



**Worcestershire
Health and Care**
NHS Trust

WORKFORCE STRATEGY

2017-2021

Workforce Strategy

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1. INTRODUCTION

- 1.1 The Workforce strategy is a supporting strategy to the *Trust Strategy 2017-2021* and encompasses the Trusts vision, values, strategic priorities and key enablers. It has been developed with our staff from all service areas and it describes how we are going to deliver and improve high quality care we are proud of and would recommend to others. All of our staff are expected to work within the values that we as a Trust believe are so important. We want people to display integrity, loyalty and the courage to always do what is right, to look after each patient as we would want our own family or friend looked after, and to always put patients first.
- 1.2 How the workforce performs determines to a large extent whether the Trust is able to achieve its vision of **working together for outstanding care**. This strategy describes the ways in which the Trust will enable its workforce to deliver ever improving services that benefit service users and ensure that the Trust remains a successful organisation. In so doing the Trust will give itself the best chance of achieving its strategic goal to recruit, develop and retain a skilled, compassionate, competent, capable and motivated workforce.
- 1.3 Our Workforce will include paid and unpaid staff recognising the importance of both paid and unpaid staff in our future plans.
- 1.4 As a Trust we have very high aspirations for the quality of our services and actively strive to constantly improve the care of our people who access our services, their carers and families so that we can achieve **our vision of “Working Together for Outstanding Care”** whilst retaining and recruiting the best possible staff to deliver this care.
- 1.5 This strategy incorporates the Organisational Development, Learning and Development, Health and Wellbeing, Workforce/HR and Leadership/Management strategies.
- 1.6 Working Together - We are providing more care closer to home and in the community by working together with partners in new Alliance arrangements, we are working together across mental and physical health teams within the Trust to ensure parity of esteem, we are working together with patients and the community to develop new services and pathways, and we are working together across the system for longer-term integration. In other words little of our strategy or priorities can be achieved without the working together principle.
- 1.7 In partnership with our Staff Side colleagues we will work together to overcome the challenges faced by the Trust and our workforce.
- 1.8 Undoubtedly the challenges across our health and care system are unprecedented and we know we need to collaborate with partners to build on the considerable quality improvements that our staff have already made. It remains ever more paramount to be listening to our staff, people who access our services and their families and our focus will remain firmly centred on this. We are determined to be recognised as an organisation

with an open and transparent culture, that staff are proud to work for, and from which the standards of those people who use and rely on our services are always met.

- 1.9 Our strategic priorities need to reflect our organisational objectives for workforce and the focus of the Herefordshire and Worcestershire Sustainability and Transformation Partnership (STP) footprint.

The STP People Strategy exists to support the implementation of the local STP. It sets out how local organisations delivering health and social care services plan to work better together to ensure the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place to deliver quality and sustainable services to members of the public.

The STP strategy details the following priorities for collective working across 3 key areas:

- Retention and Recruitment
- Education
- Engagement and Communication

The Trust strategy identifies the workforce as a system wide enabler for change with the need to develop the right workforce and organisational development to deliver sustainable services. The Workforce strategy aligns with these priorities by:

- Ensuring we attract, recruit and retain the best applicants for our roles and are renowned as an Employer of Choice.
- Educating, upskilling and developing the ability of our workforce to be more flexible, resilient and responsive to changing service needs and that our staff are fit for future ways of working.
- Engaging and communicating with our workforce so employees are involved in decision making whereby we create an environment which is supportive and responsive to staff feedback and which empowers individuals and teams to be courageous and ambitious in their pursuit of delivering outstanding care.
- Improving the health and wellbeing of our staff including reducing sickness absence and supporting staff with stress related illness

- 1.10 This strategy articulates what our expectations of the workforce are and what the workforce can expect in return from us alongside our Trust values and the NHS Constitution, staff pledges and responsibilities.

- 1.11 We believe that supporting a dedicated and committed workforce helps provide the best care to the patients and people who use or come into contact with our services.

- 1.12 We must ensure that our workforce priorities and activities have focus and that they support achievement of the Trust Business Plan priorities.

- 1.13 We need to be able to continuously improve the quality of our services which means adopting and capturing a strategic approach to organisational change and development activities.
- 1.14 This strategy will build on our culture of innovation and continuous improvement, of openness and transparency and of collaborative leadership grounded in our values.
- 1.15 The strategy builds on our strong foundations as a good employer and our values, and is key to the delivery of our Trust Strategy.
- 1.16 The strategy covers all the Trust's workforce from facilities and estates staff to managers from health care assistants to medics and dentists.
- 1.17 We want all our workforce, whether paid or unpaid, to feel engaged and connected at all levels, to enable them to influence the future of our services.
- 1.18 The Workforce Strategy aligns with the Trust Strategic Approach to Co-production which describes how the workforce will work together in equal partnership with patients, carers and the wider community of Worcestershire to grow patient strengths and abilities and facilitate health and care.

2. CONTEXT FOR CHANGE AND TRUST PRIORITIES

- 2.1 We must embed the principles of the NHS Improvement Framework *Developing People - Improving Care*. The framework emphasises compassionate and inclusive leadership. This means paying close attention to all the people we lead, understanding in detail the situations they face, responding empathetically and taking thoughtful and appropriate action to help. It means progressing equality, valuing diversity and challenging existing power imbalances.
- 2.2 The strategy will support the development of integrated pathways and national priorities including accountable care organisations and the collective vision of health and social care partners in Worcestershire to create a system which consistently delivers the highest quality of care and a seamless patient experience for people living across the county.
- 2.3 The strategy will support Trust statutory workforce obligations including regulation, governance and compliance (e.g. Care Quality Commission Well Led).
- 2.4 Our workforce and the needs of our patients are changing and so is the way we deliver care. Shortages of clinical staff nationally, an older workforce, and changes to education pathways means our workforce profile is evolving. Pressures in secondary and social care and the emergence of new ways of working require our staff to have new skills and for our skill-mix to see an increased proportion of unregistered clinical staff.

3. WORKFORCE VISION

- 3.1 Our vision is to be an employer of choice for all staff groups and support and develop staff already employed by us, starting their career in the NHS or looking for a role that will fulfil their professional ambitions and meet their personal aspirations.
- Working as part of a team with shared goals
 - Role specific training, support and development
 - Regular conversations about employee progress
 - Qualitative and effective appraisals
 - Clarification on how every role supports organisational goals
 - Flexible ways supporting employee development and mandatory training needs
 - Developing the employee voice from 'Ward to Board' including the opportunity for staff to raise concerns securely confident they will be responded to
 - Celebrating success and achievements
 - Rewarding and recognising achievement and going the extra distance
 - A shift in workforce culture to focus on co-production and working in trust partnership with patients, carers and families.
 - More focussed support, development and involvement of carers as expert care partners, as their roles become increasingly integral to pathways of care.

4. OUR WORKFORCE – PRESSURES AND EXPECTATIONS

4.1 What we need from our workforce

It is widely recognised there will be a need for a significant shift with the way our workforce currently work together to deliver high quality care. In essence this will be in response to the following:

- Putting the patient at the heart of everything we do.
- Living our values – CARES (**C**ourageous, **A**mbitious, **R**esponsive, **E**mpowering, **S**upportive)
- Supporting colleagues and wider teams and being flexible to the needs of our patients.
- Erosion of traditional boundaries between organisations and services to 'teams without walls', supported by a multi-disciplinary learning environment for the existing and future workforce across the system
- To work more flexibly to reduce the reliance on agency and temporary staffing to improve patient care
- Integrated multi-disciplinary teams based around the person, supported by access to specialist advice and support e.g. frailty teams
- Increased use of apprenticeship levy to ensure appropriate training for existing staff and 'new' roles, alongside work experience and career pathways to build the future workforce

- A more diverse skill mix, with 'new' roles embedded within teams across the system, for example Nursing Associates, Physician Associates and Advanced Clinical Practitioners
- A shift to a workforce culture focused on prevention and self-care, utilising, health coaching conversations across the workforce, improved signposting and better links to public health
- Flexible employment contracts, annualised hours, portfolio careers, and incentives to recruit and retain staff across the system
- Ensuring that clinicians will have the optimum time to focus on patient care by reducing the administrative burden and developing the primary and community care skill mix
- A more significant role for the voluntary and community sector, the public sector and the unpaid workforce (family, neighbours, carers, volunteers) working together to deliver better outcomes for local people
- More focused support and development for carers as their roles become increasingly integral to pathways of care
- To keep the workforce informed and involved in changes or decisions that could affect them.

5. WORKFORCE PLANNING

5.1 Retention and Recruitment and the Temporary Workforce

We will recruit the right people with the right skills and deploy them to meet organisational demand. We will recruit to vacant posts for now and the future workforce needs and use workforce planning and skill-mix methods to deliver the care model described in our Trust Strategy. This will be achieved by:

- Reviewing skill mix in services to ensure staffing templates are appropriate and to have the right skill mix of registered and unregistered staff in community and inpatient services
- Creating new approaches to recruitment marketing, targeting specific populations and using a range of communication channels to engage prospective staff
- Promoting the Trust as a local employer of choice
- Developing career pathways so that our staff have opportunities to grow professionally
- Recruiting and retaining staff to hard to fill posts including inpatient roles and the medical and dental workforce
- Improving our recruitment process, reducing our time to recruit and delivering local recruitment plans
- Increasing the number of permanent staff in post and plan for our future workforce
- Increased investment in our workforce
- Reducing our reliance on agency workers and reduce our agency spend and usage using the Trust Bank as the only source of temporary workers
- Ensuring the effective and efficient management of the Trust Bank service and the NHS Professionals contract

- Ensuring the robustness of our rostering practices through the implementation of e-rostering across clinical areas
- Promoting Bank work as a flexible option for individuals at every stage of their life
- Continuously reviewing agency usage in services to ensure it is kept to a minimum and supporting local ownership of rostering and temporary staffing usage

6. EMPLOYEE ENGAGEMENT

- 6.1 A commitment to enhanced employee (paid and unpaid) engagement is at the heart of the Trust's Workforce Strategy. Our vision is to have a workforce that is fully engaged as this will lead to better performance and improved service user experiences and outcomes. This strategy describes what we will do to achieve our vision.
- 6.2 We want to create an environment which is supportive and responsive to staff feedback and which empowers individuals and teams to be courageous and ambitious in their pursuit of delivering outstanding care.

Employee engagement is defined as being:

'A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employee and employer'

Institute of Employment Studies.

- 6.3 We will offer, measure and monitor a range of meaningful engagement opportunities in terms of developmental, transitional and transformational change projects.
- 6.4 To achieve and maintain a highly engaged workforce there will be a focus upon five interlinked factors which are:

➤ **Enabling involvement in decision making**

We believe that our staff know how best to improve the way that work is carried out, for the benefit of service users and other customers, by eliminating waste and reducing non-value adding work.

Enabling staff to contribute to making improvements at work helps to both improve the quality of service provided and engage the workforce. The way that we embed this, as well as what we do to improve services, will be important.

➤ **High quality management and leadership**

The Trust's managers and leaders will act as enablers who coach staff to find ways to continually improve their work and deliver the best possible services. We will provide our managers and leaders, at all levels, with a structured set of development opportunities, define the people management, financial management and service improvement and transformational skills they need and give feedback about performance to ensure that expectations are clear. A Trust talent management framework will be used to ensure a systematic and transparent approach is taken to identifying, developing and encouraging our current and future managers and leaders ensuring equality of opportunity.

➤ **Supporting training and development**

The development of our staff will be based upon continuously understanding and aligning the needs of individuals and teams with the needs of the services that they provide. Being able to define and measure competency levels and understand the impact of training that is provided will help us to provide outstanding quality services and use our investment in training resources well.

➤ **Ensuring every role counts**

The roles that we ask our staff and teams to carry out will be based upon NICE best practice, model lines of service delivery and care pathways that identify what is to be done, when and by whom. Their roles will be remunerated on the basis of equal pay for work of equal value. Good quality appraisal and a commitment to regular individual, team and Trust-wide communication will enable our staff to understand how their roles fit into the structure of the Trust and how they as individuals are contributing to the delivery of services. Our new appraisal process will enable the Trust to identify and assess employee competencies and performance compared to local standards and objectives.

➤ **Promoting health and wellbeing amongst our staff**

The Trust and service users depend upon staff to deliver high quality services. There will be a continuing focus upon the wellbeing of our staff through a combination of good sickness absence management practice and activities that help to both prevent ill health and promote good health. Measures aimed at enabling staff to reduce, and safely respond to, instances of violence and aggression will continue to be a priority. The provision of support to help staff prevent and/or reduce levels of stress at work from becoming excessive will be a major focus of the Trust's Health and Wellbeing Lead to ensure work is the right place for staff. The Lead will also ensure the wide range of health and wellbeing activities within the Trust are co-ordinated and that best use is made of the resources available leading to year on year reductions in the rate of sickness absence with the focus on prevention of health issues, in particular mental health, for our workforce. We recognise the need to retain our talented workforce, and when vacancies arise to make sure we are an attractive place to work and the employer of choice for potential applicants. This means providing an excellent package of training and development opportunities, access to a healthy work/life balance, and to health and wellbeing support.

We will ensure staff who are carers have the appropriate support and provide flexible working options to enable a balance between work and being a carer.

- 6.5 These five factors will strengthen staff engagement and support the delivery of compassionate and outstanding care through behaviours that are consistent with our values: **CARES** (Courageous, Ambitious, Responsive, Empowering, Supportive)

6.6 Employee Relations

Employee relations within the Trust are good and we must continue to develop the best and most appropriate ways of communicating and consulting with our staff, both directly and through staff representatives. This will enhance the effectiveness of the decision making process by ensuring that the reasons for potential important changes, at individual, department and Trust level, are known and understood by our staff and that the Trust is aware of staff views and the impact of changes upon individuals and groups. We will continue to work in partnership with our staff representatives through a variety of forums including the Joint Negotiation and Consultation Committee (JNCC) and Joint Local Negotiating Committee (JLNC) along with other appropriate channels that complement existing means of communication.

7. LEADERSHIP AND MANAGEMENT

- 7.1 This strategy outlines the approach toward leadership and management development activities and is based upon a belief that a well led and engaged workforce has a positive impact upon the quality of care experienced by the users of our services and provides for greater levels of staff satisfaction with all the benefits entailed. The provision of high quality leadership and management at all levels within the Trust will contribute to the achievement of each of Trust's strategic goals along with wider Herefordshire and Worcestershire STP plans given the people centred nature of our activities and how we deliver services.
- 7.2 This strategy supports the NHS Improvement Framework *Developing People – Improving Care* (1 December 2016) which emphasises compassionate and inclusive leadership. Organisations and systems undertaking NHS-funded work face a common set of performance and people development challenges. The framework guiding such actions on improvement skill-building, leadership development and talent management will help create five conditions common to high quality, high performing health and care systems in every local health and care system in England. Evidence shows these five conditions shape cultures that enable people to continuously improve care, population health and value. The five conditions are:
- Leaders equipped to develop high quality local health and care systems in partnership
 - Compassionate, inclusive and effective leaders at all levels
 - Knowledge of improvement methods and how to use them at all levels
 - Support systems for learning at local, regional and national levels
 - Enabling, supportive and aligned regulation and oversight

7.3 The Trust is operating within an environment that is increasingly demanding and characterised by higher expectations on the part of users of its services, commissioners and other partner agencies.

7.4 Competent leadership and management continues to be required to both deliver the changes associated with the NHS and social care reform agenda and to keep staff engaged. A clear, structured approach to leadership and management development activities is regarded as being an important way of supporting reform.

7.5 Our approach to Leadership and Management Development will:

- Ensure that the Trust has the right people, with the right leadership and management skills to support achievement of the Trusts strategic goals and form part of its commitment to ensuring high quality care for all.
- Clarify expectations so that leaders and managers at all levels in the Trust are aware of their responsibilities and the support they can expect from the Trust.
- Work towards the profile of leaders and managers reflecting the communities served by the Trust.
- Ensure that leadership and management development activity is carried out in an efficient and effective manner across all staff groups.
- Support staff undergoing change, system leadership, role modelling of leadership behaviours and seek to align the leadership development approach with the apprenticeship levy.

7.6 The potential benefits include:

- Improved quality of care to service users and carers
- Improved ability to deliver against Trust business plan and performance improvement measures and the ability to sustain improvements
- Improved retention and recruitment of staff by creating a more positive working environment
- Improved succession planning for leadership and management posts across the Trust

7.7 Leaders and Managers

Leadership and management are similar and different. Job roles within the Trust may combine leadership and management equally, or clearly have the features of one more than the other.

There are members of staff that by the nature of their roles are expected to provide leadership to others. However, leadership can be shown at any level within the Trust.

Management is a position of designated authority within the formal structure of the Trust. It is acknowledged that that the particular time required for employees to provide leadership and management related activities will vary and is a matter for discussion and determination at department or directorate level.

7.8 Values that Underpin Leadership and Management Behaviour

The NHS Constitution outlines the values, principles and pledges that the NHS is committed to, and identifies the responsibilities of the public, patients and staff. The Trust has locally developed values which, together with those in the NHS Constitution, to be reflected in behaviours at an individual, team, service and Trust level.

The following characteristics and behaviours of Trust employees are to be encouraged:

<p>All Worcestershire Health and Care NHS Trust (WHCT) employees will be :</p> <ul style="list-style-type: none"> • Courageous, ambitious, empowering, supportive, team orientated, principled, considerate, reliable, honest, conscientious, open to change, professional, positive, competent, patient/customer focussed, reflective, quality focussed and responsive to the needs of colleagues and those that use Trust services 	
<p>In addition the WHCT Leader will be:</p> <ul style="list-style-type: none"> • Visible, approachable, motivational, receptive, decisive, a team builder, good at communicating well, able to influence improvement uses professional curiosity and leadership/managerial skills to challenge as appropriate 	<p>In addition the WHCT manager will be :</p> <ul style="list-style-type: none"> • Visible, people and performance orientated, accountable, challenging, committed and inclusive
<p>In addition the WHCT Board will lead by setting an example and will be:</p> <ul style="list-style-type: none"> • Visionary • Inspirational 	

7.9 In order to support the development of leadership and management within the Trust we will focus on six key activities:

- Agreement and application of leadership competencies <https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/> and their inclusion within job descriptions and person specifications
- Agreement and application of management competencies (ILM, CMI, National Occupational Standards and their inclusion within job descriptions and person specifications
- Agree an approach to identifying and supporting able individuals
- Provide structured mentoring and coaching support

- Align leadership and management programmes to Trust priorities and talent management/succession planning needs
- Create an evaluation framework to ensure leadership and management development resources are utilised efficiently and effectively

These activities will form the elements of a work plan that will track the implementation of this strategy. Progress will be reported to the Workforce Committee.

7.10 Developing Managers and Leaders

It is in the interests of everyone that the Trust pursues a systematic approach to developing talented leaders and managers and that talent management and succession planning arrangements are in place. Talent management is intricately linked to workforce transformation, organisational success and sustainability and, most importantly, to patient and user experience.

Such a systematic approach will include:

- A range of high quality leadership and management development programmes associated with particular Trust roles/staff groups are in place, are aligned with appraisal, including 360 degree appraisal, and personal development plan (PDP) processes, are communicated to employees and are accessible.
- The use of structured secondments, both within and outside the Trust, as a means of providing development opportunities that also offer organisational benefit.
- The use of project work to provide opportunities for individuals to develop new competencies and address service needs.
- Recognition that for many employees development does not always need to be linked to aspirations of upward career progression but that improving competence and performance within a current role is important for the employee and the Trust.
- Development opportunities can be applied for in a fair and transparent way through such opportunities being advertised within the Trust.
- A description of how important issues concerning the maintenance of equality of opportunity and the need for diversity will be addressed.

7.11 Coaching and Mentoring

There are a variety of definitions relating to coaching and mentoring depending on the philosophy that underpins the approach. Most coaches and mentors agree that a good coach will also mentor and a good mentor will coach, as appropriate to the situation and the relationship. Both coaching and mentoring activities differ significantly from

supervision which is the responsibility of the individual's line manager and is subject to separate arrangements.

The Trust will further develop this co-ordinated approach to mentoring and coaching activities through a central contact point within the Organisational Development Department and will ensure that there is good communication about access to mentors and coaches.

Coaching and mentoring schemes will each be developed and will include:

- Provision of information to promote the Trust's approach to coaching and mentoring.
- Further embedding the coaching and mentoring approach and augment existing CPD and supervision.
- Continued commitment to the EMCC set of standards and competencies for coaching and mentoring to ensure high quality coaching and mentoring takes place.
- Evaluation of the coaching and mentoring relationships and outcomes.
- Continued links and use of Coachnet (regional coaching database), the NHS Leadership Academy, Local Government Association and other local and national coaching providers.

7.12 Alignment of Existing Leadership and Management Programmes

A range of leadership and management development programmes are offered and specific details are available on the Trust intranet.

The Trust will continue to invest in our workforce and senior leaders through various methods.

Initially the content and range of leadership and management development programmes will be determined in a "top – down" manner involving the Executive Team and the Organisational Development Team and consultation with Service Delivery Unit and Corporate Leads. It is acknowledged that information derived from appraisals and PDP's will increasingly inform future development programme activities.

7.13 Evaluation of Leadership and Management Activities

The evaluation of leadership and management development activities will continue to focus on:

- Participant's satisfaction with the programme(s)
- How the learning has been used
- How the individuals have grown/developed as a result of the intervention

We will evaluate the impact on individual's performance and their teams to enhance understanding of the return on investment made.

A work plan associated with this strategy will be developed so that progress made can be monitored by the Workforce Committee. The work plan will identify the outcomes required and timescales.

8. EQUALITY AND DIVERSITY

- 8.1 Every person working for the Trust has a personal responsibility for implementing and promoting Inclusion, in an environment characterised by dignity and respect, creating a service that is fair and accessible to all.
- 8.2 We value our staff for their diversity and contribution to the Trust through their experience, knowledge and skills. Staff are encouraged to make society fairer by tackling discrimination, advancing equality and fostering good relations to patients and colleagues. Creating a supportive and empowering environment for our staff, results in a workforce, who are dedicated to the values and ideals of delivering the highest standard of healthcare while addressing health inequalities.
- 8.3 The Equality, Diversity and Human Rights Strategy is influenced by statutory requirements, standards and duties as well as the Trust Values, Code of Conduct and the NHS Constitution.
- 8.4 A complete Equality, Diversity and Human Rights Strategy 2017-2022 will be published on the trust website; the following are key initiatives that will contribute to the goals of the Strategy:
 - Act on the recommendations of the Workforce Race Equality Standard (WRES) Annual Report.
 - Revise the Equality Impact Analysis (EIA) documentation.
 - Establish an 'Equality Advisory Group' representative of the population of Worcestershire consisting of external representatives and individuals from the 9 protected characteristics. Their role will be to EIA new services, re-designed services and significant changes to services.
 - Formalise a rolling programme regarding the Equality Delivery System (EDS), which is undertaken over a 4 year period
 - New governance structures include an Inclusion Steering Group and sub-groups reporting to Workforce Committee and Quality and Safety Committee who report to the Trust Board
 - Establishing Staff Reference Groups providing a voice for Staff in the Trust and provide their perspective in relation to the WRES, EDS and other initiatives.
 - We are a Disability Confident Employer (previously two ticks) and will be seeking to maintain Level 2 status.
 - Update our Equality and Inclusion Policy in line with changing legislation eg The Modern Slavery Act.
 - Our Accessible Information Standard (AIS) policy was published and the Trust will monitor compliance. It is the Trust intention that every patient/service user should be asked if they have a communication need, record the need and act on it in future communication.

9. MONITORING, EVALUATION AND REVIEW

9.1 Putting the Workforce Strategy into practice

We will identify, promote and follow best employment practice to make Worcestershire Health and Care NHS Trust the employer of choice.

We will state what our key workforce performance indicators are, the levels of performance being sought, report progress made and take action in response when we need to.

We will take action to improve our national staff survey results year on year.

We will develop our culture metrics to increase understanding of staff experiences at team level and promote compassionate attitudes and practice.

9.2 Measuring and reporting the impact of the Workforce Strategy

9.2.1 We will strive to improve on a number of key workforce metrics over the period of the Strategy including:

- Reducing sickness absence rates
- Improving statutory and mandatory training completion rates
- Improving appraisal completion rates
- Reducing staff turnover
- Improving time to recruit
- Improving staff access to learning and development
- Monitoring leadership and development programme outcomes
- Improving staff access to health and wellbeing initiatives
- Reducing bank and agency spend
- Achieving benefits realisation of e-roster systems
- Implementing and improving Equality and Inclusion statutory reporting requirements (e.g. WRES, DES, EDS)

9.2.2 Key workforce indicator performance information will be reported to the Board and to the Workforce Committee at regularly agreed intervals.

9.2.3 Key workforce performance information will also be reported to Service Delivery Units and Corporate Teams on a monthly basis as part of core business and performance management.

9.3.3 Culture metrics reports and national staff survey responses will be widely shared, bespoke actions agreed and progress with implementation regularly reported throughout the Trust.

9.3.4 Scores from the annual national staff survey on the key areas along with the Trust Staff Engagement Score will be used as a key measure.

9.4 Risks

9.4.1 The delivery of the Workforce Strategy is dependent on the appropriate planning of future workforce needs and supply. The greatest risks in delivering the strategy therefore are:

- We do not attract and retain sufficient numbers of staff to deliver services
- We do not develop and train our workforce to deliver the new models of care
- We do not make sufficient use of the apprenticeship opportunities to replace reduced funding for clinical development
- We do not develop our leaders and create a culture of coaching for improvement
- We do not invest sufficiently to ensure recruitment, retention, training and development can take place systematically and consistently

The risks will be continually reviewed and mitigations put in place to ensure that this strategy can be delivered.

9.5 Workforce Strategy Review

9.5.1 This strategy will be reviewed on an annual basis to ensure that it supports priorities arising from the annual business planning process and continues to reflect best employment policy and practice and continues to reflect the needs of our staff which we will continue to seek through regular and structured engagement opportunities.

10. Definitions

For the purpose of this document:

Workforce	All paid and unpaid workers and carers.
STP	The Herefordshire and Worcestershire Sustainability and Transformation Partnership.
Staffside	The recognised Trade Unions of the Trust
WRES	Workforce Race Equality Standard
DES	Disability Equality Standard
EDS	Equality Delivery System
AIS	Accessible Information Standard

Appendix 1

Priorities and Work Plan for 2017 (Draft)

Activity	Responsibility	Target Date	Milestones	Progress
Improving the health and wellbeing of our staff including reducing sickness absence and supporting staff with stress related illness (CQUIN)	Health and Wellbeing Lead Line Managers HR Managers Occupational Health Counselling Services (NOSS)	31 March 2018		
Developing the ability of our workforce to be more flexible, resilient and responsive to changing service needs.	Organisation Development Team Health and Wellbeing Lead HR Managers Line Managers	31 March 2018		
Ensure the Trust is an Employer of Choice so we attract and retain the best staff	Associate Director of Workforce Retention and Recruitment Group Health and Wellbeing Lead			
Addressing the following key areas from the 2016 National Staff NHS Staff Survey:	Associate Director of Workforce Health and Wellbeing Lead Organisational			

<ul style="list-style-type: none"> • Staff recommendation of the Trust as a place to work or receive treatment • Developing a cadre of staff that are seen as effective system leaders in preparation for new ways of working across the health economy • Staff motivation at work • Quality of appraisals • Recognition and value of staff by managers and the organisation 	Development Team			
Through our Talent for Care plan the Trust will develop our support workforce to reach their full potential	Head of Workforce Transformation			
Following the principles of Widening Participation the Trust will strive to ensure	Head of Workforce Transformation			

that our workforce is representative of the local community				
Maximise apprenticeship on the job training opportunities for our workforce to ensure that we capitalise on the apprenticeship levy.	Head of Workforce Transformation			
Become an apprenticeship training provider for levels 2 and 3 apprenticeships and deliver high quality programmes which meet the needs of our organisation.	Head of Workforce Transformation			
Ensure compliance with our statutory duties of the Equality Delivery System and Workforce Race Equality Standard.	Organisational Development & Inclusion Practitioner			
Support staff in considering a wider range of options in their recruitment processes to ensure	Head of Workforce Transformation HR Managers Recruitment Team			

the most appropriate and service specific solution is sought to manage the vacancy.				
Continuing to reduce agency/locum usage and spend and increase the use of the Trust bank workers to fill temporary staffing gaps.	Deputy Chief Operating Officer Service Managers			
E-Roster Project (Specific details to be drawn from E-Roster Project Plan)	Deputy Chief Operating Officer			
OD Specific Plans (Specific plans and initiatives to be populated by Head of OD)	Head of Organisational Development			
Learning & Development Plans (Specific initiatives to be drawn from Learning and Development Sub Group)	Head of Education and Clinical Development			
Act on the	Organisational			

recommendations of the Workforce Race Equality Standard (WRES) Annual Report.	Development & Inclusion Practitioner			
Revise the Equality Impact Analysis (EIA) documentation	Organisational Development & Inclusion Practitioner			
Establish an 'Equality Advisory Group' representative of the population of Worcestershire consisting of external representatives and individuals from the 9 protected characteristics. Their role will be to EIA new services, re-designed services and significant changes to services.	Organisational Development & Inclusion Practitioner			
Formalise a rolling programme regarding the Equality Delivery System (EDS), which is undertaken over a 4 year period	Organisational Development & Inclusion Practitioner			

<p>New governance structures include an Inclusion Steering Group and sub-groups reporting to Workforce Committee and Quality and Safety Committee who report to the Trust Board</p>	<p>Organisational Development & Inclusion Practitioner</p>			
<p>Establishing Staff Reference Groups providing a voice for Staff in the Trust and provide their perspective in relation to the WRES, EDS and other initiatives.</p>	<p>Organisational Development & Inclusion Practitioner</p>			
<p>We are a Disability Confident Employer (previously two ticks) and will be seeking to maintain Level 2 status.</p>	<p>Organisational Development & Inclusion Practitioner</p>			
<p>Update our Equality and Inclusion Policy in line with changing legislation eg The</p>	<p>Organisational Development & Inclusion Practitioner</p>			

Modern Slavery Act.				
Our AIS policy was published and the Trust will monitor compliance. It is the Trust intention that every patient/service user should be asked if they have a communication need, record the need and act on it in future communication.	Organisational Development & Inclusion Practitioner			