

Board of Directors (public)

SUMMARY REPORT

Meeting Date:

22nd March 2023

Agenda Item:

22

Report Title:	People Strategy 2023 - 2026	
Author(s):	Caroline Parry, Executive Director of People Sarah Bawden, Deputy Director of People	
Accountable Director:	Caroline Parry, Executive Director of People	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	People Committee
	Date:	7 th March 2023
Key points/ recommendations from those meetings	Make diversity and inclusion more prominent in the themes; review and update KPIs, stronger links to staff survey results and review People Demographic presentation of data.	

Summary of key points in report

This is the final draft of the People Strategy 2023 - 2026, founded upon the 4 pillars of the NHS People Plan and People Promise we have considered what our people have told us through the staff survey (2021), our review of the 2020-2023 People strategy, the national context, the co-dependencies with our enabling strategies and engagement across SHSC.

Our Strategy outlines our 4 Strategic Aims, strategic objectives and immediate Milestones. A full delivery plan will be developed by each assurance group following ratification of the strategy. Our intention will be to continue to engage with and involve our service user groups as well as our staff.

Appended to this cover sheet is the Full Final People Strategy, People Strategy Powerpoint slides and the People Demographic slides.

Recommendation for the Board/Committee to consider:

Consider for Action	Approval	X	Assurance	Information
Following consideration at People Committee, the Board of Directors are asked to receive this People Strategy for approval.				

Please identify which strategic priorities will be impacted by this report:				
Covid-19 Recovering effectively	Yes	x	No	
CQC Getting Back to Good – Continuing to improve	Yes	x	No	
Transformation – Changing things that will make a difference	Yes	x	No	
Partnerships – working together to make a bigger impact	Yes	x	No	
Is this report relevant to compliance with any key standards ? State specific standard				
Care Quality Commission Fundamental Standards	Yes	x	No	(pls see writers crib sheet)
Data Security and Protection Toolkit	Yes		No	x (pls see writers crib sheet)
Any other specific standard?				(pls specify)
Have these areas been considered? YES/NO				
				If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety and Experience	Yes	x	No	Service users central to the development of the strategy
Financial (revenue & capital)	Yes	x	No	Will require some financial support to continue e.g international recruitment, widening access, inclusion
Organisational Development /Workforce	Yes	x	No	Developing a values driven culture
Equality, Diversity & Inclusion	Yes	x	No	The strategy will support diversity and inclusion
Legal	Yes	x	No	Our strategy will ensure compliance with relevant employment legislation
Environmental Sustainability	Yes	x	No	Our strategy will consider sustainability and wellbeing environments



▶ People Strategy 2023-2026

Delivering our vision and strategic direction



Contents

In this document you will find the following pages.
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Strategy approval

Date ratified by Board of Directors:	TBC
Name of responsible Committee:	People Committee
Name of responsible Director:	Caroline Parry
Name of author:	Sarah Bawden
Date issued:	TBC
Review date:	TBC

Our People Strategy

The purpose of our People Strategy is to support our commitment to the NHS people promise, to ensure that we hear everyone's experience of working at SHSC and that action supports our collective efforts to deliver high quality care.

Introduction to the strategy

Welcome to our People Strategy 2023-2026. This is a key enabling strategy for our clinical and social care strategy, leading person-centred health and social care across Sheffield, and supporting delivery of the Integrated Care System mental health and learning disability priorities.

Our services users are at the heart of everything we do, and our People Strategy supports our staff to reach their potential to deliver the best care.

Over the last 3 years we have worked hard to deliver our ambitions for a healthy workplace, to recruit, transform and retain our people, develop our leaders, and promote inclusion. There has been much learning from our Back to Good programme, the challenges of COVID and we have engaged with our people to hear what matters to them most.

We will continue to make improvements and build a workplace that is the best for all, empowers staff to thrive and enables high performance in an environment that is inclusive, and people centered, celebrates difference, and empowers people to bring their whole selves to work.

Our SHSC Vision is to improve the mental, physical and social wellbeing of the people in our communities.

Our strategic aims are to

- Deliver outstanding care.
- Create a great place to work.
- Make effective use of resources.
- Ensure our services are inclusive.

Our Clinical and Social Care Strategy sits at the heart of all our delivery plans. It is focussed on reducing health inequalities, and delivering care that is **Person-Centred, Trauma-Informed, Evidence-Led and Strengths-Based**.

Our People Strategy aims to support the delivery of our organisational aims and our Clinical and Social Care Strategy.

LOOKING AFTER OUR PEOPLE

Create a values-based culture, focusing on the wellbeing of our people, supporting staff to deliver outstanding care. We will have robust support in place, our people will know we care for them.

BELONGING

We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.

GROWING FOR THE FUTURE

We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.

NEW WAYS OF WORKING AND DELIVERING CARE

Working across Team SHSC we will maximise the skills of our people and their experience to deliver outstanding care.

People Strategy 2023 - 2026



Aims			
 <p>LOOKING AFTER OUR PEOPLE</p> <p>Create a values-based culture, focusing on the wellbeing of our people, supporting staff to deliver outstanding care. We will have robust support in place, our people will know we care for them.</p>	 <p>BELONGING</p> <p>We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.</p>	<p>GROWING FOR THE FUTURE</p> <p>We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.</p> 	<p>NEW WAYS OF WORKING AND DELIVERING CARE</p> <p>Working across Team SHSC we will maximise the skills of our people and their experience to deliver outstanding care .</p> 



We will give care that is

- ▶ Person-Centred
- ▶ Evidence-Based
- ▶ Trauma-Informed
- ▶ Strength-Based

We will work with

- ▶ Primary Care
- ▶ The City
- ▶ The Wider System

What are we going to do?

- ▶ Develop Care Models that promote recovery

How will we do it?

- ▶ Design services to meet people's needs
- ▶ Develop Team SHSC



SHSC and Sheffield

▶ SHSC and Sheffield

Sheffield Health and Social Care NHS Foundation Trust (SHSC) employs more than 2,600 staff and has an annual income in 2021 of £131m. We provide predominantly secondary care mental health, learning disability and specialist services to the people of Sheffield.

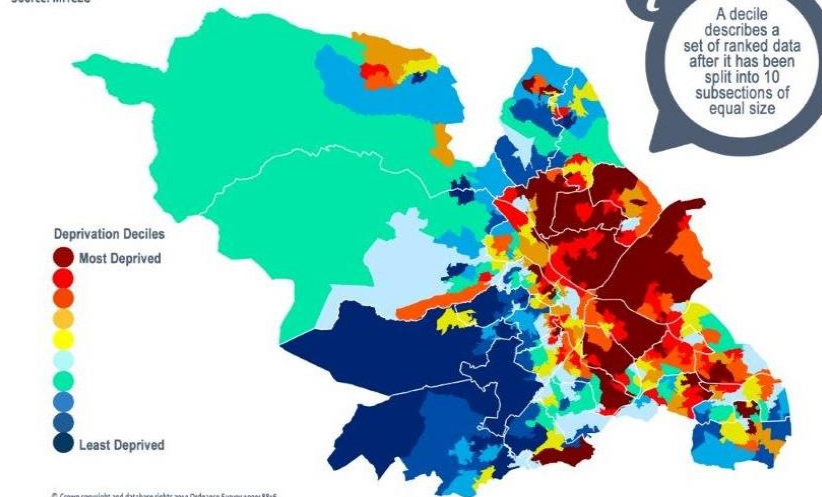
Our strategic direction sets out where we aim to be as an organisation by 2025 and what we need to do to get there, in an increasingly changing world and NHS environment. During the short to medium-term we will be working hard to improve the Care Quality Commission (CQC) ratings of our services, whilst also delivering our key strategic transformation projects.

To get there our Clinical and Social Care Strategy and our strategic framework of aligned enabling strategies will build a coherent programme of year upon year of continuous improvement across all our services, departments and partnerships. Our approach will be underpinned by a strong focus on living our values to support our cultural development and truly inclusive behaviours.

About Sheffield

Sheffield is an unequal city with an 8-to-10-year life expectancy gap between areas that are in the 10% most deprived in the country (Burngreave, Firth Park, Southey, Manor Park and Castle, and Park and Arbourthorne) and areas amongst the 1% most affluent in the UK (Fulwood, Ranmoor and Dore).

Index of Multiple Deprivation 2019 in Sheffield LSOAs
Source: MHCLG



We have a high concentration of people seeking asylum and refugee status living in the North of the city; a high population of people over the age of 65 years living in the Southwest of the city; and a high population of students living in the city centre.

We know that people in poorer parts of Sheffield live shorter lives and have worse health than those in more affluent areas. We also see similar disparities affecting groups with specific shared characteristics, such as people from ethnically diverse backgrounds, or people with learning disabilities. These differences and disparities are the health inequalities that exist in our city, which we see as unacceptable. We recognise that “one size doesn’t fit all” and our population requires different things of our services.



**What has informed
our strategy?**

▶ What has informed our strategy?



Our People Strategy sets out where we aim to be by 2026 and what we need to do to get there. Our strategy is shaped by the national and local context, our current position and the views of service users, carers, our staff and our partners.

In 2020, the National NHS People Plan was published. This focused on four key areas and was underpinned by the People Promise. Together, the People Plan and People Promise are grounded in inclusion, belonging, growing and developing our people, and embracing new and innovative ways of working. In November 2021, The Future of Human Resources and Organisational Development in the NHS was published. Following detailed consultation with stakeholders across the service and acquiring expert advice from the Chartered Institute of Personnel and Development, and Lancaster University, the reports set the blueprint for the delivery of people services in the NHS for the next 10 years.

WHAT DOES THIS MEAN FOR SHSC?

We already know from benchmarking against our current People Strategy that the national direction meets our ambitions, matches the insight from our own people, and provides a platform to continue to transform people practices in our organisation.

We will align our **People Plan** activities with the emerging national agenda which will include:

- Enhancing digital capability to enable transformation, improve experience and increase productivity.
- Working with our partners in the Integrated Care System (ICS) to build capacity and capability at scale across the NHS.
- Aligning to national frameworks and policies developed as standardisation increases across the NHS.
- Developing the HR and OD profession at SHSC to support our strategic objectives and deliver on our plan

Policy context

Long term plan <https://www.longtermplan.nhs.uk/wp-content/uploads/2019/07/nhs-mental-health-implementation-plan-2019-20-2023-24.pdf>

The NHS long term plan sets out how we face some of our main challenges, such as staff shortages and growing demand for services, by:

Doing things differently: giving people more control over their own health and the care they receive, developing 'primary care networks', and increased focus on 'Integrated Care Systems', to plan and deliver services which meet the needs of their communities.

Preventing illness and tackling health inequalities: Increasing contribution to tackling some of the most significant causes of ill health, including new action to help people stop smoking, overcome drinking problems and avoid Type 2 diabetes, with a particular focus on the communities and groups of people most affected by these problems.

Backing our workforce: Continuing to increase the NHS workforce, training and recruiting more professionals – including thousands more clinical placements for undergraduate nurses, hundreds more medical school places, and more routes into the NHS such as apprenticeships. Make the NHS a better place to work, so more staff stay in the NHS and feel able to make better use of their skills and experience for patients.

Making better use of data and digital technology: Providing more convenient access to services and health information for patients, better access to digital tools and patient records for staff, and improvements to the planning and delivery of services based on the analysis of patient and population data.

Getting the most out of taxpayers' investment in the NHS: continue to work with doctors and other health professionals to identify ways to reduce duplication in how clinical services are delivered and make better use of NHS resources.

To deliver the Long Term Plan the NHS made a People Promise.

<https://www.england.nhs.uk/wp-content/uploads/2020/07/NHS-People-Promise-summary.pdf>

This promise underpins our strategy and will continue to shape the narrative and actions for us to look after our people.

Where are we now?

Workforce profile

SHSC currently has an average headcount of **2684**, our turnover in 2022 was 14.97%. This number includes 435 staff who identify as ethnically diverse, with 195 not stated. 945 (35.2%) of our staff are aged over 50, the workforce is predominantly female (70%) with 36.5% of our people working less than full time. We recognise we have more to do to increase diversity in our workforce, to enable flexibility across the whole organisation, improve the numbers of ethnically diverse staff in senior management positions, and to tackle retention and reduce turnover to continue to develop and grow our workforce. Our strategy will provide the foundations on which to deliver these objectives. See Appendix A for a full breakdown of our people data.

What is going well?

Partnership working

Partnership working with staff side and trade unions has supported us as an organisation through some challenging times in the last 3 years, COVID, System changes, financial pressures on the cost of living, industrial action have provided us with a stronger platform to take action together and strengthen a healthy relationship.

Staff networks

Our **staff network groups** are thriving and provide space to support individuals and provide challenge, advice and views contributing to improvements in our organisational culture. Our staff networks are key enablers in supporting our inclusive culture and we will continue to build on the foundations of the last three years.

System collaboration

We have developed **strong system partnerships** within our ICS supporting the development of shared systems, networks and exploring opportunities. We trialled the NHS Health and Wellbeing Framework as a trailblazer and participated in the 'Flex for the Future' campaign to support us to improve our approaches to flexibility at work.

What do we need to improve?

Wellbeing

Whilst we have developed a strong and collaborative **wellbeing offer** with our internal networks and Integrated Care System partners, we know that the experience of staff as reported in our annual Staff Survey and People Pulse is lower than we aspire to be. We therefore need to identify and focus on initiatives that will make most difference to our people.

Engagement

Our Staff Survey and People Pulse results are lower than we want them to be, although we are starting to see improvement in both response levels and results. We must continue our focus on improving the ways we engage and communicate with our staff as a priority.

Career pathways for all staff

Our Health Care Support worker career pathway is enabling recruitment and retention to these care roles, with the opportunity for greater progression and movement in NHS roles across all professions, we will support improved retention.

Diversity and Inclusion

Our Staff Network groups are an important voice championing inclusion in our organisation. We must continue to support and provide an infrastructure for their voices to be heard and to influence decisions.

We have progressed work that is starting to improve the experience of staff working on our wards and in community settings who experience racism and other hate related incidents building on collaborations within the organisation and externally with south Yorkshire Police, we need to continue to drive this forward.

Our data shows us that there is a big difference in the percentage of staff from ethnically diverse groups in lower and middle grade pay bands and the percentage in higher pay bands, this '**disparity**' is not improving and we need to take action now to look at why this is, in some areas we have made progress however we need to

look at not only recruitment but also retention and ensure that our talent and career progression is inclusive and addresses barriers.

We have worked hard to improve opportunities to listen to disabled staff and we know that staff are not able to access the adjustments that they need to take away barriers that they may have to working in or gaining employment in our organisation. We have established a group to look in depth at this area and our intention to significantly improve the experience of staff in this area.

What is happening that can help?

Leadership development

We have co-produced a programme for our leaders, to ensure our people are well led. **Team SHSC: Developing as Leaders** aims to develop compassionate and inclusive leaders who enable delivery of our strategic aims, strategic priorities and values. 'Made by SHSC for SHSC' it provides our leaders with a unique offer compared with external provision and sets a clear message to our leaders of their role in delivery of our vision.

Widening access and Employability

We are hosting two posts on behalf of the Integrated Care System to support **Employability and Widening Access**. The improvements made in reducing attrition and increasing appointments to our Health Care Support Worker posts highlight the need for us to continue to attend to this area for all staff groups.

What do we need to pay attention to?

Retention

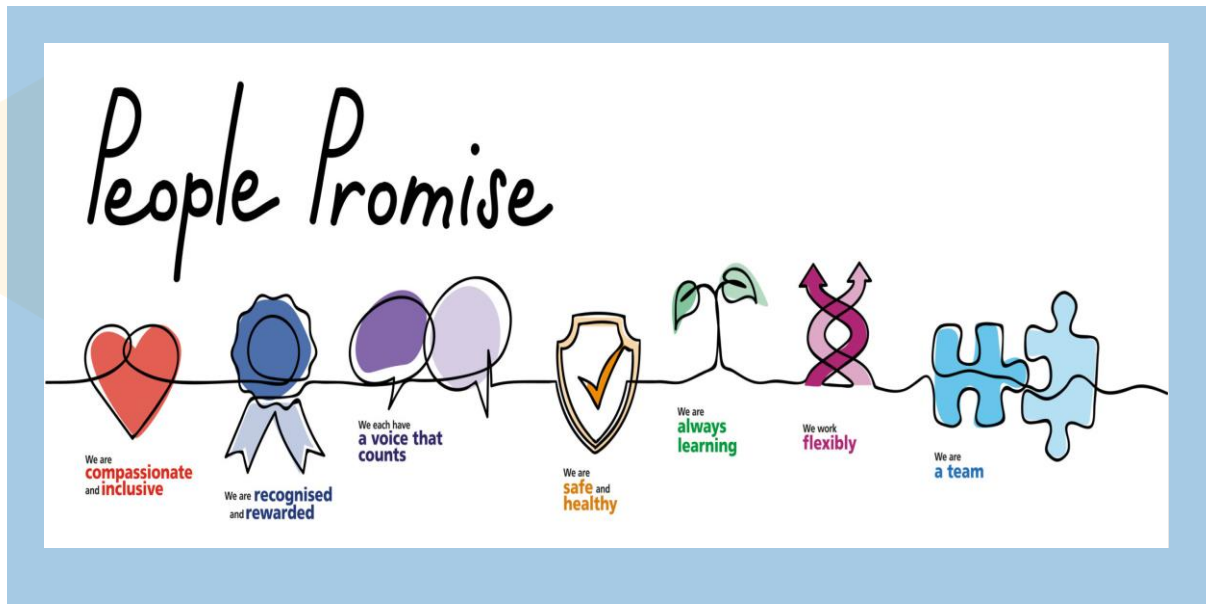
Retention is a national challenge. We know our **turnover rates** in some areas are higher than our target of less than 10%. We are working collaboratively with Integrated Care System partners to share good practices, explore opportunities and build on our current work on retention.

Reducing agency spend

Our **spend on Agency** as a proportion of our spend on temporary staffing in 22/23 is over 40%. Not only does this impact on the financial position of the trust, but the quality and consistency of care can be impacted by high levels of temporary staffing. By reducing reliance on agency, improving our internal temporary staffing provision and therefore increasing more regular and consistent staffing we will further improve the quality of care and the experience of work for our people.

Preventative and targeted measures to support reduction in absence

Absence rates since the onset of COVID have steadily increased, not recovering fully after the last waves of infection. Targeted action to reduce absence, include focussing on understanding the causes of absence, prevention and early intervention, enabling managers and creating environments that support wellbeing.



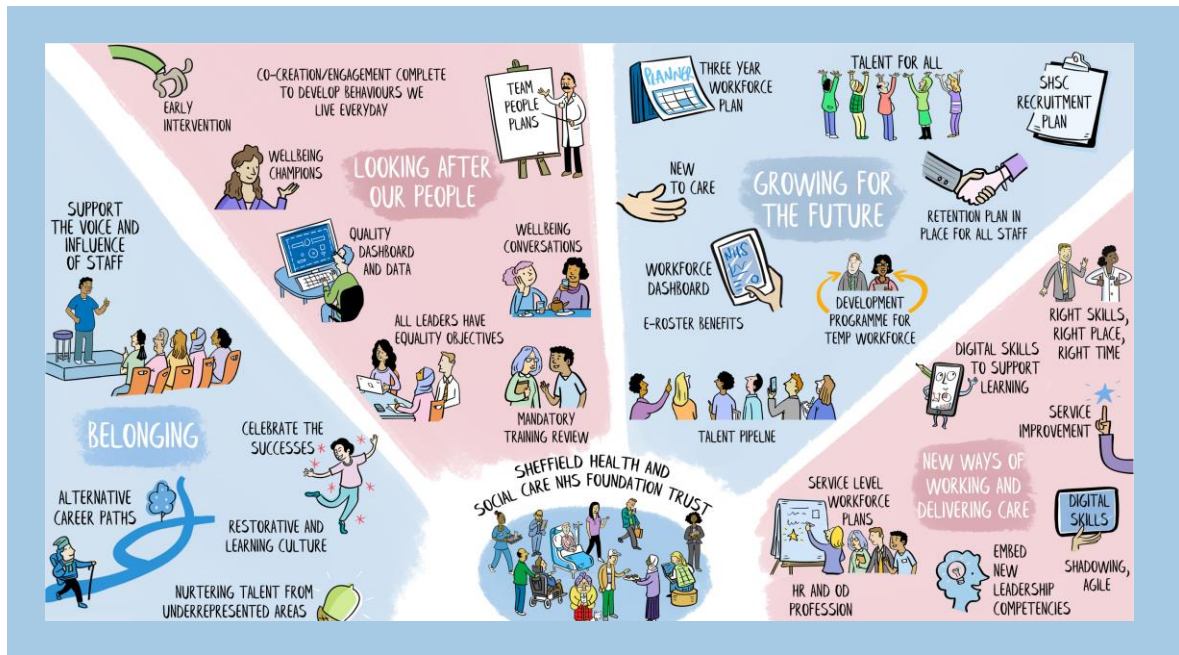
The views of staff, service users and partners

The approach we took in creating our People Strategy was to engage as widely as possible with staff, service users, carers, and partners to listen to experiences, gather ideas about improvements and priorities and bring people on board.

We adopted an open workshop model at the outset. This enabled us to describe the key strategic aims and identify objectives which would support those themes. These were then discussed and considered further through a wide range of routes: .

- Staff Side
- Staff Network Groups
- Board
- Executive team
- Leaders
- Strategy leads
- Engagement and Experience team
- Peer support lead
- Open Workshops
- Integrated Care Board and NHS England
- Nursing Council
- Service Delivery Group
- Service teams
- Medical Recruitment and Engagement Group

We captured feedback and ideas using various formats and forums. The graphic set out below summarises one of the open workshops where we shared the draft aims and objectives.



How has this shaped our strategy?

Overwhelmingly the feedback has concentrated on the **wellbeing and engagement** of our people, it is clear that as we deliver on the NHS long term plan and our plans for SHSC we must actively **demonstrate a commitment to the wellbeing and experience of our people**, they must feel they have a voice, we must celebrate our achievements and provide access to opportunity for all.

The annual NHS Staff Survey and quarterly People Pulse surveys are key tools that we use to receive quality feedback from our staff. We use this valuable feedback to direct all our action and to show to our people that what they say influences how we lead and how we improve our services and staff experience. The Staff Survey 2022 results were published in March 2023 towards the end of our consultation process. Our survey results provided us with confirmation of themes that have been identified above – with wellbeing continuing to be a top priority. Our participation rate dropped slightly (48% c.f. 52% for 2021) and this was seen on the national picture also. We were pleased to see some positive small movement in our results in 77 of the 104 questions, but overall it continues to be an extremely challenging time for NHS staff with a national back-drop of dissatisfaction with pay and workforce shortages. We continue to have much to work on as an organisation in the areas of ‘advocacy’ i.e. recommending SHSC as a place to work and for care and our People Strategy delivery plan focuses on what we can do to improve that day-to-day experience for our fantastic staff – to help them do their jobs well and to feel valued and recognised for their contributions in providing great care to service users.



Our priorities

Our priorities

Through the development of our People Strategy, we have agreed the priorities that will support us to make lasting improvements to the care we provide and deliver our Clinical and Social Care Strategy, with our services users at the core of all we do.

Aim 1: Looking after our people

Create a values-based culture, focusing on the wellbeing of our people and supporting them to deliver outstanding care. We will have robust support in place, our people will know we care for them.

Why have we prioritised this?

We know that staff who feel healthy and valued give good care, and whilst we have invested heavily in the last few years on listening, support offers for staff and setting up an infrastructure that supports a wellbeing culture, we know we must do more to reach all our people and for them to feel valued. The NHS People Promise “**we are safe and healthy**” requires us to review our performance against the wellbeing elements in the NHS Health and Wellbeing Framework and set our commitments to Team SHSC.

Our goals for our people

- Focus on initiatives that support staff to stay well and healthy at work
- Build manager capability to prioritise wellbeing with individuals and teams
- Provide work environments that enable us all to thrive
- Turn our values into behaviours that we all understand and live by

Aim 2: Belonging

We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.

Why have we prioritised this?

Our people are at their best when they can bring their whole selves to work and in environments where they can thrive. We have seen from the work already undertaken to improve equality in the treatment of our staff through formal casework that inclusive approaches which allow us to learn, reflect and evaluate can make a huge difference. We have seen our formal casework drop by more than 50% since 2021. We want to sustain and develop our just and learning approaches in everything we do.

Our goals for our people

- Embed and drive inclusive practices and diversity commitments
- Take a restorative just and learning approach in all we do
- Use quality data to direct our priorities for inclusive action

- Develop compassionate and inclusive leadership
- Develop our impact as Team SHSC within Sheffield place, Integrated Care System and wider NHS and professions

Aim 3: Growing for the future

We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.

Why have we prioritised this?

Recruiting and attracting talent is critical, but we also know that we need to retain and provide opportunities to grow our workforce. We want our applicants to have the best experience and to choose us over other employers and we want our people to thrive and develop their career.

Our goals for our people

- Invest in quality data and use our workforce planning toolkit to help us grow our workforce for the future
- Optimise and revitalise recruitment practices with robust workforce plans in place
- Provide new routes to build a career at SHSC
- Widen our approaches to attract and retain talent to SHSC and build a more diverse workforce

Aim 4: New Ways of working and delivering care

Working across Team SHSC we will maximise the skills and experience of our people to deliver outstanding care.

Why have we prioritised this?

We need to ensure we have support and structures that make it possible to access the right guidance to make best use of the experience and skills of our people. This means we need to provide managers with the development to have good quality conversations and provide equality of opportunity wherever you work at SHSC.

Our goals for our People

- Effective supervision and 1:1s that focus on wellbeing, career, performance, and prioritisation
- Create opportunities for on-the-job learning and apprenticeships
- Enable service improvement at all levels in all roles
- Address disadvantage and ensure equity

“This should be everybody’s experience....It is important that our People Strategy and Plan reflects the experience of all staff”.

(Staff network group member)



What will be different ?

▶ What will be different?

Every day across our organisation every service we provide is based on a rich tapestry of experiences of care received and delivered. We believe that the learning from the experiences from our services users, staff and carers gives essential insight into the good care that is provided, but also the gaps that sometimes exists between care as intended and care as experienced. We will use this insight to evaluate and understand the impact of our People Strategy.

From listening to our service users, carers, our staff and key partners we are clear about the benefits we aim to achieve from this strategy.

Trust strategic aims	Intended benefits
Deliver outstanding care.	Supporting our people to influence and make improvements informed by those using our services.
Create a great place to work.	<p>Creating learning environments where access to opportunities and development is equal.</p> <p>Create a values-based culture that we all understand and live by.</p> <p>Attracting and retaining staff by providing opportunities and job satisfaction.</p> <p>Working environments where our people feel healthy and thrive.</p>
Make effective use of resources.	Reduced reliance on temporary staffing providing career pathways that value difference and which are person centred
Ensure our services are inclusive.	Increasing the representation of the communities we serve, and providing development and options for staff to deliver care in new ways

“There is not just a moral case for improving the experience of our staff from ethnic minority backgrounds it also benefits patients, productivity and performance”

Em Wilkinson-Brice (National Director for People, NHS England)






Delivery plan

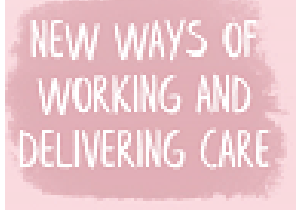
Our delivery plan

We recognise that the changes we will implement need to follow the key deliverables outlined within the NHS Long Term Plan, meet the needs of service users and carers, commissioners and partners to deliver on the goal of improving quality and reducing health inequalities. We will focus on incremental change, progressively strengthening our partnerships and delivering tangible improvements in health and wellbeing.

We will set out annual delivery plans aligned to our business plans ensuring that responsibilities are clearly articulated across SHSC.

Strategic Aim	Milestones	Impact
	<ul style="list-style-type: none"> • Set behaviours that deliver our values everyday September 2023 • Absence reduction action plan implemented April 2023 • Workforce dashboard implemented July 2023 • Diversity data as standard on people reports July 2023 • Menopause accreditation achieved July 2023 • Relaunch our Personal Development Plan/appraisal (PDR) offer and training for reviewers July 2023 • Introduce a wellbeing conversation into every supervision, PDR and Mid-Year PDR review meetings December 2023 	<ul style="list-style-type: none"> • Sickness reduction by 2% in y1. • Improved data insights for managers • Recognition and promoting access to support • Shared expectations of behaviors that mean we live our values everyday • Embedding wellbeing check-ins as part of line management conversations
Strategic Aim	Milestones	Impact
	<ul style="list-style-type: none"> • Dedicated wellbeing roles in place • Communicate to all staff routes to get involved and get their voice heard e.g., team meetings, Freedom to Speak Up champions, Staff Network Groups August 2023 • Build confidence in staff that the Staff Survey offers a confidential way for them to be heard and drives change at SHSC and the wider NHS. December 2023 	<ul style="list-style-type: none"> • Implementation of key deliverables. • Establishment of staff networks. • Improved participation rate for Staff Survey 2023 (target 60%) • Improved quality of PDRs • Improved effectiveness

	<ul style="list-style-type: none"> • Support more opportunities for staff to participate in away days which give staff the opportunity to contribute their ideas to team development and service improvement December 2023 • New recognition agreement in place with staff side (September 2023) • All leaders have the skills and share values to employ a just and learning approach in their areas of responsibility (M) • People who work in our organisation know what a just and learning approach is and how this is relevant to them (M) • We use diverse demographics to inform our workforce decisions (M) • We will be active members of relevant partnerships in Sheffield and the ICS (L) • Our staff survey and people pulse data will reflect positive and equitable experience for Disabled, Ethnically Diverse and LGBTQ+ staff 	<ul style="list-style-type: none"> • Formal Casework reduced <p>Leadership development delivery</p> <p>demographic data including social economic for example postcode</p> <p>Disparity Ratio</p> <p>demographic data including staff group and bank</p> <p>leavers data by demographic disability and ethnicity gender carers ?</p> <p>demographic data including social economic for example postcode</p> <p>Staff survey questions - to be identified people pulse</p>
Strategic Aim	Milestones	Impact
	<ul style="list-style-type: none"> • Service led 3-year workforce plan in place (August 2023) • New roles development integrated into workforce planning (August 2023) • SHSC Recruitment plan developed to deliver workforce planning priorities (October 2023) • Deliver recruitment process improvement plan July 2023 • Full review of local reward and benefits offer (December 2023) 	<ul style="list-style-type: none"> • Increased effectiveness of planning • Reduction in vacancy rates and reduced time to hire • Reduced turnover and vacancy rates

Strategic Aim	Milestones	Impact
	<ul style="list-style-type: none"> • Establish core expectations for our managers and leaders July 2023 • Create development offers for Team SHSC: Manager and Team SHSC: Leaders, to enable our people to deliver on these expectations • Review Agenda for Change evaluation process Dec 2023 	<ul style="list-style-type: none"> • Build leadership and management capability that leads to improved staff experience through better onboarding , quality of PDRs and improved retention • Improvements to disparity ratio

Resource plan

Resources	What is required to support delivery of our strategy
Workforce plan	The development of our HR and OD profession to deliver people activities and support the organisation in new ways. We will develop a set of core competencies
Digital plan	The development and integration of digital skills capability for all staff. Learning needs analysis.
Estates plan	An environment for all that supports wellbeing and value, investment in facilities to promote wellbeing e.g., access to hydration / hot drinks / food.
Research & innovation	Support for staff to develop research and quality improvement skills. Opportunities for research roles. Awareness and access to our knowledge and library services. Add in something about knowledge and library services?
Quality plan	Collaborative working to support quality improvement and profession specific development
Finance plan	Creation of establishments to support efficient workforce reporting and planning and reduce reliance on temporary staffing

Developing a values based culture

“Everything we do, all of us should reflect the values that we hold as individuals and as team SHSC. It is all of our responsibilities to make this a place we all want to work”

Strategy lead, engagement session



Monitoring progress

Monitoring progress

We will review our performance in delivering this strategy. We will monitor the implementation of our delivery plan, evaluate the impact this has and adjust our plans when necessary as we move forward.

We will ensure that our programme of strategy implementation is triangulated, aligned and embedded in our annual operational planning process and linked to regular performance reviews. Effective governance arrangements will be important to our success. The delivery and success of our People strategy will be reviewed by the People Committee which is supported by the following assurance groups.

- Health and Wellbeing Assurance Group
- Inclusion and Equality Assurance Group
- Organisational Development and Leadership Assurance Group
- Workforce Recruitment and Transformation Assurance Group

Each year we will set out in our Annual Operational Plan the activities we will deliver as part of our People strategy. The Annual Operational Plan is monitored through our governance structure and progress reported to our Finance and Performance Committee, each quarter.

Any risks relating to the delivery of our Strategic Direction will be escalated from the Corporate Risk Register to our Board Assurance Framework and discussed at People Committee and the Board of Directors.

Continuing to develop our plans with our service users, carers and staff

We will engage and implement our strategy by:

- Focussing on continuous engagement with Staff Network Groups, further developing partnership working with Staff side and using our staff experience survey and quarterly pulse surveys to inform our progress.
- Routinely reporting to the People Committee and Board of Directors via our assurance and engagement groups.
- Using our People and Workforce dashboards to provide robust data insights
- Delivering on the people promise, aligning with the future of HR and OD and ensuring our service users are at the heart of all we do

“Staff well-being, our physical and mental health, is key in ensuring that our colleagues are well enough to be at work. Good physical and mental health enables our staff teams to care for the most unwell, vulnerable and sometimes most challenging service users in our community. By looking after our staff in turn we look after our services users.”

(Dr Sara Whittaker, Consultant Clinical Psychologist and Head of Workplace Wellbeing)



Sheffield Health
and Social Care
Foundation

People Strategy

2023-2026

March 2023

Introduction from Caroline Parry, Executive Director of People

“Welcome to our People Strategy 2023-2026. This is a key enabling strategy for our clinical and social care strategy, leading person-centred health and social care across Sheffield and supporting delivery of the Integrated Care System mental health and learning disability priorities.

Our services users are at the heart of everything we do and our people strategy supports our staff to reach their potential to deliver best care.

Over the last 3 years we have worked hard to deliver our ambitions for a healthy workplace, to recruit, transform and retain our people, develop our leaders and promote inclusion. There has been much learning from our Back to Good programmes, the challenges of COVID and we have engaged with our people to hear what matters to them most.

We will continue to make improvements and build a workplace that is the best for all, empowers staff to thrive and enable high performance in an environment that is inclusive, and people centered, celebrates difference and enables people to bring their whole selves to work.”



OVERVIEW

SHSC Strategic Priorities and Enabling Strategies

Strategic Drivers and considerations

Our Approach

Values and Ways of working

People Strategy Key Aims

Measures of success

Data and Engagement

Roles and Responsibilities

Governance and Assurance

Working towards a culture that supports, enables and drives the delivery of our vision, strategic aims and annual priorities

Our strategic direction 2021/22 - 2024/25

► Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

► Strategic priorities 2021-2023

COVID-19 - Recovering effectively

- Ensure staff are vaccinated and service users are protected
- Improve capacity and reduce waiting times in those services affected by increased COVID-19 demand
- Implement new agile ways of working

Getting back to good - Continuing to improve

- Implement our Quality Improvement Plan
- Implement our Leadership Programmes
- Implement our Workforce Plan and recruit to all vacancies
- Develop our staff to deliver fundamental standards of care
- Deliver our Estate Plan to create safe, dignified facilities
- Deliver our CQC Action Plan including Well-Led

Transformation - Changing things that will make a difference

- Roll out primary care mental health services to 15 PCNs by 2023
- Implement Community Mental Health New Models of Care in 2022
- Implement and deliver our new electronic patient record in 2022/23
- Improve our services for people who have a learning disability or autism by implementing 'Building The Right Support.'
- Relocate our HQ and corporate services during 2022
- Open our new Acute Care Therapeutic facility in 2025/26
- Improve our community facilities by 2023/24

Partnerships - Working together to have a bigger impact

- Sheffield Place: secure support to implement our transformation programmes and our Clinical and Social Care Strategy
- Provider Alliance: develop our engagement, involvement and ability to influence action to improve service provision
- South Yorkshire and Bassetlaw Integrated Care System: secure support for delivering the Long-Term Plan priorities
- Universities: develop and implement our new Research and Innovation and Effectiveness strategies in partnership



our **People Strategy** is an enabling strategy for our Clinical and Social Care Strategy and supports the SHSC vision *to support the mental, physical and social wellbeing of the people in our communities.*



We will give care that is

- ▶ Person-Centred
- ▶ Evidence-Based
- ▶ Trauma-Informed
- ▶ Strength-Based

We will work with

- ▶ Primary Care
- ▶ The City
- ▶ The Wider System

What are we going to do?

- ▶ Develop Care Models that promote recovery

How will we do it?

- ▶ Design Services to meet people's needs
- ▶ Develop Team SHSC



All our strategies are co-dependent and we work across SHSC to enable delivery against our priorities.

Considerations for our strategy



THE NHS PEOPLE
PLAN AND PROMISE



THE DEVELOPMENT
OF THE ICBS AND
SYSTEM WORKING



OUR VALUES



OUR DATA INSIGHTS



ENGAGEMENT
FEEDBACK ACROSS
SHSC



OUR STAFF SURVEY

The 2030 vision for HR and OD



Prioritising the **health** and **wellbeing** of all **our people**

We take a positive and proactive approach in supporting the health, safety and wellbeing of our NHS people, ensuring that work has a positive impact. We address health inequalities at work and in our communities.



Creating a **great employee experience**

We understand the diverse needs, expectations and experiences of our NHS people, and use that insight to tailor our people services. We attract and retain people in health and care, creating a positive impact on our communities.



Ensuring **inclusion** and **belonging** for all

We use our expertise and influence to create an inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equity for everyone.



Supporting and **developing** the **people profession**

We support everyone working in the people profession to be their very best and reach their full potential. Together we provide outstanding people practices.



Harnessing the **talents** of all our **people**

We help all our people to fulfil their ambition and potential. We build strong leadership and management capability at all levels.



Leading **improvement, change** and **innovation**

The people profession is productive, efficient and responsive. Our operating model delivers transformation and embeds innovation across organisations and systems.



Embedding **digitally** enabled **solutions**

We make best use of technology and digital solutions to deliver great people services. We develop our digital capability to equip ourselves for the future.



Enabling new ways of **working** and **planning** for the **future**

We enable our people to work differently, to support new models of care. We anticipate the needs of the health and care system, and play our part in creating a sustainable supply of workforce which meets the needs our patients now and for the future.

The NHS People Plan Pillars



People Promise



2355 pieces of feedback received from through the 2021 Annual NHS Staff Survey and 2022 People Pulse Quarterly surveys, tell us these things matter to staff ...

Belonging

Being listened to and feeling safe, when raising a concern that effects service user care, staff experience and engagement

Being proud of the care provided by SHSC – a place where staff would recommend our services as a place to refer friends and family for treatment

Teams working well together to achieve their objectives

Being recognised and made to feel valued; where my line manager and the organisation supports my development through meaningful conversations, providing useful accessible resources

Being adequately equipped and resourced to be able to deliver good care

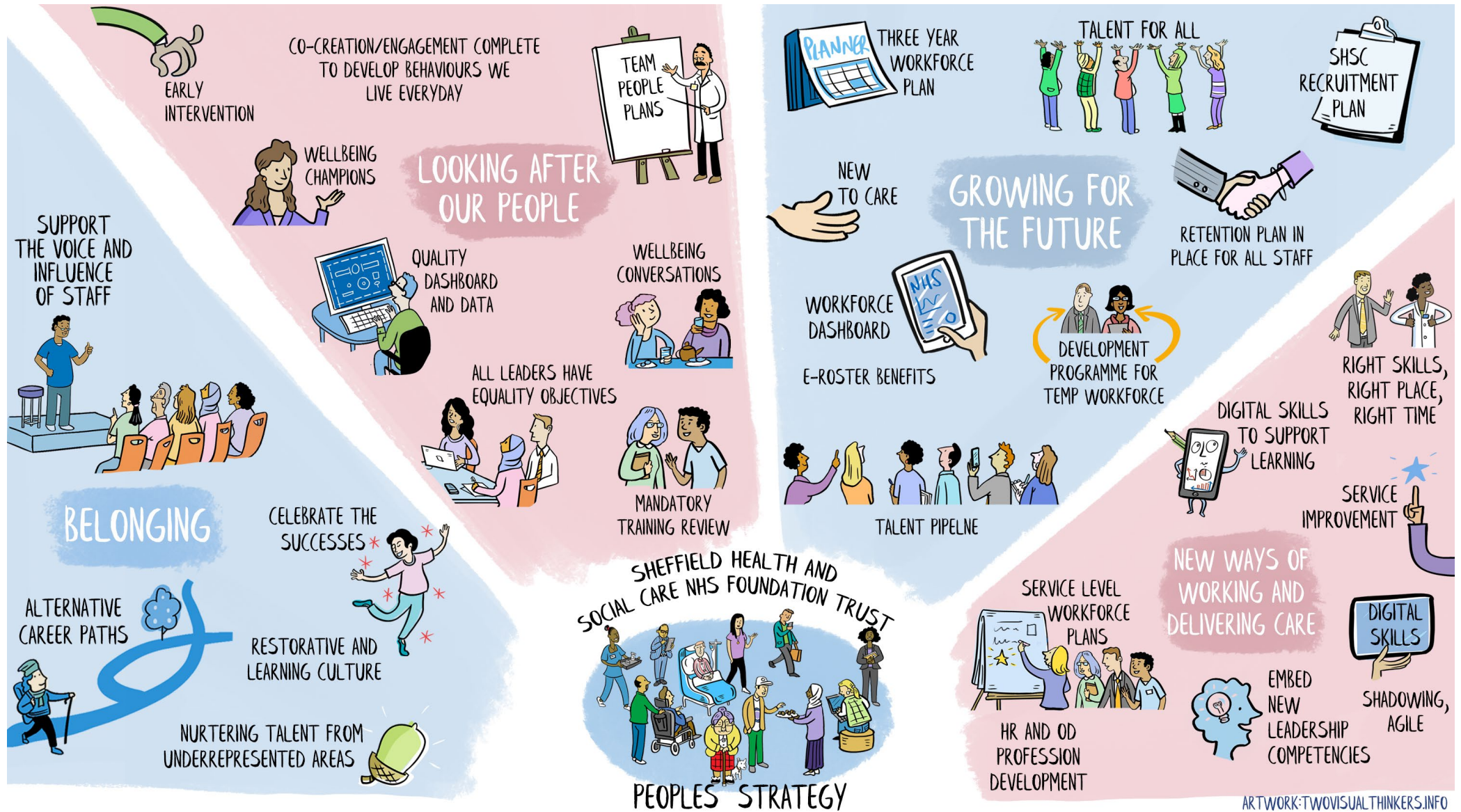
Being informed about important changes taking place in the organisation

Working for a Trust who they advocate as a place to work, where priority is given to the health and wellbeing of staff



Growth

Themes arising from some of our staff engagement sessions in February 2023



Authentic

INCLUSIVITY IN IMAGES (PHOTOGRAPHS, DISABILITIES, HERITAGE, AGE)

RECOGNITION WONDER WALL

RECOGNITION AGREEMENT

RECRUITMENT REFLECTING SHEFFIELD POPULATION

CELEBRATE SUCCESS



ALLY/ACCOMPLICE - PERSONALISED SUPPORT

LOOKING AFTER OUR PEOPLE

CELEBRATE TEAM SHSC



MENTOR EACH OTHER - A NATURAL APPROACH



HOW DO WE REACH NON-COMPUTER LINKED PEOPLE/TEAMS?

MAKE PHYSICAL ENVIRONMENTS WELCOMING, CONSIDER LIGHTING

HAPPY AND HEALTHY AT WORK



TEXT MESSAGES, WHATSAPP GROUP (OPTION TO JOIN)

TEAM CASCADE, SCREENSAVERS

WE MUST COMMIT TO IMPROVE THE CULTURES IN OUR TEAM

SHEFFIELD HEALTH & SOCIAL CARE



WELLBEING OFFICER

Define The VISION

WE SEE YOU - NOTICE - THANK - CARE

WE ENCOURAGE TO ACT/WE WILL ACT - BEING PART OF SOMETHING USEFUL

OWNED NOT ONLY BY MANAGEMENT

DO YOU NEED SKILLS OR QUALIFICATIONS?

ACCEPTING WHO WE ARE AND ALL STRIVING TO MAKE THINGS BETTER TOGETHER

WHAT IS TEAM HEALTH AND SOCIAL CARE?

IMPROVING SUPERVISION

INTERNATIONAL RESEARCH, EVIDENCE BASED, LET'S LOOK GLOBALLY

WHAT AT WORK COULD BE DIFFERENT

PEOPLE STRATEGY 2023 - 2026



TALENT FROM DAY 1, WHERE, WHAT AND HOW DEVELOPED

GROWING FOR THE FUTURE

DEVELOP CAREER PLAN PATHWAY



BUILD FROM SOLID FOUNDATIONS AND BE INNOVATIVE



BE A DRIVING FORCE FOR THE FUTURE, MAKE OUR OWN MAP

RECOGNITION, NOT EASY IN SOME DISCIPLINES



CROSS TEAM WORKING

IMPROVING SUPERVISION

SET THE BAR HIGH SO WE CAN GO HIGHER

HOMEWORING WITH GOOD RISK ASSESSMENTS



EMBEDDING NEW ROLES FLEXIBLE AND AGILE APPROACHES



REFLECTIVE PRACTICE



USE MULTI-SCREEN FOR EFFICIENCY



IMPROVE DATA CAPABILITY

AGREE WHAT WE MEAN RE.WORKFORCE PLAN



EG. ADMIN

People Strategy - Our approach

We will work to create an environment where everyone is empowered to do their best work and achieve their career aspirations.

We will deliver this using the framework of the NHS People Promise, SHSC Values and our staff survey and Pulse survey feedback to drive culture change

Our approach aligned with the four key areas of the NHS People plan.

Looking after
our People

Belonging in the
NHS

Growing for the
Future

New Ways of
working

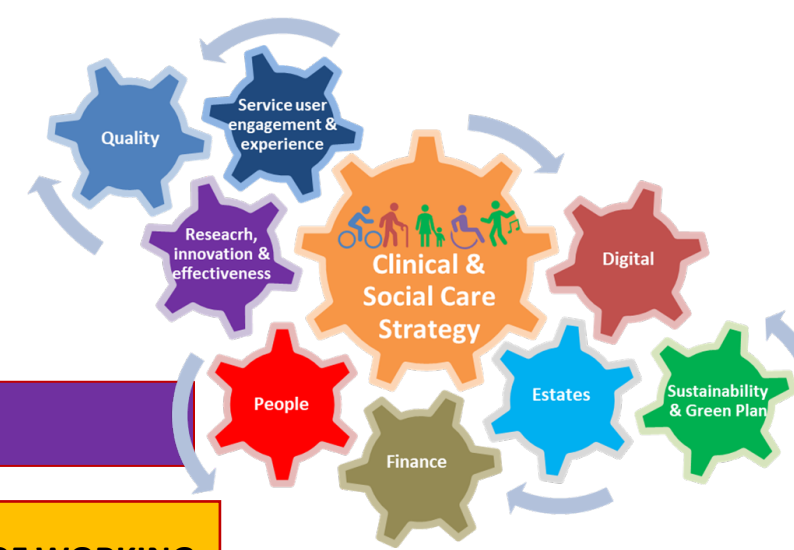
Our Values and Ways of working

Our values and ways of working are at the core of our People Strategy to ensure that everything that we do reflects the culture we are striving to achieve. They outline how we will act to ensure we provide the very best care for the people we support.



- part of everything we do
we will act to ensure we provide the very best care to the people we support.
- Working together for service users**
 - Respect and kindness**
 - Everyone counts**
 - Commitment to quality**
 - Improving lives**

People Strategy 2023 - 2026



Aims



LOOKING AFTER OUR PEOPLE

Create a values-based culture, focusing on the wellbeing of our people, supporting staff to deliver outstanding care. We will have robust support in place, our people will know we care for them.

BELONGING



We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.

GROWING FOR THE FUTURE

We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.



NEW WAYS OF WORKING AND DELIVERING CARE

Working across Team SHSC we will maximise the skills of our people and their experience to deliver outstanding care .



Looking after our people

Create a values based culture, focusing on the wellbeing of our people, supporting staff to deliver outstanding care. We will have robust support in place, our people will know we care for them.

- Focus on initiatives that support staff to stay well and healthy at work
- Build manager capability to prioritise wellbeing with individuals and teams
- Provide work environments that enable us all to thrive
- Turn our values into behaviours that we all understand and live by





Belonging in the NHS

We will all feel valued and included as part of Team SHSC and the NHS, work together to embed equality, diversity and inclusion at all levels. aim to represent the communities we serve, and our leaders will demonstrate inclusive leadership in all that they do.

- Take a restorative just and learning approach in all we do
- Use quality data to direct our priorities for inclusive action
- Develop compassionate and inclusive leadership
- Develop our impact as Team SHSC within Sheffield place, ICS and wider NHS and professions
- Embed and drive inclusive practices and diversity commitments

Growing for the future

We will nurture potential and provide development opportunities to enable all our people to deliver their best and help us to access the right talent quickly.

- Invest in quality data and use our workforce planning toolkit to help us grow our workforce for the future
- Optimise and revitalize recruitment practices with robust workforce plans in place
- Provide new routes to build a career at SHSC
- Widen our approaches to attract talent to SHSC and build a more diverse workforce





New ways of working and delivering care

Working across Team SHSC we will maximise the skills and experience of our people to deliver outstanding care

- Effective supervision and 1:1s that focus on wellbeing, career, performance and prioritisation
- Create opportunities for on the job learning
- Enable service improvement at all levels in all roles (change)
- Address disadvantage and ensure equity

Roles and Responsibilities

Our organisation will

Promote our values, behaviours and ways of working
Celebrate and promote inclusion
Provide effective performance frameworks
Prioritise the wellbeing of our people with a comprehensive support package
Offer learning and development for all
Optimise recruitment models and processes
Cultivate our talent
Provide an induction framework
Engage with staff on key initiatives
Listen to our people and ensure all voices heard

Line Managers will

Exemplify our values, behaviours and ways of working
Celebrate and promote inclusion
Hold regular conversations with our people on wellbeing, performance enablement, aspirations, motivation and priorities
Address issues in a timely manner
Recognise team achievements
Celebrate success and communicate team progress

Everyone will

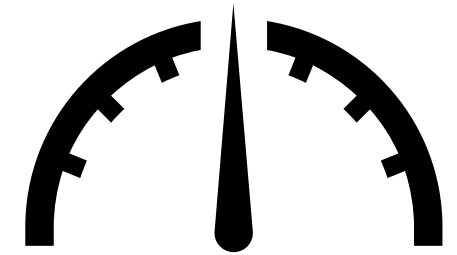
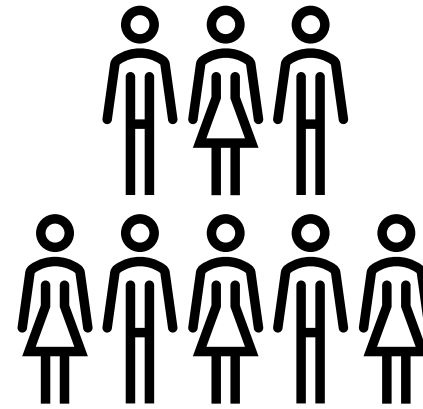
Live our values, behaviours and ways of working
Celebrate and take individual responsibility for equality, diversity and inclusion
Actively approach conversations
keep ourselves updated
Ask for help when needed
Work as part of team SHSC to get best results
Seek out ways to change
Take advantage of Learning opportunities
Look after our own wellbeing

Refreshing the People Strategy for 2023 – 2026 Stakeholders and Engagement

Since September we have engaged across SHSC with input from:

- Staff side
- Staff Network Groups
- Board
- Executive team
- Leaders
- Strategy leads
- Engagement and Experience team
- Peer support lead
- Open Workshops
- Integrated Care Board and NHS England
- Nursing Council
- Service Delivery Group
- Service teams
- Medical Recruitment and Engagement Group

- We will monitor our performance through key indicators (KPIs) benchmarked against best practice and our own people's experience.
- Over time we will continue to be informed by the NHS National, system and SHSC priorities



Measures	2021	2022	2026 Target	Benchmark	Comparator data
Reduce time to hire vacancy approved to unconditional offer	-	56 days	45 days	45	National Benchmarking (SYB project) TRAC
Reduce turnover*	16.7%	14.97%	> 10%	10%	SYB Trusts
Sickness absence rates (12 month average)*	5.93%	6.4%	5.0%	5.4% (Pre covid national Avg.)	SYB Trusts and National averages NHS Digital and Model Hospital
SHSC Vacancy rates	9.04%	10.7%	10%	8%	SYB Trusts
Headcount	2558	2665	TBC 2023/4	92% of total establishment	National Metrics and workforce plan
Agency spend as a percentage of WTE spend on temporary staffing	43%	43%	20%	23%	National Average across all NHS Specialisms
Formal Casework length	25.8 weeks	14.53 weeks	< 15 weeks average	N/A	SYB Trusts
Formal Casework numbers	35 (Dec 21)	19 (Dec 22)	<20	N/A	SYB trusts
Career progression - ethnically diverse staff (A4C) in non-clinical roles and clinical (lower to upper levels) and in clinical roles (middle to upper levels)	No data	lower to upper clinical and none clinical 8.89 and 4.48 Middle to Upper Clinical 2.06	1.25 for all	National and regional WRES data	WRES disparity ratio
Percentage of disabled staff saying that have accessed reasonable adjustments	72.0%	72.3%	90%	Staff Survey Average	Staff Survey Comparators



Measuring success



STAFF SURVEY -
ANNUAL



PULSE CHECK -
QUARTERLY



PARTNERSHIPS
WITH STAFF SIDE
AND TU -LOCALLY
LED



STAFF NETWORKS -
REGULAR
QUALITATIVE
FEEDBACK



PEOPLE
DASHBOARDS -
MONTHLY SHSC
WIDE WORKFORCE
DATA INSIGHTS

Governance and Assurance

The People Committee will have overall accountability for the delivery of the People Strategy and report progress to the Trust Board on an annual basis



We will engage and implement our strategy by:

A Focus on continuous engagement with Staff Network Groups and Staff side

Routinely reporting to the People Committee and Board via our assurance and engagement groups

Having robust data insights

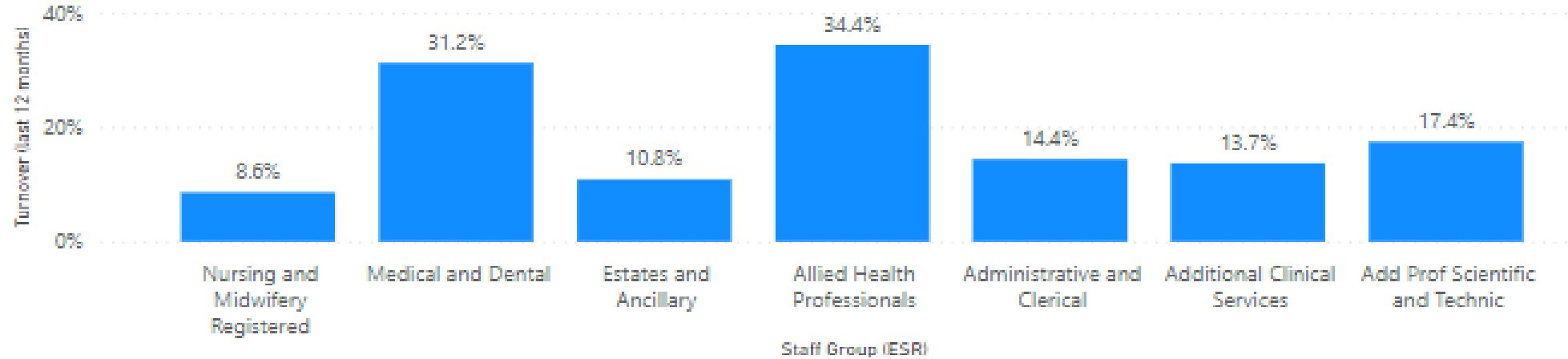
Delivering on the people promise, aligning with the future of HR and OD and ensuring our service users are at the heart of what we do



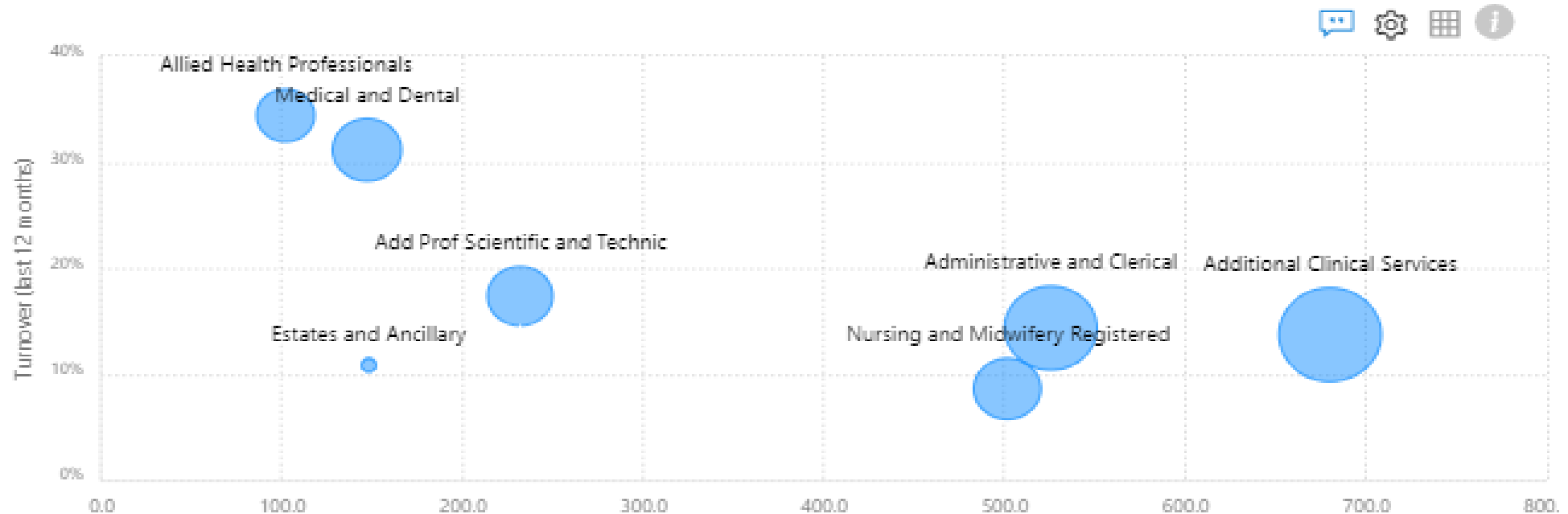
People Demographic Appendix to the People Strategy 2023 - 2026

Force Demographics – Organisation Turnover by Staff Group

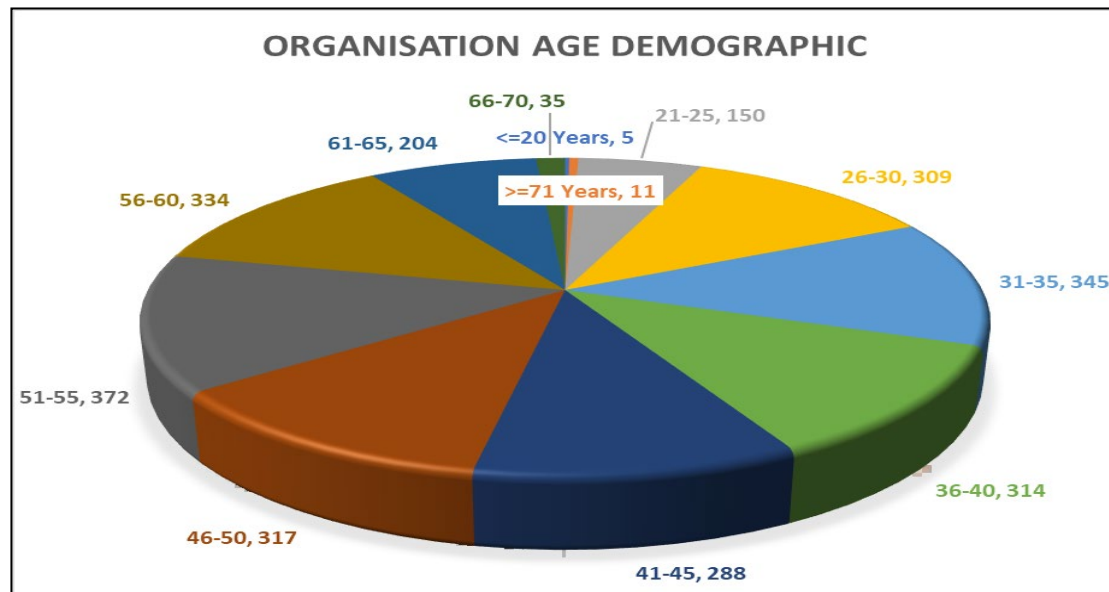
Turnover (last 12 months) by Staff Group (ESR)



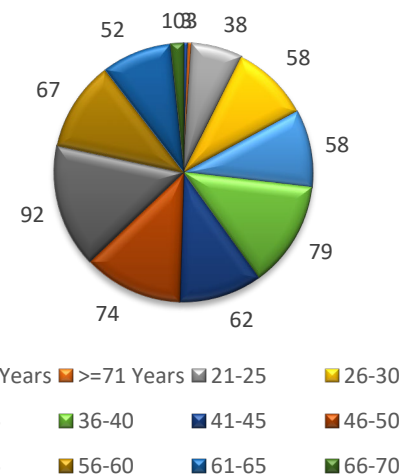
Current FTEs ESR, Turnover (last 12 months) and Leavers (Last 12 mths) by Staff Group (ESR)



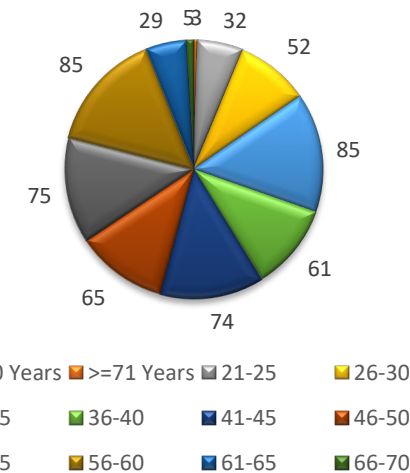
Force Demographics – Age by Organisation and staff Group



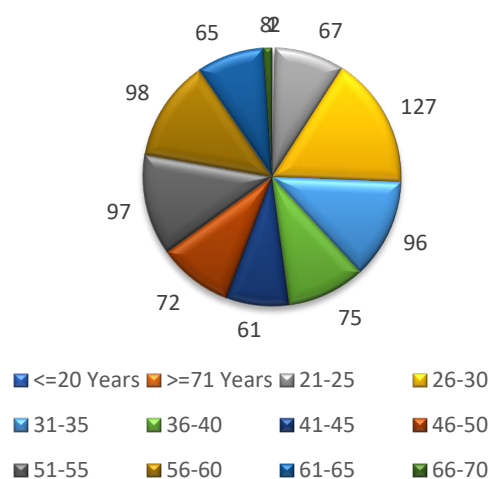
Administrative and Clerical



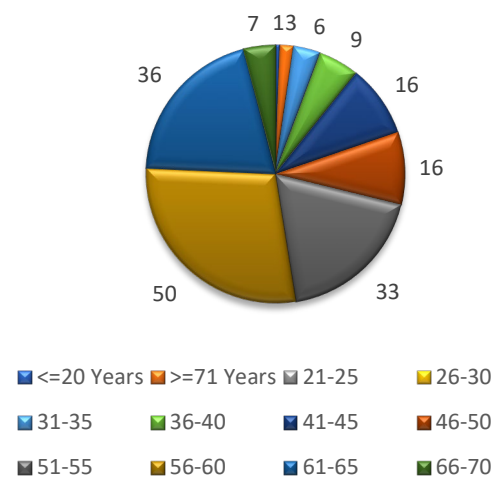
Nursing and Midwifery Registered



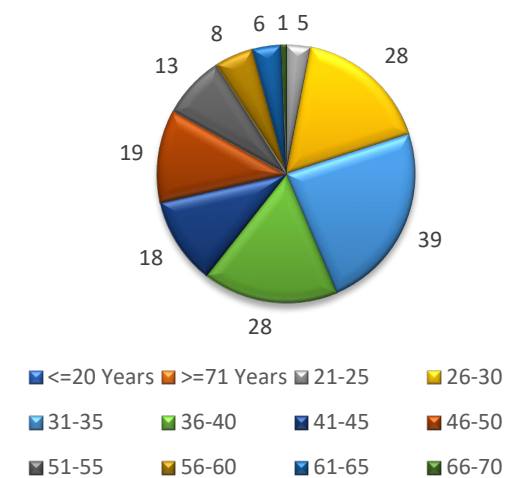
Additional Clinical Services



Estates and Ancillary

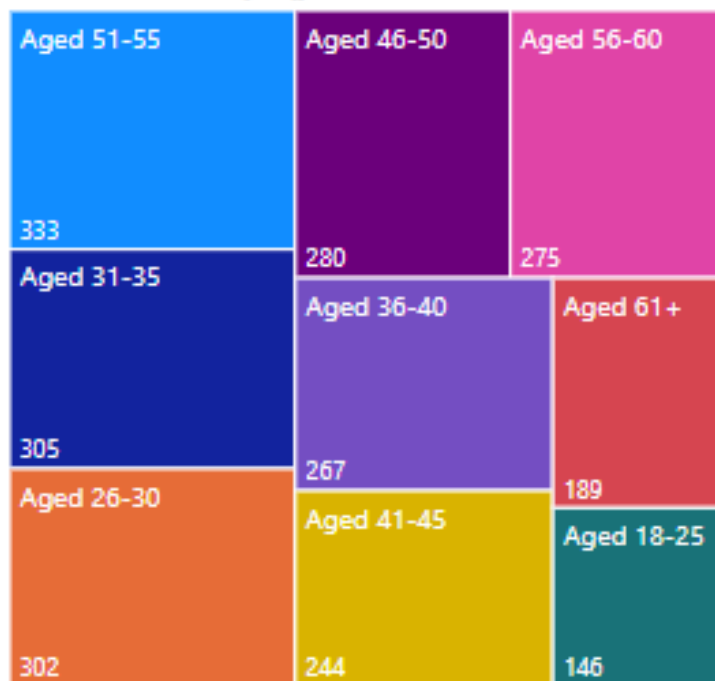


Medical and Dental

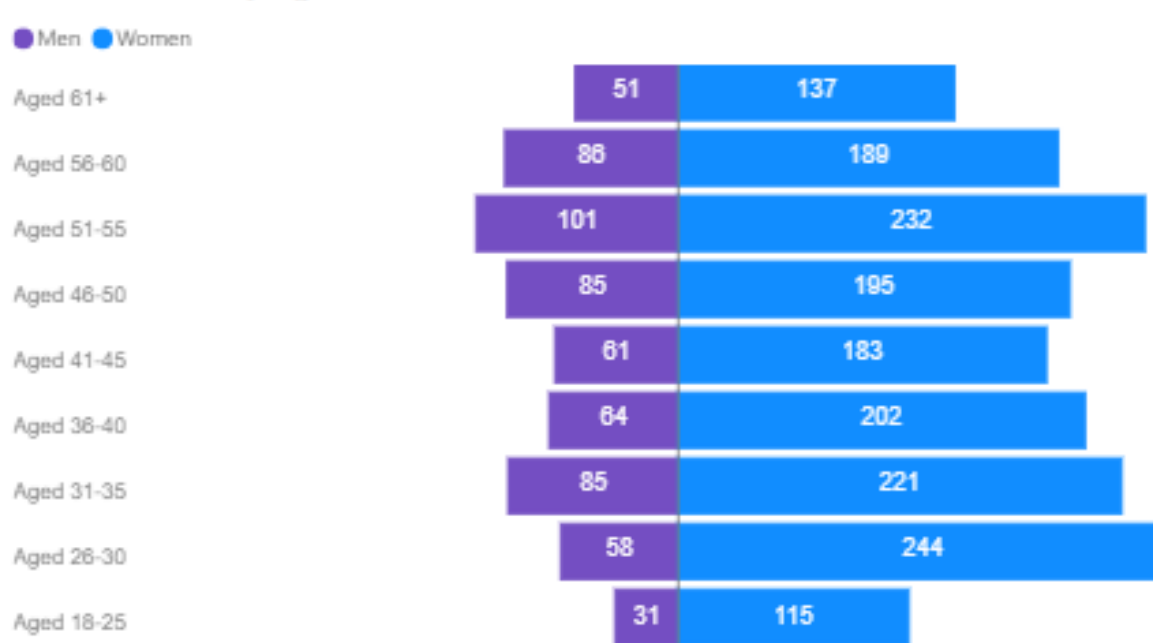


Force Demographics – Age and Gender

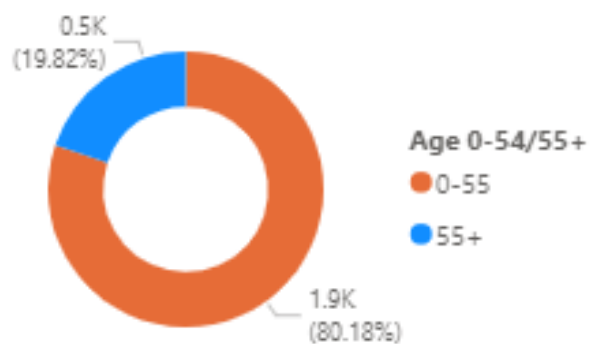
Current FTEs by Ageband



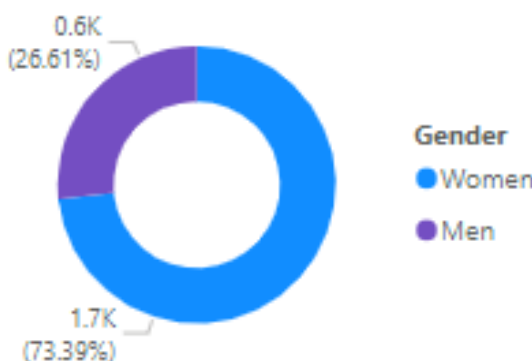
Current FTEs by Age and Gender



Current FTEs ESR by Age 0-54/55+



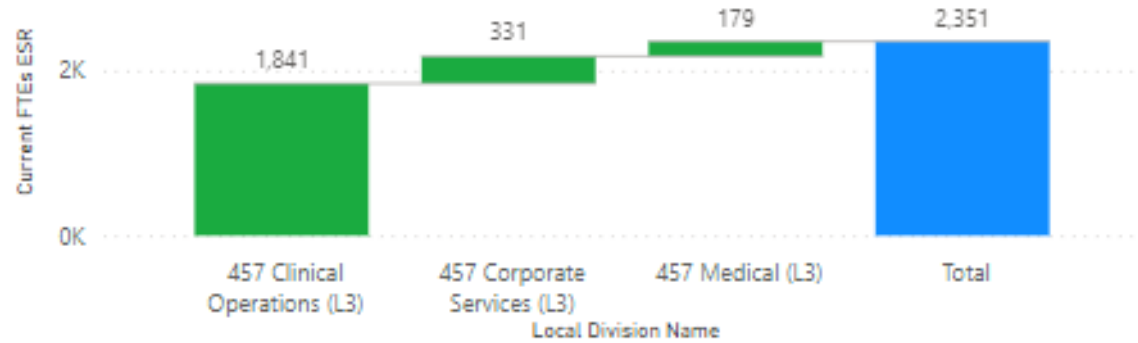
Current FTEs ESR by Gender



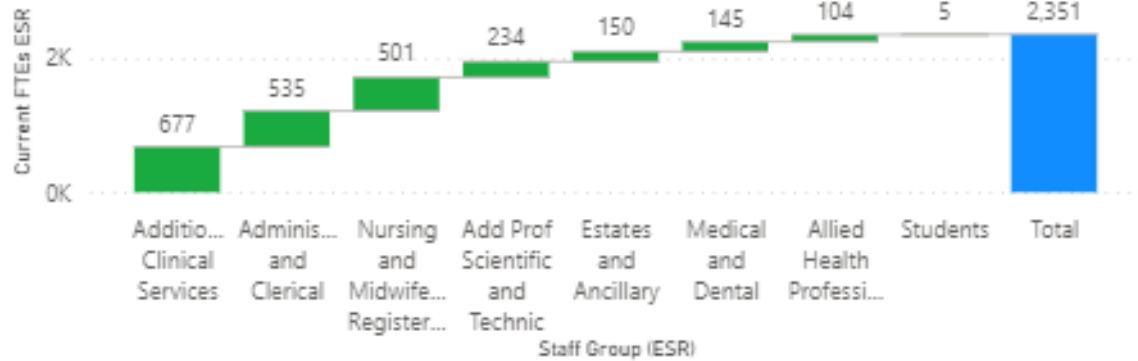
Age Band (groups)	Men	Women	Total
Aged 61+	51.3	137.4	188.7
Aged 56-60	86.2	189.0	275.2
Aged 51-55	100.5	232.1	332.7
Aged 46-50	85.1	194.9	280.0
Aged 41-45	61.3	183.2	244.4
Aged 36-40	64.1	202.4	266.5
Aged 31-35	84.6	220.6	305.2
Aged 26-30	58.4	243.7	302.1
Aged 18-25	31.4	114.7	146.1
Total	622.9	1,718.0	2,340.9

Force Demographics – FTE Breakdown

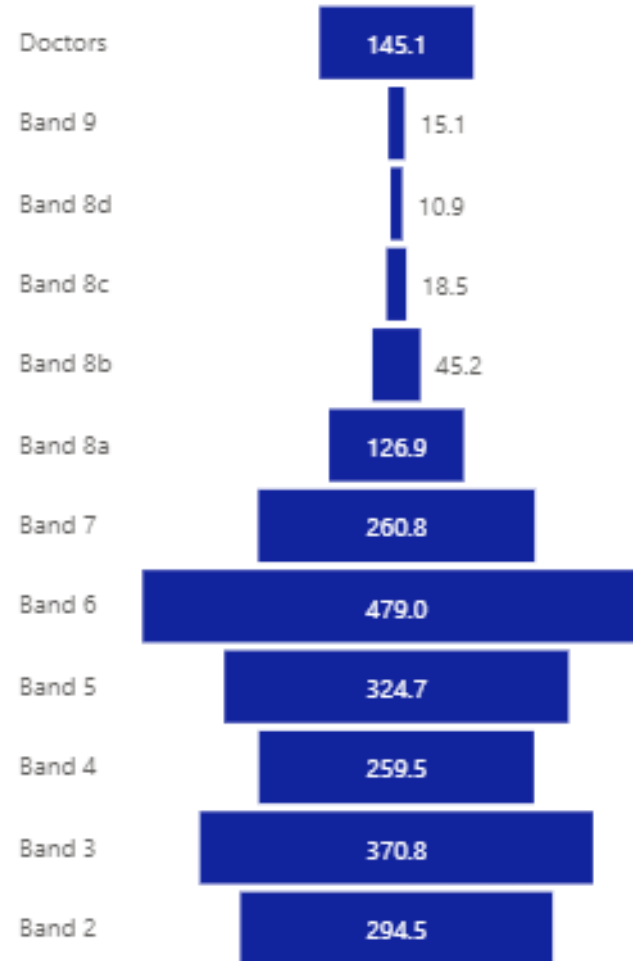
Current FTEs by Organisation Level



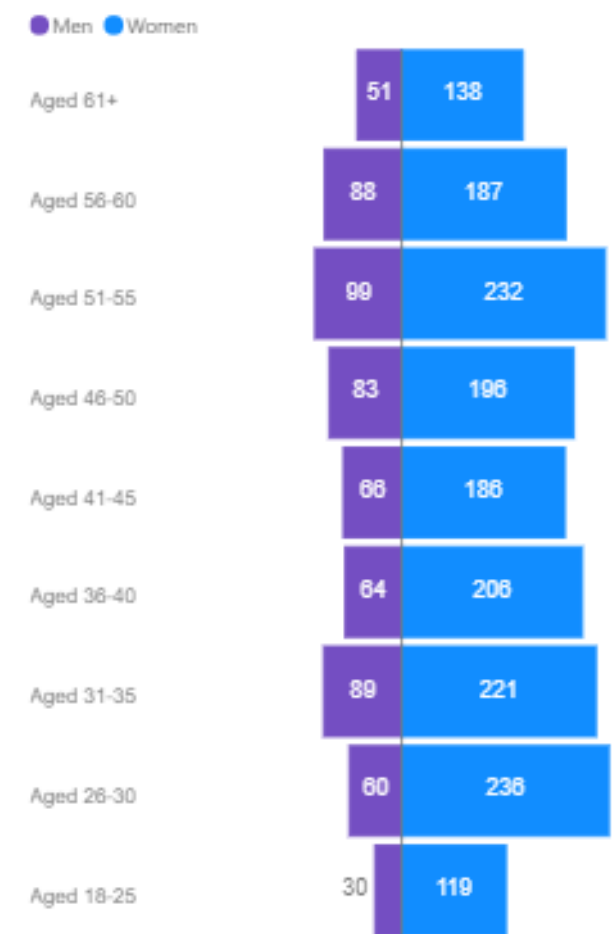
Current FTEs by Staff Group (ESR)



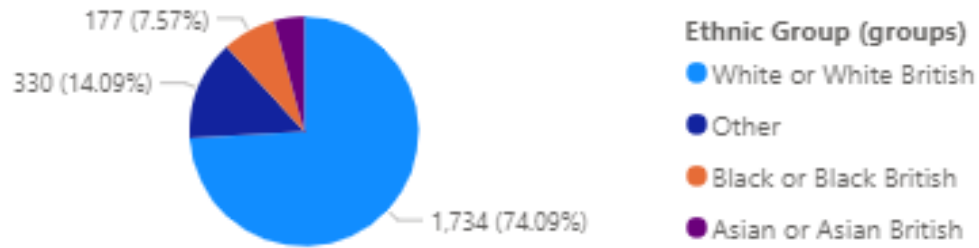
Current FTEs by Local Grade



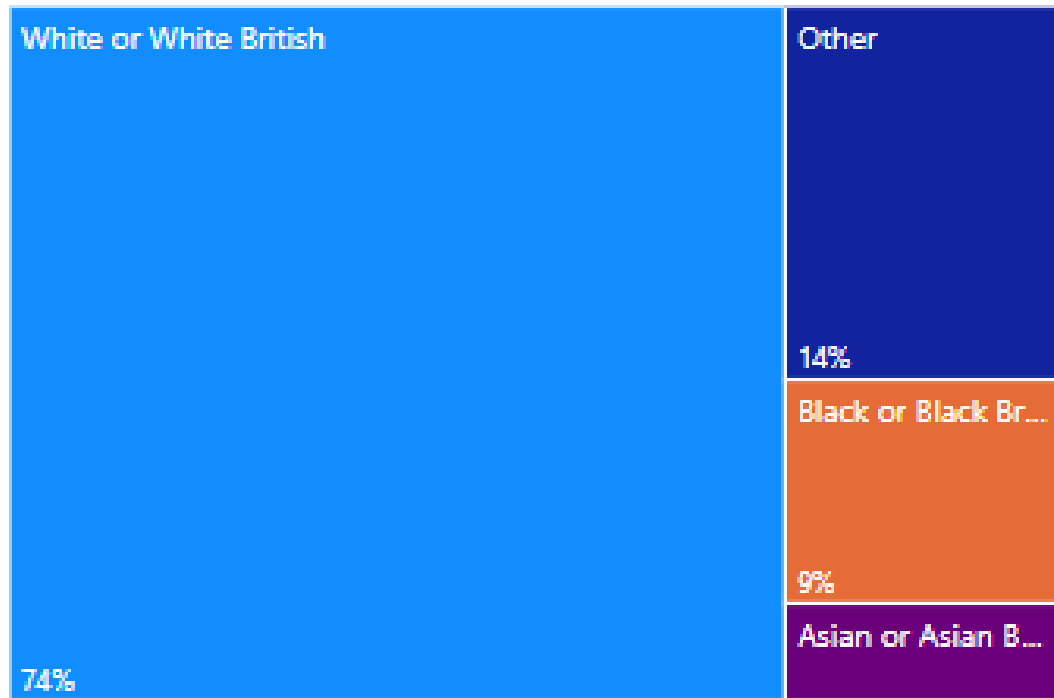
Current FTEs by Age and Gender



Current FTEs by Ethnic Group

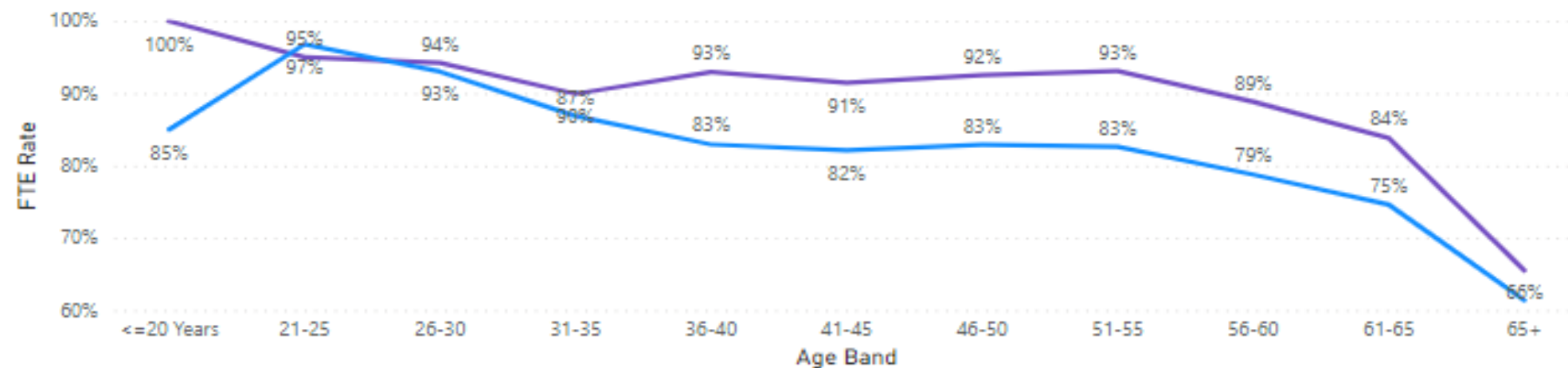


Current FTEs by Ethnicity Group



Current FTEs by Local Staff Group

Gender ● Men ● Women



FTE Rate by Staff Group (ESR)

