

OD and Cultural Change

Project Title	Summary of Activity	Anticipated Benefits	Spend to 31/3/18	Projected Spend 2018/19	Actual Total Spend 2018/19	Projected Spend 2019/20	Projected Spend 2020/21
Senior Leadership Development (linking to the 'Leading In' Programme)	To provide leadership development opportunities for all leaders/managers to support them in personal and career development.	<ul style="list-style-type: none"> Improved workforce retention Workforce ready for career development Positively influenced culture through appropriate leadership behaviour and actions 	£0.00	£0.00	£0.00	£0.00	£0.00
Coaching and Mentoring Programme	Development of employees by supporting them through change and to identify creative solutions through reflective practice. To develop skills, processes and knowledge of a coaching 'bank' (with NELC) Promote NELC Coaching Skills in the Workplace focusing on targeted audiences	<ul style="list-style-type: none"> Improved employee and organisational resiliency and effectiveness in change Increased staff reflection in finding best practice and solutions in the workplace and for complex issues. Improved staff satisfaction. 	£0.00	£0.00	£0.00	£0.00	£0.00
Leadership & Management Visibility / Involvement in decisions	Range of activities which seek: To increase trust and staff involvement and engagement in decision making. To ensure staff are updated regularly and opportunity to ask questions. To ensure staff feel valued and increase staff morale.	<ul style="list-style-type: none"> Improved staff engagement Improved staff satisfaction and morale Improved communications within organisation Maximised use of staff resources 	£0.00	£0.00	£0.00	£0.00	£0.00
Wider Leadership Development Support	To ensure all new and existing managers have the necessary tools in order to do their jobs at each turn of their career path. To also support succession planning.	<ul style="list-style-type: none"> Workforce is fit for the future Improved workforce retention Improved succession planning 	£68,156.00	£30,000.00	£1,285.00	£30,000.00	£30,000.00
Supporting teams to work effectively	A rolling programme of OD/facilitation interventions to help teams perform to the best of their abilities. This is delivered jointly by the OD team within the Health and Social Care Partnership, ACC and NHSG resources eg. NELC. <ul style="list-style-type: none"> Interventions to facilitate improvement of services team effectiveness organisational change locality development promotion of shared culture and values 	<ul style="list-style-type: none"> Increased team effectiveness, engagement and morale Reduced sickness absence (including stress related) Increased communication Improved staff readiness for change 	£0.00	£0.00	£0.00	£0.00	£0.00
Training Passport	Shared Learning and Development Framework - Development of a learning and development "passport" which will enable providers to be assured of training and development levels of new and existing staff.	<ul style="list-style-type: none"> Greater efficiency in use of resources Improved relationships across and between partner providers 	£5,000.00	£0.00	£0.00	£0.00	£0.00
Implement and monitor staff engagement tool (iMatter)	To ascertain staff engagement levels before and after interventions in organisation	Improved staff engagement levels	£0.00	£0.00	£0.00	£0.00	£0.00
Monitoring of Dignity at Work Performance	This will be the key way in which the Partnership will measure and act upon dignity at work staff experiences which are not addressed by iMatter. This will be for all staff in the Partnership.	Improved staff engagement	£0.00	£0.00	£0.00	£0.00	£0.00
Ensure a fit and healthy workforce.	Development of a sustainable plan for Healthy Working Lives activities. Seeks to ensure that all staff are aware of and take up opportunities to be fit and healthy and to be seen as role models.	<ul style="list-style-type: none"> Reduction in sickness absence figures Improved staff satisfaction 	£736.70	£0.00	£0.00	£0.00	£0.00
Volunteering and supporting carers	Project to be developed.	to be developed	£0.00	£0.00	£0.00	£0.00	£0.00
Staff Awareness & Comms: Implementation of "Ideas Hub"	Delivery of an Online innovation platform to ensure and encourage all staff to participate in identifying and developing ideas for improvement.	<ul style="list-style-type: none"> Maximises opportunity to identify and implement innovative ideas including efficiencies and more effective ways of working Maximises staff engagement and recognition Effective use of resources Ensure that workforce is fit for the future Improved staff retention 	£33,153.42	£21,600.00	£5,400.00	£21,600.00	£21,600.00
Develop ACHSCP Workforce Planning Model	To ensure all areas of the organisation, particularly hard to fill roles, have a plan to meet organisational needs both now and in the future (building on existing NHSG and ACC models).	<ul style="list-style-type: none"> Effective use of resources Ensure that workforce is fit for the future Improved staff retention 	£0.00	£0.00	£0.00	£0.00	£0.00
ACHSCP Graduate Programme	To scope this as a potential area for the group to action. Identifying key benefits.	To ensure a pipeline of young talent throughout the organisation. Succession planning	£0.00	£0.00	£0.00	£0.00	£0.00
ACHSCP Apprenticeship Programme	To link with ACC and NHSG partners current apprenticeship programmes to inform needs of the partnership and to ensure succession planning and pipeline of younger workforce into the organisation. (To be further refined and scoped including identifying key benefits)	To ensure a pipeline of young talent to undertake roles typically 'hard to fill' e.g. carers, social work SVQ's delivered via SSSC. - Future workforce - Succession planning Transference of skills and knowledge	£0.00	£0.00	£0.00	£0.00	£0.00
Developing the Young Workforce / Career Ready	Career Ready: Work to support the partnership's workforce plan of supporting a programme of internships. A national UK wide 2 year mentoring programme, with the centre piece being a 4 week paid internship. This organisation promotes / facilitates partnership arrangements between organisations and schools to develop pupils skills' in the workforce. The Developing the Young Workforce (DYW) programme is a Scottish Government initiative which seeks to drive the creation of a world-class vocational education system and to reduce youth unemployment by 40% by 2021.	<ul style="list-style-type: none"> Increased no. of school pupils into H&SC as a career path. Maximising resource through internships for projects within the partnerships. Stronger working links with education as part of workforce planning. 	£0.00	£800.00	£0.00	£800.00	£0.00
Heart Awards	Programme and event to support and reward our staff and wider colleagues.	<ul style="list-style-type: none"> Employee recognition and engagement Increased motivation 	£25,232.04	£19,000.00	£380.00	£19,000.00	£19,000.00
Annual Conference	Annual Event to bring wider partnership together around our Transformation Programme	<ul style="list-style-type: none"> Improved communication and engagement Increased visibility of ET and IJB Board members Reaffirming the partnerships vision and aspirations 	£11,126.58	£9,000.00	£0.00	£9,000.00	£9,000.00
Develop plan of annual engagement activities	Development of integrated engagement plan across partnership and linking in with partners	<ul style="list-style-type: none"> Greater efficiency in use of resources Reduced risks around consultation fatigue 	£0.00	£2,000.00	£0.00	£10,000.00	£10,000.00
Other	Miscellaneous activity related to workstream		£572.75	£0.00	£0.00	£0.00	£0.00
Board Development, systems and governance testing	Development of effective IJB and committee systems, processes and operating culture.	<ul style="list-style-type: none"> Robust governance Supporting the Board to understand the complexities of H&SC landscape Supporting effective decision making 	£560,376.68	£30,000.00	£0.00	£30,000.00	£0.00
Overall email distribution list	A system to support communication with full partnership workforce	Improved efficiency	£1,582.39	£0.00	£0.00	£0.00	£0.00
			£705,936.56	£112,400.00	£7,065.00	£120,400.00	£89,600.00