

Board of Directors

SUMMARY REPORT

Meeting Date: 27 March 2024
Agenda Item: 19

Report Title:	People Strategy 2023-2026 annual review, 2023/24 People Plan Update Q3/Q4 and 2024/25 People plan priorities	
Author(s):	Caroline Parry, Executive Director of People 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	People Committee
	Date:	12 March 2024
Key points/recommendations from those meetings	<p>Additional Quality measures for E Roster to be included in the Benefits realisation. (links to People Systems)</p> <p>Workforce plans should be prioritised and link to our operational and financial planning.</p> <p>Emphasis for 24/25 should continue to focus on Wellbeing, Health Inequalities, Environments, Relationships and Accessibility of support to have an impact on levels of absence across the organisation.</p> <p>The Chair of People Committee thanked all involved in the production and progress made towards the Aims of the People Strategy.</p> <p>The People Committee supported the People delivery plan priorities for 24/25</p>	

Summary of key points in report

This report provides an annual update on the progress towards our aims as set out in our People Strategy People Strategy Review Slide deck (**Appendix A**) refers.

Progress made on priorities for 2023/24 are summarised in **Appendix B** and our proposed priority areas for 2024/25 in **Appendix C**.

We are on plan to meet our strategic aims set out in the People Strategy.

Key Performance Indicators

	Target	2022/23	Q4 of 2023/24
Time to hire	60 days	72.78 days	66 days
Turnover	12%	15%	12%
Vacancy rate	10%	6.5%	7.6%

Sickness	5.10%	6.34%	7.6%
Agency Spend as a % of total temporary staffing spend	30%	48%	30%
Casework length	<15 weeks	15.82	15
Casework numbers	<20	16	23
Disparity ratio clinical lower – upper	1.25	3.85	3.6
Staff survey engagement	52%	48%	52%

Achievements in first year of People Strategy (also detailed in Appendix A)

- Workforce dashboard (Linked to ESR) implemented.
- Staff wellbeing infrastructure strengthened.
- Menopause accreditation achieved.
- Absence reduction plan implemented.
- Work to improve and integrate Occupational Health as a wellbeing tool undertaken.
- Current values and behaviours embedded into recruitment practice and leadership and management development.
- The Equality Delivery System Workforce Health and Wellbeing and Inclusive Leadership Domains reviewed, and improvement for 23/24 identified.
- 2024 – 2028 Equality Objectives consulted on and agreed.
- Chief Executive, Chair and Board Members have measurable Equality, Diversity and Inclusion objectives.
- PDR offer and training for reviewers relaunched.
- Dedicated Wellbeing roles in place.
- Partnership events continue.
- Recruitment process improvement implemented.
- Increase to numbers of and diversity of staff participating in staff survey.
- Access to reasonable adjustments for disabled staff pilot delivered and next steps being considered to inform 2024/5 development.
- Mandatory training programme reviewed.
- A restorative just and learning approach defined and embedded as part of our compassionate and inclusive values led culture.
- Participation in system working and partnerships.
- Inclusive career development pathways developed for Healthcare Support Workers (HCSW).

Risks

Our actions to reduce sickness absence levels have not yet made a positive change to the overall trend levels of absence. We have reviewed the actions, and our staff survey results, we have identified a focus for being **Well at Work** which will enable managers to more proactively and effectively manage absence, relationships and work environments, specifically ones that are psychologically safe.

Priorities for 24/25 (also detailed in Appendix C)

Looking after our people

- Addressing the environment in which our staff work.
- Tackling violence and aggression against our staff and delivering on our commitments to sexual safety.
- Ensuring our managers and leaders have the skills to support.

Belonging

- Delivery of our values into behaviours programme (including having a Reward and Recognition framework that is underpinned by our values and behaviours)
- Developing partnerships (focussing on staff side)
- Developing a culture of inclusive leadership

Growing for the future

- Continue to reduce our agency costs and encourage workers back into substantive and bank roles Build on and integrate the three year strategic workforce plans
- Collaborate across the Integrated Care System (ICS) to create routes into employment through widening participation and volunteering opportunities.

New ways of working

- Optimise our systems to enable quality improvement and efficiency - Electronic Staff Records (ESR), Roster and improvements in job evaluation processes.
- Review and ensure a sustainable temporary staffing provision to meet the demands of the services.

Appendices attached:

- Appendix A - People Strategy Review
- Appendix B - People Plan priorities Review of 2023/24
- Appendix C - People Plan priorities for 2024/25

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	x	Information	x
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The Board are asked to note the priorities set out for 2024/25 with their indicative timeframes. The detailed project plan will be shared by May 2024 (following ratification at People Committee).

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

Effective Use of Resources	Yes	x	No	
Deliver Outstanding Care	Yes	x	No	
Great Place to Work	Yes	x	No	
Ensuring our services are inclusive	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 x	x	No		The NHS People Promise and People Plan, NHS Long term workforce plan

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		Supporting a culture that places staff at the heart of our people strategy has a direct correlation with patient experience
Financial (revenue & capital)	Yes	x	No		Unplanned financial cost of additional support for staff absence, and reliance on temporary resource
Organisational Development /Workforce	Yes	x	No		Values into behaviours
Equality, Diversity & Inclusion	Yes	x	No		See 4.2

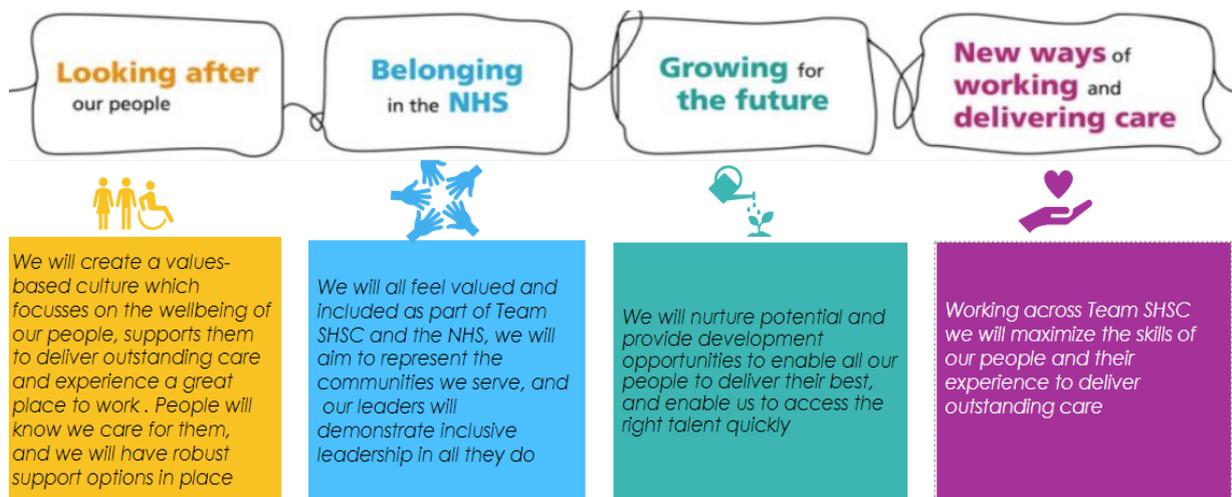
Legal	Yes	x	No		Our duty for the health and safety of our workforce is addressed through the progress of our wellbeing action plan
Environmental sustainability	Yes	x	No		Impact of greener spaces and activity on the physical and mental wellbeing of our staff

People Strategy 2023-2026 Annual Review

Section 1: Analysis and supporting detail

People Strategy Strategic Aims

Our People Strategy for 2023 – 2026 set out four overarching aims (also referred to as pillars):



Aim 1: Looking after our people

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

Our goals for our people

- Focus on initiatives that support staff to stay well and healthy at work
- Build manager capability to prioritise wellbeing with individuals and teams
- Provide work environments that enable us all to thrive
- Turn our values into behaviours that we all understand and live by

Aim 2: 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.

Our goals for our people

- Embed and drive inclusive practices and diversity commitments
- Take a restorative just and learning approach in all we do
- Use quality data to direct our priorities for inclusive action
- Develop compassionate and inclusive leadership
- Develop our impact as Team SHSC within Sheffield Place, the Integrated Care System and wider NHS and professions

Aim 3: 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.

Our goals for our people

- Invest in quality data and use our workforce planning toolkit to help us grow the future workforce
- Optimise and revitalise recruitment practices with robust workforce plans in place
- Provide new routes to build a career at SHSC
- Widen our approaches to attract and retain talent to SHSC and build a more diverse workforce

Aim 4: New Ways of working and delivering care

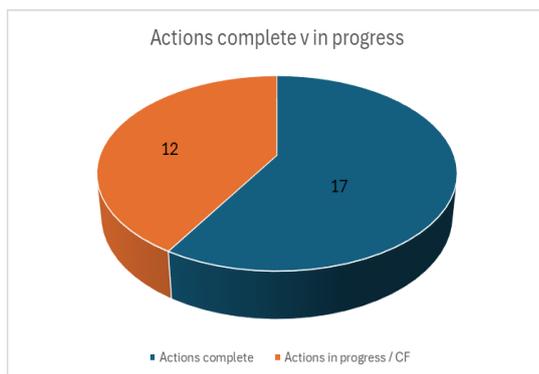
Working across Team SHSC we will maximise the skills and experience of our people to deliver outstanding care.

Our goals for our People

- Effective supervision and 1:1's focused on wellbeing, career, performance and prioritisation
- Create opportunities for on-the-job learning and apprenticeships
- Enable service improvement at all levels in all roles
- Address disadvantage and ensure equity

Progress against our Strategy and People Implementation plan including Q3 &Q4 review

In 2023/24 we progressed these aims through our People Strategy Implementation Plan (Appendix B). Of the **29** Actions, we have **completed 17** with 12 remaining in progress to complete by Q1/Q2, or where the timeframes are impacted by wider factors. For example, the work on Values into Behaviours is now much wider than originally envisaged.



Looking after our people

We said that we would focus on **initiatives that support staff to stay well and healthy at work**, we have implemented the absence reduction project and identified areas for action. We have not yet seen a reduction in overall levels of absence. We have however gained greater understanding and insight into the factors affecting our staff health and wellbeing.

We committed to building manager capability to prioritise wellbeing with individuals and teams, and we have identified the need for more targeted work to support this development.

This year we have restated our commitment to sexual safety at work by signing a national charter. This and work to address violence and reduction will be priorities over the next two years. This will support us in **providing work environments that enable us all to thrive**.

We said that we would turn our **values into behaviours that we all understand and live by** we have started the consultation and engagement phase of this work.

Belonging

We said that we would aim to **embed and drive inclusive practices and diversity commitments**, our Equality and Inclusion Group have made a significant contribution to the continued focus and attention to factors impacting on inclusion. We have trained more than 30 staff as **Professional Nurse Advocates or in Restorative supervision**, which supports our just and learning approach to problem resolution and handling incidents. We have supported over 80 staff to attend the SHSC **Developing as Leaders course to develop our compassionate and inclusive leadership**. Our People leaders are all actively engaged at system level to provide the best advocacy for SHSC.

Growing for the future

We invested in resource to support quality data and use our workforce planning toolkit to help us grow our workforce for the future, this has enabled us to progress Manager Self Service, part of our Electronic Staff Record (ESR) optimisation.

- Optimise and revitalise recruitment practices with robust workforce plans in place
- Provide new routes to build a career at SHSC
- Widen our approaches to attract and retain talent to SHSC and build a more diverse workforce

New Ways of working and delivering care

- Effective supervision and 1:1s that focus on wellbeing, career, performance, and prioritisation
- Create opportunities for on-the-job learning and apprenticeships
- Enable service improvement at all levels in all roles
- Address disadvantages and ensure equity against goals

Highlights and Context for our People Strategy and delivery of our plans in 23/24

Absence Management and Wellbeing

Sickness absence has continued to track higher than our Key Performance Indicator (KPI) of 5.1% (Ref: Appendix A, slide 18). The trend for higher absence is prevalent across the NHS and in wider society post COVID. <https://www.who.int/news/item/02-03-2022-covid-19-pandemic-triggers-25-increase-in-prevalence-of-anxiety-and-depression-worldwide>. This American study also suggests that mental ill health is impacted by COVID. <https://covid19.nih.gov/covid-19-topics/mental-health>

Health inequalities

In 2023 we reviewed a regional report that explored “Attendance and Health Inequalities in the NHS North East and Yorkshire Region”. Building on this, an SHSC report has been developed, focusing on the areas of the city where staff live and mapped to deprivation indices and key demographics such as sickness absence, ethnicity, gender, disability and age. The findings and recommendations have informed priorities for the 2024/25 implementation plan.

Industrial action

Throughout 2023/4 we have seen significant industrial action, and our staff have worked incredibly hard to keep our service users as safe and maintain positive working relationships with Trade Unions throughout. Much of the action taken has coincided with Winter pressures, and throughout there have been effective plans in place to support staff, positive relationships and communication to ensure service continuity.

Financial pressures across the system

Our focus on financial efficiencies, particularly the reduction in the use of agencies, has seen an increase in controls in part enabled through our rostering system. Increasing our temporary staffing bank resource, improvements to recruitment practice and better engagement with our bank workers.

Professions Plans

During the year professions plans were developed for Allied Health Professionals, Nursing, Peer Support Workers. The Allied Health Professionals Plan was approved in March 2024 and is available on request. The Psychology professions plan and Trainee Doctors plan are in the final stages of approval. These plans are underpinned by the People Strategy and will contribute to the development of service led workforce plans.

Links: Nursing <https://www.shsc.nhs.uk/sites/default/files/2023-03/The%20Nursing%20Plan%202023-2026.pdf> and Peer Support Worker <https://www.shsc.nhs.uk/sites/default/files/20237/NHS%20Peer%20Support%20Work%20Plan%202017.07.23.pdf>

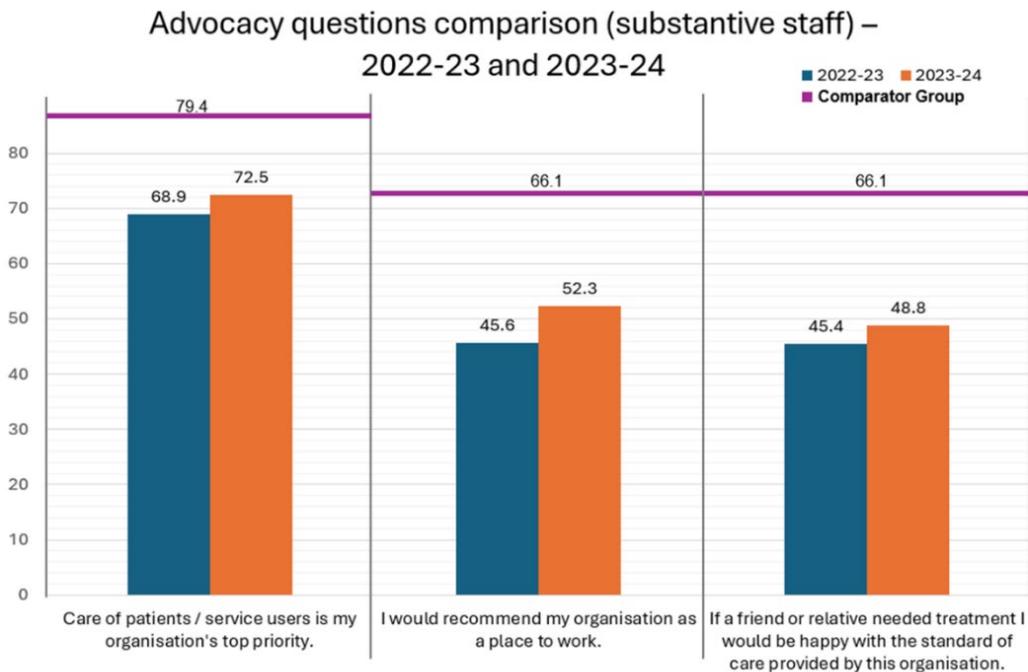
Improvements in recruitment - Nursing and Health Care Support Worker (HCSW)

The HCSW project has provided a solid foundation for change and significant progress and opportunities for 122 staff working across the six in-patient areas. We have attracted regional interest in the work we are doing which aligns with the staff council changes and RCN recommendations. Positive feedback has been received from staff and staff side recognising the investment in this large and important group of staff. Overall, there are 679 support staff employed in permanent and bank roles across SHSC which represents 24% of our workforce. With some investment the outcomes of this project provide a solid foundation on which to build future changes.

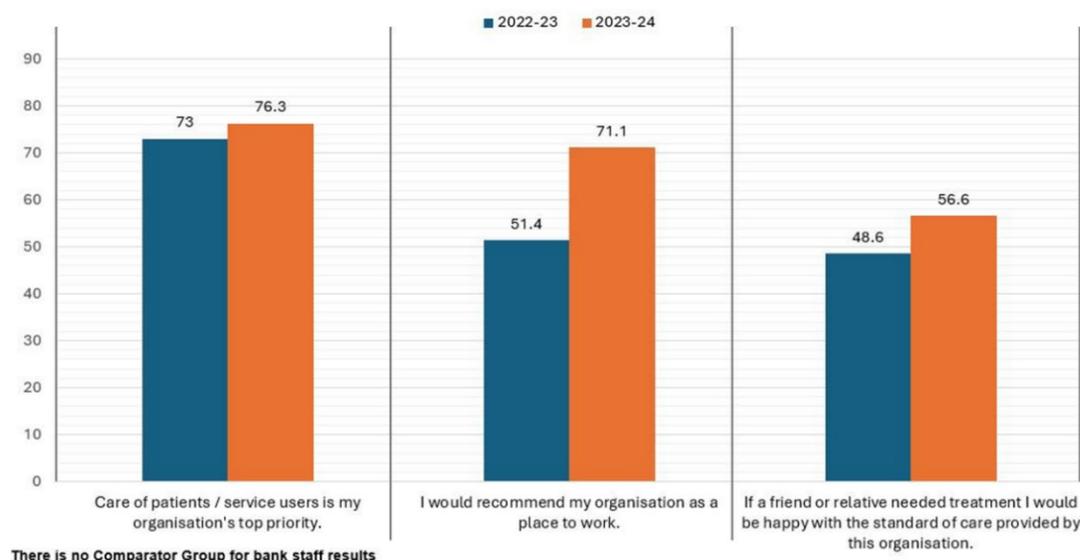
Staff experience

SHSC saw an increase in participation for the NHS Staff Survey 2023 – substantive staff response of 1329, and increase of 4% to reach the target of 52%, and bank response of 77 increased from 19% to 28%. There was a positive increase in the percentage response from substantive ethnically diverse staff from 11.7% in 2022 to 15.7%. This reflects the work that has been invested in encouraging wider staff engagement and making sure diverse voices are heard in line with our ‘Everyone Counts’ value. We also saw increases in six of the seven People Promise themes, the only drop (of 0.06%) for ‘We are a team’.

We continue to monitor closely our advocacy scores and key measures of our staff experience and saw increases for both substantive staff and bank:



Advocacy questions comparison (bank staff) – 2022-23 and 2023-24



This is positive to see, but through analysis of the wider question set, we recognise that there is still much work to do and have highlighted areas where we need to target action.

Actions to create staff survey action plans based on the priority areas of:

- Supporting you – focus on wellbeing, development, quality Performance Development Reviews (PDRs) and supervision
- Supporting your teams – line management and leadership development, team engagement and development offer
- Everyone counts – values into behaviour's engagement, communications improvement work, promote allyship and our proactive approach to anti-discrimination and anti-racism.

Sexual Safety Charter

NHS England launched the NHS Sexual Safety Charter in September 2023. We are a signatory to the Charter and committed to taking and enforcing a zero-tolerance approach to any unwanted, inappropriate and/or harmful sexual behaviours within the workplace. The Executive Director of People has led the establishment of a multi departmental project group supported by the Project Management Office to embed delivery of the ten charter principles by mid-2024.

Agency Reduction

We have achieved the ICS target of 30% Agency and 70% Bank usage as a ratio of agency usage: internal bank usage (% overall temporary staffing). This has been achieved by introducing stricter operational controls, a more robust approval process when requesting Agency and tighter system restrictions. Only users with budgetary responsibility can add and approve the use of Agency on the system. The focus going into the new financial year will be on further reducing Agency in favour of Bank as well as ensuring clinical, corporate and medical areas are not over establishment for temporary staffing.

Delivering Leadership Development

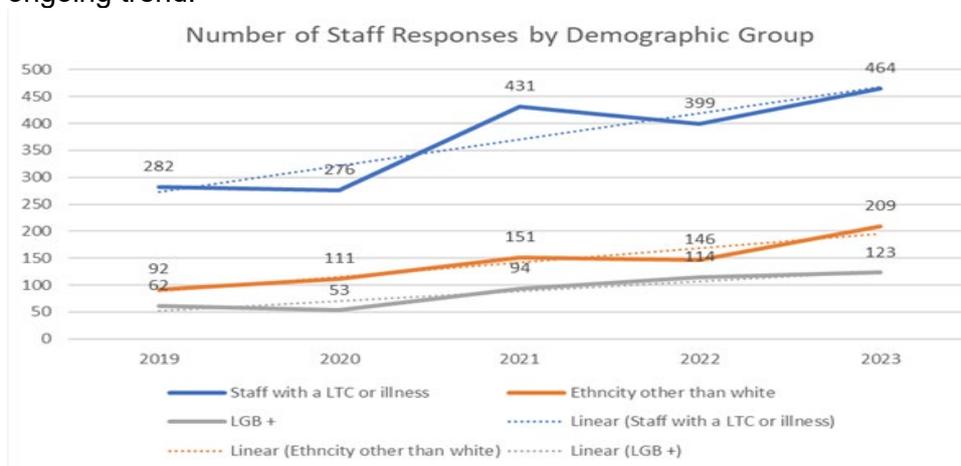
We continue to build on leadership development through Team SHSC: Developing as Leaders. Cohort 4 has commenced and Cohort 5 due to be launched during Winter 2024. Over 80 leaders, emerging and established, and the majority of the executive team, have participated in the programme. We continue to evolve the content in line with the changing needs and context for the trust, with previous participants involved in delivery. We have also involved speakers from the wider system. Evaluation continues to be positive, and we were pleased to see several nominees for the staff SHINE award, including the winner and highly recommended, were Developing as Leaders alumni.

We have an established offer in place for managers focused on the management of people and topics and will be expanding this wider to create a more rounded SHSC manager offer in 2024. We are committed to building a diverse leadership and succession pipeline and have been active supporters of the ICS Inclusive Cultures Partnership Programme which focuses on peer learning through reciprocal mentoring between established and emerging leaders of different ethnic backgrounds. This offers system wide insights and received positive feedback and we will be integral to the next cohort.

Equality and Inclusion

Progress relevant to Equality Diversity and Inclusion is highlighted under the aims of Looking after Our People and Belonging. Key areas progressed were:

- Improving access to Reasonable Adjustments for Disabled staff
- Improving our workforce equality data in key areas
- Improved focus on staff networks and Equality and Diversity in Welcome to SHSC
- Improvements to staff voice and delivery of our first Staff Networks conference
- Just and learning approaches – reducing formal process and improving restorative support
- Increase in ethnically diverse staff moving to higher pay bands in non-clinical areas (Disparity ratio)
- Supporting the establishment of a Bank Workers Forum has created a space for the voice of Bank Staff and led to Changes being made.
- The 2023 Staff survey saw an increase in participation from key demographic groups which is an ongoing trend:



Setting priorities for 2024/25 (Appendix C)

The People Plan Priorities for 2024/25 are set out in Appendix C. Once agreed the timelines and detailed plans will be developed for delivery.

Looking after our people

People will know we care for them because we will be addressing the environment in which our staff work, **specifically tackling violence and aggression** against our staff and **building on the work already undertaken to tackle racial discrimination**, delivering on our **commitments to sexual safety**. And to do this we will equip our managers and leaders with the tools and skills to take appropriate and restorative actions.

Our staff will be able to be **well at work** because we will support them in the right way and where it is needed.

Belonging

Our objectives for 2024/25 will focus on **Culture, inclusion and working in partnership** to support our workforce. Delivery of our values into behaviours programme will support the development of our culture and enable **inclusive leadership**, which will in turn support improvements in our levels of staff engagement and the staff experience.

Growing for the future

There has been and continues to be an increasing focus on supporting the organisation to reduce our agency staff costs and encourage workers back into substantive and bank roles in order to improve patient outcomes, experience and use of resources. In 2024/25 we will **build on the three year strategic workforce plans to improve our recruitment pipeline, recruitment and retention, onboarding (including reward and recognition), and managers development** to ensure effective workforce utilisation and management.

To **increase the diversity of our workforce** we will need to collaborate across the Integrated Care System (ICS) to create routes into employment through **widening participation and volunteering opportunities**.

New ways of working

We will need to optimise our systems to enable quality improvement and efficiency. With a specific focus on optimising Electronic Staff Records (ESR), Roster and Improvements in Job evaluation processes.

In 2024/25 we will take actions to ensure a sustainable temporary staffing provision to meet the demands of the services.

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.

Section 3: Assurance

Benchmarking

3.1 Our People Strategy is benchmarked against the NHS People Promise, NHS Futures HR and Organisational Development (OD) Scaling People Services. We are actively engaged at ICS level on recruitment and retention, Equality Diversity and Inclusion (EDI), Wellbeing and Organisational Development and Education and as part of the Mental Health, Learning Disability and Autism (MHLDA) collaborative.

Triangulation

3.2 Our key performance indicators (KPIs) as set out in the attached review of the strategy for 2023/24 and indicate the triangulation points for progress on our aims and objectives.

Engagement

- 3.3 In 2023/24 the People Directorate established a programme of site visits to provide an update on the People Strategy and seek feedback on how services may be taking action relevant to the aims at a local level, the visits were also an opportunity to take feedback on the work of the People Directorate and how the Directorate could support services. Feedback has been used to inform development of the 2024/25 implementation plan and make changes that could be completed in year.

Section 4: Implications

Strategic Priorities and Board Assurance Framework

The People Strategy is an enabling strategy for our Clinical and Social Care Strategy and supports the SHSC vision to support the mental, physical and social wellbeing of the people in our communities, as an enabling strategy it supports all of the four strategic aims of SHSC.

1. Effective Use of Resources
2. Deliver Outstanding Care
3. Create a Great Place to Work
4. Ensure our services are inclusive

Equalities, diversity, and inclusion

- 4.1 Our progress and consideration of EDI is set out in the body of the report.

Culture and People

- 4.2 This paper sets out the implications for our people strategy and workforce.

Integration and system thinking

- 4.3 Our People Leaders are actively engaged in ICS Workforce programmes which support greater sharing and collaboration, more effective use of resources.

Financial

- 4.4 Our Workforce is our most significant spend. Activity to reduce spend, whilst ensuring quality and safety of care.

Compliance - Legal/Regulatory

- 4.5 The People Strategy will ensure that SHSC continues to provide a workplace which conforms to all regulatory and legal requirements.

Environmental sustainability

- 4.6 Our People Strategy considers environmental sustainability as a key factor in support staff wellbeing.

Section 5: List of Appendices

- Appendix A - People Strategy Review PowerPoint
- Appendix B - People Plan priorities review of 2023/24
- Appendix C - People Plan priorities for 2024/25



People Strategy 2023-2026 Great Place to Work Review of 2023 - 2024



Our Values and Ways of working

Our values and ways of working are at the core of our People Strategy to ensure that everything that we do reflects the culture we are striving to achieve. They outline how we will act to ensure we provide the very best care for the people we support.



Working together for service users



Improving lives



Everyone counts



Respect and kindness



Commitment to quality



Our **People Strategy** is an enabling strategy for our Clinical and Social Care Strategy and supports the SHSC vision to support the mental, physical and social wellbeing of the people in our communities



We will give care that is

- ▶ Person-Centred
- ▶ Evidence-Led
- ▶ Trauma-Informed
- ▶ Strengths Based

We will work with

- ▶ Primary Care
- ▶ The City
- ▶ The Wider System

What are we going to do?

- ▶ Develop Care Models that promote recovery

How will we do it?

- ▶ Design Services to meet people's needs
- ▶ Develop TeamSHSC

All our strategies are co-dependent and we work across SHSC to enable delivery against our priorities

Considerations for our strategy



**THE NHS PEOPLE PLAN
AND PROMISE**



**THE DEVELOPMENT OF
THE INTEGRATED CARE
BOARDS AND SYSTEM
WORKING**



OUR VALUES



OUR DATA INSIGHTS



**ENGAGEMENT
FEEDBACK ACROSS
SHSC**



OUR STAFF SURVEY

Additional considerations in year

NHS Long term workforce plan published

Messenger report

EDI High impact actions published

Scaling People Services programme launched

Aims

Looking after
our people



We will create a values-based culture which focusses on the wellbeing of our people, supports them to deliver outstanding care and experience a great place to work. People will know we care for them, and we will have robust support options in place

Belonging
in the **NHS**



We will all feel valued and included as part of Team SHSC and the NHS, we will aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all they do

Growing for
the **future**



We will nurture potential and provide development opportunities to enable all our people to deliver their best, and enable us to access the right talent quickly

New ways of
working and
delivering care



Working across Team SHSC we will maximize the skills of our people and their experience to deliver outstanding care

EARLY INTERVENTION

CO-CREATION/ENGAGEMENT COMPLETE TO DEVELOP BEHAVIOURS WE LIVE EVERYDAY



LOOKING AFTER OUR PEOPLE



GROWING FOR THE FUTURE



SUPPORT THE VOICE AND INFLUENCE OF STAFF



ALL LEADERS HAVE EQUALITY OBJECTIVES



BELONGING



SHEFFIELD HEALTH AND SOCIAL CARE NHS FOUNDATION TRUST



ALTERNATIVE CAREER PATHS



RESTORATIVE AND LEARNING CULTURE

NURTURING TALENT FROM UNDERREPRESENTED AREAS



SERVICE LEVEL WORKFORCE PLANS



HR AND OD PROFESSION DEVELOPMENT

NEW WAYS OF WORKING AND DELIVERING CARE



EMBED NEW LEADERSHIP COMPETENCIES



SHADOWING, AGILE

Review of the Year



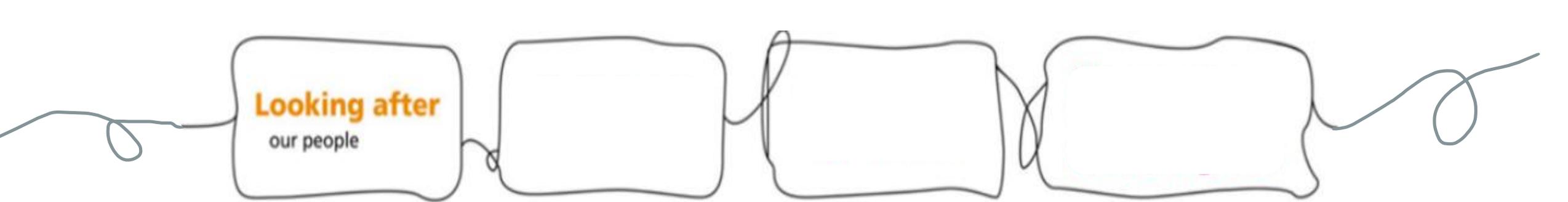
Highlights



Reflections



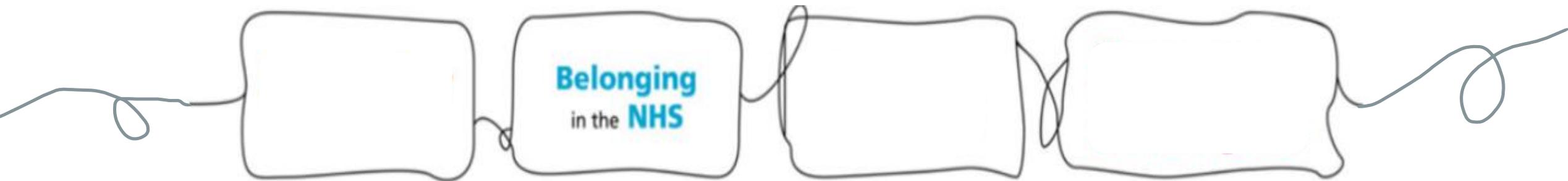
Key performance indicators



Looking after
our people

- Launch of values into behaviours engagement action
- Proactive Wellbeing
- Reasonable Adjustments Pilot
- Menopause accreditation and Menopause & Wellbeing Roadshows
- Improved some diversity data
- Refreshed Performance and Development Review process
- Restorative Supervision
- Reducing absence programme





- Welcome to SHSC refreshed 2023
- Improvements to staff voice and network groups, held first combined Staff Networks conference
- Using our staff survey data to drive inclusion actions increased participation rates in the NHS Staff survey to 52% for substantive staff and 28% for Bank. With an increase in the number of ethnically diverse staff participating.
- OD support to the development of teams and recovery plans
- Just and learning approaches – reducing formal process and improving restorative support
- Integrated Care System (ICS) Inclusive Cultures Partnership Programme - reciprocal mentoring
- Reduction in non-clinical disparity ratio
- Bank workers forum has created a space for voice

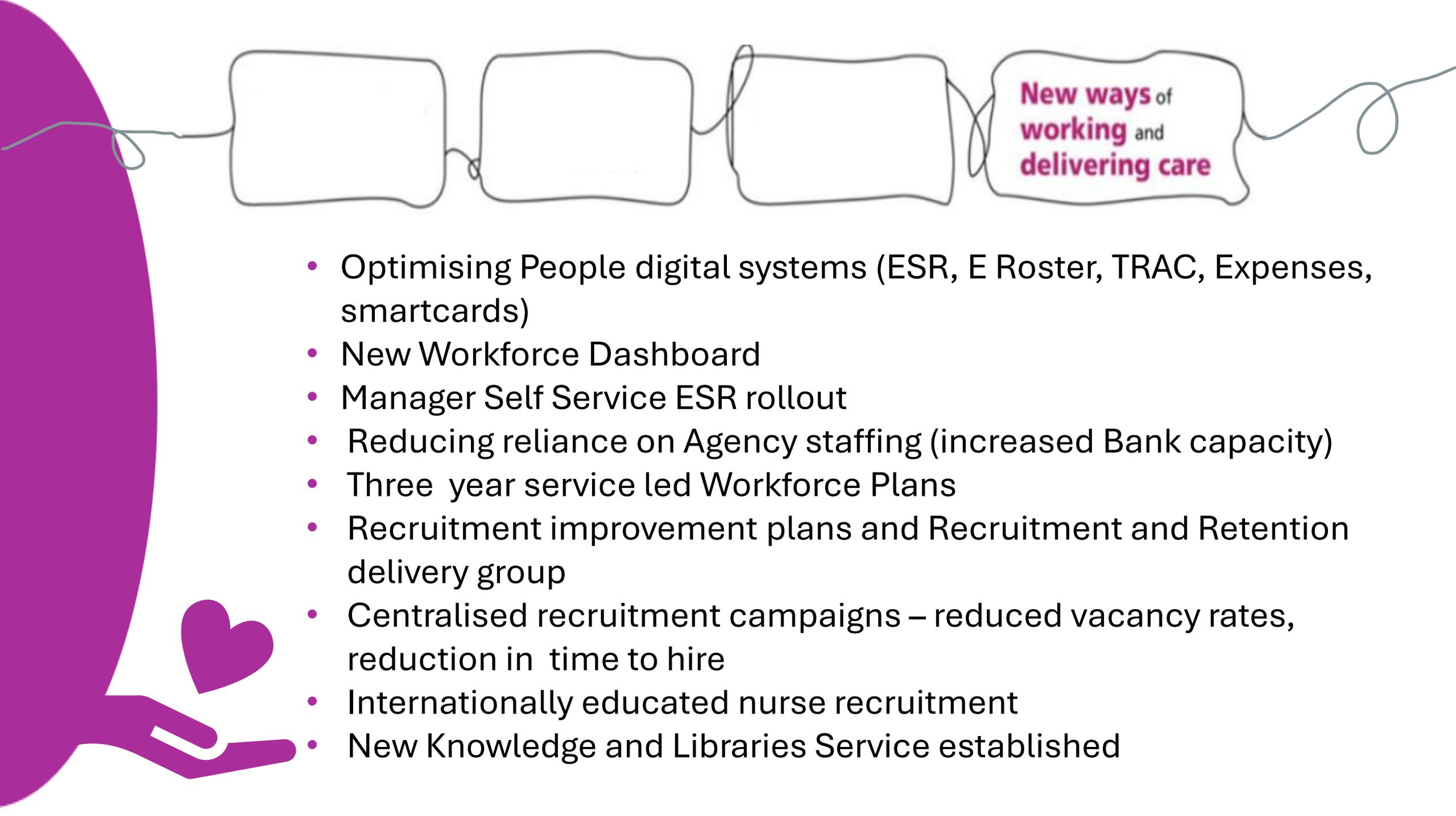




Growing for
the future

- Team SHSC: Developing as Leaders - 4 cohorts, over 100 leaders participating
- Development of programme for SHSC Manager
- Collective Leadership Group launch
- Monthly Communications Cascade
- Improved supervision
- Career Pathways - Health Care Support Workers Bands 2&3
- Apprenticeships – Wider scope and diversity of apprenticeships
- CPD development Nursing Leadership
- Improved governance and contract management of the Education Contract
- Education Contract – NHSE Positive feedback from review
- Widening access and employability improvements with ICS





**New ways of
working and
delivering care**

- Optimising People digital systems (ESR, E Roster, TRAC, Expenses, smartcards)
- New Workforce Dashboard
- Manager Self Service ESR rollout
- Reducing reliance on Agency staffing (increased Bank capacity)
- Three year service led Workforce Plans
- Recruitment improvement plans and Recruitment and Retention delivery group
- Centralised recruitment campaigns – reduced vacancy rates, reduction in time to hire
- Internationally educated nurse recruitment
- New Knowledge and Libraries Service established

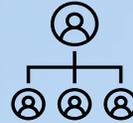
Reflections



Absence – not reduced to the extent that we had expected it to. Recognising the impact of health inequalities, accessibility, the need for environments to support wellness at work



Identified need to provide additional development support for managers, focus on creation of wellbeing and **psychologically safe** environments



Managers will be essential to delivering improvements to the Staff experience and the delivery of safe, quality care in a financially sustainable way



Building on regional work around **health inequalities** and our own review. (Inclusion and Equality Group)



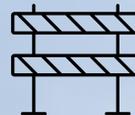
Accessibility, and improved **digitalisation** will give us evidenced based data to make improvements and efficiencies



Staff Network groups have provided strength and challenge to support our equality and inclusion agenda



Significant system improvements and **data quality** has led to better decision making

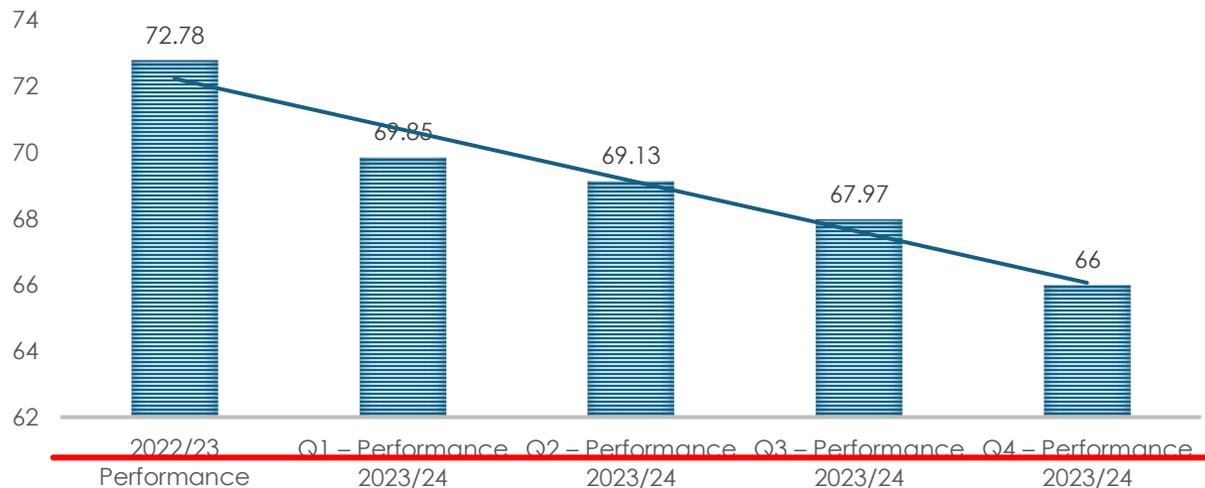


Systemic equality barriers exist, particularly for staff requiring **reasonable adjustments**

KPI – Time to hire

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Reduce Time to hire (Calculated as Authorised to unconditional offer) (days)	60 days	<u>72.78</u>	<u>69.85</u>	<u>69.13</u>	<u>67.97</u>	<u>66</u>

TIME TO HIRE QUATERLY PERFORMANCE

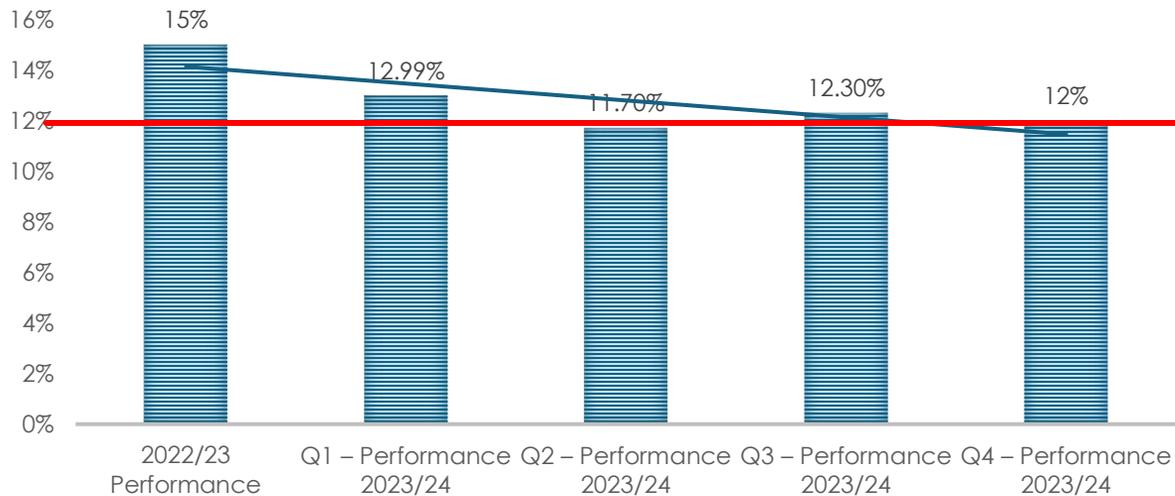


- Time to hire has decreased from the 2022/23 performance
- Target not reached for 2023/24
- Target to be extended for 2024/25

KPI - Turnover

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Reduce Turnover (%)`	12%	15%	12.99%	11.70%	12.30%	12%

STAFF TURNOVER QUARTERLY PERFORMANCE (%)

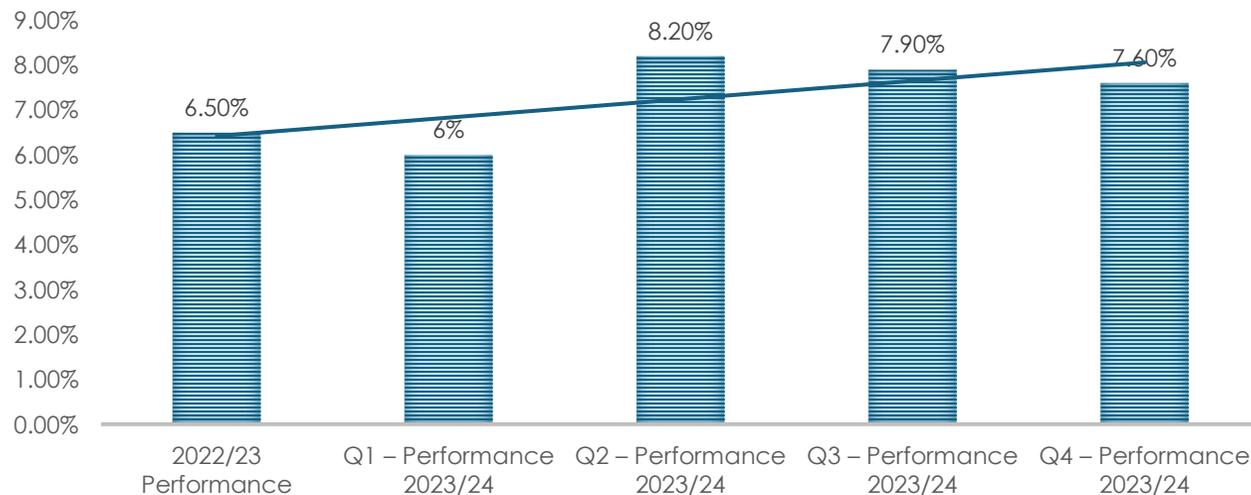


- Predicted Turnover Target to be reached by the end of Q4.
- Improvement on 2022/23 performance.

KPI – Vacancy Rate

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Vacancy rates (Overall SHSC) (%)	10%	6.5%	6%	8.2	7.9	7.6

VACANCY RATE QUARTERLY PERFORMANCE (%)

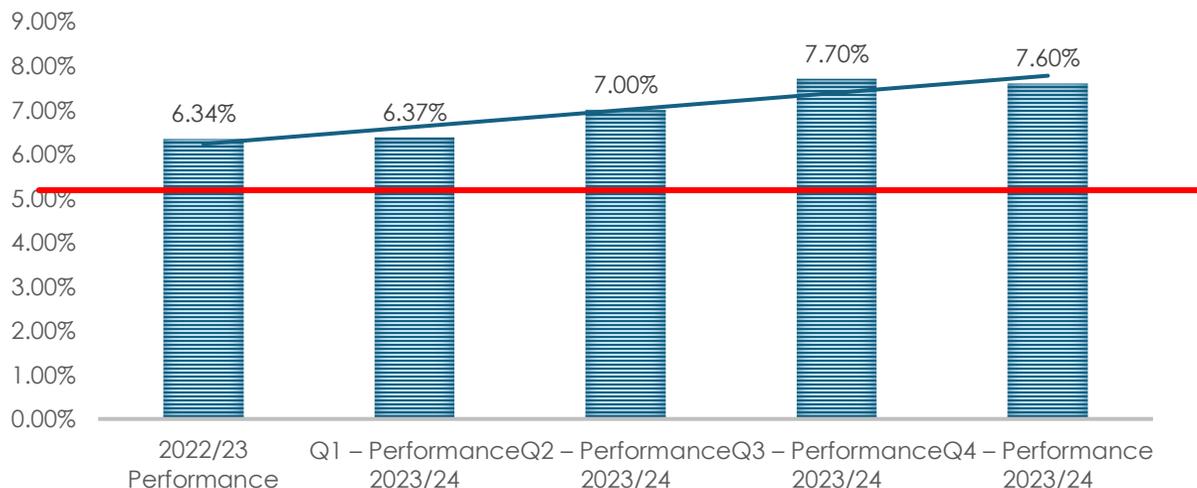


- Performing below 10% Target.
- Increase in vacancies from 2022/23 vacancies were low in 2022/23 due to focused recruitment on HCSW and international nurses. The vacancy rate has remained below target due to focused recruitment and retention

KPI - Sickness

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Sickness absence (%)	<u>5.10%</u>	<u>6.34%</u>	<u>6.37%</u>	<u>7.00%</u>	<u>7.70%</u>	<u>7.60%</u>

SICKNESS RATE QUARTERLY PERFORMANCE (%)

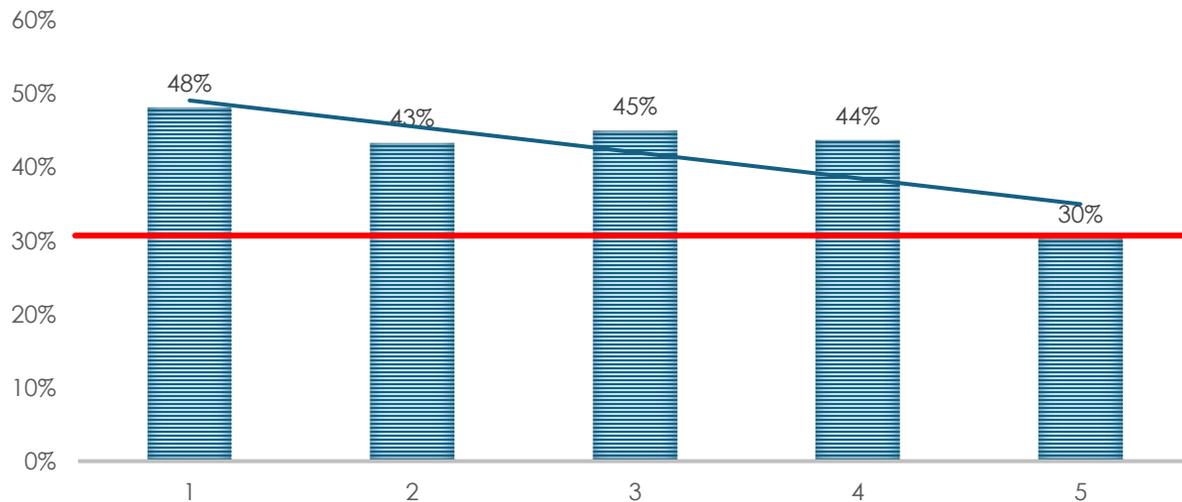


- Sickness consistently above 5.1% target.
- Absence reduction project in place to identify LTS that can be resolved and new processes to support management of sickness

KPI - Agency spend as a percentage of WTE spend on temporary staffing

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Agency spend as a percentage of WTE spend on temporary staffing	<u>30%</u>	<u>48%</u>	<u>43%</u>	<u>45%</u>	<u>44%</u>	<u>30%</u>

AGENCY V BANK USAGE QUARTERLY PERFORMANCE (%)



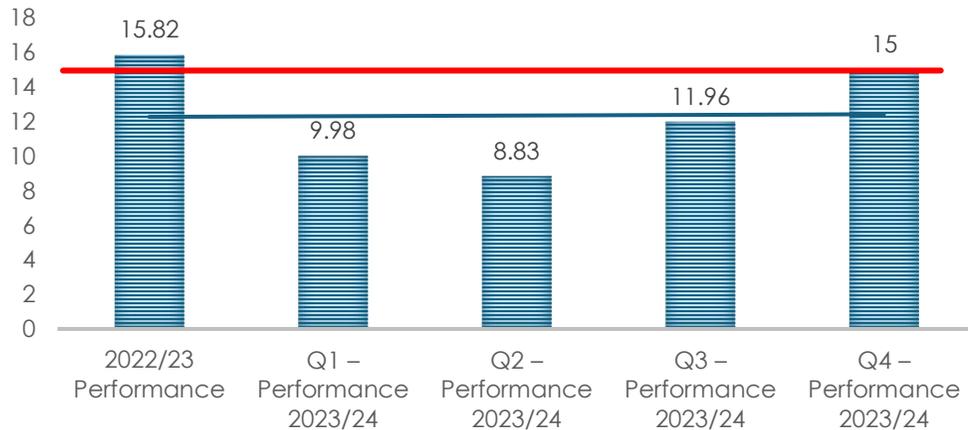
- On track to hit 30% target following tighter financial/operational and system controls introduced in December 2023 in regards to authorising the use of Agency and above establishment staffing.

KPI – Formal Casework Length/Numbers

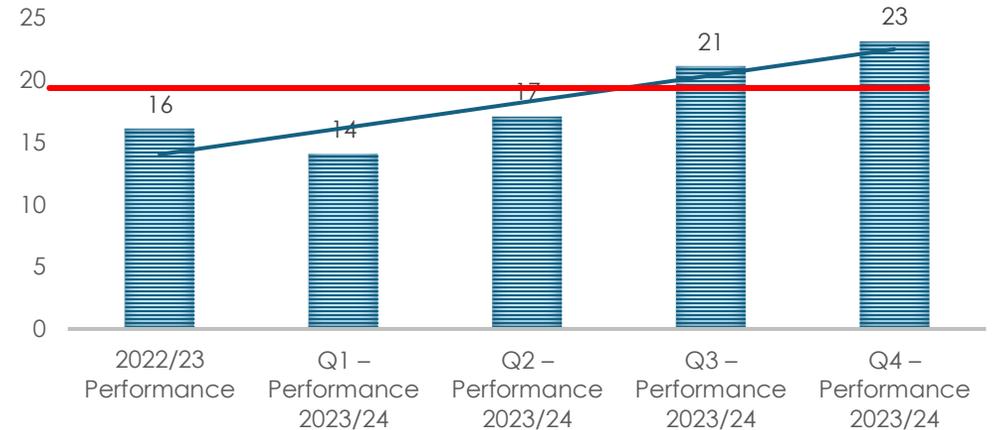
KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Formal Casework length (Weeks)	<15	15.82	9.98	8.83	11.96	15

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Formal Casework numbers	<20	16	14	17	21	23

CASEWORK LENGTH QUATERLY REVIEW (WEEKS)



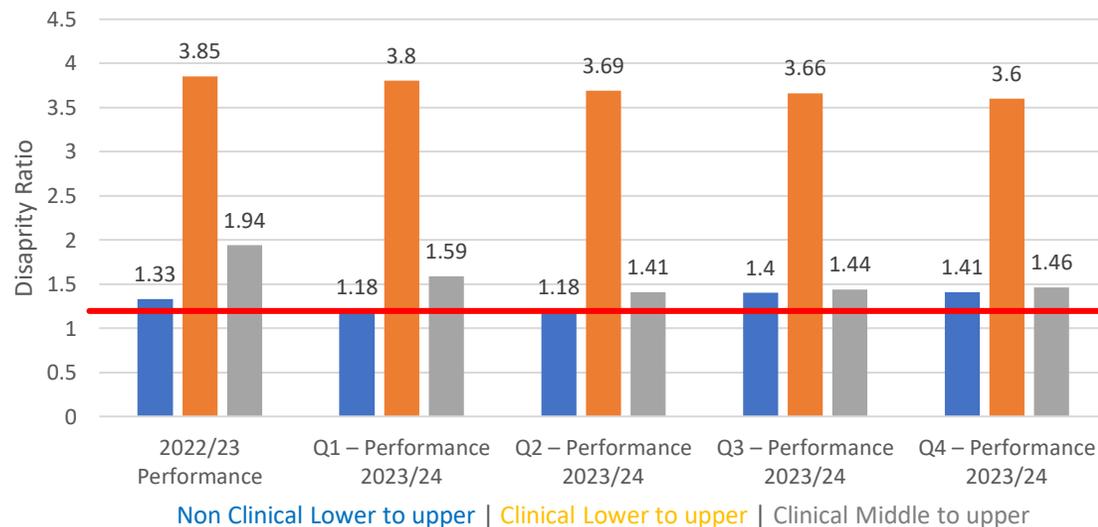
FORMAL CASEWORK NUMBERS QUATERLY REVIEW



KPI – Disparity Ratio (WRES)

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Disparity Ratio. Non-Clinical, Lower to Upper	<u>1.25</u>	<u>1.33</u>	<u>1.18</u>	<u>1.18</u>	<u>1.4</u>	<u>1.41</u>
Disparity Ratio. Clinical, Lower to Upper	<u>1.25</u>	<u>3.85</u>	<u>3.8</u>	<u>3.69</u>	<u>3.66</u>	<u>3.6</u>
Disparity Ratio. Clinical, Middle to Upper	<u>1.25</u>	<u>1.94</u>	<u>1.59</u>	<u>1.41</u>	<u>1.44</u>	<u>1.46</u>

Disparity Ratio Quarterly Performance



- Non Clinical Lower to Upper - this has crept into the amber, this and its due to two staff changes.
- There have been small changes in the Clinical ratios with Lower to Upper remaining more or less the same and Lower to Upper reducing slightly.

KPI – Staff Survey/People Pulse

KPI	Target 2023	2022/23 Performance	Q1 – Performance 2023/24	Q2 – Performance 2023/24	Q3 – Performance 2023/24	Q4 – Performance 2023/24
Staff Survey participation rate (%)	<u>52%</u>	<u>48%</u>	<u>N/A</u>	36% (partial)	52%	52%
People Pulse participation rate	<u>20%</u>	<u>20%</u>	19%	19%	11.6%	11.6%

We are compassionate and inclusive



We are compassionate and inclusive



We've improved here!

We are recognised and rewarded



We are recognised and rewarded



We've improved here!

We each have a voice that counts



We each have a voice that counts



We've improved here!

We are always learning



We are always learning



We've improved here!

We work flexibly



We work flexibly



We've improved here!

We are safe and healthy



We are safe and healthy



We've improved here!

NHS
Sheffield Health
and Social Care
NHS Foundation Trust

We are a team



We are a team

This has gone down



Staff engagement



We've improved here!

Morale



We've improved here!

People Promise

- Staff survey 2023 response rate target of 52% has been achieved .
- Drop in participation for the January 2024 people pulse response, but recognise proximity to staff survey may influence this.
- Improvement in advocacy scores

Our approach



We will work to create an environment where everyone is empowered to do their best work and achieve their career aspirations.



We will deliver this using the framework of the NHS People Promise, SHSC Values and our staff survey and Pulse survey feedback to drive culture change



Our approach aligned with the four key areas of the NHS People plan.

Looking after
our people

Belonging
in the **NHS**

Growing for
the future

New ways of
working and
delivering care

Appendix B – People Plan priorities Review of 2023/24

People Strategy Implementation Plan for 2023-24	
Looking After Our People	
Workforce dashboard including diversity demographics fully implemented and embedded	Complete
Evidence based wellbeing structure developed which provides assurance and supports managers to ensure staff wellbeing	Complete
Menopause accreditation achieved	Complete
Absence reduction plan implemented	Complete
Review of effectiveness of new Occupational Health provision completed	Complete
Current values and behaviours embedded into recruitment practice and leadership and management development	Complete
Workforce health and wellbeing (EDS Domain 2) and equality objectives reviewed, consulted ,improvement plan agreed	Complete
CEO Chair and Board Members have measurable Equality, Diversity and Inclusion objectives	Complete
Shared behaviours aligned to values agreed and consulted on	In progress c/f 24/25 complete Q2
PDR offer and training for reviewers relaunched	Complete
Belonging in the NHS	
Dedicated Wellbeing roles in place	Complete
New recognition agreement in place	In progress c/f complete 24/25 Q1
Recruitment process improvement plan phase 2 implemented	Complete
Action plan to increase numbers of and diversity of staff participating in staff survey developed and agreed	Complete
Access to reasonable adjustments for disabled staff pilot delivered and next steps agreed	Complete
Improvement plan in place to address health inequalities in the workforce (HIA4)	In progress*
Mandatory training programme reviewed	Complete
A restorative just and learning approach defined and embedded as part of our compassionate and inclusive values led culture	Complete
Lead roles identified to participate in system working and partnerships	Complete

Growing For The Future

SHSC Recruitment and Retention plan developed to deliver workforce planning priorities

In progress c/f 24/25 complete Q1

Local reward and benefits offer reviewed

In progress c/f 24/25

Respond to NHSE EDI HIA 3 (plan to eliminate pay gaps) - understand pay gaps through GPG and banding data (2023/24 Gender Focus)

Complete

3-year service led inclusive multidisciplinary workforce plan developed which includes new roles

In progress c/f 24/25 complete Q1

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

Complete

New Ways of Working and Delivering Care

Managers are able to access electronic staff records to complete contractual changes more efficiently

In progress c/f 24/25 complete Q1

Agenda for Change evaluation process reviewed

In progress c/f 24/25

Volunteer to career programme for SHSC developed

In progress c/f 24/25

Core expectations of our managers and leaders consulted on and agreed (SHSC Manager)

In progress c/f 24/25

Appendix C - People Plan Priorities for 2024/25

People Strategy 24-25 Implementation Plan

Looking after our people	Target Date
Inclusive and pro-active Wellbeing champion networks established	Q1
Actions to tackle staff Health inequalities identified	Q2/3
Occupational Health development and optimisation	Q2
Supporting Our Staff in responding to Violence and Aggression. Actions identified and actioned	Q2
Sexual safety charter commitments met	Q1
Equip managers and leaders to support staff well during organisational change (e.g. financial recovery)	Q2

Belonging in the NHS	Target Date
Values into Behaviours Engagement and Outcomes actioned	Q4
Communications Strategy Engagement and Outcomes	Q3
Respond to NHSE EDI High Impact Action 3 (plan to eliminate pay gaps) - Ethnicity and Disability	Q4
Recognition Agreement launch	Q2
Action to reduce the Clinical Disparity Ratio (link with nursing strategy)	Q4
Reasonable Adjustments Action Plan (Phase 2) in Place	Q1

Growing For The Future	Target Date
Plan to maximise use of apprentices	Q3/4
Recruitment and Retention Plan for all professions	Q1
SHSC as an employer brand refresh and onboarding experience	Q1
SHSC Manager Development Programme Launch	Q1/2
Review Mend the Gap Report and agree action with Medical Directorate	Q1/Q2
Evaluate 3-year service workforce plan and integrate into Business Planning	Q3/4
Identify action from the NHS Long-term workforce plan maximise opportunity for career pathways and widening access	Q3/4

New Ways of Working and Delivering Care	Target Date
People Systems optimisation plan defined for delivery 24/25 - 25/26 (scaling people services)	Q1
Feasibility for future temporary staffing management systems	Q1
Improvement Plan for Agenda for Change Job Evaluation (with System partners)	Q2
Volunteering into Health project delivered (ICS Bid outcome known May 2024)	Q2