton, Debbie Creaser	Open	June 2021	June 2021

### Staff engagement and experience: Collation and overview of staff feedback

Name	Owner	Status	Timeframe - Start	Timeframe - End
Template created to capture feedback across the Trust	Jane Barton, Debbie Creaser	Open	Early June	Mid June
Devise process to support data capture	Jane Barton, Debbie Creaser	Open	Mid June	End June
Define implementation approach	Jane Barton, Debbie Creaser	Open	July 2021	July 2021
Implementation	Jane Barton, Debbie Creaser	Open	July 2021	July 2021

### Staff engagement and experience: Transforming Trust Culture

Name	Owner	Status	Timeframe - Start	Timeframe - End
Coffee and Connections set up	Jane Barton, Debbie Creaser	complete		
Complete Work Perk activity and review	Jane Barton, Debbie Creaser	Open	May 2021	July 2021
Develop In the footsteps approach	Jane Barton, Debbie Creaser	Open	June 2021	July 2021
Develop Service Showcase approach	Jane Barton, Debbie Creaser	Open	June 2021	July 2021
Develop 'Get Involved' approach	Jane Barton, Debbie Creaser	Open	June 2021	July 2021
Liaise with HR to assess whether an Internal transfer policy is desirable	Jane Barton, Debbie Creaser	Open	May 2021	August 2021

### Staff engagement and experience: Engagement Activities

Name	Owner	Status	Timeframe - Start	Timeframe - End
Collaborative away day with QI	Jane Barton, Debbie Creaser	Open	July 2021	July 2021
Chairing Leaving Fulwood Staff Engagement Group	Jane Barton, Debbie Creaser	Open	May 2021	March 2021
Clinical and Social Care Strategy Engagements and Consultation	Jane Barton, Debbie Creaser	Open	March 2021	December 2021

### Staff engagement and experience: Health and Wellbeing

Name	Owner	Status	Timeframe - Start	Timeframe - End
Redefine OD Health and Wellbeing Offer	Jane Barton, Debbie Creaser	Open	August 2021	August 2021
Health and Wellbeing Festival	Jane Barton, Debbie Creaser	Open	November 2021	November 2021

### Staff engagement and experience: Impact assessment, outcomes and measures

Name	Owner	Status	Timeframe - Start	Timeframe - End
Define measures for staff engagement	Jane Barton, Debbie Creaser	Open	July 2021	July 2021

### Team Effectiveness

Name	Owner	Status	Timeframe - Start	Timeframe - End
Develop framework model of team effectiveness	Simon Wheatley	complete	March 2021	May 2021
Triage tool to ensure OD resource assigned where needed	Simon Wheatley	complete	April 2021	May 2021
Identify priority teams to work with	Simon Wheatley	complete	April 2021	May 2021
Contact leadership groups to establish interest	TBC	Open	TBC	TBC
Develop roll out plan	TBC	Open	TBC	TBC
Communications plan for team effectiveness offer	TBC	Open	April 2021	TBC
Outcome measures to identify effectiveness of team effectiveness work - Team level	Simon Wheatley	complete	May 2021	May 2021
Outcome measures to identify effectiveness of team effectiveness work - Trust level	TBC	Open	May 2021	TBC

### Equality and Diversity

Name	Owner	Status	Timeframe - Start	Timeframe - End
Big conversation, everyone's business	Simon Wheatley	complete	March 2021	May 2021
<b>Support the expansion of the mentor programme (Pairings between Senior Leaders and Black and Ethnic employees)</b>				
Mentoring pairs created	Simon Wheatley	complete		
Develop a mentoring information pack	TBC	Open	TBC	TBC
Design and deliver mentor training programme	TBC	Open	TBC	TBC
Design contract and guidelines	TBC	Open	TBC	TBC
Design and deliver a supervision plan	TBC	Open	TBC	TBC
Support promotion and expansion of the programme	TBC	Open	TBC	TBC

<b>Walking together mentor programme</b>				
Design contract and guidelines	Simon Wheatley	complete	April 2021	May 2021
Design and deliver a supervision plan	TBC	Open	TBC	TBC
Support promotion and expansion of the programme	TBC	Open	TBC	TBC
<b>Staff networks group</b>				
Staff network chairs group established	Simon Wheatley	complete		
Confirm Terms of Reference and governance process	TBC	Open	TBC	TBC

<b>Developing a coaching culture</b>				
<b>Name</b>	<b>Owner</b>	<b>Status</b>	<b>Timeframe - Start</b>	<b>Timeframe - End</b>
Coaching service established	Simon Wheatley	complete	March 2021	May 2021
Coaching supervision approach agreed and started	Dave Palfreman	Open	TBC	TBC
Providing coaching to leaders approach agreed and started	Dave Palfreman	Open	TBC	TBC
Design of Coaching for Leadership Training and delivery commenced	Dave Palfreman	Open	TBC	TBC
Design of Coaching at the Front Line Training and delivery commenced	Dave Palfreman	Open	TBC	TBC
ILM 5 Coaching course	Dave Palfreman	Open	TBC	TBC

#### Dependencies

- 1 OD strategy signed off by BoD is May
- 2 Talent Management and People Plan  
Working with QI team, taking forward recommendations for co-
- 3 production and leadership for improvement

#### Issue

- 1 Different views of leadership for improvement  
Plans for communications but it doesn't take place as meetings
- 2 are cancelled, the team are not invited

#### Actions

- 1 Define succession planning in terms of talent development
- 2 Agree if Trust values are going to May or June BoD
- 3 Align leadership and culture work with PDR working group
- 4 Document governance structure for ODDG
- 5 Develop stakeholder engagement and comms plan for project

#### Interfaces

High Professional Standards

Acceptable behaviour policy

Team effectiveness workstream for the bespoke leadership programmes

## SHSC Organisational Development Enabling Strategy 2021-23

This strategy is a key enabler to delivering our Trust' Strategic Aims, Clinical and Social Care Strategy and ambition outlined in the People Strategy: "To create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users".

### Strategic Priorities

1. To shape our culture and enable organisational transformation

2. To improve our staff engagement and experience

3. To develop the capability and capacity of our leaders and managers

4. To maximise our workforce talent and potential

5. To develop a high-performing organisation and teams

#### AIMS

Delivering outstanding care

Create a great place to work

Transformation - changing things that will make a difference

Partnership – Working together to have a bigger impact

#### HOW

NHSI Culture and Leadership Programme

Workplace Strategy

Review Organisation Design

Staff Engagement and Experience Framework

Leadership & Talent Development Frameworks

Team Improvement Capability Building

#### OUTCOMES

Positive staff feedback

Reductions in staff absence and turnover

Confident and capable leadership

Talent identified and developed

Quality of care by teams improving

**TRUST BOARD**

**People Committee** CHAIR Heather Smith

**Prioritise health and well-being to support staff to feel healthy and well at work**

**Recruit and retain the right staff with right skills**

**Strategic Priorities**

**Deliver workforce transformation to meet service needs both now and in the future**

**Collective, inclusive and compassionate leadership across the whole organisation with equal opportunity for growth and development**

**Tier 2 Assurance Groups**

- Staff Health and Wellbeing Group  
CHAIR Sarah Bawden
- Workforce Planning and Transformation Group  
CHAIRS Caroline Parry and Karen Dickinson
- Recruitment and Retention Group  
CHAIR Sarah Bawden
- Inclusion and Equality Group  
CHAIR Liz Johnson
- Organisational Design and Development Group  
CHAIR Rita Evans
- Staff Survey Steering Group (reporting to the Organisational Design and Development Group)  
CHAIR Jane Barton

**Tier 3 Engagement Groups**

- Medical Workforce Planning Group  
CHAIR Nicholas Bell
- Medical Staff Committee  
CHAIRS Reem Abed and Jenny Jack
- Nursing Council  
CHAIR Beverley Murphy
- Staff Network Chairs Group  
CHAIR to be confirmed
- Plans for further group/s covering Allied Health Professions, Social Workers and Corporate Functions
- Joint Consultative Forum  
CHAIRS Jan Ditheridge and Susan Highton
- Joint Local Negotiating Committee  
CHAIR Mike Hunter

**Tier 4 Staff Network Groups**

- BAME Staff Network Group  
CHAIR Peter Isebor. VICE CHAIR Paulette Cammidge
- Disability Staff Network Group  
CO-CHAIRS Ellie Wildbore. Adam Butcher
- Lived Experience Staff Network Group  
CHAIR Helen Goodson. VICE CHAIR Simon Mullins
- Rainbow Staff Network Group  
CO-CHAIRS Justin Gardner, Henry Harrison
- Carers Staff Network Group  
CO-CHAIRS Pete Sandford, Jana Sandford
- Women's Group  
CHAIR to be confirmed