

Appendix G – Workforce

Structure

The Chief Executive at Avon & Wiltshire Mental Health Partnership Trust (Hayley Richards) is the Senior Responsible Officer for workforce and, as such, represents workforce at the STP Senior Leadership Group. She co-chairs the fortnightly workforce programme board with Health Education England (HEE). The aim of the board is to:

- Engage all STP footprint organisations (and other work streams) in STP workforce development.
- Provide an STP Local Workforce Action Board (LWAB).
- Coordinate representation to support care model work streams (Early Intervention, Proactive and Preventative Care, Integrated Primary and Community Care and Acute Care Collaboration) and other enabling work streams (Estates, Digital, Finance) and spotlight areas.
- Facilitate the detailed modelling of changes to workforce which will result in proposals from other work streams.
- Manage the defined projects which resulted from specific direction in the Five-Year Forward View, the STP senior leadership group and the June 2016 submission.

Project Method

HEE will support the STP through provision of a part time workforce programme manager. The workforce programme board provides STP information, develops HR links to work streams and progresses workforce projects. Other work streams are invited to send representatives. The meetings are part information sharing and part workshop in order to make best use of the Human Resource (HR) and Leadership Development (LD) expertise in the room. As part of the HEE requirement for STPs to participate in Local Workforce Activity Boards (LWABs) the workforce programme boards subsumes this role and HEE co-chair the meetings.

Data & Intelligence

HEE have provided workforce data for health and social care providers within the STP footprint and provider organisations have also supplied 'plan on a page' workforce data. Additionally staff have been trained on workforce planning tools including WRaPT and SWiPE. With support from HEE the STP has recently employed a part time project manager to support all provider organisations to use the workforce tools and to facilitate workforce modelling of STP outcomes.

Key Stakeholders

All organisations within the STP footprint including Academic Health Science Network (AHSN) and HEE, Primary Care representatives, Service User/Patient groups, voluntary sector and private provider organisations and Trade Unions, Training Providers.

Co-Production

Workforce projects are assigned to leads from across the STP. Project leads have access to colleagues within the workforce programme board in order to develop projects in consultation with other providers. HEE and the workforce programme manager are co-producing a ready reckoner of HEE support to the STP.

Communications

It is recognised that failure to engage staff, trades unions and other stakeholders presents a risk to achieving workforce transformation. Disaffected staff will have a negative impact on productivity and could threaten the ability to change at pace. The workforce work stream will therefore work closely with the communication and engagement work stream to develop engagement plans. HEE funding has been allocated to support staff engagement activities. Additionally providing opportunities for staff to participate in the development of the workforce transformation programme is a key tenet in the programme methodology.

Workforce Projects

There are a number of workforce projects to support the STP and these are detailed below. In addition AWP are leading on joint workforce planning for the STP. This will focus on the use of the WRaPT tool which is supported by HEE and the interpretation of existing data. HEE will fund a part time project manager for workforce planning who will support organisations' workforce planning leads in creating STP system-wide modelling outcomes demonstrating the impact of activity changes as a result of STP plans. These outcomes will then inform (and are essential to) more detailed workforce transformation planning.

Project	Project Description	Outcomes
Collaboration working on Apprenticeships	System wide approach to support increased collaboration on apprenticeship schemes. Development of new apprenticeships to ensure opportunities presented by Levy optimised.	HEE funding has been allocated to provide project management resource. <ul style="list-style-type: none"> • Will include new roles.
Development of Shared Training for MH and Community Staff	Collaborative working in LD departments. Includes provision of mental health training to staff in all STP organisations including ability to provide psychologically informed interventions. Identify Training Needs Analysis for skills gaps. Alignment of core training standards and alignment to MECC	<ul style="list-style-type: none"> • Reduces duplication. • Increased quality and consistency of care • Improved relationship with our staff.
Improve Staff Health and Well Being	Project to be run in conjunction with Prevention and Proactive Care Work stream and MECC. Improve baseline data on staff health and wellbeing. Building on organisations' work to achieve CQUINS Define the minimum standard for staff health and wellbeing provision.	<ul style="list-style-type: none"> • Reduced sickness and turnover. • Increases participation and engagement of staff.
Shared Recruitment	To extend the existing recruitment passport arrangements already in place between NBT, Weston and UHBristol to other NHS organisations across the BNSSG STP.	<ul style="list-style-type: none"> • Avoids duplication and is an early STP win. • Increases cross organisational collaboration • Signposts further HR streamlining opportunities.
Create a common culture	To provide a common vision and purpose for our workforce to support recruiting and retention on a footprint basis. To provide for staff engagement events in conjunction with the communications work stream. Develop opportunities for staff participation in STP development and workforce transformation. Up-skilling staff to deliver continuous improvements within their own teams and deliver and participate in transformation projects To provide OD facilitation to support workforce transformation.	HEE funding has been allocated to support staff engagement and to resource OD facilitators. <ul style="list-style-type: none"> • Vital for workforce change management • Supports STP work streams in delivery of projects • Support system leadership
STP Workforce Transformation	In addition to skills, scope and generic HR support to the STP a number of new workforce projects will be undertaken in conjunction with other work streams and these will include (but are not limited to): <ul style="list-style-type: none"> • 7 Day primary care and multi-disciplinary team working • Workforce as advocates of population health approach including MECC • Supporting new ways of working resulting from single point of access, enabling discharge and increased care out of hospital. 	<ul style="list-style-type: none"> • Reduced sickness and turnover. • Increases participation and engagement of staff. • Increased quality and consistency of care • Improved team working and collaboration