



Workforce Strategy 2016 – 2021 **Ratified June 2016**

1. Introduction

1. Introduction & Purpose

This workforce strategy identifies the Trust's workforce priorities for the next 5 years which supports the delivery of the Trust's vision and objectives whilst demonstrating our values in all that we do.

Our aim is to deliver high quality patient care which is supported by a workforce who are engaged, highly skilled and competent. The quality of experiences of outcomes of people who use our services are a direct result of interactions with staff.

We want to be an employer of choice, attracting and retaining quality staff whilst supporting them with continued development, identifying talent to succession plan for the future, whilst creating a flexible workforce that can adapt to the ever changing environment whilst maintaining financial stability.

The Trust itself has experienced significant change. In 2015, 1300 staff successfully transferred to the Trust as part of the Integrated Care for Adults and Older People work stream. This has changed the Trust's service and workforce profile considerably. The CQC has rated the Trust as 'Good' and we are seeing steady improvement via our staff survey results.

We now need to fully embed the integration of the workforce and continue with the improvements for our staff to be proud to work for CPFT.

Our staff are our greatest asset and this strategy describes the support and opportunities available. The strategy will be reviewed annually.

The workforce strategy is underpinned by the

- Recruitment and retention strategy
- Organisational development Strategy
- Health and Well-being strategy
- Staff Survey Action Plans

This workforce strategy was ratified in June 2016. An annual review and regular progress reports will be provided to the Trust. The strategy is in place for 5 years or until a full review takes place.

2. The Trust

2.1 The Trust

Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) provides mental health (regional, national and international), specialist learning disability and integrated children's and older persons community services within Cambridgeshire and Peterborough, although some service areas are provided beyond this geographical boundary.

The Trust employs over 3,600 staff to deliver integrated community and mental health, learning disability and social care services to approximately 900,000 residents in the region. Whilst the main sites are the Cavell Centre, Peterborough, and Fulbourn Hospital, Cambridge, staff are based in over 50 locations across the region. The Trust also includes social work staff who are seconded in from both Cambridgeshire and Peterborough Councils.

2.2 Trust Mission, Vision & Values

Our Mission is to put people in control of their care. We will maximise opportunities for individuals and their families by enabling them to look beyond their limitations to achieve their goals and aspirations.

Our Values

Professionalism	We will maintain the highest standards and develop ourselves and others
Respect	We will create positive relationships
Innovation	We are forward thinking, research focused and effective
Dignity	We will treat you as an individual
Empowerment	We will support you

Our Vision

We want to give those people who need our services the best possible chance to live a full and happy life, despite their condition or circumstances.

- Recovery and Resilience– we will adopt the principle in all our services of empowering patients to achieve independence and the best possible life changes removing dependence and giving them and their families (in the case of children) control over their care.
- Integration – we will work closely with providers along pathways to deliver integrated person-centred care and support to local people close to their homes, principally in non-institutional settings. We will integrate with key partners to improve efficiency and effectiveness and simplify access.
- Specialist services – we are one of England's leading providers of key specialist mental health services, with particular expertise in eating disorders, children and young people's mental health, autistic spectrum disorders and female personality disorders

2.3 Trust Strategy

Four strategic goals form the basis of the five year strategy. These are:

- a) The development, commissioning and implementation of a new Integrated Service
- b) The design, development and implementation of the future CPFT Workforce
- c) Maximising the contribution of IT and the Trust Estate
- d) A commercial and financial sustainability strategy

The Trust Board will be reviewing the 5 year strategy during 2016/17.

The workforce strategy is intended to put in place a portfolio of initiatives to support delivery of the objectives within these work streams.

3. Background & Context

3.1 National drivers affecting the strategy

Nationally there have been a number of reviews and strategies developed for the whole health and social care system which have an impact on how services are provided in the future which has implications for the NHS workforce. These include

- The Five Year Forward View October 2014 describes the future of the NHS and the importance of developing new care models to support the increasing demands on the service. These new model require a workforce which is reflective of their local community, has the right number s, skills, values and behaviours with the ability to work across organisational boundaries. Trusts will need to consider new roles, ways of working, working patterns, terms and conditions and reward to develop the future workforce.
- The Five Year Forward View for Mental Health February 2016 focuses on the future of Mental Health within the NHS. More robust workforce planning is required for mental health and it should be promoted as a profession of choice. Workforce gaps need to be identified and filled and the right training and support provided for staff. We need to improve our staff morale, wellbeing and resilience.
- Lord Carter's review of Productivity in the NHS February 2016 identifies clear workforce implications including better performance management practice, better use of nursing staff, clear setting of staffing levels, better management of sickness and annual leave and better use of e-rostering.
- The NHS Leadership Academy's 'Towards a New Model of Leadership for the NHS 2013' details the links between leadership and service outcomes. Lord Rose's review 'Better Leadership for tomorrow 2015' makes recommendations for improving leadership in the NHS and the updated NHS Leadership framework provides the skills and competencies NHS leaders should have.
- The Outcomes of the Francis Inquiry February 2013 are still relevant to Trust Workforce strategies. There is a need to continue to develop a culture of care with safe staffing levels and the ability for staff to be able to raise concerns.
- New Agency Rules were issued by NHS Improvement in 2015. This includes working only with recommended suppliers; monitoring usage and spend; and adhering to the hourly cap on rates. Whilst the Trust has fully engaged with these rules it is providing challenges for managing temporary staffing. The Trust is working towards reducing non framework/capped agencies the challenge is managing risk to patient safety in inpatient environments.
- Changes to the removal of the Nursing and AHP tariffs with effect from September 2017 will have a potential impact on the future supply of nurses and AHPs. Bursaries will no longer be available for students to undertake nursing and AHP training potentially resulting in a change to the age demographic of students.
- The NHS Constitution establishes the principles and values of the NHS in England and sets out the rights to which patients, public and staff are entitled to. The NHS values should underpin everything we do as an organisation.
- Talent for Care Framework and Widening Participation strategy have been introduced to support opportunities for people to start their career in a support role and develop their career through a learning pathway.
- The introduction of an Apprenticeship Levy in April 2017 to support apprenticeship training.

3. Background & Context

3.2 Local drivers affecting the strategy

There are a number of factors within the local health system and internally within the Trust that need to be considered within the components of the workforce strategy. These include

- The Trust sits within one of eleven challenged health economies with the CCG projecting a financial shortfall of £250 million by 2018/19. This will directly impact on the funding the Trust receives.
 - Cambridgeshire has a growing population which a large student component along with a growing and changing migrant population. The Trust will need to ensure that our workforce is reflective of the communities we serve.
 - There is a national and local reduction in the supply of some elements of the workforce with all Trusts competing for the same pool of potential staff and newly qualified staff. Some areas such as Cambridge are difficult to attract people to due to the high cost of living in the area. We need to be innovative in filling these gaps with the recruitment incentives, development of new roles, succession planning and talent management.
 - The Trust has signed up to and is actively engaged in the East of England Streamlining Programme which engages all NHS organisations to work together to identify efficiencies and increase productivity within the system. This has a focus on recruitment, medical staffing, mandatory training and occupational health services.
 - Participating and implementing system wide workforce transformation programmes are key to ensure a future sustainable workforce .
- Internally the Trust has its own challenges to ensure financial stability. As a Trust we need to make recurrent Cost Improvements so there is demand that our future workforce is leaner and more efficient whilst still providing the same or improved quality and safety outcomes. Therefore workforce productivity is key to delivering this.
 - The Trust is committed to integration of services working with the CCG and Local Authorities on this agenda and is currently supporting the redesign of Integrated Care for Children services led by the Local Authorities.
 - The Trust is leading on the Vanguard Programme to remodel urgent and emergency mental health services. This will result in a review of the workforce requirements to deliver a future service and ensure it is sustainable going forwards.
 - The Trust is looking at a number of our services moving to 7 day a week services. This will require a different workforce model to enable them to be delivered without significant financial increases.
 - The Trust's Quality and Safety strategy identified 3 pillars of work, Patient Safety, Patient Experience and Clinical Effectiveness. All of which the Trust's workforce are integral in achieving. Staff engagement, training and development and safe staffing levels all support achieving the appropriate outcomes.
 - Delivery of the Trust's mental health model including continued investment for the Peer Worker Programme and other initiatives such as the partnership with the Women's Institute.

4. Workforce Profile – Current Profile

4.1 Current Workforce Profile

As a prelude to setting out the key components of the Workforce Strategy, a summary of the main attributes as at 31st March 2016 are set out as follows:

- CPFT employs 3213.71 whole time equivalent (wte) staff which equates to a total headcount of 3679 people. This is broken down by profession and part time and full time in the table below.

Staff Group	HC			WTE		
	Full-time	Part-time	Total	Full-time	Part-time	Total
Add Prof Scientific and Technic	184	124	308	184.00	82.01	266.01
Additional Clinical Services	555	364	919	555.00	243.72	798.72
Administrative and Clerical	471	290	761	471.01	196.27	667.28
Allied Health Professionals	163	173	336	163.00	109.99	272.99
Estates and Ancillary	4	2	6	4.00	2.07	6.07
Medical and Dental	120	46	166	120.00	29.30	149.30
Nursing and Midwifery Registered	764	415	1179	764.00	285.34	1049.34
Students	4	0	4	4.00	0.00	4.00
Total	2265	1414	3679	2265.01	948.7	3213.71

- The majority of staff are female (84%) with 45% of females working part time.
- The number of staff overall working part time is 38% with the majority of staff working full time.
- It is an ageing workforce. 48% of staff are over the age of 50. This includes 36% of nurse over the age of 50 and 42% of our administrative staff.
- 25% of our staff are employed at Agenda for Change Band 6

- Stability – Our turnover has increased and in March 2016 it was reported as 13.92%. This is compared to two neighbouring Trusts at 15.12% and 13.9% (Jan 2016). Whilst turnover has increased the stability index of those employed for more than a year is 85%. It still highlights that retention of our staff is a key priority for the Trust and a need to further analyse why people may leave within the first year.
- Work life balance, relocation and retirement are the highest reasons for leaving the Trust.

Stability by Directorate	1 Year or Over	Under 1 Year	Total	% Of Staff Employed for 1 year or over
Adult Directorate	590	90	680	86.76%
Childrens Directorate	311	63	374	83.16%
Integrated Care Directorate	1432	223	1655	86.53%
Specialist Directorate	412	77	489	84.25%
Corporate	382	99	481	79.42%
Grand Total	3127	552	3679	85.00%

Stability by Staff Group	1 Year or Over	Under 1 Year	Total	% Of Staff Employed for 1 year or over
Add Prof Scientific and Technic	262	46	308	85.06%
Additional Clinical Services	746	173	919	81.18%
Administrative and Clerical	654	107	761	85.94%
Allied Health Professionals	302	34	336	89.88%
Estates and Ancillary	5	1	6	83.33%
Medical and Dental	133	33	166	80.12%
Nursing and Midwifery Registered	1023	156	1179	86.77%
Students	2	2	4	50.00%
Grand Total	3127	552	3679	85.00%

4. Workforce Profile – Equality

4.2 Workforce Profile in relation to equality and diversity

- The following table shows the staff breakdown by ethnicity and gender as at 31st March 2016.

Classification	Headcount					
	Female	Female %	Male	Male %	Total %	Total
White - British	2467	86.90%	372	13.10%	77.17%	2839
White - Irish	44	86.27%	7	13.73%	1.39%	51
White - Any other White background	156	80.00%	39	20.00%	5.30%	195
White & Black Caribbean	8	80.00%	2	20.00%	0.27%	10
Mixed - White & Black African	10	76.92%	3	23.08%	0.35%	13
White & Asian	16	88.89%	2	11.11%	0.49%	18
Mixed - Any other mixed background	12	57.14%	9	42.86%	0.57%	21
Asian or Asian British - Indian	50	56.18%	39	43.82%	2.42%	89
Asian or Asian British - Pakistani	19	63.33%	11	36.67%	0.82%	30
Bangladeshi	1	100.00%	0	0.00%	0.03%	1
Asian or Asian British - Any other Asian background	24	72.73%	9	27.27%	0.90%	33
Black or Black British - Caribbean	15	88.24%	2	11.76%	0.46%	17
Black or Black British - African	73	64.04%	41	35.96%	3.10%	114
Black or Black British - Any other Black background	10	76.92%	3	23.08%	0.35%	13
Chinese	10	66.67%	5	33.33%	0.41%	15
Any Other Ethnic Group	21	63.64%	12	36.36%	0.90%	33
Not Stated	72	80.00%	18	20.00%	2.45%	90
Undefined	74	76.29%	23	23.71%	2.64%	97
Total	3082	83.77%	597	16.23%	100.00%	3679

- 84% of our workforce declare themselves as White British, Irish or White from another background. In comparison to the population the Trust serves, in Cambridgeshire 92.5% are white and in Peterborough 82.5% are white.
- Disability – Only 1.6% of staff as at September 2015 declare themselves as having a disability. There are a number of staff who have not declared either way and further data collection is required.
- In relation to Sexual orientation and Religious belief we have a large number of staff who have not declared either way. Further work on collecting the data is required for this to be meaningful to the Trust.

4.3 Equality & Inclusion Strategy

To support the Trust in relation to workforce equality, an Equality and Inclusion strategy has been developed which details objectives for the Trust services as well as workforce. The key workforce objectives that supports the workforce strategy and will help the Trust manage this agenda include:

- Implementation of the Workforce Race Equality Standard (WRES) as from April 2015.
- Continue to improve collection of data across all the protected characteristics within trust staff
- Continue to incorporate equality monitoring into staff/patient questionnaires and surveys.

The Trust has in place BME and LGBT staff networks to support this work and the development of a diverse workforce.

5. Workforce Outcomes – Staff Survey

5.1 Staff Survey 2015 results

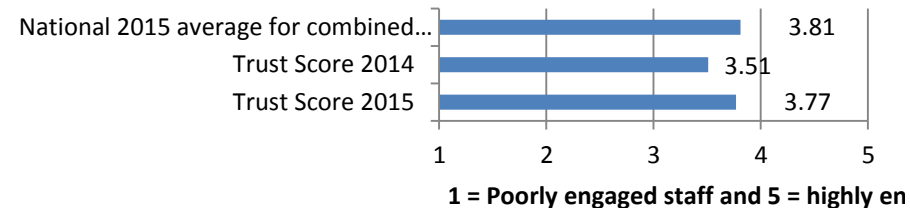
1582 staff completed the National Staff Survey, which accounts for a response rate of 46%, this is an increase from 2014 (43%) and is in line with the National average for combined community and mental health/learning disability trusts in England.

The below table shows the five Key Findings for which CPFT compares most and least favourably with other combined community and mental health/learning disability trusts in England.

Strengths	Weaknesses
Less staff feeling the pressure to come into work when unwell	Staff said they had suffered from work related stress in the last 12 months
Fewer staff witnessing harmful errors, near misses or incidents	Staff are feeling dissatisfied with resourcing and support
Improved staff confidence and security in reporting unsafe clinical practice	Less staff had an annual appraisal in the past 12 months
Improved engagement felt by staff towards CPFT	Dissatisfaction felt by staff around the level of responsibility and involvement
Communication between senior management and staff is effective	Some staff feeling discriminated against, and have suffered from harassment, bullying and abuse by other staff

The overall staff engagement in the Trust has improved from 3.51 in 2014 to 3.77, as can be seen on the below chart. This is now close to the national average.

Overall Staff Engagement



Two key areas where the Trust has seen an improvement are

- If a friend or relative needed treatment, more staff would be happy with the standard of care
- More staff would recommend the organisation as a place to work

These staff survey results inform some of the components of the workforce strategy and a more detailed action plan is being developed which will support delivery of this strategy.

5. A Summary of The Trust Workforce

The below two tables summarise the current workforce position of the Trust. This is taken from data presented and available, within the trust such as the Staff Survey along with local intelligence.

5.2 Summary of Key Strengths

- The Trust is continuing to develop integrated services and has shown a successful expansion of services and transfer of staff.
- A robust business planning process is in place for the Trust and Directorates which the Workforce strategy can support
- The Trust was recently assessed by the CQC and was rated as 'Good'
- In general the 2015 Staff Survey results have seen an improvement across the board and specifically
 - Improvements in staff recommending to work at the Trust or receive treatment.
- Leadership and Management development programmes provided by the Trust are highly regarded and provide strong development opportunities for managers.
- Our workforce ethnicity make-up is overall comparable to the local populations, though more analysis is required.
- Engagement scores are increasing across the Trust measured by the Staff Survey and our internal pulse surveys.
- The Trust has successfully managed some significant transformation programmes with the ability to use this good practice to support further transformation.
- Significant progress has been made to implementing integrated teams across adult and older peoples community and mental health services.
- E-Rostering is working well within mental health inpatient units.
- Robust Peer Worker programme is in place.

5.3 Summary of identified areas of development

- The 2015 Staff Survey showed a reduction in the number of staff having an appraisal dropping from 94% to 86% with a lower than average score for the quality of appraisals.
- Whilst the Staff Survey reports a reduction in the number of staff experiencing bullying and harassment, the number of staff at 44% is still significant.
- The management of temporary staffing of both bank and agency workers requires improvement to result in a reduction of usage and spend.
- Turnover has increased along with 15% of staff leaving within one year of employment. A focus on retention is required.
- Vacancy levels have increased resulting in increased recruitment activity. Whilst a number of initiatives have supported recruiting new staff further work is required to reduce our vacancy levels.
- Our community services are not yet using e-rostering. A project is planned to support the implementation of e-rostering across the Trust.
- Sickness absence has increased across the Trust. This may be due to different reporting systems in place but a proactive approach is planned with the aim to reduce absence.
- Whilst mandatory training compliance rates are good we are still not achieving the Trust targets.

6. Workforce Strategy Components

The overarching aim of the workforce strategy is to ensure we have a workforce which is highly skilled and engaged to enable them to support the delivery of Trust's Business Plans, Strategic Objectives and Trust Vision whilst maintaining financial stability. It brings together all workforce related strategies, identifying key priorities and actions for the next 5 years. Key priorities are;

Integration	Resourcing and Recruitment	Organisational Development	Workforce Planning, Education, Training & Development	Supporting Staff	Quality & Safety
<p>To develop the workforce to be fully integrated to support future Trust strategies and enhance the skills knowledge and experience across all staff groups and disciplines, developing new integrated roles.</p>	<p>To attract, recruit and retain high calibre, appropriately skilled and experienced staff who share our values and demonstrate supporting behaviours to ensure the provision of safe integrated care of high quality.</p>	<p>To strengthen the leadership and management development ensuring values are role modelled for all staff and appropriate plans are in place to support talent management and succession planning</p>	<p>To develop a robust workforce plan to support the Trust strategy. To support the Trust through the learning and development process, in achieving a competent and confident workforce able to deliver a responsive, equitable, safe and compassionate service that meets all required standards.</p>	<p>To strengthen staff engagement, reward and recognising achievements, and maximising the value of our workforce whilst supporting and improving our staff well-being</p>	<p>To improve patient experience by ensuring staff are appropriately trained, equipped, supported and can perform at their optimum level improving efficiency and productivity and this is managed within robust performance management processes.</p>

6.1 Integration

To develop the workforce to be fully integrated to support future Trust strategies and enhance the skills knowledge and experience across all staff groups and disciplines, developing new integrated roles.

Aims	Initiatives	How outcomes will be measured
<ul style="list-style-type: none">• Strengthen the engagement and belonging to the Trust by all community staff• The Trust is better placed to support future organisational changes and integration of services that are specified in the business plans.• New integrated roles are in place which provide better experiences for the patient.	<ul style="list-style-type: none">• Harmonisation of all policies and procedures• Implement the remaining organisational change and transformation programmes within Integrated Care.• Complete the specific OD programme for supporting teams within ICD, review outcomes and look to roll out the model across other areas of the Trust.• Support future organisational restructures which enables the Trust to further develop integrated services.• In conjunction with the Trust Estates strategy, support the co-location of teams internally and externally to enhance integrated working.	<p>Staff Survey Outcomes of audits Policies and procedures in place Teams are co-located</p>

6.2 Resourcing and Recruitment

To attract, recruit and retain high calibre, appropriately skilled and experienced staff who share our values and demonstrate supporting behaviours to ensure the provision of safe integrated care of high quality.

Aims/Priorities	Initiatives	How Outcomes will be measured
<ul style="list-style-type: none"> • Recruit to our agreed establishment and maintain safe staffing levels • Be an employer of choice attracting high quality candidates for all vacancies • Reduce the turnover of staff resulting in lower vacancies • Recruit a workforce which supports the Trust values and demonstrates appropriate behaviours. • Create a flexible workforce utilising our human resource effectively to provide fully established services and reduce the requirement for temporary staff. • Provide appropriately balanced flexible working opportunities to support attracting staff to work within the Trust. 	<ul style="list-style-type: none"> • Implement the Trust's recruitment & retention strategy • Being innovative to attract new staff to the Trust and use different methods of promoting the Trust, advertising and recruiting. • Identify incentives which attract new employees. • Implement values based recruitment • Ensure all the systems (NHS Jobs 2) and tools are implemented and managers are fully trained and supported. • To ensure all teams are using the health roster system ensuring more effective roster management • Implement guidance and policy on agile working. • Implement actions following the review of temporary staffing services, increasing the internal temporary workforce and reducing the need for agency staff • Development and Implementation of new roles such as Associate Practitioners • Continue to recruit apprentices across the Trust with the aim to retain them following their apprenticeship • Implement the outcomes of the East of England streamlining Programme • Implement a new system for gathering information from leavers as part of the exit interview process. • Review all ward based shift patterns to ensure any barriers to recruiting staff can be addressed . Fully engage staff within this process with the aim to have shifts which provide the best balance between staff needs and service needs. • Promote research and development opportunities for attracting new staff to the Trust. 	<ul style="list-style-type: none"> • Turnover • Vacancy Rate • Staff Survey • Recruitment Data • Bank and Agency usage data and spend • Apprenticeship data • Streamlining reports • Exit Information • Rostering KPIs • Outcome of shift pattern reviews

6.3 Organisational Development

To strengthen the leadership and management development within the Trust, ensure values are role modelled for all staff and that appropriate plans are in place to support talent management and succession planning

Aims	Initiatives	How Outcomes will be measured
<ul style="list-style-type: none"> • Strategic and transformational leadership is role modelled, leaders have a shared vision and this is aligned across the organisation. • Staff feel proud to work for and recommend Trust services and as a place to work. • To ensure all staff know and support the Trust values and these inform all Trust activities • Ensure we have high quality leaders who can support the delivery of the Trust strategy • The Trust will have a talent management strategy in place to support succession planning and individual career development • Increase internal capacity and capability. 	<ul style="list-style-type: none"> • Implement the Trust OD strategy to result in changes to organisational culture, performance and innovation, leadership, education and training. • Implement a talent management system and career development framework along with developing and identifying potential career opportunities at a senior level for staff across all professions. • Widen the opportunities for all professions, nursing, AHPs, psychology, medical, social care to develop into leadership roles. • Continue to role out the internal Trust leadership and management development programmes • Roll out the new Trust values across the Trust. Work with teams and directorates to identify local behaviours that fit the Trust values • Values based working to be included within the Medical Workforce supported by the Medical Services Team. • Implement the Trust Alumni made up of staff who have been supported through various development programmes to support other staff and Trust projects. 	<ul style="list-style-type: none"> • Implementation of OD Action Plan • Staff survey results • Turnover rates • Internal promotions

6.4 Workforce Planning, Education, Training & Development

To develop a robust workforce plan to support the Trust strategy. To support the Trust through the learning and development process, in achieving a competent and confident workforce able to deliver a responsive, equitable, safe and compassionate service that meets all required standards.

Aims	Initiatives	How Outcomes will be measured
<ul style="list-style-type: none"> • To ensure the Trust has a robust workforce plan which supports the Trusts strategy and business plans • To accurately forecast our current and future workforce requirements based on national and local supply and demand. • To ensure medical staff are an integral component of the workforce plans • Ensure 95% compliance with mandatory training requirements • We will have in place a bespoke Training Needs Analysis for all directorates and roles across the Trust. • Secure maximum funding for the Learning and Development functions, using all available resources to best effect demonstrating value for money. • To continue to improve the capability of our workforce. 	<ul style="list-style-type: none"> • Set up a new process for workforce planning within the Trust working with directorates. • Develop managers to accurately forecast workforce numbers based on service provision. • Work with education providers and Health England East to understand future training requirements • Be innovative in supporting new roles and different ways of working • To develop and implement a Learning and Development strategy for the Trust. • Continue with the Trust's grow our own initiatives such as apprenticeships and work experience schemes • Mandatory Training – Implement the new Training Needs Analysis and ensure all staff are fully compliant • Implement the Mandatory Training Passport as part of the East of England Streamlining Programme • To increase technically enhanced learning providing a virtual environment to support and record training. Full implementation of the Totara system. • To implement different methods of training to increase access. Increase efficiency and reduce costs. This should include more e-learning and interactive online learning along with blended learning approaches • To review corporate and local induction processes to ensure the Trust provides new starters with the knowledge and skills to work safely and effectively. • Develop a robust system for assessment of competency to ensure that clinical staff meet and maintain fitness to practice. • Provide development opportunities for clinical staff within bands 2 – 4 such as the HCA development Programme and Integrated Care Worker Pathway. • Specific core competency development for Bands 2- 4 within Integrated Care along with development of core mental health and physical health training to enrich the skills within the ICD workforce. • Fully implement the Care Certificate requirements. • Maintain the robust strategy delivering the Library and information service to the Trust. • Maintain regular reviews of consultant and junior doctor rotas to identify effective and efficient ways of working. 	<ul style="list-style-type: none"> • Workforce strategy and plan agreed • Mandatory training data • Training data • Streamlining reports • E-Learning data and outcomes

6.5 Supporting Staff

To strengthen staff engagement, reward and recognising achievements, and maximising the value and well-being of our workforce

Aims	Initiatives	How Outcomes will be Measured
<ul style="list-style-type: none"> • To improve the engagement of the workforce • To understand and support the work pressures on staff to enable time for staff to focus on wellbeing. • To reduce sickness absence • To reduce the incidence of reported stress and support the improvement of our staff's mental well-being • To improve the number of staff that feel valued by their colleagues and recognised for the work that they do • To improve the Trust scores on who would recommend the Trust as a good place to work • To reduce the number of reported incidence of bullying an harassment • To increase the retention of staff • To ensure there are processes and opportunities in place to allow staff to raise concerns and ensure they are supported during this process. 	<ul style="list-style-type: none"> • Implementing the Trust Health and Wellbeing Strategy which focuses on four key areas or physical and mental health along with health promotion and effective management. • Review the current benefits packages that are on offer for staff with the aim to improve these. Gather feedback from staff on what adds value to them. • Roll out Mindfulness and resilience courses and support mechanisms for staff • Establish a task and finish group to identify and implement new reward strategies and involve staff in the process. • Launch the new appraisal and supervision system and audit the quality of appraisals to provide continuous improvement with managers appropriately trained. • Continue to implement initiatives which recognise the performance of staff, e.g. staff awards, long service awards • Continue to Implement new communication initiatives. WebEx, Aidan's answers • Undertake a review with staff and trade unions to understand the culture and perception around bullying and harassment and identify specific actions to respond. • Ensure there is a Zero Tolerance policy in relation to bullying, harassment and discrimination. • Continue to promote the CPFT whistleblowing hotline and the Freedom to Speak guardian. Monitor information and actions. 	<ul style="list-style-type: none"> • Pulse Survey • Family & Friends test • Staff survey results • Internal survey results • Appraisal data • Turnover and leavers data • Whistleblowing data • Feedback from staff

6.6 Quality & Safety

To improve patient experience by ensuring staff are appropriately trained, equipped, supported and can perform at their optimum level improving efficiency and productivity and this is managed within robust performance management processes.

Aims	Initiatives	How Outcomes will be measured
<ul style="list-style-type: none"> • To ensure robust performance management processes are in place to include proper goal setting, performance measurement and feedback. • To ensure all staff are fit to practice and are clear on their roles and responsibilities • Ensure the development of a competent and capable workforce, providing flexibility to adapt to new roles and changing environments • To improve patient safety and experience through the provision of excellent learning and education. • To ensure all staff understand how they perform in their role and performance is managed effectively • To reduce Trust spend on workforce, specifically reduce agency and bank spend. 	<ul style="list-style-type: none"> • To audit all workforce compliance processes and practices to ensure they are robust • Implement and continue to manage and support revalidation for nursing and medical staff • To implement and launch the new combined appraisal and supervision system and audit the quality of appraisals each year for continued improvement • To use the new medical appraisal dashboard outputs to inform workforce planning and staffing requirements • Roll out training for managers on performance management, appraisal and supervision. • Implement Medical Staffing master classes for Clinical Directors and consultants • Implement the actions required by Monitor to reduce agency spend using appropriate frameworks and price caps. • Implement Health Roster across the whole of the Trust ensuring better resource management 	<ul style="list-style-type: none"> • Patient surveys • Staff Surveys • Appraisal data • Appraisal audit outcomes • Training Records • Health Roster reports • Band and Agency data • Compliance Data

6. Measuring the Effectiveness of the Strategy

	FY17	FY18	FY19	FY20	FY21
Turnover	<10.5%	<10.5%	<10%	<10%	<10%
Vacancy Levels	<5%	<5%	<5%	<5%	<5%
Stability	85%	86%	87%	88%	90%
Recruitment Time to Fill	10wks	9.8wks	9wks	9wks	9wks
Number of Apprenticeships	85	85	85	85	85
National Staff Survey Engagement Scores	3.81	3.85	4.00	4.25	4.5
Sickness Absence Rates	<4.35%	<4.35%	<4.35 %	<4%	<4%
% of staff to recommend CPFT to family and friends as a place to work	60%	65%	70%	75%	80%
% of staff to recommend CPFT as a place to care for family and friends	60%	65%	70%	75%	80%
Mandatory Training Compliance	95%	95%	95%	95%	95%
Appraisal Compliance	95%	95%	95%	95%	95%
Appraisal Quality as per Staff Survey scoring	3.05	3.15	3.25	3.30	3.45
Reporting of Bullying & Harassment as per Staff Survey	20%	18%	16%	12%	10%

6.1 Enabling the Strategy

The Director of People and Business Development supported by the Associate Director of People Services will be responsible for ensuring the delivery of the strategy.

The Workforce Executive Committee will be the forum that oversees the delivery and outcomes. This committee reports to the Trust Board via the Quality and Safety Committee. The strategy will be reviewed annually in line with the business planning process.

6.2 Key Performance Indicators

The Trust already measures a range of Key workforce performance indicators via a monthly Workforce Dashboard. The Trust Board receives quarterly workforce reports which will include progress against the workforce strategy.

The following table details the Key Performance Indicators (KPIs) that will be used to measure the outcomes of the strategy

7.0 Implementation

7.1 Risks to delivering the strategy

The following are risks that have been identified which could prevent full achievement of delivering the strategy which may be due to external factors outside of the Trust's control.

- Failure to recruit appropriately qualified, skilled and experienced workforce due to the lack of supply
- Failure to engage and motivate the workforce and the subsequent impact on patient care
- Lack of funding from HEE and other external sources which reduces the capacity to deliver the required training
- Lack of internal funding to support recruitment activity and an investment in learning and organisational development.
- Changes in national workforce requirements for Trusts.

7.2 Costs Associated with delivering the strategy

The aim will be to meet implementation costs within existing resources. Business cases have been supported for

- E-rostering implementation
- Mindfulness
- Development of Appraisal system

Other business cases may be required to support recruitment initiatives, the development of further e-learning and specific projects to deliver the strategy.

7.3 Associated Trust documents

- Annual Operational Business Plans
- Directorate Business Plans
- Recruitment Strategy
- Organisational Development Strategy
- Health and Wellbeing Strategy
- Equality and Inclusion Strategy
- Quality and Safety Strategy
- Trust Nursing Strategy
- Trust AHP Strategy
- National Nursing & AHP strategies