



Meeting Date	20 February 2020	Agenda Item	3.4
Report Title	Coaching Framework & Policy		
Report Author	Marie Edwards, Learning & OD Manager		
Report Sponsor	Kay Myatt, Head of Learning & Development		
Presented by	Hazel Robinson, Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	<p>The purpose of this report is to present the following documents to the committee for approval and ratification.</p> <ol style="list-style-type: none"> 1. SBUHB Coaching Framework 2. SBUHB Coaching Policy 		
Key Issues	<p>The development of a framework and policy will support the Health Board's implementation of a coaching culture and ensure a robust, measurable and consistent approach to providing a quality coaching service to our staff.</p> <p>This in turn will contribute towards the Workforce & OD priorities as set out in the Integrated Medium Term Plan 2019-22:</p> <ul style="list-style-type: none"> • Excellent Staff: a workforce which meets our service needs, leads and supports change and is fully engaged in all we do and where staff are practising at the top of their competence'. • Leadership, Culture & Values: How we improve organisational performance through leadership, development and culture. 		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve 		

SBUHB Coaching Framework & Coaching Policy

1. INTRODUCTION

The purpose of this paper is to present the SBUHB Coaching Framework and supporting Coaching Policy to the committee for approval and ratification. It provides a brief background and rationale for the development of coaching in the organisation and how this contributes to our organisational objectives.

2. BACKGROUND

SBU [and formerly ABMU] Health Board has long been an advocate of coaching as an effective method of management and leadership development. Prior to the production of the documents contained within this report, much work had been done by the L&OD team to develop a coaching service and culture within the organisation which had resulted in approximately 10 trained coaches and 5 coach supervisors. Over time, the number of active coaches decreased for various reasons e.g. change of role/organisation/increase in work pressures and little capacity remained to support the demand. A strategy and policy were developed but had not been formally ratified and coaching, whilst available to those who sought it, was not actively marketed as a development opportunity.

In 2018, £21800 was secured from Recovery & Sustainability funding to commission 2 cohorts of the ILM Level 5 in Coaching & Mentoring to increase the number of coaches available and develop a qualified, professional network of internal coaches

Alongside this, temporary funding was allocated to increase the capacity of the L&OD team which led to the creation of a post where part of the remit was to develop and manage an internal network of coaches. This provided the ideal opportunity to re-state the organisation's commitment to coaching and ensure the development of a professional, high-quality and sustainable approach to providing a coaching service to our staff.

As of February 2020, there are approximately 30 coaches [including trainee coaches] actively operating within the Health Board as part of the SBU Coaching Network

By approving the Coaching Framework and Coaching Policy, the committee will help to ensure that;

- Coaches benefit from being part of a supportive network thereby improving retention
- Staff can access a consistently high standard of coaching due to the coach network's commitment to supervision and CPD
- Line Managers of coaches receive reassurance that the time allocated for coaching is reasonable and agreed and can be fully accounted for under the terms of the charter.

3. GOVERNANCE AND RISK ISSUES

It is anticipated that Governance of the Coaching Framework & Coaching Policy will fall within the remit of the W & OD Committee.

An E&D Impact Assessment has been carried out on the Coaching Policy and found no potential risk as it currently stands.

'The policy has been screened for potential differential impact. It is not anticipated that the introduction of the coaching policy will have an adverse effect on groups of staff on the basis of their protected characteristics, however, monitoring arrangements should focus on all groups to make sure that staff do not face barriers when assessing a coach because of their protected characteristic'.

Advice has been provided to ensure that any future development work on the network is fully inclusive.

Additional risks to the continuity of the network include;

- Potential to lose coaches through change of role / move outside of HB
- Funding restraints restrict on-going professional development of coaches
- Coach availability/capacity is insufficient to meet demand for coaching
- Coaches or coachees are not released from their jobs to attend due to service pressures
- Time commitment of coach may fluctuate depending on work priorities.

4. FINANCIAL IMPLICATIONS

The continuation of leadership development, including the provision of coaching, at the scale and pace that is currently being delivered, relies on continued funding and investment. Temporary funding for the current structure within Learning & OD will end in March 2020 and if continuation of funding is not agreed, there is unlikely to be capacity to support and manage the network centrally.

There is no additional cost to provide internal coaching as this is managed within an individual's current role/working hours. However, additional cost may be incurred should external coaches be commissioned to provide executive coaching. It is expected that the cost for this will be met by departments when and if such a need is identified.

Most CPD and supervision support can be provided in-house or via partnerships with other public sector bodies however, there are many high-quality conferences and programmes run in the locality which our network would benefit from and which would support their performance. These will attract an additional costs but are considered an important investment in keeping our network's expertise up to date.

If the demand for coaching exceeds the network's capacity, it may be prudent to recruit additional staff to qualify as coaches. This would have a financial implication as an external provider would need to be commissioned.

5. RECOMMENDATION

It is recommended that the committee approve the SBUHB Coaching Framework & Coaching Policy.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<p>The Framework & Policy will help us to develop a culture across the organisation in which coaching is seen by all staff as a positive way to develop themselves, their teams and their services in support of the values of SBUHB and to provide the very best health care for the community we serve. By providing opportunities for our staff to reach their potential it is anticipated that the patient experience will improve as a result.</p>		
Financial Implications		
<p>There are no additional financial implications as regards setting up the coaching network in its current form. However, ongoing management and support of the network will require capacity within the L&OD team to be maintained at its current level.</p> <p>There are additional costs associated with attendance at local conferences and events – these are considered essential in keeping the network’s knowledge and expertise up to date.</p> <p>Should additional coaches need to be recruited, an external provider will need to be commissioned to deliver the qualifying programme.</p>		
Legal Implications (including equality and diversity assessment)		
<p>An EIA screening has been carried out and is not anticipated to have an adverse impact on any group with a protected characteristic.</p>		
Staffing Implications		
<p>The staffing implications include;</p>		

- Time for coaches and coachees to attend sessions as per their agreement within the Coach Charter & Working Agreement
- Capacity within L&OD team to manage and support the network
- Time for coaches to attend supervision and CPD as part of their development

Report History	The Coaching Framework & Coaching Policy were submitted to the WOD Forum for consultation in September 2019 as part of a report of Leadership Development.
Appendices	