

Workforce Strategy 2017-2020

Trust Board	Item: 15
Date: 25th January 2017	Enclosure: K
Purpose of the Report: The Trust has developed a Workforce Strategy in discussion with clinicians, managers and staff. The draft has been shared with the Council of Governors and the Workforce Committee and comments reflected in this revised version for Board approval.	
For information <input type="checkbox"/>	For Decision <input checked="" type="checkbox"/>
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	Overarching Workforce Strategy links to all elements of CQC Standards
Link to Relevant Corporate Objective:	Strategic Objective 2
Document Previously Considered By:	Executive Management Committee – November 2016 and January 2017 Council of Governors – November 2016 Workforce Committee – November 2016
Recommendations: The Trust Board is asked to approve the Trust's Workforce Strategy and note its links to Corporate Objectives and the granular plans for Workforce between 2017 – 2020.	

1.0 Executive Summary

- 1.1 As a major employer in South West London and an established NHS Foundation Trust with a workforce of 3,000, the Trust has an urgent need for an overarching Workforce Strategy to describe its strategic workforce objectives between 2017 and 2020.
- 1.2 The Board last considered such a strategy in 2013 and a contemporary strategy is long overdue given the internal and external changes since then. The Strategy complements and supports the Trust's other key strategies and provides a road map for how to develop and support staff including the changes that will arise from the STP, which will have major workforce implications.
- 1.3 The strategy describes the employment journey for staff joining the organisation – through designing roles; recruiting; pay and rewards; planning for training and development; developing a culturally competent and diverse workforce; engaging with staff at all levels; and supporting the health and wellbeing of those we employ. The seven pillars describing this journey are the building blocks for the strategy.

2.0 Implementing the Strategy and Next Steps

- 2.1 Although the strategy sets out measures that will help assess how successful it is in its implementation, it does not as yet set out granular plans with individual objectives.
- 2.2 The next step following the approval of the strategy will be to develop the detailed plan for implementation for 2017-18, linking detailed objectives to the strategy and the Trust's strategic and corporate objectives. These implementation plans will be visible to the Board via the Workforce Committee at 6 monthly intervals, and will provide a clear way to track monthly progress and facilitate Board scrutiny.
- 2.3 The strategy will require regular review particularly around the workforce implications of the STP and other NHS system wide workforce developments that may emerge over the next three years.

3.0 Recommendation

- 3.1 The Trust Board is asked to **approve** the Workforce Strategy 2017-2020 and endorse the approach for implementation and monitoring set out in this report.