North Central London
Sustainability and Transformation plan

Workforce Work stream - High Level 5 Year Delivery Plan and Detailed Plan for 17/18

Workforce Workstream

Objectives and Scope

High level objectives	• Improve patient experience and outcomes through improved staff experience and engagement • Define and adopt new ways of working, enabling working across health and care settings • Maximise workforce efficiency and productivity • Create a reputation where NCL is recognised as a great place to work aiding recruitment and retention • Promote and provide an excellent learning environment • Develop, implement and embed a systematic approach to leadership development and quality improvement
Scope and Exclusions	➢ **In scope:** ▪ Resourcing including:- ▪ Staff Recruitment & Retention ▪ Temporary Staffing and Shared Bank ▪ Integrated Employment Model ▪ Learning & Development including:- ▪ Shared in house learning & Development ▪ Apprenticeships ▪ Statutory & Mandatory Training ▪ HR Shared Services/Administration ▪ New Models (enabling) Providing expert advice, workforce planning and design to enable new models of care ▪ Primary Care - Delivery of a number of recruitment, retention and training programmes aligned to the GP forward view ➢ **Exclusions (out of scope):** ▪ Productivity which is not HR Administration

Workforce Workstream

Constraints & links to other programmes

Constraints	➢ **Time:** Sufficient lead in time to recruit, train and develop new teams in new ways of working**.** ➢ **Funding:** Sufficient resources to deliver the programme of work and decisions made on programme resources for 2017/18 early to enable full mobilisation ➢ **Legal:** Employment portability may be constrained by statutory responsibilities of organisations of expectations of commissioners. ➢ **Logical:** The workforce programme is dependent on sufficient definition of the clinical models to enable robust workforce modelling
Links to other work-streams	➢ The workforce work stream will support the following clinical work streams with workforce advice, modelling, planning and design: ➢ Cancer Care closer to home Mental Health Elective Care Maternity ➢ Children's & Young People Prevention Urgent Care Primary Care ➢ There are also links and dependencies with the other enabling work streams to be able to realise the HR projects ➢ Digital Estates

Workforce Workstream

DEFINITION / PLAN

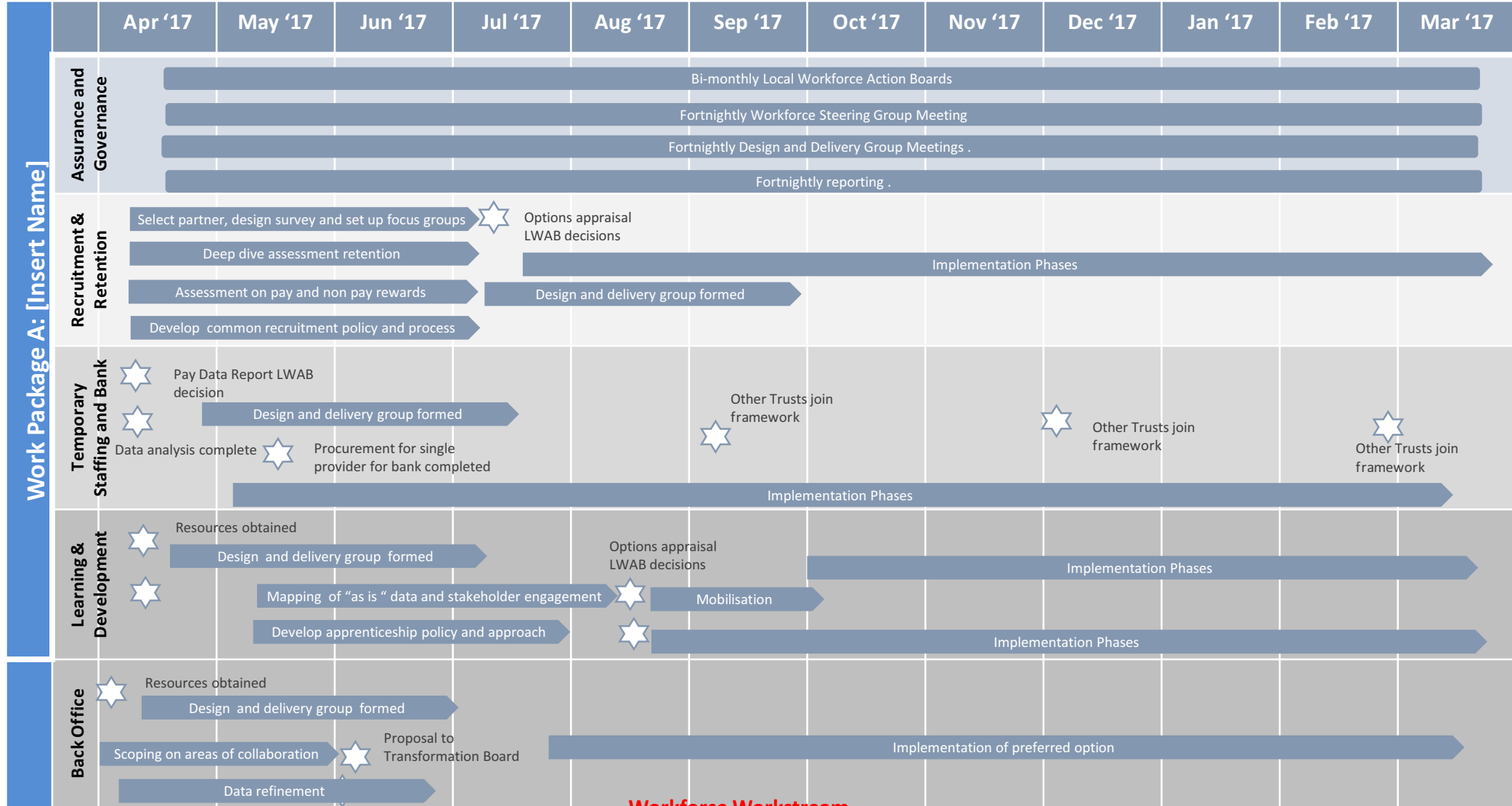| Work package	Initiative	Description	Deliverable	Target Delivery Date
New Models of Care (Workforce as an enabler)	Package of work for each of the clinical work streams	Support the new models of care leads in understanding changes to workforce resulting from the new models of care covering capacity changes, new roles, changed roles, skills, training, competencies, recruitment and professional and career development. Bring together professional expertise in pathway designers with HR expertise to ensure credible plans for implementation	Workforce modelling & Analysis Workforce design Education & Training design & delivery Develop change management skills and capacity to support new models of care	Dependent on work stream to be confirmed
Primary Care	Recruitment & Retention Training & Development New Roles	Review and re-alignment of GP Training across London/NCL . Implementation of new role programme . Implementation of retention schemes and training of existing workforce	Workforce design to take place concurrently with CHIN development timelines Delivery of workforce aspects of the GP Forward View	To be confirmed
Resourcing	Recruitment & Retention	To reduce turnover across NCL and retain existing skills	Stage one qualitative "deep dive" assessment Reward Assessment Common Recruitment Policy and Processes	July 2017 Subsequent deliverables dependent on assessment
	Temporary Staffing	To consolidate temporary resourcing activity across NCL and to provide attractive and comparable rates and reduce agency spend	Pay data report to LWAB	
	Bank	Single procurement for a shared bank platform/service	Platform for one provider that enables Trusts to join the bank	

Workforce Workstream
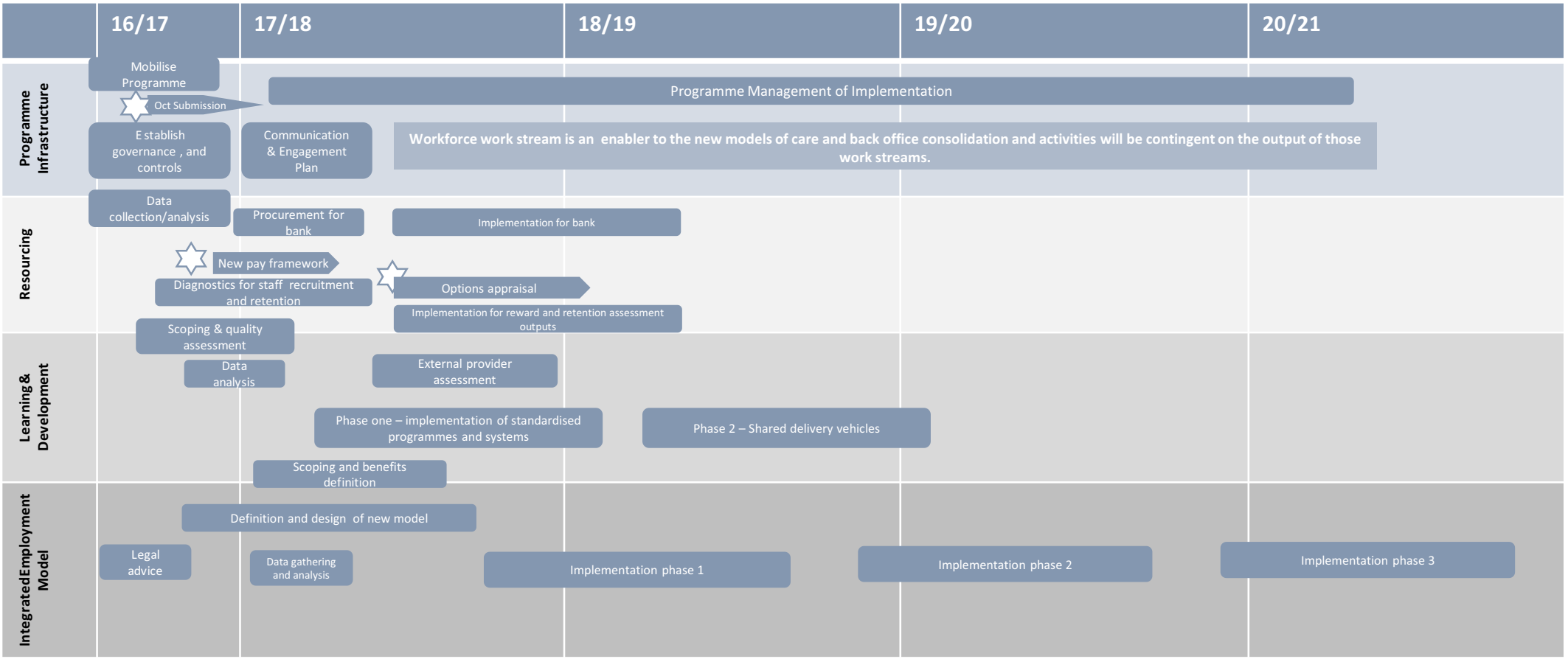
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Initiatives & deliverables to 2020/21(2/2)

Workpackage	Initiative	Description	Deliverable	Target Delivery Date
Learning & Development	Statutory and Mandatory	Standardise and streamline and extend one approach to statutory and mandatory training	Standard common approach , content, topics and standards implemented to delivery models for statutory training	Variable
	Shared provision	Pooling resources across NCL and developing shared capabilities for in house delivery of education, training and workforce development	Initial phase provides an in depth review of learning centres, e-learning platforms, library services, simulation facilities and current provision	2018/19
	Apprenticeships	Collaborative approach to apprenticeships	Shared policies including pay, terms and conditions	
			Co-ordinated approach to capabilities	2018/19
			Joint procurement of providers	
			Joint planning of shared cohorts	2019/20
Integrated Employment Model	Branding Employment portability Career frameworks	To encourage employment flexibility across the health and social care system. To implement employment portability and career frameworks that supports the new models of care.	Employment Concordat Shared Vision Programme of work	2018/19
Productivity	HR Administration	Future HR operating models that consolidates HR transactional activity	Standardisation and streamlining of policies and processes and procedures and an operating model for future delivery	To be confirmed following scoping

2017/18 detailed delivery plan

North Central London Sustainability and Transformation Plan

DEFINITION / PLAN

Work Package A: [Insert Name]

	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '17	Feb '17	Mar '17

Assurance and Governance
- Bi-monthly Local Workforce Action Boards
- Fortnightly Workforce Steering Group Meeting
- Fortnightly Design and Delivery Group Meetings .
- Fortnightly reporting .

Recruitment & Retention
- Select partner, design survey and set up focus groups
- ★ Options appraisal LWAB decisions
- Deep dive assessment retention
- Implementation Phases
- Assessment on pay and non pay rewards
- Design and delivery group formed
- Develop common recruitment policy and process

Temporary Staffing and Bank
- ★ Pay Data Report LWAB decision
- ★ Design and delivery group formed
- ★ Data analysis complete
- ★ Procurement for single provider for bank completed
- ★ Other Trusts join framework
- ★ Other Trusts join framework
- ★ Other Trusts join framework
- Implementation Phases

Learning & Development
- ★ Resources obtained
- Design and delivery group formed
- ★ Options appraisal LWAB decisions
- Implementation Phases
- ★ Mapping of "as is " data and stakeholder engagement
- ★ Mobilisation
- Develop apprenticeship policy and approach
- ★ Implementation Phases

Back Office
- ★ Resources obtained
- Design and delivery group formed
- Scoping on areas of collaboration
- ★ Proposal to Transformation Board
- Implementation of preferred option
- Data refinement

Workforce Workstream

Delivery schedule to 2020/21

DEFINITION / PLAN

	16/17	17/18	18/19	19/20	20/21
Programme Infrastructure	Mobilise Programme / Oct Submission / Establish governance, and controls / Data collection/analysis	Communication & Engagement Plan	Programme Management of Implementation / Workforce work stream is an enabler to the new models of care and back office consolidation and activities will be contingent on the output of those work streams.		
Resourcing	New pay framework / Diagnostics for staff recruitment and retention	Procurement for bank	Implementation for bank / Options appraisal / Implementation for reward and retention assessment outputs		
Learning & Development	Scoping & quality assessment / Data analysis		External provider assessment / Phase one – implementation of standardised programmes and systems	Phase 2 – Shared delivery vehicles	
Integrated Employment Model	Legal advice	Scoping and benefits definition / Definition and design of new model / Data gathering and analysis	Implementation phase 1	Implementation phase 2	Implementation phase 3

DEFINITION / PLAN

Work package	Initiative	Activity / Deliverable	Owner / Lead	Target delivery date
A. Resourcing	A.1 Recruitment	A.1.1 Common recruitment policy and process	Ben Morrin	11/07/2017
	A.2 Retention	A.2.1 Retention Assessment and report of findings to LWAB	Ben Morrin	11/07/2017
	A.3 Rewards	A.3.1 Reward Assessment and report of findings to LWAB	Ben Morrin	11/07/2017
	A.4 Temporary Staffing	A.4.1 Harmonisation of pay findings	Ben Morrin	27/02/2017
	A.5 Bank	A.5.1. Bank Tender contract award	Ben Morrin	31/03/2017
		A.5.2 Trusts joining framework	Ben Morrin	2017/2018
B. Learning & Development	B1. Statutory & Mandatory	B.1.1 "As is" mapping of MaST across all organisation, data analysis	David Grantham	31/06/2017
	B2. Shared provision	B2.1 "As is" mapping /data analysis of existing facilities and infrastructure	David Grantham	31/06/2017
	B3. Apprenticeships	B3.1 Apprenticeships policy and approach	David Grantham	31/05/2017
C. Integrated Employment Model	C.1 Branding	C.1.1. Distinctagreed identity and employment proposition documented	Charles Allen	01/09/2117
	C2. Employment Portability	C.2.1 Shared approach to implementation of common employment processes	Charles Allen	01/04/2018
	C3. Career Frameworks	C.3.1. Structured career rotations through different settings of care C.3.2 More portable and flexible employment processes	Charles Allen	01/11/2018
D. Productivity	D1. HR Back Office	D.1.1. Scoping of areas of collaboration	To be allocated	05/05/2017
E. Primary Care	E1. Recruitment	E.1.1 Recruitment to new GPs	Rachel Roberts	03/08/2017
		E.1.2. Recruit to Nursing Associates	Rachel Roberts	25/01/2017
		E.1.3. Recruitment to Pharmacists	Rachel Roberts	31/08/2017
	E2. Retention	E.2.1 Developa retention strategy	Rachel Roberts	31/08/2017
	E3. New Roles	E.2.2. Recruitto Medical Assistants	Rachel Roberts	30/04/2017
	E4. Training	E.4.1 Training to GPs, Practice Nurses and Community Pharmacists	Rachel Roberts	31/03/2018
	E5. CHIN design	E.5.1. First CHINworkforce models designed	Rachel Roberts	31/06/2017

Workforce Workstream

2017/18 Programme management capacity (1/1)

Work Package	Initiative	Resources required (specify required roles)	AfC Grade	Cost	Rationale	Start date	End date
A. Central Programme	A.1.1 Programme Management	1 WTE Programme Director/ Manager	8d	98,500	Management of the set up, co-ordination and implementation of the programme to best practice	01/04/2017	31/03/2018
		Communications & Engagement	Day rate £600	12,000	Write a communications and engagement strategy and workshop design	As required 20 days	
	A1.1 Programme Management	0.5 WTE Project Support Officer	6	22,750	Project support, managing programme meetings, configuration management and admin	01/04/2017	31/03/2018
	A1.1 Programme Management	Consultancy	Day rate £800	40,000	Ad hoc packages of work as required, for example data analysis or pathway re-design	As required 50 days	
B. Resourcing workstream	B1.1 Recruitment & Retention; Bank	2 WTE Project Managers	8b	143,400	Definition and delivery of projects within timeline and to budget mandated by LWAB	01/04/2017	31/03/2018
	B1.2 Temporary Staffing	0.6 WTE Specialist	8b	43,020	Definition and delivery of projects within timeline and to budget mandated by LWAB	01/04/2017	31/03/2018
C. Learning & Development workstream	C1.1 Shared Provision; Statutory & Man	2 WTE Project Managers	8b	143,400	Definition and delivery of projects within timeline and to budget mandated by LWAB	01/04/2017	31/03/2018
D. New Models of Care support	D1.1 Workforce Analysis	1 WTE Senior Workforce analyst	8b	71,700	Demand and capacity and case mix analysis of activity shifts	01/04/2017	31/03/2018
E. Productivity workstream	E1.1 Back Office	1 WTE Project Manager	8b	71,700	Definition and delivery of projects identified to deliver the back offices saving s	01/04/2017	31/03/2018
	E1.1 Back Office	Consultancy	Day rate £800	40,000	Design and documentation of new pathway. Options appraisal on shared services	As required 50 days	
	E.1.1 Back office	1 WTE Business process analyst	8b	71,700	Data analysis relating to exiting pathways	01/04/2017	31/03/2018
F. Primary Care workstream	F1.1 Recruitment, Retention, Training	1 WTE Project Manager	8b	71,700	Project support to the clinical lead for Primary Care	01/04/2017	31/03/2018

Workforce Workstream

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Proposed recruitment plan (1/1)

Resources required (specify required roles)	AfC Grade	Cost	Start date	End date	How the post will be filled
Programme Director/Manager	8d	98,500	01/04/2017	31/03/2018	Internal and external recruitment, secondment opportunity
Project Support Officer	6	22,750	01/04/2017	31/03/2018	Internal and external recruitment, secondment opportunity
Project Managers	8b	426,000	01/04/2017	31/03/2018	Internal and external recruitment, secondment opportunity
Senior workforce/business analysis	8b	143,400	01/04/2017	31/03/2018	Internal and external recruitment, secondment opportunity

Workstream finance and activity impact - 2017/18 (if applicable)

BENEFITS REALISATION

Work Package	Initiative	Recurrent (£m)	Non Recurrent	Savings (gross)*	Net savings	Activity change +/-
Bank Rate Harmonisation		0		0		n/a
Shared Bank Framework		0.2	(0.2)	0.2	0	n/a
Retention	Retention Assessment	0		0		n/a
	Reward Assessment	0		0		n/a
Learning and Development	Standardised Policies	0	(0.1)	0	(0.1)	n/a
Productivity	(HR elements of the back-office workstream)		(0.2)		(0.2)	n/a
Central Programme			(0.2)		(0.2)	n/a
Support to other workstreams	New Models of Care		(0.1)		(0.1)	n/a
	Primary Care		(0.1)		(0.1)	n/a
	Total	**0.2**	**(0.8)**	**0.2**	**(0.6)**	

Detailed Investment Plan and Finance and Activity Impact Model

Most workstreams are expected to start generate savings from 2018/19. Detailed analysis to 2020/21 included in embedded spreadsheet, see "Savings" tab. Investment required detailed on "Investment Plan" tab.

Microsoft Excel Worksheet

Workforce Workstream

Investment plan (where applicable)

Month	CCG / Borough / Trust	Rationale
Apr 2017	All: £69k	See embedded file on last slide for further details.
May 2017	All: £69k	
Jun 2017	All: £69k	
Jul 2017	All: £69k	
Aug 2017	All: £69k	
Sep 2017	All: £69k	
Oct 2017	All: £69k	
Nov 2017	All: £69k	
Dec 2017	All: £69k	
Jan 2018	All: £69k	
Feb 2018	All: £69k	
Mar 2018	All: £69k	

Workforce Workstream

Benefits realisation and KPIs (1/1)

Initiative	Impact	Key Performance Indicator Influenced (include details of baseline information which will be used for measurement)	Target	Validation date
List the initiative from which the benefit will emerge	*Description of the benefit, defined in measurable terms*	*List the key performance indicator that will be influenced as a result of this benefit*	*What is the target 'reading' of the KPI to be reached to show that the benefit has been realised?*	*When should the benefit be measured?*
Recruitment	• Reduction in time to hire leading to improved staff satisfaction • Reduction in recruitment costs	• Number of days from advert to start date • Unit cost of hire	• To be confirmed	• Annually • Annually
Retention	• Reduction in staff turnover leading to reduced financial costs, better patient experience and reduction in clinical incidents	• Stability index • Staff turn over rate • Patient experience survey • Number of SUIs	• To be confirmed	• Annually
Rewards	• Reduction in costs • Improved staff experience leading to better retention rates	• Stability index • Staff turn over rate	• To be confirmed	• Annually
Bank & Temporary Staff	• More effective deployment of temporary staff across the sector • Reduce transaction costs • Sustain lower unit costs	• Total bank and agency spend • Number of shifts filled through bank • Ratio of bank to agency spend **Workforce Workstream**	• To be confirmed	• Annually

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Benefits realisation and KPIs (1/2)

Initiative	Impact	Key Performance Indicator Influenced (include details of baseline information which will be used for measurement)	Target	Validation date
List the initiative from which the benefit will emerge	*Description of the benefit, defined in measurable terms*	*List the key performance indicator that will be influenced as a result of this benefit*	*What is the target 'reading' of the KPI to be reached to show that the benefit has been realised?*	*When should the benefit be measured?*
Statutory and Mandatory Training	• Reduction in transactional and procurement costs	• Unit cost of provision • Release of clinical time	• To be validated after scoping	• To be validated after scoping
Shared provision of in house training delivery	• Reduction in transactional costs and procurement costs	• Unit cost of provision • Release of clinical time	• To be validated after scoping	• To be validated after scoping
Apprenticeships	Maximising value for money, increasing retention and sustainable workforce.	• Development of single procurement solution • Apprentice levy reinvested • Apprentice retention periods	• Public Sector Duty Target Achieved	• Annually – each financial year (starting 2017/18)
Integrated Employment Model	• Improved staff flexibility and transferability	• Reduction in turnover rates • Filling vacancies in hard to attract posts	• To be validated after scoping	• To be validated after scoping
HR Administration	• Reduction in transactional costs and improved efficiency through standardisation, consolidation economies of scale	• Reduction in transactional costs • Operational efficiencies	• To be validated after scoping	• To be validated after scoping

Workforce Workstream

Further opportunities to extend / bring forward savings

Proposal 1	▪ None identified at this stage.
Proposal 2	▪ ▪ ▪ ▪ ▪ ▪
Proposal 3	▪ ▪ ▪ ▪ ▪ ▪

Equalities impact assessment

Equalities Impact Assessment

Microsoft Word
Document

Workforce Governance Structure

Oversight of STP Programme	NCL Transformation Board	
Oversight and Scrutiny of STP Workforce Programme, Investment Decisions	LWAB	Membership includes representatives from the health and social care landscape in NCL
Steer and Manage the overall programme delivery	Workforce Programme Steering Group	Membership includes SRO, Programme Director/Manager, Health Education England and individual Work Stream Directors
Working teams to deliver agreed content	Design and Delivery Groups	Resourcing, L&D. Employment Model, New Models, Productivity and Primary Care Membership dependent on project

N.B. Design and delivery groups to include members of the HR community across the STP

Workforce Workstream

Local Workforce Action Board (LWAB) membership

GOVERNANCE

Role	Name	Job Tile and Contact Details	Organisation
Provider CEO LWAB Chair	Maria Kane	Chief Executive	• Barnet, Enfield and Haringey Mental Health Trust
HEE NCEL LWAB Co-Chair	Dr Sanjiv Ahluwalia	Postgraduate Dean	• Health Education England, North Central and East London
LA Representative	Jon Abbey	Director of Children's Service	• London Borough of Haringey
NCL STP Programme	Charles Allen	Programme Director for workforce	• NCL STP
NCL STP Programme	Sarah Davis	Programme Manager	• NCL STP
HEE NCEL	Nigel Burgess	Head of Workforce Transformation	• Health Education England, North Central and East London
HEE NCEL	James Cain	Head of Workforce Programmes	• Health Education England, North Central and East London
Skills for Care representative	Voyta Camek	Locality Manager (London and South East)	• Skills for Care

Local Workforce Action Board (LWAB membership

Role	Name	Job Tile and Contact Details	Organisation
Medical School representative	Dr Deborah Gill	Director	UCL Medical School
HR Director representative	David Grantham	Director of Workforce and Organisational Development	• Royal Free London NHS Foundation Trust
CCG representative	Cathy Gritzner	Accountable Officer	• Barnet Clinical Commissioning Group
Medical Director representative	Dr Richard Jennings	Executive Medical Director	• Whittington HealthNHS Trust
Director of Nursing representative	Claire Johnston	Director of Nursing and People	• Camden and Islington NHS Foundation Trust
CEPN representative	Sule Kangulec	Senior Consultant	• Community Matters (PMO CEPN)
AHP representative	Laura Leadsford	Director of Therapy Services	• Royal Free London NHS Foundation Trust

GOVERNANCE

Workforce Workstream

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Local Workforce Action Board (LWAB membership

Role	Name	Job Tile and Contact Details	Organisation
Union representative	Chong Ma	OT Steward	• Unison
HR Director representative x 2	Ben Morrin	Director of Workforce	• University College London Hospitals NHS Foundation Trust
Acute Trust Director of Nursing Representative	Flo Panel-Coates	Chief Nurse	• University College London Hospitals NHS Foundation Trust
CEPN representative	Dr Gillian Parsons	Chair	• Barnet Community Education Provider Network
UCLPartners representative	Mike Roberts	Director of Education	• UCLPartners
HEI representative	Dr Nick Rollitt	Director of Medical Education	• North Middlesex University Hospital NHS Foundation Trust
CCG representative	Dr Josephine Sauvage	Chair	• Islington Clinical Commissioning Group
HEE NCEL	Matthew Tye	Governance Officer	• HEE North Central and East London

Workforce Workstream

Local Workforce Action Board (LWAB membership

GOVERNANCE

Role	Name	Job Tile and Contact Details	Organisation
HR Director x 3	Mark Vaughan	Executive Director of Workforce	• Barnet, Enfield and Haringey Mental Health Trust
Healthwatch representative	Emma Whitby	Chief Executive Officer	• Healthwatch Islington
HEI representative	Jan Williams	Dean of Health and Education	• Middlesex University
LA representative	Chris Atherton	Principal Social Worker and Workforce Lead	• London Borough of Haringey

How CCGs/providers/LAs are being engaged in the period to 31 March

GOVERNANCE

Summary

All stake holders including CCGs, NHS providers, Local Authorities and HEIs are represented on the Local Workforce Action Board (LWAB). This group was established by Health Education England (HEE) and has been meeting bi-monthly since September 2016.

The workforce workstream has engaged with the clinical workstreams to support them in determining the workforce requirements arising from their emerging clinical models. CCGs, providers and Local Authorities are all represented on these groups.

A network of NHS provider HRDs has been established and meets every 2 weeks. The workforce programme is represented at these meetings and plans are in place to connect with the equivalent group representing Local Authorities.

A meeting with social care representatives is being convened to facilitate future joint working

Workforce Workstream

North Central London
Sustainability and
Transformation Plan

Stakeholder map

Workforce Workstream

Key messages

Overarchingmessage

- Our vision is for North Central London to be the place of choice to train and work
- Our ambition is to develop a sustainable and affordable workforce fit for the future and deliver a transformed service
- We aim to attract, develop and support a workforce fit for purpose to meet the changing healthcare landscape
- We will work with NCL organisations across all care settings to support them to deliver the new care models in a range of settings and train people currently working in hospitals to gain the skills and confidence to work across the care pathway in community settings and delivering care closer to home
- We will educate and support patients, carers and those in the communities in self-care and self-management
- Phase 1 of our Delivery Plan brought together the health and social care workforce community under the strategic leadership of the Local Workforce Action Board
- Programmes of work have been initiated to improve staff retention, manage temporary staff rates of pay and significant savings have been identified. Collaboration on procuring a shared Bank provider has also been initiated
- In 2017/18 collaborative work on Learning and Development and apprenticeships will also be rolled out
- The Workforce community will also explore ways in which shared employment policies and processes and back-office capacity can improve mobility and flexibility of staff between settings while producing savings

Workforce Workstream

Outline Stakeholder Engagement Plan

Date(s)	Type of initiative	Aim / rationale	Priority	Support needed
28.02.17	SRO and Programme Managers Workshop	identify main priorities and determine the workforce issues arising from delivery plans. To increase the pace and develop a more granular level of detail so workforce impacts can be ascertained	• High	PMO support
20.03.17	Meeting with Local Authority Workforce Leads	To discuss how to engage fully with social care in addition to inclusion in the formal governance arrangements	• High	• None
01.03.17	Mental Health Workshop	To identify work force impacts on new models of care	• High	• None
LWAB 29.03.17 17.05.17 11.07.17 20.09.17 05.12.17	Board meeting	To ensure that NCL has the right staff, with the right skills in the right place to deliver high quality care to the local population	• High	• None

Workforce Workstream

Outline Stakeholder Engagement Plan

Date(s)	Type of initiative	Aim / rationale	Priority	Support needed
23.02.17 and then monthly	NCEL PGME	To engage with the Post graduate Dean education and training across the NCEL footprint on the STP plans	Medium	None
03.02.17 and then fortnightly	HR Directors Network Meeting	To brief on progress on STP Plans and get buy in to future plans. To act as a reference group.	Medium	None
Fortnightly	1) SRO Steering Group 2) Project Managers meetings	Two way feedback between the programme and those accountable for delivery	High	None
February April June	Newsletter	To provide information to managers, staff and wider stakeholders across the footprint on the STP plans	High	To provide a slot in the STP newsletter for workforce and support in providing the narrative

Workforce Workstream

Outline Stakeholder Engagement Plan

COMMS/ENGAGEMENT

Details	Stakeholder Group	Feedback / issues	Recommendations	Key contact
28.02.17 SRO and Programme Managers Workshop	SROs for new models of care and Programme Managers			• Charles Allen
February 2017 (date tbc)	Meeting with Local Authority Workforce Leads to discuss Social Care engagement			• Charles Allen
01.03.2017	Mental Health Workshop			• Charles Allen

Lead for Comms and Engagement
Charles Allen   - Workforce Programme Director Contact Details – Email: charlesallen@hee.nhs.uk   Mobile: 07773260076

Workforce Workstream

Key workstream risks

RISKS

Risk	Risk level	Risk description	Mitigating action
1. Complexity and Scale	🟡	*The complexity and scale of delivering change across a large and diverse health economy*	*Implement robust programme governance arrangements. Define programmes comprehensively and ensure there is strong engagement across stakeholders*
2. Benefits	🟡	*There is significant work to undertake to define quantifiable benefits that we are confident can be realised. A risk that benefits are double counted with business as usual or with the other programmes*	*Sufficient time and expertise spent on benefits definition. Use specialist resource to support this activity*
3. Resources	🟡	*There is insufficient resource identified to deliver the work force programme.*	*Early identification of resource requirements following full scoping activity*
4. Time to deliver	🟡	*The lead in time to develop robust solutions for complex challenges is insufficient to meet the financial challenges*	*Robust benefits management. Good governance that enables timely priority setting*
5. Legal & governance arrangements	🟡	*The changes required for new ways of working may conflict with statutory responsibilities of organisations*	*Early legal advice to be sought Robust governance and accountability arrangements built into the new structures*

Workforce Workstream