

People Strategy

2021-2024



Final Version:
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1. Foreword

Livewell Southwest has the ability to change lives through facilitating potential – both in terms of the people we serve, but also in terms of the people we employ. We are proud of our workforce, who regularly make the difference to our service users but also in terms of the fantastic support they show each other.

As an employer, we recognise the importance of kindness and listening to our people in transforming their experience of working at Livewell Southwest. As a result, this strategy has been heavily influenced by feedback from our workforce, both formal and informal, in addition to national and local strategy.

We understand we are responsible for supporting the wellbeing of people who work here, and the learning and progress we've made in this regard has informed our plans going forwards. This strategy has been built with the needs of all our colleagues. Continuous Improvement is supporting us to engage, collaborate and empower in making Livewell Southwest and Devon a great place to work.

To achieve this, we need to ensure we are inclusive and respectful not only in the way we behave and work but in the way we engage with our existing workforce and attract new people to join us. Our ambition is to provide the highest quality care to those who use our services, and we can only achieve this by making sure everyone we employ feels valued by Livewell Southwest.

We hope you find this strategy exciting, inspiring, and relevant. It will continue to evolve over time as we seek to get better every day, and your feedback and ideas will be what turns this document into reality. We look forward to working with you!

Dawn Slater
Director of People & Professionalism



2. Introduction

This Workforce Strategy describes how Livewell Southwest will ensure that all people it employs enjoy a positive, aspirational experience of working for a supportive employer which values their wellbeing, their ideas and development, within a culture where everyone promotes and honours the values of kindness, respect, inclusivity, ambition, responsibility, and collaboration. Our True North goal is to ensure everyone feels valued and this strategy describes our intent.

Livewell Southwest has a proud tradition of supporting wellbeing, encouraging innovative practice, listening to concerns and providing supported professional and career development opportunities. This strategy has been based on a number of different sources including national policy such as the NHS People Plan and incorporates feedback from engagement activity with our people.

While the NHS People Plan focuses on healthcare, as a provider of integrated health and social care services it is our ambition to ensure that our adult social care colleagues feel assured that they are an integral part of Livewell Southwest and as such will also benefit from the plans and ambitions laid out within this document.

The commitment of the people Livewell Southwest employs to deliver care to those who need it and those who matter to them is second to none. However, we are operating with increasing levels of complexity at a time when there are high levels of demand and change. It is essential that we create a clear workforce strategy which puts the care and support of our people at its heart.

This is an enabling strategy and seeks to take the principles of the NHS People Plan - together with local data, feedback, and subject matter expertise – to support, inform and develop Livewell's people in delivering quality safe services fit for the changing health and care landscape. This will ensure Livewell Southwest, and Devon as a whole is the Best Place to Work.

Success in delivering this strategy is also contingent upon ensuring all within Livewell are aware of the priorities and engaged with them. People should have the chance to be involved in the co-production of recommendations and actions so that all feel confident and knowledgeable about the options available and how they can support each other through living our values.

This strategy will describe the following:

- Overarching strategic position, including LSW, regional and national context and policy
- Strategic principles and priorities
- Organisation and management
- Engagement internally and with partners
- Key relationships
- Evaluation, assurance, and risk management

3. Background

3.1 National Context:

In 2020 the NHS released its new People Plan, which sets out what people can expect from the NHS as an employer, its leaders and each other. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver care to those using our services. It supports transformation across the whole of the NHS.

The People Plan builds on the Interim People Plan of 2019 by building on the learning, creativity and drive fostered through the NHS's response to the COVID-19 pandemic by focusing on four key commitments:



3.2 ICS Context

Devon Sustainability and Transformation Partnership, now an Integrated Care System, developed its own response to the People Plan through engagement and collaboration with stakeholders. The following challenges were identified for the system in relation to its people resource. It is fundamental that we embed the National People Plan and align aspects of this to the priorities within Livewell. The National People Plan is attached at the end of the Strategy and is updated and reviewed on a regular cycle.

Ageing workforce – 34% of our nursing workforce is over 50 and the average age is 55 years old

Inclusion – more focus needed on inclusion to ensure our workforce becomes more representative of the local population. The BAME workforce in Devon is 5.8%. We need to promote flexible careers to enable careers to work and progress.

Challenges attracting new talent – Reliant on home grown and international recruitment

Work expectations – Expectations of work are changing with greater need for digital skills.

Competition – Heavily reliant on our existing workforce, with competition for care staff with retail, hospitality, agriculture, and leisure (although this has lessened post-COVID)

Availability of new trainees – Primary Care clinical training pipelines indicate there are currently not enough students training to replace those who are likely to retire over the next 20 years

Traditional workforce models – Across the system we have suffered from traditional workforce models that are not very flexible. Must embrace doing things differently and developing our whole workforce.

Increasing demand and ageing population – Adult social care workforce is growing due to increases in demand and the need to care for an ageing population

3.3 Livewell Southwest Context

All organisational transformation is underpinned by a mindset of continuous improvement – “getting better every day” is hardwired into our approaches and the Workforce Strategy is a key enabler of this principle.

3.4 Policy Drivers

The NHS People Plan – setting out practical actions for employers and systems, as well as the actions that NHS England, NHS Improvement and Health Education England must take over the remainder of 2021/22

Community Mental Health Framework - describes how the Long Term Plan’s vision for a place-based community mental health model can be realised, and how community services should modernise to offer whole-person, whole-population health approaches, aligned with the new Primary Care Networks.

Integrated Care Systems are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different groups

NHS Employers Health & Wellbeing Framework - This framework and accompanying diagnostic tool to help NHS organisations plan and implement their own approach for improving staff health and wellbeing. It has been developed by NHS Employers, NHS England and NHS Improvement with support from partners across the NHS, voluntary sector and government

Just & Learning Culture - one focused on fairness and learning, and absent of blame when things go wrong. It aims to encourage staff to feel able to speak up.

3.5 Performance Measurement

When defining our intent it is important to have conducted a clear analysis of the state of play, allowing us to benchmark our current position both internally, to ensure progress is being made and to identify any risks, as well as externally, to identify where any challenges are a demonstration of regional or national trends, and to celebrate and share our successes.

Our intention is that the Workforce Strategy describes a set of living, breathing aspirations which speak to all people working within Livewell Southwest. In order to fulfil its principles and operationalise the 8 priorities it is essential that key metrics are identified which can clearly demonstrate progress, identify areas of risk and the success of any subsequent mitigation. In this way we acknowledge the feedback we receive from our people, we share successes, own where we need to improve, and seek collaboration and empowerment in innovation across our professional communities. We also provide assurance that our workforce is representative of the communities we serve, that we care for the people who work here and that we are working towards sustainability for both the short term and the future

3.6 Recruitment Challenges

The aspiration of this strategy is to ensure that all operational teams feel equipped and informed with regard to skillmix decisions and the potential to develop and ‘grow our own’ people. This is to enhance the offer we provide to those who use our services, whilst providing potential for our people to develop and excel.

Clinical vacancies – there are persistent challenges with recruiting and retaining medical colleagues, particularly in psychiatry. Some services are experiencing high turnover or persistent vacancies in nursing or allied health professions. Our ambition is that by developing career pathways which include emergent, enhanced roles such as the Advanced Clinical Practitioner, Nurse/AHP Consultant and Approved Clinician/Social Worker we can offer aspirational career development opportunities. This will also boost retention and provide quality practice leadership, whilst supporting the skillmix.

There is a clear opportunity to work with local systems partners to support the social care workforce through gifting the apprenticeship levy, working with local authorities as they seek to attract people to careers in care and engaging with initiatives such as Skills Launchpad and the Health and Social Care Skills Accelerator Programme.

LSW is lucky to have a wealth of highly experienced people working in its services and is seeking to offer more people the opportunity to retire and return, through the development of practice educator and mentor roles where their expertise can be retained to support and develop colleagues.

There is a strong tradition of recruiting preceptor nurses from the University of Plymouth – Livewell will seek to work with local schools, colleges and welfare to work providers to offer opportunities to explore and engage with careers in health and care. This will be through a suite of options designed to remove barriers to employment and with a clear social inclusion focus. Opportunities include the continued delivery of our Paid Work Placement programme, optimising the offer to volunteers, career mentoring in local schools and Higher Education Institutions and the offer of a bridging module to access the Nursing Associate Foundation Degree through employment with Livewell Southwest.

4. Vision and Values

4.1 Organisational vision and values

Livewell Southwest is a community interest company that provides a range of services including integrated community health, mental health, learning disability, well-being, pharmacy and social care services to the adults and children of Plymouth and community health services to the adult population of South Hams, West Devon. Our population health and wellbeing strategy is underpinned by our vision, mission and values set out below.



5. Priorities

Workforce strategy: on a page



6. Operational Delivery: Year 1

6.1 Priorities

6.1.1 Priority 1: we will embed the principles of a Just and Learning Culture

Metric: To introduce the Just and Learning Toolkit and reduce cases proceeding to formal disciplinary processes by 5%

How?

- We will confirm and communicate our commitment to a fair workplace free from blame, where learning is encouraged and people feel safe to speak up, by developing a Just & Learning Charter
- We will enable meaningful change by identifying the required learning and delivering/procuring training
- We will support culture change by providing accessible information and resources to all as part of a Just & Learning Toolkit.
- We will further develop our capacity to facilitate restorative conversation where the situation is more challenging by developing an in-house pool of trained mediators
- We will further promote and develop options for people to raise concerns by optimising the role of the Freedom to Speak Up Guardians
- We will seek to further support informal resolution wherever possible through the creation of a pre-disciplinary checklist

6.1.2 Priority 2: We will continue to implement wellbeing initiatives to improve and support colleagues' health

Metric: 70% of our staff say that Wellbeing is supported by Livewell.

How:

- In order to ensure we are providing everything we need to support the health and wellbeing of LSW people, we have establishment of a multidisciplinary Wellbeing Steering Group to evaluate provision, make recommendations, provide assurance and report risk
- We have identified a Wellbeing Guardian at Board level to ensure that the wellbeing of our people remains the golden thread through all that we do as employers.
- We will ensure that everyone has meaningful supportive conversations with their line manager about their health and wellbeing, and that line managers have the necessary knowledge, skills and resources to have those conversations by delivering training and supervisory support sessions
- We will ensure the line management and appraisal process is person centred and focused on wellbeing as the first priority by reviewing the line management process collaboratively with HR, OD, Professional & Clinical Leadership and Operations representatives, consulting with Trade Unions and Colleague Networks
- We recognise the benefits that robust supervision has towards wellbeing and will review how supervision practice is supported and delivered throughout the organisation
- We will continue to ensure the Employee Assistance Programme and Occupational Health provision is regularly reviewed and evaluated
- We will continue to support people to be proactive in managing their wellbeing by ensuring self care resources on offer meet their needs on an ongoing basis.

6.1.3 Priority 3: We will ensure everyone's voice is heard

Metric: Increase employee engagement with communication.

Metric: 55% of colleagues say they feel engaged

How:

- People working at LSW will know that their opinions matter and feel confident that the organisation will respond to feedback received through pulse and annual surveys
- We acknowledge the specific expertise and unique experiences of individuals and will utilise focus groups, expert reference groups and colleague networks to provide more detailed feedback and recommendations
- Recognising that people feedback in different ways, at different times, we will create a central repository for all feedback received from LSW people, allowing it to be analysed and responded to in a timely way, as well as the identification of possible trends.
- People will feel confident that their feedback is acted upon by the communication of You Said, We Did updates and live Boards to share the progress that has been made
- Interactive Virtual Briefings will continue

6.1.4 Priority 4: we will promote and role model compassionate leadership

Metric: Provide compassionate leadership training to all managers band 8a and above.

How:

- Leadership will be nurtured throughout the organisation regardless of profession or role, through the provision of a suite of internal and external leadership development opportunities and a compassionate approach to leadership which is rooted in our values
- Coaching is a powerful tool to support people to develop their abilities as compassionate leaders – we will work with systems colleagues to refresh the local coaching network and seek to develop the internal pool of coaches.
- An understanding of people's responses to stress is essential in order to lead - we will develop an internal offer to introduce people to the concepts of compassionate mind theory in the context of the workplace to raise awareness.
- We will recruit people who share our values by reviewing and developing our approaches to recruitment and selection, and supporting recruiting managers to develop competence in this area
- We understand that values and behaviours are essential in determining how a leader develops, therefore consideration for internal progression will view this with equal weight to qualifications and experience.
- We recognise the importance of compassionate leadership in underpinning a fair, positive, inclusive and safe work place and will develop a clear commitment to behavioural competencies to deliver this.
- Change is a common factor in modern health and care systems which operate in increasing complexity. We will commit to meaningful engagement and support around change and provide training and awareness raising around this topic.

6.1.5 Priority 5: we will develop emergent roles to address long term workforce challenges

Metric: Implement three new emergent roles.

How?

- We recognise that we have long term and recurrent challenges in terms of workforce which reflect the national picture: we will analyse these systematically
- We know that our people want the opportunity to do more, build their skills and develop their practice in order to improve what they can offer the people who use our services. Providing innovative career opportunities will enable this.
- An offer of progressive and advanced practice roles supports attraction and retention
- Communication and collaboration in introducing new roles which support the skillmix are not about replacing hard to fill roles for less, but are about releasing people to do what only they can do

- Roles such as Physician Associate, Advanced Clinical Practitioner, Advanced Response Practitioner, Nurse/AHP consultant, Approved Responsible Clinician have the potential to address some of the medical resourcing challenges.
- Roles such as a Peer Support Worker, Assistant Practitioner, Nursing Associate, Psychological Wellbeing Practitioner and Clinical Associate Psychologist have a huge part to play in enriching the skillmix.

6.1.6 Priority 6: we will ensure everyone has the chance to access career progression and development pathways

Metric: 70% of our colleagues feeling supported to progress at work.

- Providing career progression and CPD opportunities enables quality safe care but also aids retention and attraction
- We will provide a suite of career progression roles at a variety of level which are open to different professional backgrounds and service settings
- It is essential that our people feel empowered and informed in the options open to them regardless of profession, setting or banding. Career Development Clinics are being delivered regularly to meet this need.
- It is in the interests of the organisation and the local system to support people to progress their career. Application and Interview workshops will support people to feel more confident in exploring progression opportunities.
- People who are happy in their current role still want to develop their professional knowledge and skills therefore a clear offer of CPD opportunities needs to be made available
- Our people tell us that they want fair, equitable and clear progression pathways and requirements. We will identify and address where 'glass ceilings' exist in collaboration with people across Livewell to ensure everyone has the option of looking to progress.
- In order to develop systems level understanding, we will work with our systems partners to create shadowing, secondment and rotational opportunities where possible.

6.1.7 Priority 7: we will Grow Our Own Workforce

Metric: We will increase retire and return by 10%

Metric: we will increase are return to practice by 50%

Metric: we will increase are scholarship offer by 50%

- We recognise and value the experience, knowledge and skills of people who are looking to retire and will seek to provide a fair, equitable and flexible retire and return offer by reviewing and developing our current arrangements in collaboration with colleagues
- We will review and seek to develop our Return to Practice provision by collaborating with recent participants, professional bodies and systems partners
- Learning from our experiences during the COVID-19 pandemic, we will develop an approach to redeployment which is people centred and takes into account the feedback we received during 2020-2021. This is also an opportunity to consider the development of a reserve workforce.
- We recognise that redeployment offers substantial learning and development opportunities and recognise that there are opportunities to offer career development via this route, also aiding retention.
- Our current scholarship and apprenticeship routes provide fantastic support towards growing our own nurses but there is potential to expand this to ensure everyone has access to these opportunities

6.1.8 Priority 8: we will increase attraction and application of 16-25 year olds

Metric: we will increase successful applications from 16-25 year olds by 100%

- Our workforce information identifies that we are likely to experience significant workforce challenges relating to the age of our people and the potential for high retirement levels in the coming 3-5 years.

- We have very low rates of application and recruitment from people in the 16-25 age group
- In order to address this and ensure our workforce is representative of the community it serves, we need to attract more younger people and support them to apply.
- As an organisation with a strong social conscience, we also recognise that there are high levels of deprivation, poor health outcomes, unemployment and crime in Plymouth placing the centre of the city in the top 10% deprived areas nationally. Nearly 20% of children are living in poverty rising to half in certain areas. Supporting children to aspire to work and enabling young people to access employment will improve health and wellbeing for the whole city. We must therefore seek to better understand and reduce barriers to employment.
- We have piloted a Bridging Module to enable fast track access to the Nursing Associate programme – phase 2 of this pilot will be offered to local schools/colleges
- We are participating in the Devon Health and Social Care Skills Accelerator Programme to enable people who are new to health and care to access career opportunities
- We will review and refresh our attraction and recruitment processes in order to increase their appeal and relevance for younger people, offering a more supportive and values based process

6.2 Summary of 2021/22

There has been some significant successes with the priorities

- A 72% decrease in formal disciplinarys
- A 50 % increase in Scholarships
- A 50% increase in Return To Practice
- Development of 3 new emerging roles

6.3 People Networks

Livewell Southwest is working with people across the organisation to establish people networks with a focus on improving the experience of individuals on the basis of inclusivity.

6.4 Service User Experience

The organisation has a strong history of service user engagement, focusing on lived experience as a valued and essential resource within any planned improvements

6.5 Engagement Mechanisms

Livewell Southwest continues to engage with people across the organisation through recurrent Pulse and Annual People Surveys. The Devon STP/ICS has developed a cultural dashboard which will be used for surveys going forwards and will allow benchmarking against other local organisations whilst also identifying common trends. An engagement repository will be developed to allow the collection of informal feedback from a variety of opportunities and sources including the Virtual Briefing and Director visits to settings and teams

6.6 Professional Expert Reference Groups

In order to develop professional networks and increase engagement activity to ensure everyone has the opportunity to contribute and be represented, professional expert reference groups and networks will have the opportunity to contribute in meaningful ways to design and delivery in relation to the 8 priorities via a grass roots movement which is led by our people.

6.7 Priorities for 2022/23

Following the successes of the priorities last year there are priorities set for 2022/23 and they are evaluated at the huddle Board

Priority One – We will embed the principles of just & learning culture

Key Deliverables

To review the grievance process to increase focus on early resolution

Having a culture of early resolution with tools in place to support delivery

Metric: Reduction in the number of formal grievances by 25% (4) in the first 12 months

Priority Two – We will continue grow our own

Key Deliverables

To establish a development pathway for Band 5/6 progression

To provide a development training programme

Metric: To reduce the band 6 vacancy by 10%

Priority Three – We will ensure that people are supported in the workplace

Key Deliverables

Supporting people who are on sickness absence to return to work in timely way

Review of sickness policy and its application to create standardisation in management practice

Metric: Reduction of overall sickness absence (excluding Covid absence) currently 5.30% for April 2022. Target 4.5% in rolling 12 months (April 2022-March 2023).

Priority Four – We will develop a robust recruitment and retention strategy

Key Deliverables

Optimise recruitment and retention

Metric: Improving people experience for bands 2/3 Achieve 0% target for bands 2/3

6.8 Engagement and co-production

As a People Strategy, the success of our work towards achieving the identified 8 priorities is reliant upon buy in with the stated principles, all our people feeling happy and safe to propose improvement ideas and engagement with co-design/production activity. This element is articulated within Livewell's Business Plan and the Executive level objectives

Our NHS People Action Plan



In each area of the [NHS People Plan](#), the document sets out actions for employers, national bodies and systems. The actions within the NHS People Plan fall under nine headings:

1. Health and wellbeing
2. Flexible working
3. Equality and diversity
4. Culture and leadership
5. New ways of delivering care
6. Growing the workforce
7. Recruitment
8. Retaining staff
9. Recruitment and deployment across systems

1. HEALTH AND WELLBEING

	Action	Who	Timeline
1	Put in place effective infection prevention and control procedures.	Dawn Slater	Complete
2	Ensure all staff have access to appropriate personal protective equipment (PPE) and are trained to use it.	Dawn Slater	Complete
3	All frontline healthcare workers should have a vaccine provided by their employer.	Dawn Slater	Complete
4	Complete risk assessments for vulnerable staff, including BAME colleagues and anyone who needs additional support, and take action where needed.	Dawn Slater	Complete

5	Ensure people working from home can do safely and have support to do so, including having the equipment they need.	Dawn Slater/Lori Ashton	Complete
6	Ensure people have sufficient rests and breaks from work and encourage them to take their annual leave allowance in a managed way.	Ian Lightley	In Progress
7	Prevent and tackle bullying, harassment and abuse against staff, and a create a culture of civility and respect.	Angie Saxby	In progress
8	Prevent and control violence in the workplace – in line with existing legislation.	Sue Adams	In Progress
9	NHS violence reduction standard to be launched.	Sue Adams	In Progress
10	Appoint a wellbeing guardian.	Clare Tanner	Complete
11	Continue to give staff free car parking at their place of work (at least during the pandemic)	Dawn Slater	Complete
12	Support staff to use other modes of transport and identify a cycle-to-work lead.	Angie Saxby	Complete
13	Ensure staff have safe rest spaces to manage and process the physical and psychological demands of the work.	Geoff Baines	In Progress
14	Ensure that all staff have access to psychological support.	Angie Saxby	Complete
15	Continue to provide and evaluate the national health and wellbeing programme.	Angie Saxby	Complete

16	Identify and proactively support staff when they go off sick and support their return to work.	Helen Hutchings	Complete
17	Ensure that workplaces offer opportunities to be physically active and that staff are able to access physical activity throughout their working day.	Geoff Baines/Ian Lightley	In Progress
18	Make sure line managers and teams actively encourage wellbeing to decrease work-related stress and burnout.	Ian Lightley	In Progress
19	Every member of NHS staff should have a health and wellbeing conversation.	Rob Coulston	Complete
20	All new starters should have a health and wellbeing induction.	Angie Saxby	Complete
21	Provide a toolkit on civility and respect for all employers.	Angie Saxby	In Progress
22	Pilot an approach to improving staff mental health by establishing resilience hubs.	Angie Saxby	Complete

2 FLEXIBLE WORKING

	Action	Who	Timeline (where provided)
1	Be open to all clinical and non-clinical permanent roles being flexible.	Angie Saxby	Complete
2	All job roles across the organisation will be advertised as being available for flexible working patterns.	Angie Saxby	Complete
3	Develop guidance to support employers.	Angie Saxby	In Progress
4	Cover flexible working in standard induction conversations for new starters and in annual appraisals.	Angie Saxby	In Progress
5	Requesting flexibility – whether in hours or location, should (as far as possible) be offered regardless of role, team, organisation or grade.	Angie Saxby	Complete
6	Board members must give flexible working their focus and support.	Board	Complete
7	Support organisations to continue the implementation and effective use of e-rostering systems.	Bob Drysdale	Complete
8	Roll out the new working carers passport to support people with caring responsibilities.	Angie Saxby	In Progress
9	Add a KPI on the % of roles advertised as flexible.	Angie Saxby	In Progress

3 EQUALITY AND DIVERSITY

	Action	Who	Timeline (where provided)
1	Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.	Angie Saxby	In Progress
2	Discuss equality, diversity and inclusion as part of the health and wellbeing conversations described in the health and wellbeing table.	Angie Saxby	In Progress
3	Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.	Angie Saxby	In Progress
4	51 per cent of organisations to have eliminated the ethnicity gap when entering into a formal disciplinary processes.	Angie Saxby	Complete
5	Support organisations to achieve the above goal, including establishing robust decision-tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks.	Angie Saxby	In Progress
6	Refresh the evidence base for action, to ensure senior leadership represents the diversity of the NHS, spanning all protected characteristics.	Angie Saxby	Complete

4 CULTURE AND LEADERSHIP

	Action	Who	Timeline (where provided)
1	Foster a listening, speaking up culture.	Dawn Slater	Ongoing
2	Promote and encourage the completion of the free online just and learning culture training and accredited learning packages and take demonstrable action to model these leadership behaviours.	Angie Saxby	In progress
3	Launch an updated and expanded free online training material for all NHS line managers, and a management apprenticeship pathway for those who want to progress.	Dawn Slater	In Progress
4	Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes.	Dawn Slater	In progress
5	Publish resources, guides and tools to help leaders and individuals have productive conversations about race, and to support each other to make tangible progress on equality, diversity and inclusion for all staff.	Angie Saxby	In Progress
6	Launch a joint training programme for Freedom to Speak Up Guardians and WRES Experts, and recruit more BAME staff to Freedom to Speak Up Guardian roles.	Angie Saxby	In Progress
7	Undertake a programme of annual and pulse surveys	Helen Hutchings	Complete
8	Focus groups and expert reference groups to be established	Dawn Slater	In Progress
9	Promoting inclusion	Angie Saxby	In Progress

5 NEW WAYS OF DELIVERING CARE

	Action	Who	Timeline (where provided)
1	Use guidance on safely redeploying existing staff and deploying returning staff, developed in response to COVID-19 by NHSEI and key partners, alongside the existing tool to support a structured approach to ongoing workforce transformation.	Dawn Slater	Complete
2	Continued focus on developing skills and expanding capabilities to create more flexibility, boost morale and support career progression.	Dawn Slater	In Progress
3	Use HEE's e-Learning for Healthcare programme and a new online Learning Hub, which was launched to support learning during COVID-19.	Dawn Slater	Complete

6 GROWING THE WORKFORCE

	Action	Who	Timeline (where provided)
1	Employers should fully integrate education and training into their plans to rebuild and restart clinical services, releasing the time of educators and supervisors; supporting expansion of clinical placement capacity during the remainder of 2020/21; and providing an increased focus on support for students and trainees, particularly those deployed during the pandemic response.	Dawn Slater	Complete

2	For medical trainees, employers should ensure that training in procedure-based competencies is restored as services resume and are redesigned to sustain the pipeline of new consultants in hospital specialties.	Arasu Kuppuswamy	Complete
3	Ensure people have access to continuing professional development, supportive supervision and protected time for training.	Dawn Slater	Complete
4	Enabling peer support workers to join the MH workforce	Sara Mitchell	In Progress

7 RECRUITMENT

	Action	Who	Timeline (where provided)
1	Increase recruitment to roles such as clinical support workers, highlighting the importance of these roles for patients and other healthcare workers as well as potential career pathways to other registered roles.	Bob Drysdale	In Progress
2	Offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific and managerial roles.	Jordan Whatley	In Progress
3	Develop lead-recruiter and system-level models of international recruitment, which will improve support to new starters as well as being more efficient and better value for money.	Dawn Slater	In Progress
4	Encourage our former people to return to practice as a key part of recruitment drives during 2020/21, building on the interest of clinical staff who returned to the NHS to support	Dawn Slater	In Progress

	the COVID-19 response.		
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8 RETAINING STAFF

	Action	Who	Timeline (where provided)
1	Design roles which make the greatest use of each person's skills and experiences and fit with their needs and preferences.	Dawn Slater	In Progress
2	Ensure that staff who are mid-career have a career conversation with their line manager, HR and occupational health.	ADs/Directors	In Progress
3	Ensure staff are aware of the increase in the annual allowance pensions tax threshold.	Angie Saxby	In Progress
4	Make sure future potential returners, or those who plan to retire and return this financial year, are aware of the ongoing pension flexibilities.	Angie Saxby	In Progress
5	Strengthen the approach to workforce planning to use the skills of our people and teams more effectively and efficiently.	Dawn Slater	In Progress

9 RECRUITMENT AND DEPLOYMENT ACROSS SYSTEMS

	Action	Who	Timeline (where provided)
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1	Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.	Dawn Slater	In Progress
2	Make better use of routes into NHS careers (including volunteering, apprenticeships and direct-entry clinical roles) as well as supporting recruitment into non-clinical roles.	Dawn Slater	In Progress
3	Develop workforce sharing agreements locally, to enable rapid deployment of our people across localities.	Dawn Slater	In Progress
4	When recruiting temporary staff, prioritise the use of bank staff before more expensive agency and locum options and reducing the use of 'off framework' agency shifts during 2020/21.	Bob Drysdale	Complete

V1.1 Reviewed 13/12/22

