

**Implementing the Workforce Strategy – One Year On**

| Workforce Strategy Reference       | Link to Corporate Objectives | Activity 2017-18   | Leads   | Target date   | Risks  | RAG rating               | Commentary  |
|------------------------------------|------------------------------|--|---|---|--|--------------------------|---|
| Workforce Planning and Information | 5                            | <ul style="list-style-type: none"> <li>- Supporting service lines to right size their establishment via workforce planning, including new job roles.</li> <li>- Enhance workforce KPIs via benchmarking</li> </ul>   | <ul style="list-style-type: none"> <li>- LD</li> <li>- CF</li> </ul>  | <ul style="list-style-type: none"> <li>- All service lines have proposed Workforce plan by Sept 2017</li> <li>- All KPIs with benchmarks by June 2017</li> </ul>                | <ul style="list-style-type: none"> <li>- Inability to convert temporary spend to establishment.</li> <li>- Not grasping new ways of working.</li> </ul>  | Amber                    | <ul style="list-style-type: none"> <li>- Enhanced workforce planning approach reviewing job types and skill mix, to be rolled out as part of new Trust business planning process from October</li> <li>- Achieved benchmarking in place</li> </ul>  |
| Recruitment and Retention          | 5                            | <ul style="list-style-type: none"> <li>- Develop strategic recruitment using branding</li> <li>- Develop access to affordable housing &amp; accommodation</li> <li>- Roll out E-rostering and job planning for doctors using Allocate</li> </ul>   | <ul style="list-style-type: none"> <li>- LD/UO</li> <li>- UO</li> <li>- FA (with JW)</li> </ul>                           | <ul style="list-style-type: none"> <li>- Vacancies 5%, Mar 2018<br/>Turnover 14%, Mar 2018</li> <li>- New offering by Sept 2017</li> <li>- By Sept 2017 90% coverage</li> </ul> | <ul style="list-style-type: none"> <li>- Supply of scarce staff</li> <li>- Pay caps and salary deficit</li> <li>- Buy in from Doctors</li> <li>- Cost of systems</li> </ul>  | Amb<br>er/<br>Red        | <ul style="list-style-type: none"> <li>- At month 6, vacancies 10% and turnover 17% with major concerns around turnover in lower banded posts. Mitigations discussed and agreed with Workforce Committee</li> <li>- New staff accommodation offerings in the locality being finalized and now managed wholly by workforce department</li> <li>- Allocate software purchased and being implemented to support job planning as part of refresh business planning processes. Fully in place by December 2017.</li> </ul>   |
| Pay and Rewards                    | 5                            | <ul style="list-style-type: none"> <li>- Convert agency to Bank and reduce bank usage</li> <li>- Harmonise Bank in SWL</li> <li>- Embed medical locum caps</li> <li>- Develop a suite of flexible benefits as part of CIPs programme</li> </ul>  | <ul style="list-style-type: none"> <li>- KC/UO</li> <li>- KC/UO</li> <li>- KC (with JW , TM)</li> <li>- KC, RG</li> </ul> | <ul style="list-style-type: none"> <li>- 20% reduction by Mar 2018</li> <li>- SWL Bank in place Oct 2017</li> <li>- Rates Jul 2017</li> <li>- By Sept 2017</li> </ul>           | <ul style="list-style-type: none"> <li>- Inability to fill posts</li> <li>- Lack of cooperation in SWL</li> <li>- Lack of NHSI enforcement to back measures</li> <li>- Lack of staff “buy in”</li> </ul>   | Green                    | <ul style="list-style-type: none"> <li>- Agency usage below trajectory and Trust second best performer in London. Bank fill rates meeting KPIs set for outsource provider.</li> <li>- SWL Bank arrangement for nursing launched October 2017 with KHFT paying extra increments to band 2 nurses.</li> <li>- Pan London break glass ceiling rates for medical locums introduced October 2017</li> <li>- Launched October 2017 as first stage of a major flexible working programme.</li> </ul>   |
| Learning and Development           | 5&6                          | <ul style="list-style-type: none"> <li>- Integration of Trust learning &amp; development resources and library to maximise MDT</li> <li>- Revamped appraisal in place</li> <li>- Continue development of Leadership development</li> <li>- Review &amp; implementation of Corporate Induction</li> <li>- Delivery of MDT including Mandatory training</li> </ul> | <ul style="list-style-type: none"> <li>- KC</li> <li>- DN</li> <li>- AD</li> <li>- DN</li> <li>- AD</li> </ul>            | <ul style="list-style-type: none"> <li>- By Sept 2017</li> <li>- By Sept 2017</li> <li>- By Sept 2017</li> <li>- By Aug 2017</li> <li>- By Mar 2018 (85% target)</li> </ul>     | <ul style="list-style-type: none"> <li>- Resistance by professional groups</li> <li>- Lack of HEE funding</li> <li>- Capacity in Workforce department</li> <li>- Capacity in Workforce department</li> <li>- Capacity in Workforce department</li> </ul> | Amb<br>er /<br>Gree<br>n | <ul style="list-style-type: none"> <li>- Project underway to achieve integration with new structures and resources to be managed by Assistant Director of Workforce from December 2017</li> <li>- Revised appraisal package process and recording being developed to be in place for 1<sup>st</sup> April 2018</li> <li>- Managers Toolkit launched April 2017- over 100 new managers trained. Senior Leaders programme ran April-July 2017, training top 60 leaders.</li> <li>- Revised Corporate Induction based on e-learning ready to launch November 2017.</li> <li>- Revised mandatory training package to be developed once induction programme in place. Current delivery circa 80%.</li> </ul> |

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| Diversity                    | 6                            | <ul style="list-style-type: none"> <li>- Trust Diversity action plan delivered</li> <li>- Launch cultural competency toolkit</li> <li>- Diversity conference set up</li> <li>- Support rights of EU workers</li> <li>- Develop broader plan for non BAME areas</li> </ul> | <ul style="list-style-type: none"> <li>- KC, AD</li> <li>- GL</li> <li>- AD</li> <li>- KC</li> <li>- KC/AD</li> </ul> | <ul style="list-style-type: none"> <li>- WRES data improved Oct 2017</li> <li>- July 2017</li> <li>- Dec 2017</li> <li>- Ongoing</li> <li>- Jan 2018</li> </ul>           | <ul style="list-style-type: none"> <li>- Availability of MEGA team</li> <li>- Capability in Workforce department</li> <li>- "Cultural resistance"</li> </ul> | Amber      | <ul style="list-style-type: none"> <li>- Diversity consultant has been leading work with MEGA to implement action plan with work around glass ceiling and bullying now in place.</li> <li>- Cultural Competency Toolkit to be launched December 2017</li> <li>- Being established for early 2018</li> <li>- Brexit sub-group well established and an exemplar of this kind of work in the NHS (KHFT asked to present at national providers' conference).</li> <li>- LGBT and disability groups now being established.</li> </ul> |
| Engagement                   | 6                            | <ul style="list-style-type: none"> <li>- Reshape Trust's Partnership Forum</li> <li>- Staff Survey – 50%+ response &amp; in top 25 Trusts</li> <li>- Embed Coffee &amp; Conversations as engagement tool</li> </ul>   | <ul style="list-style-type: none"> <li>- KC, RG</li> <li>- KC, EDs</li> <li>- KC</li> </ul>                           | <ul style="list-style-type: none"> <li>- June 2017</li> <li>- Feb 2018</li> <li>- July 2017</li> </ul>  | <ul style="list-style-type: none"> <li>- Union buy in</li> <li>- Financial challenges</li> </ul>   | Green      | <ul style="list-style-type: none"> <li>- Achieved new Staff Side arrangements and TPF partnership agreement in place</li> <li>- 2016 survey a major success and 2017 survey data collection now underway using engagement tools that were successful last time.</li> <li>- Coffee &amp; Conversations now established as a core part of the Trust's engagement strategy. Nine sessions completed to date and fed back via EMC.</li> </ul>  |
| Health & Wellbeing           | 6                            | <ul style="list-style-type: none"> <li>- Implement Strategy</li> <li>- 4 pillars in place covering physical, mental, family and financial health</li> <li>- Revamp OH function</li> <li>- Staff facilities improved (eg. Showers/gym)</li> </ul>                          | <ul style="list-style-type: none"> <li>- KC, EK</li> <li>- EK</li> <li>- CH</li> </ul>                                | <ul style="list-style-type: none"> <li>- CQUINs achieved Mar 2018</li> <li>- Staff survey scores improved Feb 2018</li> <li>- New facilities in place Dec 2017</li> </ul> | <ul style="list-style-type: none"> <li>- Capacity/bandwidth in Trust</li> <li>- Capital monies</li> </ul>  | Green      | <ul style="list-style-type: none"> <li>- New strategy agreed and implemented via HAWB Steering Group.</li> <li>- Initiatives across all four pillars in place, culminating in conference in October 2017</li> <li>- OH function reshaped and now a proactive, flexible service</li> <li>- Showers and physical activity facilities e.g. global challenge, yoga, etc. in place. Broader plans as part of Estates' masterplan.</li> </ul>  |

Corporate Objectives: 5 – Develop the Trust as an Employer of Choice in the local health economy  
6 – Improve performance in response to staff survey around engagement, wellbeing and diversity

KC – Kelvin Cheatle, Director of Workforce

FA – Frank Ajoku, Head of Medical Staffing

LD – Linda Dyson, Deputy Director of Workforce

RG – Roujin Ghamsari, Head of HR Business Partnering

AD – Assistant Director of Workforce, Staff Development (to be appointed)

GL – Giovanna Leeks, HR Business Partner

CF – Carolyn Floyd, Workforce Information Manager

JW – Jane Wilson, Medical Director

UO – Ushma Olaitan, Head of Resourcing

TM – Tracey Moore, Chief Operating Officer

Enclosure K(i)