

## Trust Board Report

<b>Meeting Date:</b>	25 <sup>th</sup> June 2012
<b>Title:</b>	<b>HR Strategy Implementation Action Plan – Progress Review April 2012</b>
<b>Executive Summary:</b>	The HR Strategy was integrated pre-TCS and an action plan developed for delivery. The strategy was approved by <b>TMT in April this year</b> and this report provides an update regarding progress against the action plan.
<b>Action Requested:</b>	The Board is asked to <b>note</b> the progress report.
<b>Report of:</b>	Director of HR
<b>Author: Contact Details:</b>	Diane Wilding, Deputy Director of HR Tel 01902 695430 Email Diane.Wilding@nhs.net
<b>Resource Implications:</b>	
<b>Public or Private: (with reasons if private)</b>	Public Session
<b>References: (eg from/to other committees)</b>	
<b>Appendices/ References/ Background Reading</b>	
<b>NHS Constitution: (How it impacts on any decision-making)</b>	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> <li>✚ Equality of treatment and access to services</li> <li>✚ High standards of excellence and professionalism</li> <li>✚ Service user preferences</li> <li>✚ Cross community working</li> <li>✚ Best Value</li> <li>✚ Accountability through local influence and scrutiny</li> </ul>

## Background Details

**1** The HR Strategy Implementation plan was developed over 12 months ago and had been refreshed pre TCS (Transferring Community Services) integration; it had been agreed to present a six month review to the HR Sub Committee and Board.

From the report, it is evident on how much time has moved on since the original action plan was produced and how much the HR agenda has changed post TCS. It has been agreed to produce a new action plan in the context of the current climate within the Trust; however, the update does identify areas on track and areas where there is some slippage. The action plan is around 90% delivered, areas shown in amber on the report show where there has been slippage and the reasoning why.

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Ref to SO	Work Stream Outcome	Actions	KPI(s)/Evidence Base	Lead	Target Date	RAG Rating	Comments
<b>Planning &amp; Adapting our Workforce</b>							
2,4, 9	Recruitment	Integrate Recruitment Teams and harmonise processes to create one process for the "new" organisation	Process agreed and implemented	CM	July 2011		Teams integrated and core processes aligned.
		Review processes to identify efficiencies through maximising use of IT etc.	Time to recruit Vacancy % of base (as in perf. Repository) Customer feedback – internal/applicant	CM	Sept 2012		Processes have been reviewed and appropriate changes made. KPI's in place and being monitored for Nurse recruitment. Medical recruitment KPI's being developed.
		Rollout ESR recruitment module to transferred teams receiving a centralised recruitment service provision.	Systems in place	CM	Sept 2011		Completed
		Update templates/toolkits to support revised recruitment process	Toolkit/templates developed and user feedback positive	CM	July 2011		Completed
		Develop role of specialist recruitment advisors/account mgrs within HR Service Team	Advisors in place and customer feedback positive	CM	April 2012		Complete – Resourcing Mgr and Head of HR Shared Service fulfil this role for bespoke campaigns.
		Review current hybrid centralised/decentralised model for recruitment		DW	Oct 12		Initial review conducted and current model to continue. A further review will be conducted in light of policy compliance audits.
		Develop Employer Brand (logo/look and feel) this will need to be aligned to the Trust corporate identity	Positive applicant feedback – brand clearly recognisable Advertising spend	CM	Oct 12 (new date – slippage on original plan date)		Delay due to delay in organisational branding decisions. Will be reviewed in line with this, post FT.

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		Develop assessment tools to increase effectiveness/validity of the recruitment process	Suite of tools available Customer feedback – internal	CM	Dec 11		Completed
		Develop recruitment website/POD casts etc	In place  User feedback  No hits  Advertising spend	CM	Dec 12 )new date – slippage on original plan date)		Slippage against plan due to branding delays and also aligned to update of organisational website design.
		Develop manager skills in relevant aspects of recruitment process	Customer feedback – applicant	CM	Ongoing		Standard training offer in place and targeted support for community mgrs has occurred and is ongoing.
		Develop a Schools/College strategy to develop our pipeline of local talent	% staff sourced from local community	CM	Dec 12 (slippage against original date)		Slippage against plan due to TCS implications of work experience support issues. To be reviewed once work experience policy developed.
		Further develop our relationship with local partnerships to improve employability of local unemployed	% staff sourced from local community	CM	Ongoing		Work experience programme targeting long-term unemployed in place.
		Develop a process to enable expressions of interest even if no vacancies for internal candidates	Reduced time to recruit	CM			Complete – talent pools set up for qualified and unqualified nurses.
	Retention	Rollout employee feedback mechanism to gain pulse data on staff satisfaction etc.	Year on year improvement in results  Turnover %	DW	Apr 11		Chatback Programme in place for continual feedback methodology.  Friend and family (net promoter) test in all inpatient areas to measure advocacy levels.
		Further develop divisional/directorate level	Workforce profile aligned to local	DW	Oct 11		Completed

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		workforce scorecards to include monitoring of demographics to include age profile	population				
		Review exit interview process, update and monitor	Turnover %	DW	Oct 11		Completed
		Review flexible retirement options	No's taking up option to stay	DW	June 11		Completed – policy agreed and implemented.
3, 5, 6	Flexibility	Review pay options in light of proposed national pay freeze	Pay costs	DW	Mar 2011 and then annually		Continual process in preparation for union negotiations.
		Develop contract for “new” organisation	Signed off and implemented	DH	Apr 2011		Trust contract agreed and in place. Review to be undertaken on ex-PCT staff to ensure consistency.
		Review HR Framework	Framework signed off	DH	April 2011		Policy agreed
		Review Pay protection Policy	Policy signed off	DH	April 2011		Policy agreed
		Develop a temporary staffing strategy	Strategy agreed	DW	Sept 2012 (date slippage)		Terms of reference being scoped ready. Focus has been on setting up internal junior doctors' bank which is now in place.
		Review local pay arrangements that fall outside of AfC to ensure support need for flexibility and efficient delivery of services		DW	April 2011		Policy signed off and being implemented as of 1 <sup>st</sup> April 2012 (agreed slippage by the Execs).
		Review consultant job planning process to more closely align job plans with productivity/capacity targets within specialty	Income versus consultant pay costs	DH	Ongoing		Phase 1 Framework reviewed and signed off by LNC in Sept 2011.  Phase 2 Audit agreed for 2012 round to test alignment. Rota efficiencies being investigated through medical

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							staffing
2,4, 10	E&D	Review process of divisional/directorate level monitoring of demographics	Workforce profile aligned to local population	DW	Dec 2011		Completed.
		Maintain two ticks disability support accreditation	Reaccreditation successful	CM	Ongoing		On target
		Embed E&D throughout all appropriate staff and mgmt trng	Staff responses in staff survey	DW	Ongoing		On target
		Monitor all HR policies/processes in line with EQIA reqs to ensure no adverse impact on groups.	EQIAs done and action plans in place	DW	Ongoing		Action plan in place to harmonise all RWHT and WPCT Policies
		Ensure all JDs reference E&D responsibilities	Review of JDs shows in place	CM	On going		Included in standard templates.
1,3,4,5, 6	Workforce Planning	Develop workforce profile information to support service redesign/work force redesign activity across the organisation		CM	On going		Workforce modelling tool used for workforce planning return to cluster.  Data cleanse/capture underway to enable increased accuracy of information available to mgrs.  TCS reconfigurations still not fully embedded into workforce tool. Working with mgrs to ensure ESR org structures reflect actual org structures.
		Ensure that all managers are provided with Workforce planning training that is aligned with Trust approach	Training database stats	DW	Ongoing		

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2,4,10	Employability	Further develop links with job centres and other partner organizations to support the employability of the local community	% staff sourced from local community	CM	On going		Work experience programme targeting long-term unemployed in place.
3,5,6,10	Efficiency & Productivity	Develop the links between E-Rostering and ESR/Nurse Bank systems as It infrastructure allows	Income vs nurse pay costs	CM	Dec 2011		IT support package installed. Rollout planned throughout spring 2012 for full go live to early summer slippage. Slippage due to supplier issues out of our control.
		Review skill mix within nurse bank following integration of 2 banks and in light of service redesign outcomes to ensure matches need (e.g. recruitment hotspot areas etc.)	Nurse agency spend Income vs nurse pay costs	CM	Sept 2011		Complete. Structure changed and post released for CIP in 11/12 and 12/13.
		Develop HRBP partnership approach with divisions to ensure appropriate challenge regarding workforce profile/skill mix etc.	Income vs pay costs	DW	On going		HR Team realigned to support new organisational structure
<b>Valuing &amp; Engaging our Workforce</b>							
2,4, 10	Employee Relations and Partnership Working	Develop integrated JNC to align two organisations staffside bodies		DH	April 2011		Integration achieved
		Develop integrated recognition/partnership agreement	Policy signed off	DH	Sep 12 (date slippage)		Integration agreement in place post TCS. Integrate policies need to be developed to support this.
		Review feasibility of developing a staff council to work alongside our staff side partners.		DH	Mar 13		Timescale extended to 2013 to allow for embedding of PCT integration following TCS

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		Review the effectiveness of our partnership model with staff side organizations to identify opportunities for further development.		DH	Sept 11		Successful integration post TCS – to be kept under continual review.
2, 4, 10	What matters to staff	Continue to embed a range of employee involvement approaches e.g. listening into action approach	staff survey responses in respect of involvement in improvements, mgmt listening etc.	DH	On going		Chatback programme implemented. Alignments being looking into for the future with patient satisfaction providers
		Review Trust values to ensure remain valid and meaningful to “new” organisation		DH	April 2011		OD away days planned and carried out. New vision to support existing organisational values
		Embed Trust values throughout the organization: <ul style="list-style-type: none"> <li>Staff communication cascade (explicit and through reinforcement e.g. Internal comms – links stories to a value, Royal awards linked to values etc.</li> <li>Values reflected in all policies/procedures/strategies</li> <li>Values reinforced through training (explicit and through reinforcement)</li> </ul>		DH/DW	Ongoing		Chatback is being used to benchmark awareness and buy in.
2, 4, 10	Management Behaviours	Develop and deliver a programme of training for managers in harmonised core HR policies	100% front line mgrs attended	DW	Ongoing		Programme targeting harmonised policies was delivered in June/July to acute and community audiences. Further sessions planned throughout the year.



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		Develop coaching capability of HRBPs and Advisors to support behavioural development of managers	Staff responses to my line mgr questions in survey  360 outcomes for mgrs when in place	DW	On going		
	People Management	Harmonisation of priority HR policies	Policies signed off	DH/DW	April 2011		Key policies agreed and implemented.
		Harmonisation of remaining HR policies	Policies signed off	DW	Sept 2012 (date slippage)		Plan in place for complete harmonisation by September 2012.
2	Staff Recognition	Develop a recognition strategy: <ul style="list-style-type: none"> <li>Survey/focus groups with staff of what this means to them and what they want</li> <li>Evaluate effectiveness of Royal Awards and further develop as appropriate</li> <li>Explore potential for development of local initiatives e.g. a small value fund for local mgmt discretion, attendance certificates, ad hoc letters of thanks</li> <li>Employee of the month</li> <li>Publicity of individual/team achievements</li> </ul>	Staff responses in staff survey	DW	Sept 2011		

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2, 4	Communication	Develop and implement internal communications strategy	Staff responses in staff survey	DW	April 2011		Baseline strategy in place, further work required to align organisational requirements.	
1,2	Occupational Health & Well Being	Modernise the OH & Wellbeing Service to ensure meets local and national requirements	Effective Policies/Protocols and processes in place	MB	on going		Occupational Health and Wellbeing Strategy in place. Progress against plan to be reported separately in October.	
		Improve effectiveness of Sickness Absence Management approaches	Sickness %	MB	Ongoing		Sickness Absence Project Team set up in partnership with Staffside colleagues to further review policy. Develop Health and Wellbeing Strategy to improve attendance at work.	
		Implement the Health & Well Being Strategy	Turnover % Staff survey responses	MB	On going			
		Further develop partnership relationships with key stakeholders	Customer feedback	MB	Ongoing			
<b>Developing our Workforce</b>								
2, 4, 7, 9, 10	Education and Training	See detailed action plan within Education and Training Strategy						Update report presented to HR Sub and Education Board, minutes to Trust Board.
2, 4, 9,10	Leadership	See detailed action plan within Organisational Development and Leadership and Management Strategy						Update provided to HR Sub, minutes to Trust Board.