



Report Cover Sheet

Report to:	Board of Directors	
Date of the Meeting:	26 February 2020	
Agenda Item:	P1-028-20	
Title:	Workforce & OD Strategy Update	
Report prepared by:	Jayne Shaw, Director of Workforce & OD	
Executive Lead:	Jayne Shaw, Director of Workforce & OD	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Trust Board
Date & Decision:	Approved in October 2018

Purpose of the Paper/Key Points for Discussion:	The purpose of the presentation is to provide an update on the implementation of the Trusts OD strategy which was approved by the Board in October 2018.
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Action Required:	Discuss	x
	Approve	
	For Information/Noting	x

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	x	Collaborative system leadership to deliver better patient care	
Retain and develop outstanding staff	x	Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	x
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		x
Disability		x
Gender		x
Race		x
Sexual Orientation		x
Gender Reassignment		x
Religion/Belief		x
Pregnancy and Maternity		x

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

**Board of Directors
26th February 2020**

Organisational Development Strategy Update – Year one

Background

- Organisational Development Strategy approved by the Board in October 2018.
- The Strategy provides a framework to deliver the core elements of organisational development and is underpinned by a strong focus on great people being at the centre of a successful organisation.
- Implementation plan in place and monitored by Workforce, Education and OD Committee (WEOD).
- Priorities refreshed and approved by WEOD.



Delivery against year one objectives - 1

☐ Values and Behaviours

- ✓ Values and behaviours embedded in to PADR process
- ✓ Freedom to Speak Up Strategy approved in 2019 and roles in place.
- ✓ Revised approach to trust induction to focus on importance of values & behaviours
- ✓ Values and behaviours embedded into leadership programmes



Delivery against year one objectives - 2

□ Engagement and Inclusivity

- ✓ Marketing and communication strategy approved and implemented
- ✓ Increased staff communication through;
 - 2020 Briefings
 - Staff open sessions
 - Monthly managers checklist
 - @CCC_Staff
 - My Personal Move Plan
- ✓ Staff Engagement Steering Group established with focus on CCC-L
- ✓ Health & Wellbeing Plan & calendar of events for 2020 developed and in place.
- ✓ Revised staff recognition schemes, including staff Welcome cards and Thank You cards introduced.
- ✓ 4% increase 2019 Staff Survey completion rate
- ✓ Equality and Inclusion Strategy developed.
- ✓ Workforce, Equality, Diversity and Inclusion Group established.



Delivering against year one objectives - 3

❑ Leadership

- ✓ Leadership & OD framework developed and plan in place for 2020
- ✓ Leading at CCC programme developed with roll out from March 2020
- ✓ Interactive Managers Toolkit designed and implemented
- ✓ Tool for building effective teams commissioned and team in place to deliver
- ✓ Refreshed internal coaching offer implemented
- ✓ Achievement of Apprenticeship Public Sector Duty
- ✓ Apprenticeship Plan approved and apprenticeship pathways promoted for new and existing staff
- ✓ Programme of staff resilience workshops underway
- ✓ Commitment to Year of the Nurse Nightingale Challenge
- ✓ Enhanced 2020 PADR system to support talent conversations and identify critical posts within Directorates



Other key achievements

- ✓ Review of mandatory training (MT) and role essential training (RET) completed – CQC requirement
- ✓ Competency mapping of MT and RET to ESR – CQC requirement
- ✓ Enhanced e-learning offer to support mandatory training
- ✓ Significant enhancements to ESR to support improved reporting
- ✓ Increased engagement with schools and universities to promote CCC as an employer of choice and to support local community engagement
- ✓ Review of Library and Knowledge services commenced



Outstanding objectives



Implement
Succession
Planning and
Talent
Management

Consistent
Approach to
Quality
Improvement

Implementation
of Medical
Workforce
Leadership
Programme

Design of Career
Pathways for all
staff groups
(Currently
implemented for
Nursing)



Lessons learned from year one

- Be ambitious, but realistic
- Ensure flex within plan to meet the changing landscape of the Trust and wider NHS
- Remove duplication from other strategies
- Define what success will look like - including both qualitative and quantitative data



Next steps

- ✓ Review staff survey results and assess performance
- ✓ Undertake refresh of Workforce and OD Strategies and align against the national People Plan (expected quarter 2).



