

Council of Governors

5 May 2022

Paper title:	Staffing Update	Agenda item 8.0
Presented by:	Bob Champion, Interim Director of Human Resources and Organisational Development	
Prepared by:	Nicola Wilson, Head of Workforce Information and Planning	

Purpose of the report		
The purpose of this report is to inform the Council of key workforce themes and challenges emerging from the work undertaken to develop Trust and Service Level 5-year workforce plans.	For approval	
	For discussion	
	For information	X

Executive summary
<p>In April 2021 the Trust set an objective to undertake a more detailed and longer-term approach to workforce planning. The ambition being to implement a strategic framework which would include mechanisms to align operational planning processes at service level with Trust-wide workforce planning activity, and the wider business planning processes (required externally as part of the Integrated Care System (ICS) and NHSE / I annual planning process).</p> <p>This paper will inform the Council on workforce planning activity undertaken in the last 12 months, the current progress and key themes/ challenges emerging from the plans, and next steps required to achieve the ambition of aligning strategic plans to operational planning processes.</p> <p>A 12-month implementation plan was put in place which described the 6 strategic workforce planning stages and workforce planning activity (including engagement with services, workshops to develop the plans and a formal sign-off process) required to produce 5-year workforce plans for each service level by the end of March 2022.</p> <p>Workforce planning activity consisted of consideration and analysis of:</p> <ul style="list-style-type: none"> • Baseline budget and current staff in post levels by band and staff group • Collation of existing projects/ plans impacting on workforce. • Development of a strategic approach to workforce planning that will align with operational planning activity at service level. • Ensuring alignment with ambitions/ objectives emerging from the Trust People Development, Clinical Workforce and individual Professional strategies. <p>Intensive engagement with the services has been ongoing since May 2021, and each operational service now has a 5-year workforce plan which covers:</p> <ul style="list-style-type: none"> • Current vacancy information based on 2022/23 budget setting establishments with staff in post, by band and staff group

- Vacancy information has then been collated up to a Trust level plan (for the first 12 months) to enable a detailed recruitment plan to be developed which will be monitored monthly.
- Transformation projects that commenced in 2021 (i.e. TWICS projects including model roster for Mental Health Inpatients, CAMHS, Medical recruitment) have been included in the analysis/ modelling for the 5-year plans where appropriate.
- Additional funding received (including Mental Health Investment fund, and BMDC funding for Bradford 0-19 children's services), has also been included within the plans.
- Year 2 to 5 information for all plans assumes average turnover rates by band/ staff group and detail on retirements expected in each year, and based on budgets as at 2022/23.

Key workforce themes and challenges emerging from the plans include:

Vacancy

- Total vacancy of 291.90WTE calculated against 2022/23 planned budgets and current staff in post.
- Vacancies requiring active recruitment in first 12 months of the plans, however, is reduced to 154WTE – this is due to 137.9WTE requiring review as part of future development work (i.e. TWICS programmes re. Corporate services and Community Adult Physical Health service redesign which have not yet commenced).

Recruitment

- Of the 154WTE active vacancies 81WTE are Registered nursing roles (from bands 5 to 7). Mainly at band 5 level and within Mental Health services (due to increased MH Investment funding), with 13WTE as part of the Bradford 0-19 Children's investment monies. This has been flagged as a risk in terms of the difficulty in recruiting to these roles.
- Plans include action to increase bank supply across all roles to help bridge gap whilst recruitment is in process.
- Further action to review the roles assigned as band 5 nursing in the finance plans (from additional investment) to analyse if roles can be filled by alternative staffing groups.

Skill Mix / New Roles

Some service plans have been able to model new roles and skill mix as part of transformation work (e.g. model roster work in Mental Health Acute Inpatients). New roles/ skill mix identified as part of the plans include:

- Increase in Pharmacy technician roles (7WTE)
- Increase in Social worker roles
- Introduction of Band 3 Activity Co-ordinator roles (21WTE)
- Continue to increase number of Nursing Associate roles (target of 10wte per year across all services)
- Review workforce planning approach in line with requirements/ timeline with finance/ business planning activity, to introduce mechanisms that will provide integrated schedules/ action plans and link all individual projects into one place.
- Implementation of a BI/Business Warehouse and alignment with clinical and corporate systems will greatly improve ability to work from 'one version of the truth'. An agreed

process needs to be implemented, data cleansing of all systems and alignment of 'descriptions' will be required to achieve this.

- The use of the developed service-level plans as one source of information (and therefore as baseline information for any upcoming projects – to reduce silo working and risk of duplication)
- To ensure plans linked to People Development, Clinical Workforce, and Professional strategies and the TWICS programme objectives (to help eradicate silo projects and improve / streamline workforce modelling work)
- Services to schedule regular business planning meetings which include detailed actions for workforce planning/ modelling
- Output of 5-year workforce plans to be monitored through the Workforce Optimisation AGG, and reported to Council of Governors
- Review of resource/ capacity required to achieve and sustain quality of workforce plans.

The paper is presented to Council of Governors for information.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No'	If yes please set out what action has been taken to address this in your paper
	No	

Recommendation
The Council of Governors is asked to: <ul style="list-style-type: none"> • Note the Staffing Update.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X	X		X	X

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
X	X	X	X	X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> • SO2: To prioritise our people, ensuring they have the right skills, suitable workspaces and feel valued and motivated
--	--

	<ul style="list-style-type: none"> • SO4: To empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity • SO6: To make effective use of our resources to ensure that services are clinically, environmentally, and financially sustainable
<p>Links to the Corporate Risk Register (CRR)</p>	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none"> • N/A
<p>Compliance and regulatory implications</p>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> • All CQC regulations

Council of Governors

5 May 2022

Trust and Service Level 5-year Workforce Planning

1 Purpose

The purpose of this report is to inform the Council of key workforce themes and challenges emerging from the work undertaken to develop Trust and Service Level 5-year workforce plans.

2 Background

In April 2021 the Trust set an objective to undertake a more detailed and longer-term approach to workforce planning. With the ambition being to implement a strategic framework which would include mechanisms to align operational planning processes at service level with Trust-wide workforce planning activity, and the wider business planning processes (required externally as part of the Integrated Care System (ICS) and NHSE / I annual planning process).

This paper will inform the Council on workforce planning activity undertaken in the last 12 months, the current progress and key themes/ challenges emerging from the plans, and next steps required to achieve the ambition of aligning strategic plans to operational planning processes.

3 Workforce planning activity

A 12-month implementation plan was put in place which described the 6 strategic workforce planning stages and workforce planning activity (including engagement with services, workshops to develop the plans and a formal sign-off process) required to produce 5-year workforce plans for each service level by the end of March 2022.

Workforce planning activity consisted of consideration and analysis of:

- Baseline budget and current staff in post levels by band and staff group
- Collation of existing projects/ plans impacting on workforce.
- Development of a strategic approach to workforce planning that will align with operational planning activity at service level.
- Ensuring alignment with ambitions/ objectives emerging from the Trust People Development, Clinical Workforce and individual Professional strategies.

Intensive engagement with the services has been ongoing since May 2021, and each operational service now has a 5-year workforce plan which covers:

- Current vacancy information based on 2022/23 budget setting establishments with staff in post, by band and staff group
- Vacancy information has then been collated up to a Trust level plan (for the first 12 months) to enable a detailed recruitment plan to be developed which will be monitored monthly.
- Transformation projects that commenced in 2021 (i.e. TWICS projects including model roster for Mental Health Inpatients, CAMHS, Medical recruitment) have been included in the analysis/ modelling for the 5-year plans where appropriate.
- Additional funding received (including Mental Health Investment fund, and BMDC funding for Bradford 0-19 children's services), has also been included within the plans.
- Year 2 to 5 information for all plans assumes average turnover rates by band/ staff group and detail on retirements expected in each year, and based on budgets as at 2022/23.

Developed service level plans include:

- **Mental Health Inpatient Services** – separate detail for Acute Inpatient, Older People's, Low Secure Service and Learning Disability wards
- **Mental Health Community Services** – separate detail for Adult Community Mental Health, Early Intervention in Psychosis, IAPT and Psychological Therapies, Older People Community Mental Health and Community Learning Disability services
- **Community Adult Physical Health Services** – separate detail for District Nursing, Speech and Language, Podiatry, Palliative Care, and Dental services
- **Community 0-19 Children's Services** – separate detail for Wakefield 0-19 children's services (with plan accounting for the TUPE of staff at the end of contract in October 2021), Bradford 0-19 Children's services (which includes the £1M investment roles in the plan), and Specialist Children's services

Each service level plan has been signed off by General Manager/ Service Manager with the caveat that the plans will continue to be regularly updated during 2022/23 as the strategic framework/ operational processes start to align.

The service level plans have also been collated to Trust/ Organisation level, and year 1 (2022/23) has then been aligned with finance and business plans for the submission as part of the annual business planning activity required by ICS and NHSE/I.

Action plans/ forward planning steps include consideration of the ambitions relating to the Clinical Workforce Strategy and individual Professional strategies, such as, the medical recruitment plans, psychological therapies strategy, and recent work undertaken to develop Allied Health Professional roles within the Trust.

A separate corporate services plan will be developed in line with development of the corporate services strategy.

3 Key workforce themes / challenges

During the workforce planning process several risks/ challenges were highlighted that will need to be addressed/ worked through to enable further development/ refinement of the process and ensure that the process is sustainable going forward.

Risks/ challenges included:

- Conflicting timelines between requirements for Trust level and external submissions with operational / transformational project completion. There was also an additional requirement for a revised plan to be submitted for Q3 and Q4 of 2021/22.
- Difficulty/ complexity of tracking the number of separate projects/ business cases in progress.
- Requirement to align data sources (e.g. finance, workforce and business/ service data).
- Lack of capacity of clinical staff to have the time to focus on longer term visioning
- Lack of capacity/ sufficient skilled resource in workforce planning to support the services in workforce modelling/ updating workforce plans.

Key workforce themes and challenges emerging from the plans include:

Vacancy

- Total vacancy of 291.90WTE calculated against 2022/23 planned budgets and current staff in post.
- Vacancies requiring active recruitment in first 12 months of the plans, however, is reduced to 154WTE – this is due to 137.9WTE requiring review as part of future development work (i.e. TWICS programmes re. Corporate services and Community Adult Physical Health service redesign which have not yet commenced).

Recruitment

- Of the 154WTE active vacancies 81WTE are Registered nursing roles (from bands 5 to 7). Mainly at band 5 level and within Mental Health services (due to increased MH Investment funding), with 13WTE as part of the Bradford 0-19 Children's investment monies. This has been flagged as a risk in terms of the difficulty in recruiting to these roles.
- Plans include provision to increase bank supply across roles to mitigate risk of inability to recruit

Skill Mix / New Roles

Some service plans have been able to model new roles and skill mix as part of transformation work (e.g. model roster work in Mental Health Acute Inpatients). New roles/ skill mix identified as part of the plans include:

- Increase in Pharmacy technician roles (7WTE)
- Increase in Social worker roles
- Introduction of Band 3 Activity Co-ordinator roles (21WTE)
- Continue to increase number of Nursing Associate roles (target of 10wte per year across all services)

4 Next Steps

- Review workforce planning approach in line with requirements/ timeline with finance/ business planning activity, to introduce mechanisms that will provide integrated schedules/ action plans and link all individual projects into one place.
- Implementation of a BI/Business Warehouse and alignment with clinical and corporate systems will greatly improve ability to work from 'one version of the truth'. An agreed process needs to be implemented, data cleansing of all systems and alignment of 'descriptions' will be required to achieve this.
- The use of the developed service-level plans as one source of information (and therefore as baseline information for any upcoming projects – to reduce silo working and risk of duplication)
- To ensure plans linked to People Development, Clinical Workforce, and Professional strategies and the TWICS programme objectives (to help eradicate silo projects and improve / streamline workforce modelling work)
- Services to schedule regular business planning meetings which include detailed actions for workforce planning/ modelling
- Output of 5-year workforce plans to be monitored through the Workforce Optimisation AGG, and reported to Council of Governors
- Review of resource/ capacity required to achieve and sustain quality of workforce plans.

5 Recommendations

The Council of Governors is asked to:

- Note the Staffing Update

Bob Champion

Interim Director of Human Resources and Organisational Development

26 April 2022