



Board of Directors (public)

SUMMARY REPORT

Meeting Date:

22 November 2023

Agenda Item:

19

Report Title:	People Strategy (People Delivery Plan Progress Quarter 2)	
Author(s):	Sarah Bawden, Deputy Director of People	
Accountable Director:	Caroline Parry, Executive Director of People	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	<ul style="list-style-type: none"> • Organisation Development Assurance Group • Staff Health and Wellbeing Assurance Group • Inclusion and Equality Assurance group • Workforce Recruitment and Transformation Group • People Committee
	Date:	WRTG (Workforce, Recruitment and Transformation Group) 24 October 2023 People Committee 7 November 2023
Key points/recommendations from those meetings	People Committee 7 November 2023 – Committee requested that the key performance indicators (KPIs) are linked to the strategic goals on the summary report and that the summary report clearly advises the risks and what is expected from the Committee. This will be included in the Q3 report to People Committee in January 2024.	

Summary of key points in report

Our People Strategy 2023 - 2026 supports our commitment to the NHS People Promise, to ensure that we hear everyone's experience of working at SHSC (Sheffield Health and Social Care) and that action supports our collective efforts to deliver high quality care.

The People Strategy is a key enabling strategy for our clinical and social care strategy, leading person-centred health, and social care across Sheffield, and supporting delivery of the Integrated Care System mental health and learning disability priorities. Our services users are at the heart of everything we do, and our People Strategy supports our staff to reach their potential to deliver the best care.

This paper reports on progress for the **quarter 2 of 23/24** under the following Strategic Themes.

LOOKING AFTER OUR PEOPLE Create a values-based culture, focusing on the wellbeing of our people, supporting staff to deliver outstanding care. We will have robust support in place and our people will know we care for them.

Our absence rates had been reducing steadily since January 2023 however recently absence has increased. There are two main factors, Occupational Health delivery issues (affecting long term absence) and a spike in COVID cases.

BELONGING We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity, and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.

GROWING FOR THE FUTURE We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.
Changing approaches to recruitment continue to support more effective recruitment and reduction in agency.

NEW WAYS OF WORKING AND DELIVERING CARE Working across Team SHSC we will maximise the skills of our people and their experience to deliver outstanding care.
Our Workforce plans are in development. Through the development process we have identified a need to work differently to support more effective development of the 3-year strategic workforce plan. The plans will be drafted for sign off to be effective April 24 – March 27.

Appendices

Appendix 1 - People Delivery Plan (Extract from Monday.com)

Appendix 2 – KPIs Quarter 2 progress

Recommendation for the Board to consider:

Consider for Action		Approval		Assurance	X	Information	
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To provide assurance to our Board of Directors that our People Strategy supports our commitment to the NHS People Promise and that the strategic actions outlined support our collective efforts to deliver high quality care.

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

Recover services and improve efficiency	Yes	x	No	
Continuous quality improvement	Yes	x	No	
Transformation – Changing things that will make a difference	Yes	x	No	
Partnerships – working together to make a bigger impact	Yes	x	No	

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

Care Quality Commission Fundamental Standards	Yes	x	No		Well led
Data Security and Protection Toolkit	Yes		No	x	
Any other specific standard?	Yes		No	x	

Have these areas been considered ? YES/NO If Yes, what are the implications or the impact? If no, please explain why

Service User and Carer Safety, Engagement and Experience	Yes	x	No		Our People Delivery Plan has a direct impact on the quality of care and wellbeing of our workforce
Financial (revenue & capital)	Yes	x	No		Effective use of resources, reduction of agency, reward for staff
Organisational Development /Workforce	Yes	x	No		Development of our culture change to support achievement of strategic objectives and impact
Equality, Diversity & Inclusion	Yes	x	No		section 1.11, 1.20, 1.34, 1.35, 4.2
Legal	Yes		No	x	Our plan will ensure legislative changes are adhered to
Environmental sustainability	Yes	x	No		

Section 1: Analysis and supporting detail

Background

- 1.1 Our People Strategy supports our commitment to the NHS People Promise, to ensure that we hear everyone's experience of working at SHSC and that action supports our collective efforts to deliver high quality care.

Our People Delivery plan sets out the deliverables under each of the Strategy pillars and is monitored through the People committee Assurance Sub-Groups. These groups are Organisation Development, Equality and Inclusion, Staff Health and Wellbeing and Workforce Recruitment and Transformation.

The deliverables for 23/24 are set out in this document with narrative on progress and impact, priorities for 24/25 will be mapped out through the planning process commencing in the Autumn and reported in January 2024.

The Long-term workforce plan was published in July 2023, this sets out the key workforce priorities, which align with our own people plan. Whilst the detail and funding for the long-term workforce plan is not yet finalised the impact expected will be:

- Staff shortfalls would reduce significantly by 2028 and would continue to fall, with sustained investment in education and training in line with this Plan, at a steadier rate over the rest of the modelled period, which means we will be materially reducing the NHS's reliance on agency staff.

Our agency reduction workstreams are working with services to reduce reliance on agency and therefore reduce usage

- With full implementation over the longer term, the NHS total workforce would grow by around 2.6–2.9% a year, with an expansion of the NHS permanent workforce from 1.4 million in 2021/22 to 2.2–2.3 million in 2036/37, including an extra 60,000–74,000 doctors, 170,000–190,000 nurses, 71,000–76,000 allied health professionals (AHPs), and 210,000–240,000 support workers alongside the expansion of new roles such as physician associates and nursing associates, and greater use of apprenticeships.

The development of our 3-year strategic workforce plans will maximise our ability to deliver on the expansion and embedding of new roles.

- A higher proportion of new joiners to the NHS workforce would come from domestic routes rather than from overseas and, within those, a greater proportion would train via apprenticeship routes. In 15 years' time, we expect around 9–10.5% of our workforce to be recruited from overseas, compared to a quarter now.

We already have a record of accomplishment of newly qualified recruitment and are reviewing our international nursing pipeline to ensure that all our preceptors are well supported, and we plan forward for workforce changes in a more strategic way.

- Leaver rates would improve by around 15% over the course of the Plan, and retention will be at rates better than the average pre-pandemic.

The development of our retention strategy will support our own actions to achieve this.

- The NHS would be enabled to improve productivity, overcoming the impact from COVID-19, and improve to a level above the historical trend, with sustained and continued investment in workforce, technology, infrastructure, and innovation

The development of our professions plans and our 3 year strategic workforce plan will support sustained growth and investment.

Strategic Theme 1: Looking after our People

Shared behaviours aligned to values agreed and consulted on.

Target date December 31, 2023

- 1.2 Preparation for a SHSC wide consultation has commenced. Since embarking on this work we have engaged with and commenced a successful intervention using behavioural science methodology and this will require the timeframe for this deliverable to be adjusted to the fourth quarter of the 23/24 plan.

Refreshed values and behaviours embedded into recruitment practice and leadership and management development.

Target date March 31, 2024

- 1.3 The above consultation plans to create a shared approach to 'Living our Values Everyday' through our behaviours, and setting expectations of our managers and leaders on how they can support themselves and their teams on delivering this.

Once in place, these will be core features within our recruitment material and form the basis of our development offer to Team SHSC leaders and managers. We are on track to achieve this.

Absence reduction plan implemented, August 31, 2023

- 1.4 Our Absence reduction workstream has been implemented. Absence reduction is being governed through the Agency reduction project and includes improvements to the management of sickness, annual leave, and study Leave, to allow for safe staffing when there are absences. For staff on wards as part of safe staffing and the clinical establishment there is a 23% headroom to allow for absence as outlined above This will be part of the Agency reduction CIP (Cost Improvement Plan) from October 2023.

Our Target KPI for absence is 5.1%

Our current in month absence rate is as at 7%

See people Dashboard for detail of the trends in 2022/23

Review of effectiveness of new Occupational Health provision

Target date: September 30, 2023

- 1.5 Our Occupational Health partnership is critical to delivery of our absence reduction aims, providing essential connection of services and intervention as needed. We are currently working with the provider, Sheffield Teaching Hospitals to address major operational issues which are affecting the timescales within which we are accessing, referring, and receiving advice to support individuals to work. The risk is identified in BAF risk 13 which has been updated accordingly. Our strong partnership relationships with Occupational Health are supporting a solution focussed approach to the issues.

Evidence based wellbeing structure developed which provides assurance and supports managers to ensure staff wellbeing, Target date January 31, 2024

- 1.6 Our Organisation Development (OD) Facilitator – Staff Engagement & Wellbeing post, commenced in August 2023. Early initial activity has involved working collaboratively with teams and leaders/managers to support an improvement in the numbers of staff who complete the staff survey and share their experiences of working at SHSC. We are also already starting to see increased activity across services to promote wellbeing support for staff.
- 1.7 We have appointed to a 0.6 WTE, Band 7, Improvement and Development Project Lead for a fixed period of 15 months, anticipated start date of 01.12.23. The focus of this post, funded by charitable funds, will be on effectively engaging with staff in bands 2 to 5 who are in patient-facing roles, to mobilise their access to wellbeing offers. We are committed to collaborating with this staff group to improve access to resources and ensuring the offers meet their needs. This role is particularly important for staff in groups that may be more vulnerable to health inequalities, (as supported by national evidence), who have a high representation in bands 2 to 5, these are:
 - Staff in Black and Asian ethnicity groups
 - Staff who provide care for a relative or friend, who will in the main be female
 - Staff who work part time (including people who through our Bank)
 - Staff who have a Disability or long-term health condition

Workforce dashboard including diversity demographics fully implemented and embedded, August 31, 2023

- 1.8 Our Interactive Workforce dashboard is now in use. Training has been offered to managers to use the dashboard and this is being supported by further manager self- service training. Key to the dashboard being a useful and valuable workforce planning tool, is that the information drawn from ESR (Electronic Staff Record) is accurate and as up to date as possible.

Menopause accreditation achieved, December 31, 2023

- 1.9 Menopause accreditation has been achieved and SHSC alongside other Integrated Care Board (ICB) trusts have received a Health and Wellbeing award in recognition of this work. The partnership between staff side and the Trust has been an example of us working to **improve the lives of those** who work for us and provided a much-needed boost to launch further wellbeing activity.

Performance Development Review (PDR) offer and training for reviewers relaunched, August 01, 2023

- 1.10 Evaluation of the 2023 PDR experience is complete. Data has provided useful insights to drive improvements for 2024 including a need for:
- Streamlined forms and guidance (with a consideration needed for clinical and non-clinical role variations)
 - Provision of training and refreshed documentation delivered earlier.
 - Focus development support for reviewers on building skills that ensure a quality conversation that is people centric with meaningful and effective objectives fully reviewed and set.
 - Development of an easy-to-use reporting function through ESR manager self-service that will ensure timely and accurate data.

We are currently mid-way through developing a stakeholder group who will contribute to the development of the 2024 offer, alongside further engagement with other trusts, nationally, to understand their PDR offer and related resources.

To support improved quality of supervision work continues with Linda Wilkinson to bring together the Supervision and PDR resources and supporting material aiming for delivery by the end of February 2024.

Chief Executive, Chair and Board Members have measurable Equality, Diversity and Inclusion (EDI) objectives, March 2024 (Amended) – timeline amended to take account of the timelines in the EDI High Impact Action Implementation Plan

- 1.11 As previously reported this action is associated with the NHS High Impact Equality, Diversity, and Inclusion Actions (HIA). In June, this year NHS England published an associated Equality, Diversity, and Inclusion (EDI) Improvement Plan. Information was published about the specific outcomes and timescales expected around HIA 1. Two outcomes are expected by March 2024:
- *Every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process (by March 2024).*
 - *NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework (by March 2024).*

The 360 internal audit highlighted in the quarter one report has been completed and is currently going through audit assurance groups. This audit will provide assurance around the two action areas highlighted above.

Regionally the ICB have introduced a new Equality Board, it is expected that this Board will encourage all Integrated Care System (ICS) organisation Board members to have measurable Equality Objectives.

Strategic Theme 2: Growing for the future

3-year service led inclusive multidisciplinary workforce plan developed which includes new roles, September 30, 2023

- 1.12 We launched the development of our three- year workforce plans in July 2023 and held bitesize workshops over the summer, with support for Workforce planning and EDI, introducing flexibility into the workforce, New Roles, the workforce dashboard, completing a workforce plan using the template (and the 6 steps methodology).

- 1.13 Through the professions forum we are supporting integration of the professions plans to the service led workforce plans.
- 1.14 There is a need for additional support for the development of the workforce plans and we are rescheduling support to be service specific over November and December.

SHSC Recruitment and Retention plan developed to deliver workforce planning priorities, March 31, 2024

- 1.15 Our recruitment and retention plans will underpin our workforce plans and are mutually dependent.
- 1.16 We previously reported an intention to roll out the recruitment and retention self assessment tool to all professions. We will integrate this into the workforce planning process. No further progress has been made on this since our last report.
- 1.17 Our Agency reduction workstream is also key to retention and our pipeline for substantive posts. The Agency Reduction is on track to realise its proposed savings although the previous 3 months Agency usage has risen. Recovery plans are in place and September saw a downturn in Agency usage compared to July and August. We also saw an increase in Bank usage over this period. SHSC have approved a bank pay award to be paid in November to show we value our Bank workers as they were not included in the nationally agreed pay deal for 2022/23. This will be combined with further work to review the contracts available for sourcing non substantive roles.

We have also agreed that we will no longer be paying overtime for hours worked above contracted hours for our substantive staff, this measure was introduced as part of the Covid response but as we have seen our vacancies and Agency usage reduce, it is appropriate to revert back to policy, this will also help us build the Bank further as all additional duties will be covered as bank instead of overtime. As part of this we will also be improving our Bank offer with other incentives such as same day bank pay through workstream, offers of learning and development, streamlined process to convert from bank to substantive for bank workers who work regular hours, flexible contracts such as term-time or Annualised hours.

We will build into our plans the activity as an ICS to provide opportunities and support for refugees. On the 27th November we are supporting a refugee event at the Sheffield City Hall with NHSE and the region and other place-based partners. We intend to launch more opportunities for volunteering and recruitment to our bank and have already made several offers to target refugee recruitment.

Target of reducing Agency to 20% of all temporary Staffing

On Track to deliver a recruitment and retention plan.

Our recruitment performance measures are provided in our People Dashboard.

Local reward and benefits offer reviewed, March 31, 2024

- 1.18 An audit of our Reward and benefits for staff, including wellbeing and financial benefits has been undertaken. This work has been paused and will be picked up for completion by the end of the financial year. Work continues to review individual offers as and when opportunities arise and in partnership with the ICS and our Staff Side as appropriate.

Inclusive career development pathways defined including on the job learning and apprenticeships, March 2024

- 1.19 We attended the Mental Health, Learning Disabilities & Autism (MHLDA) Education and Training Showcase event in Leeds on 26th September, this event involved a poster walk session with an SHSC poster included, and all other attendees presented the different projects funded across the region.

As at 25/10/23, we have uplifted a total of 112 Health Care Support Worker (HCSWs) from Band 2 to 3 across the 6 inpatient acute areas: DD1, DD2, Burbage, Endcliffe, Maple and G1 with a remaining 27 members of staff to be uplifted (80% uplift rate). We have arranged with the bank team to support a development session for starting the uplift process for bank HCSWs week commencing 13th November.

We are in the process of developing a competency booklet all new HCSWs will complete when starting with the Trust as a Band 2. A preceptorship booklet for all HCSWs who are in a band 3 post will focus on career development skills such as leadership, mentoring, reflections, learning styles and insights discovery. We have also been working with the Communications team to create a page on JARVIS for HCSWs to access information and support regarding their role and career while at SHSC.

Respond to NHSE EDI HIA 3 (plan to eliminate pay gaps) - understand pay gaps through Gender Pay Gap and banding data, 31st March 2024

- 1.20 This action is associated with the NHS High Impact EDI Action 3 recently published, as above we are reviewing the High Impact Action Improvement Plan, this expects the following actions to be completed, up to March 2024 for this HIA.

- *Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce (by March 2024).*

We reviewed the above report at the time of publication and have taken steps to improve our medical and non-medical gender pay gaps where these are within the control of the organisation.

- *Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, (disability by 2025 and other protected characteristics by 2026.)*

Our Gender pay gap is significantly reducing year on year reflected in our annual gender pay gaps. A standard approach to measuring a race pay gap has not been made available however the information we publish relevant to metric one of the Workforce Race Equality Standard (WRES) is indirectly informative of our pay gaps in terms of race. We have also started to review and report the disparity ratio quarterly and this is to be included in the IPQR, this is a way of monitoring progress relevant to race and pay.

- *Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns. (March 2024)*

We have already achieved this action.

Strategic Theme 3: New Ways of Working and Delivering Care

Managers trained in delivering quality line management element of supervision, December 31, 2023

- 1.21 The development of Line Management Supervision Policy training is being led by Organisation Development (OD). Working in conjunction with our HR business partnering team and other stakeholders from across the trust, resources that will enhance both Supervision and PDR conversations and effectiveness of these, are planned for delivery from March/April 2024 onwards.

Agenda for Change evaluation process reviewed, December 31, 2023, Not Started

- 1.22 We are part of an ICS wide group identifying improvements to Job Evaluation processes. There is a national drive to improve job evaluation and some of this will align with the long-term workforce plan objectives and scaling people services in the NHS providing opportunities to share resource. Whilst the review has not yet started, we have started to develop a dashboard so that we can track agenda for change outcomes and our own management of the process. This dashboard is still subject to internal people directorate quality checks.

Managers can access electronic staff records to complete contractual changes more efficiently, March 31, 2024, In progress

- 1.23 Manager Self-Service is on track to implement the pilot areas by 31st December 2023, and offer significant improvements in functionality to enable managers to process contractual changes such as hours, promotions, and internal staff movements. Managers will have greater visibility of these processes to gain a better understanding of their workforce and offer a more efficient process between Services and the Workforce and Payroll teams improving accuracy and minimising potential for error through paper forms.

Volunteer to career programme for SHSC developed, March 31, 2024

- 1.24 Formal scoping of this workstream has not yet started due to long term absence of a key stakeholder. We will review the feasibility of this plan for this year dependent on capacity. We will use the opportunity afforded by the Sheffield Refugee fair on the 27th November 2023.

Strategic Theme 4: Belonging in the NHS

Dedicated Wellbeing roles in place, March 31, 2024

- 1.25 Wellbeing roadshows took place during October. These were a collaboration between the Quit team, Wellbeing services, the menopause advocates, menopause champions, the OD team, the Wellbeing and Engagement practitioner and “Know your numbers.” The events were well received with 81 people engaging and have provided a few opportunities to extend the reach of the wellbeing support we provide and create a wellbeing community of practice.

Recruitment process improvement plan phase 2 implemented, September 30, 2023, In progress

- 1.26 Phase 2 of the recruitment improvement plan is being implemented and an update was provided to People Committee in September 2023. A more detailed report will be provided by the Workforce, Recruitment and Transformation Report in January.

Mandatory training programme reviewed, March 31, 2024, In progress

- 1.27 The new quarterly governance group has controls in place to manage risk, financial, quality and safety and outcomes will be reported to People Committee as part of the regular work plan.

Both our substantive and bank support staff report difficulties in accessing computers at work to support the completion of e learning. To address this, we are introducing a dedicated space and face to face support for completion of e learning at Centre Court. In the second phase we will be reviewing further space availability at our other sites and training venues for additional computers for completion of e learning and staff survey. The training environment and resources available for training delivery are a concern and are having an impact on the well-being and experience of staff and affecting compliance targets in subjects where numbers are constrained due to lack of space. This has been identified as a risk and will be added to the corporate risk register.

New recognition agreement in place, January 31, 2024, In progress

- 1.28 Staff Side and the People teams had an initial meeting in October to outline the agenda for a focussed workshop to update our Recognition Agreement, a date is to be confirmed for January 2024, to include General Managers and other key stakeholders.

Action plan to increase numbers of and diversity of staff participating in staff survey developed and agreed, March 31, 2024, In progress

- 1.29 A review of the 2022 staff survey data has been completed this action will be supported by the new charitable trust funded Improvement and Development Project Lead post (see 1.7). The Staff Survey has been discussed with the Chairs of the Staff Networks. Review of different staff groups responses has been undertaken on some key staff survey questions.

A restorative just and learning approach defined and embedded as part of our compassionate and inclusive values led culture, April 30, 2024,

- 1.30 Our Restorative Just and Learning (RJL) Culture work is well underway across SHSC. We have delayed a shared experience piece due to other priorities. However notable examples are the Professional Nurse Advocates, the significant work to support a change in approach to managing disciplinaries and grievances and work to better support the protocols when managing violence against staff (Including allegations around sexual safety). The RJL approaches are firmly rooted in transparency, justice and learning. Acknowledging where there has been harm and taking action appropriately, but also working to create a culture that supports our values.

Lead roles identified to participate in system working and partnerships, July 30, 2023

- 1.31 Lead roles are in place to support system partnership cross all our People plan and People Promise areas. **This action is complete and the roles are ongoing.**

Access to reasonable adjustments for disabled staff pilot delivered and next steps agreed, 30th November 2024 (Amended), *timeline amended from original action plan due to late start of the pilot project*

1.32 Internal Action

- The proposed central process and costs centre pilot reported in quarter 1 started in June 2023 and is due to complete at the end of November 2023. The pilot is progressing well between July and September 2023 we responded to nine requests resulting in twelve items being purchased at a cost of circa £8000. The new process is proving to be time intensive and this an area we will need to address as part of the evaluation of the pilot.
- In addition to practical requests, since launching the pilot we have seen an increase in general queries around providing Reasonable Adjustments.
- The SHSC Disabled Staff policy has been refreshed and new general guidance is being written that supplements the Reasonable Adjustments - Providing Aids and Services guidance we published in July 2023.
- A series of training sessions have been provided by Access to Work
- A new Jarvis Reasonable Adjustments intranet page has been launched.
- A Standard Operating Procedure for recovering costs, where we can, from Access to Work is being developed.
- Access to Work recommended 'software' issues are being worked through with IMST (i.e. potential conflicts with GDPR)

1.33 Regional Shared Learning

Following on from the shared learning we have been doing with colleagues regionally we have been asked to contribute to work being undertaken by NHS Employers to produce national guidance on accessing Reasonable Adjustments, our learning from the above pilot is informing this.

We have also been asked to co-lead a regional 'lunchtime learning' session, organised by NHS South Yorkshire, on the work that our organisation and Sheffield Teaching Hospitals have been doing on dyslexia support we are providing in our organisations.

Equality Delivery System Domain 2 and workforce equality objectives review and consultation completed, and priorities for improvement agreed. March 31, 2024.

1.34 Equality Objectives Refresh

Engagement on refresh of our organisation Equality Objectives continues to progress as planned. Draft objectives will be drawn up by January 2024 with a view to final agreement of objectives by the Trust Board in March 2024.

1.35 NHS Equality Delivery System (EDS)

We are progressing a review of the three domains of the NHS Equality Delivery System

Domain 1 – Provided or commissioned services – we are required to review three service areas each year. We have completed a review of our liaison Psychiatry service; we still aim to progress a review of services that come under our transitions protocol with Sheffield Children's Hospital and our final area is likely to focus on the work being undertaken to support the Patient and Carer Race Equality Framework (PCREF)

Domain 2 – Workforce Health and Wellbeing – we have undertaken a review of Domain 2 objectives using our available data and in collaboration with our staff side colleagues.

Domain 3 – Inclusive Leadership - we commissioned a 360 Audit of Equality Diversity and Inclusion with a specific focus on Domain 3 of the EDS. This has been completed and will be reported in Quarter 3.

Improvement plan in place to address health inequalities in the workforce, March 31, 2024.

- 1.36 Further details have been published of the specific focus on action associated with EDI High Impact Action 4 that focuses on workforce Health Inequalities, action relevant to this is being progressed.

In addition, we are progressing organisation specific action related to a report (published June 2023), on Regional Attendance and Health Inequalities in the NHS Northeast and Yorkshire this looked at deprivation indices and sickness absence data across the region, we are duplicating this to review this data across our own workforce.

Section 2: Risks

2.1

People Committee BAF Risks	
Number	Descriptor
BAF 0013	There is a risk that the Trust does not have appropriate measures and mechanisms in place to support staff wellbeing resulting in absence continuing to rise, that gaps in health inequalities in the workforce grow and their experience at work is poor with a knock-on impact on service user/patient care.
BAF 0014	There is a risk of failure to undertake effective workforce planning (train, retain and reform) to support recruiting, attracting, and retaining staff to meet current and future needs caused by the absence of a long-term workforce plan that considers training requirements, flexible working, and development of new roles.
BAF 0020	There is a risk of failure to move our culture sufficiently to address any closed subcultures, behavioural issues and not reflecting and respecting diversity and inclusion, resulting in poor engagement, ineffective leadership and poor staff experience in turn impacting on quality-of-service user experience.

The actions listed in BAF 0013, 0014 and 0020 are regularly reviewed by the Executive Director of People with input from the People Directorate Senior Leadership Team.

Section 3: Assurance

Benchmarking

- 3.1 We work as part of several benchmarking groups within the Integrated Care (ICS) – Workforce Transformation Group, ICS Delivery Group, South Yorkshire Integrated Care Board People and Culture System Delivery Group, South Yorkshire People Leaders, ICS retention network and Health Care Support Worker (HCSW) network.
- 3.2 Our outcomes are reviewed through regular monitoring at the Tier II Assurance Groups: Workforce, Recruitment and Transformation Group; Staff Health and Wellbeing Group, Organisation Development Group and Equality and Inclusion Group.

Triangulation

- 3.3 We are part of the regional “Human Resource Director (HRD) network” where organisational people strategy and plans are shared to develop a cohesive and supportive system wide approach.

Engagement

- 3.4 We use a range of engagement methods and continue to review efficacy. For example, Trust wide communications, active engagement with the staff network groups, managerial cascade, direct mail, open briefings / workshops.

Section 4: Implications

- 4.1 The People Strategy Delivery Plan addresses the strategic aims: recover services and improve efficiency; continuous quality improvement, transformation – changing things that will make a difference, partnerships – working together to have a bigger impact.
- 4.2 All our People Plan objectives have an Equality Impact Assessment where required. Actions within the People Delivery Plan will be subject to Equality and Quality impact assessments where appropriate.
- 4.3 All the activities described in this update will contribute to the NHS People Plan. Looking after our people; Belonging; Growing for the future; New ways of working and delivering care; Integration and system thinking
- 4.4 Our workforce recruitment, retention and transformation plans are aligned with the developing ICS workforce strategy and priorities, and some of the funding for our priorities has come directly from ICS Development bids. As a key strategic aim, the delivery plans are also underpinned by the NHS People Promise and NHS Futures actions.

Financial

- 4.5 Funding opportunities including ICS development funding, apprenticeship levy, and internal business cases support delivery of the plan, in some cases unavoidable circumstances have impacted on the limited funding ability to deliver, alternative options are being scoped within the financial envelope but may impact on efficacy of some initiatives.

The manager Self Service rollout is being delivered with existing unfunded capacity.

Compliance - Legal/Regulatory

- 4.6 Compliance with data protection and management of personal data is relevant to this report and some of the milestones described in the People Strategy Delivery Plan e.g. Workforce Dashboard development.

Environmental sustainability

- 4.7 The People Strategy Delivery Plan for 2023-24 is underpinned by a collaborative approach contributing towards sustainability using shared resources. Wherever practicable electronic and online approaches are used to minimise travel and contribute to reduced emissions.

Section 5: List of Appendices

Appendix 1 – People Delivery Plan (Extract from Monday.com)

Appendix 2 – KPIs Quarter 2 progress

Appendix 1 People Strategy 23-24 Implementation Plan

Update for People Committee November 2023

Looking After Our People

Name	Lead	End Date	Status	Assurance group
Shared behaviours aligned to values agreed and consulted on	Charlotte Turnbull	Sunday, December 31, 2023	In progress	Organisational Development
Refreshed values and behaviours embedded into recruitment practice and leadership and management development	Sarah Bawden	Sunday, March 31, 2024	In progress	Workforce, Recruitment and Transformation
Absence reduction plan implemented	Sarah Bawden	Thursday, August 31, 2023	In progress	Staff Health and Wellbeing
Evidence based wellbeing structure developed which provides assurance and supports managers to ensure staff wellbeing	Sarah Bawden	Wednesday, January 31, 2024	In progress	Staff Health and Wellbeing
Review of effectiveness of new Occupational Health provision completed	Sarah Bawden	Saturday, September 30, 2023	In progress	Staff Health and Wellbeing
Workforce dashboard including diversity demographics fully implemented and embedded	Stephen Sellars	Thursday, August 31, 2023	Complete	Workforce Recruitment
Menopause accreditation achieved	Sarah Bawden	Sunday, December 31, 2023	Complete	Staff Health and Wellbeing
PDR offer and training for reviewers relaunched	Charlotte Turnbull	Tuesday, August 01, 2023	In progress	Organisational Development
Workforce health and wellbeing (EDS Domain 2) and equality objectives reviewed, consulted on and improvement plan agreed	Liz Johnson	Tuesday, December 31, 2024	In progress	Inclusion and Equality group
CEO Chair and Board Members have measurable Equality, Diversity and Inclusion objectives	Caroline Parry / Liz Johnson	Tuesday, December 31, 2024 amended to March 2024	In progress	Inclusion and Equality group

New Ways of Working and Delivering Care

Name	Lead	End Date	Status	Assurance group
Core expectations of our managers and leaders consulted on and agreed	Charlotte Turnbull	Sunday, December 31, 2023	In progress	Organisational Development
Development offers for managers and leaders to deliver on expectations defined and available - could this be merged with the above? So its core expectations of our managers and leaders consulted on...	Charlotte Turnbull	Sunday, March 31, 2024	Not Started	Organisational Development
Managers trained in delivering quality line management element of supervision	Charlotte Turnbull	Sunday, December 31, 2023	Not Started	Organisational Development
Agenda for Change evaluation process reviewed	Sarah Bawden	Sunday, December 31, 2023	Not Started	Workforce, Recruitment and Transformation
Managers are able to access electronic staff records to complete contractual changes more efficiently	Stephen Sellars	Sunday, March 31, 2024	In progress	Workforce, Recruitment and Transformation
Volunteer to career programme for SHSC developed	Sarah Bawden	Sunday, March 31, 2024	Delayed/Stuck	Workforce, Recruitment and Transformation

Growing For The Future

Name	Lead	End Date	Status	Assurance group
3 year service led inclusive multidisciplinary workforce plan developed which includes new roles	Karen Dickinson	Saturday, September 30, 2023	Delayed/Stuck	Workforce, Recruitment and Transformation
SHSC Recruitment and Retention plan developed to deliver workforce planning priorities	Sarah Bawden	Sunday, March 31, 2024	Not Started	Workforce, Recruitment and Transformation
Local reward and benefits offer reviewed	Sarah Bawden	Sunday, March 31, 2024	Not Started	Workforce, Recruitment and Transformation
Inclusive career development pathways defined including on the job learning and apprenticeships	Karen Dickinson	Tuesday, March 21, 2023	Complete	Workforce, Recruitment and Transformation
Respond to NHSE EDI HIA 3 (plan to eliminate pay gaps) - understand pay gaps through GPG and banding data	Liz Johnson	Sunday, March 31, 2024	In progress	Equality ad Inclusion

Belonging







Name	Lead	End Date	Status	Assurance group
Dedicated Wellbeing roles in place	Sarah Bawden	Sunday, March 31, 2024	In progress	Staff Health and Wellbeing
Recruitment process improvement plan phase 2 implemented	Sarah Bawden	Saturday, September 30, 2023	In progress	Workforce, Recruitment and Transformation
Mandatory training programme reviewed	Karen Dickinson	Sunday, March 31, 2024	In progress	Workforce, Recruitment and Transformation
New recognition agreement in place	Sarah Bawden	Wednesday, January 31, 2024	In progress	Workforce Recruitment and Transformation
Action plan to increase numbers of and diversity of staff participating in staff survey developed and agreed	Liz Johnson	Friday, May 31, 2024	Complete	Inclusion and Equality Group
A restorative just and learning approach defined and embedded as part of our compassionate and inclusive values led culture	Charlotte Turnbull	Tuesday, April 30, 2024	In progress	Organisational Development
Lead roles identified to participate in system working and partnerships	Caroline Parry	Sunday, July 30, 2023	complete	Organisational Development
Access to reasonable adjustments for disabled staff pilot delivered and next steps agreed	Liz Johnson	Thursday, August 31, 2023 amended to 30th November 2023	In progress	Inclusion and Equality Group
Equality Delivery System Domain 2 and workforce equality objectives review and consultation completed and priorities for improvement agreed.	Liz Johnson	Sunday, March 31, 2024	In progress	Inclusion and Equality Group
Improvement plan in place to address health inequalities in the workforce (HIA4)	Liz Johnson	Sunday, March 31, 2024	In progress	Inclusion and Equality Group







▶ **People Plan**
Progress against
Key Performance Indicators

Quarter 2

People plan Progress Report – KPIs

Agreed measurable KPIs that will be tracked each quarter to measure the performance of our People Plan. Each KPI is linked to one of the four pillars that make up our people plan and will be monitored through the relevant assurance groups.

	Target 2023	2022/23 Performance	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Reduce Time to hire - Reduce the time taken to recruit to a post. This is calculated from the day a vacancy is approved to go out to advert to the day an unconditional offer is sent.	60 Days	72.78 (April 2023)	69.85%	69.13% 		
Reduce Turnover - Reduce the number of leavers to starters. This is calculated over a 12 month period.	12%	15%	12:99%	18:80% 		
Staff in post WTE – Increase the number of staff in post.		2405	2408	2329 		
Vacancy Rate - Reduce the number of vacancies in the organisation. Vacancies are defined as the difference between the number of staff in post and the budgeted establishment for that post.	10%	6.5%	6% 	4.2%		
Sickness Absence Reduce sickness absence in line with the trust target of 5.1%. This is calculated over a 12 month average.	5.1%	6.34%	6.59% 	6.41%		
Agency spend as a % of temp staffing – Reduce the % of Agency used against the required temp staffing by increasing Bank workforce utilisation.	30%	35.7%	43.2%	44.83% 		

	Target 2023	2022/23 Performance	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Formal Casework Length (weeks) – Reduce the length of formal casework	<15	15.82	6.76	11.14 		
Formal Casework numbers	<20	16	14	14 		
Disparity Ratio. Non-Clinical, Lower to Upper	1.25	1.33	1.18	1.18 		
Disparity Ratio. Clinical, Lower to Upper	1.25	3.85	3.85	3.68 		
Disparity Ratio. Clinical, Middle to Upper	1.25	1.94	1.59	1.41 		
Percentage of disabled staff that have accessed reasonable adjustments – Increase the number of staff accessing reasonable adjustments to ensure	90%	72.3%				
Staff Survey participation rates – Increase staff participation in the staff survey and people pulse to ensure staff voices are heard	52%	48%	N/A	36% 		
People Pulse Participation Rate	20%	20%	19%	19% 