

Trust Board Report

Meeting Date:	29 th October 2012
Title:	OD/Leadership and Management Strategy and Education and Training Strategy - Implementation progress
Executive Summary:	<p>To provide information around the implementation plan progress of the following strategies:</p> <ul style="list-style-type: none"> • Education and Training Strategy • OD and Leadership and Management Strategy <p>Identifying any risks and actions required</p>
Action Requested:	The Board is asked to note the update report.
Report of:	Director of HR
Author: Contact Details:	<p>Louise Nickell, Head of Education & Training Louise.Nickell@nhs.net &</p> <p>Caroline Marshall, Deputy Director of HR Caroline.Marshall5@nhs.net</p>
Resource Implications:	
Public or Private: (with reasons if private)	Public Session
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	<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"> ✚ Equality of treatment and access to services ✚ High standards of excellence and professionalism ✚ Service user preferences ✚ Cross community working ✚ Best Value ✚ Accountability through local influence and scrutiny

1. OD/Leadership and Management Strategy

All year 1 targets were completed by March 2011.

	Year 2 targets –by March 2012	Year 3 progress –by March 2013
Staff aware and working in support of vision and values	Chatback in 2011 completed which measured the awareness and understanding of Trust Vision and values	Chatback 2012 used to measure progress. Improvement will be delivered through engagement and accountability framework.
Benefits realisation outcomes	workstream 1, 2 and 3- were reviewed	Initial post TCS Mgmt restructure in all directorates completed in 2011. Second phases underway. Operations directorate review being led by Tim Powell. Corporate directorates at various stages of completion.
Development of policies, processes and procedures	Key policies aligned.	Majority of policies harmonised. Remainder targeted for completion by October 2013.
Leadership qualities defined	Completed in Year 1	
Competence levels for leadership defined	Completed in Year 1	
Existing leaders gap analysis	Completed in Year 2	
Leadership programmes reviewed	Audit for 2012 completed	Report of leadership programmes underway
Leadership development framework evaluation	Individual level completed	Programme level for year 3
Talent management map	Executives completed as Hays Programme. Service leads to be completed year 3	Talent working group established, reviewing methodology and talent matrix use within 360 tool
Welcome events	Completed in Year 1	
Embedding of Trust vision and values	Trust vision redefined. Incorporated in Leadership programmes, Induction and recruitment processes	Engagement and accountability framework in development.
Staff charter		Engagement and accountability framework in development.
Staff involvement programme	Staff involvement and engagement through various activities	Engagement and accountability framework in development.
Cultural audit	Chatback feedback assessed and action plans implemented	Cultural climate assessed through Chatback/national staff survey. Action plans in place.

Staff survey responses analysed and action plans developed	Staff survey results were analysed, disseminated and action plans implemented	Actions plans in place for Chatback results for 2011. Results for 2012 expected in mid September and will result in a review/refocusing of plans.
Service improvement suite of programmes	Variety of training programmes to support service improvement developed to complement leadership requests	
Embedding of service improvement techniques	Core masterclasses developed from FT programme delivered and ongoing	Band 6/7 masterclasses underway

2. Education and Training Strategy

All year 1 metrics were completed by March 2011

	Year 2 targets –by March 2012	Year 3 progress –by March 2013
Annual audit of training directory	Completed	In progress- on track to complete
Course directory- template completions	Completed	In progress – on track to complete
External visits- action plans monitored	Completed	On track- regularly monitored
NMC accreditation retained	Retained	Retained- to date
Junior doctors feedback positive	GMC survey changes altered reporting of this. Now monitored through JDFs and GMC survey- all actions to address concerns completed	On track
Medical undergraduate quality monitoring visits satisfactory	Completed	None scheduled this year
LDA monitoring	Two minor deviation- student nurses with mentors on live mentor database and JEST	On track
Achievement event	Post TCS focus of E and T to complete existing candidates in progress from PCT. PCT achievement event held post TCS.	On track for Event to be held March /April 13
Expanded coaching database	Completed accessible via Education and training.	Database to be combined with coaching activity IT based database which is in development. Recruiting to coaching database in line with Trust guidelines on eligibility.

Record coaching activity database	Database currently being developed into an IT based system accessible by coach and coachee	IT based database in development that will combine recording coaching activity and ability to search for a coach
Roll out process of managers 360	Pilot stage of 360 system underway	To be embedded
Suite of coaches mapped to KSF/other standards	Completed	Metric included in coaching database
Talent plan	No suitable system identified. Delayed to year 3	Use of 360 appraisal to scope and embed talent matrix
Annual E&T report	Completed	Review TOR
Educational commissioning	Completed	On track for 2013
Induction and Mandatory training	Completed	New KITE packages being developed. In development electronic register
Appraisal target of 70%	>70% Completed	Being monitored monthly
Skills escalator and career framework	Completed combined L&M and career escalator with underpinning education identified	ILM accredited centre for L&M

External QA visits/reports summary	Aspects of the implementation plan progress will be assessed through the staff survey, NHSLA inspections, the CQC, external Undergraduate Medical and Postgraduate Medical QA visits
External action plans - monitoring progress against plans	Covered in Postgraduate Medical and Undergraduate Medical reports- as required Aspects of the implementation plan progress will be assessed through the staff survey, NHSLA inspections, the CQC, external Undergraduate Medical and Postgraduate Medical QA visits
Internal QA issues affecting activity	None -NHSLA action plan, Postgraduate Medical and Undergraduate Medical reports and committees, Education and Training Committee Monitoring of operational activity through Education and Training Directorate performance dashboard. Strategic monitoring through HR subgroup and the Education and Training committee
Finance - Allocation & spending plans (include variance from plans)	N/A
Overall risks and risk assessment rating	None identified
Future activity	Talent Management Engagement and accountability framework Coaching framework

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