

positive

about our workforce



Workforce Strategy 2010/11 – 2014/15 V1

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1. EXECUTIVE SUMMARY

1.1 **Positive About Our Workforce** – the Trust's Workforce Strategy takes account of the priorities contained in the Integrated Business Plan and provides the strategic overview of the Trust's aspirations and challenges over the next five years (2010 – 2015). The Trust is faced with the need to make around £55m in savings from the years 2010 to 2015. Savings on this scale cannot be met by tweaking around the edges. This challenge demands our organisational design to be leaner and more efficient, but also balancing the needs of our patients and that our staff continue to feel valued and supported. The Workforce Strategy sets out how the Trust will review staffing requirements; ensure vacancies are controlled; keep compulsory redundancies to a minimum by proactively deploying and developing staff that will enable us to deliver business plans. The detailed action plan derived from this strategy will be implemented by Local, Forensic and Corporate Divisions to focus on the actions required to deliver and achieve the strategy.

1.2 We are very proud of our Positive brand and therefore will continue to ensure that we meet the following:



The Trust is a Positive Mindful Employer, which develops our Workforce, our People, our Talent, all to deliver better patient care.



The Trust is Positive About Disabled People – we support and promote the employment of disabled people, both current and prospective.

1.3 To keep the balance right, the Trust will continue to ensure that staff are developed and trained to achieve the highest standards of patient care and that the leadership of our managers focuses on organisational change and leadership, open and honest communication; planning and leading the teams through this unsettling time.

1.4 It is fully recognised in this strategy that further emphasis on sickness and wellness is also a key to reducing the bank and overtime spend; and achieve better and quicker productivity improvement and increase patient satisfaction.

1.5 The Trust is in a competitive market and it is anticipated that this will remain so during the next 5 years. Our ability to adapt effectively and productively is core to the Trust being able to sustain or and better its position in the market. To enable this we need to have strong partnerships with our union and staff side colleagues and have policies and procedures that support the successful delivery of any business opportunity we obtain and to be able to professionally and supportively work with our staff when faced with losses either due to competitive tendering or decommissioning of a service. We also need a workforce that is well trained and trained to provide the best possible service in the most effective and efficient manner..

This strategy is structured in three parts and will identify how the Trust will ensure this during the course of this strategy:

Where we are now – gives an overview of the current staffing, our staff partnership and a flavour of some of the initiatives the Trust has taken to improve leadership, research and staff experience

Where we want to be – concentrates on the need for managing our headcount and the need to ensure our leadership model remains strong and that quality, productivity and growth remain the key focus.

How we get there - Gives the outline of what will be delivered

2. INTRODUCTION AND CONTEXT

2.1 Nottinghamshire Healthcare is committed to being recognised as the leading edge provider of mental health, learning disability and substance misuse services, continually improving services and patient, service user and carers experience, and at the same time reducing the stigma associated with mental illness, leaning disabilities and substance misuse.

2.2 The Trust's 'Positive' brand underpins all of current services and future aspirations, and against which the Trust will continue to measure itself:

- P** People are central to everything we do; we work with people, for people, in partnership
- O** Openness: we listen to what people tell us, whether we like what we hear, or not, and act on that information
- S** Safe, sound, supportive, sensitive practices show how we respect and value our staff, service users and other stakeholders
- I** Integrity: we behave honestly in a way that demonstrates our values, we celebrate the good things we do, and learn from our setbacks
- T** Trust: we are trustworthy, we do what we say, and say what we can't do

- I** Innovation: we try new things to be the very best in our field

- V** Value: we value and respect the diversity of our staff, service users and other stakeholders
- E** Excellence is our standard, we enjoy achieving it together!

2.3 This strategy considers the challenges and opportunities contained within the NHS Next Stage Review conducted by Lord Ara Darzi and the work undertaken by the East Midlands Regional Workstream report 'No Health Without Mental Health'. Workforce issues, and particularly the importance of engaging, involving and developing staff, are a central theme of the NHS Next Stage Review, and is also the focus of the separate report 'A High Quality Workforce: Next Stage Review'. The Boorman review and recommendations are also incorporated. The Francis enquiry findings and recommendations also provide a focus within this strategy.

2.4 The strategy also takes account of the rights, pledges, expectations and legal duties that staff and the Trust can expect and which are contained within the NHS Constitution. The four key pledges to staff contained within the proposed NHS Constitution are integral to this strategy:

- ✓ To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- ✓ To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.

- ✓ To provide support and opportunities for staff to maintain their health, well-being and safety.

- ✓ To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

2.5 The strategy is also cognisant of the current economic climate in the UK and recognises that this will not only impact on the financial plans and aspirations of the Trust, but also on the members of staff – within work and social environments where their family units may be affected, which in turn may lead to stresses which impact on their health and wellbeing.

2.6 The NHS Operating Framework 2009/10 indicates that there will be a progressive reduction in public sector expenditure after 2010 and substantial additional savings will be required in 2010/2011 – with the plans for these identified and developed during the current financial year and may inevitably affect the Trust's workforce. Corporate strategies for Information Management and Technology, Estates and Workforce will need to support the delivery of efficiency savings as they are, and continue to be identified.

2.7 We are expecting a new white paper with the recent change in Government. Once this has been released this strategy will be updated accordingly. However we believe the focus of our workforce

strategy which relates to achieving efficiency and effectiveness of patient care by focusing on organisational and cultural change will be a continued necessity and therefore remain as core themes.

3. WHERE ARE WE NOW?

3.1 The Trust currently employs over 5940 staff across 89 sites comprising talented and committed individuals - professional groups, registered and non-professionally registered and those working in clinical and non-clinical settings - who are unified by their contribution to patient, service user and carer experience. A breakdown of the current workforce, as at May 2010 is shown in the table below

Staff Description	Headcount	FTE	Percent
Medical & Dental - Consultants	125	106.33	1.98%
Medical & Dental - Non Career Grades	24	20.41	0.38%
Medical & Dental - Juniors	93	88.85	1.66%
Total Medical & Dental	242	215.59	4.02%
Nursing Registered	1842	1736.34	32.39%
Students			0.00%
Total Nursing	1842	1736.34	32.39%
Allied Health Professionals	220	187.09	3.49%
Technical & Other	185	161.28	3.01%
Total Scientific, Therapeutic & Tech	405	348.37	6.50%
HCA's	1285	1209.04	22.55%
Other Clinical	442	405.01	7.55%
Total Other Clinical	1727	1614.05	30.10%
Admin & Clerical	1025	896.69	16.72%
Estates & Ancillary	541	394.82	7.36%
Managers and Senior Managers	158	155.62	2.90%
Total Non Clinical	1724	1447.13	26.99%
Total	5940	5361.49	

3.2 The Trust has a strong and publically recognised history of working in partnership with staff and their representatives to improve the employment experience and patient care. Over the past 12 months there have been excellent indicators of further transformation demonstrated by the excellent results of the 2009 National NHS Staff Survey, which contains significant improvements on results from previous years and a response rate of 61% - nationally within the highest 20% of mental health and learning disability Trusts. A national placing of 13th in the HSJ/Nursing Times Healthcare 2008 Top 100 Employer Awards, and identified the Trust as the highest ranking large NHS employer. For 2009 we know, we again are in the Top 100 (places within the Top 100 will be announced on 7th July 2010); Use of Local Questions in the National Staff Survey and also highly successful re-accreditation as an Investor in People, identified the Trust as a high quality employer which demonstrates an ability to work together to change the culture of the organisation, developing strategies to improve the performance of the Trust and it's people.

3.3 The Trust has built on its work as an exemplar employer, supporting staff that have physical and mental health problems and also offering employment to people with mental health and learning disability issues. The Trust has a public commitment to these principles as a Mindful Employer.

- 3.4 The Trust has moved forward a number of projects and initiatives to improve the quality of human resource interactions, impacting on both staff and service users, within the Trust for example, the Positive About Education and Training (PET) Project, Invest to Lead, Invest to Innovate, Catch Up With Cooke, Up for Discussion, Steering Groups focussing on the six stands of diversity. Health and Wellbeing will be key focus during 2010/11 with two key aims of reducing absence concerning muscular skeletal and stress & anxiety; signposting and encouraging staff to consider their own health and wellbeing. Services continue their work utilising tools e.g. Productive Mental Health Ward, Creating Capable Team Approach, Lean methodologies and the flexibilities contained with Agenda for Change to identify new roles and work practices which ensure that staff are working to their full potential and more efficiently and effectively.
- 3.5 The Trust's Leadership Programme, Invest to Lead, together with Clinical Leadership Programmes have supported the transformation of the Trust by enabling participants to develop behaviours, skills and processes that will further improve service delivery now and in the future. Recognising and valuing the diversity of our workforce, the Trust has developed bespoke leadership and mentoring programmes for BME staff.
- 3.6 The link between health research and service delivery is recognised as vital by the Trust. The establishment of the CLAHRC (Collaborations for Leadership in Applied Health Research and Care) ensures that there is a robust two way connection between health research and its application within services.
- 3.7 The link between all NHS organisations within the county together with those of local government has been strengthened with Productive Nottinghamshire. The Programme workforce focus is to ensure that workforce plans are shared and that every opportunity to support staff across the county retain employment within the NHS is explored. The expectation from Nottinghamshire Health Care Trust is that as care plans become more joined up across the service providers the workforce plans will also need to be modelled around those care plans.
- 3.8 Competitive Market – whilst finalising this strategy the Trust has successfully obtained 3 tenders. We recognise that we are in a competitive market and our Workforce Strategy for the future will ensure we are able to support new staff joining us via TUPE (Transfer of Undertakings and Protection of Employment)

4. WHERE DO WE WANT TO BE?

- 4.1 This strategy is based around the models of care framed within service plans and will ensure the Trust's workforce is organised well to ensure staff are working effectively and efficiently and that they feel, supported, valued and provided with opportunities to develop and enhance skills. Underpinned by detailed workforce plans linked to the Integrated Business Plan, this strategy will ensure continuation of strong and productive relationships with all staff, in a productive and rewarding relationship. The Trust will ensure that staff are skilled and equipped to thrive in the new environments the Trust will be operating within or through any organisational change that may need to be developed and implemented. Through effective succession planning and professional development the Trust will continue to ensure a motivated, productive and well skilled workforce to deliver the highest possible levels of care.
- 4.2 This document complements and supports the delivery of the Integrated Business Plan and its associated workforce plan and will be monitored and performance managed via the Trust's Performance Management structures. This strategy also complements the Estates and Information Management & Technology (IM&T) Strategies and is also supported by an action plan, monitored by the senior HR team, which will ensure that actions and initiatives contained within it are delivered.
- 4.3 People Plans**
- 4.3.1 Delivery of high quality and responsive health services now and in the future depends upon the Trust being able to have the right people resource who are talented, caring and committed to occupy a wide range of occupations. Historically the Trust has enjoyed low turnover rates

compared with the wider NHS (10% in 2008/09, compared to a national average of 11.5%). To achieve the reduction in cost the Trust needs to meet it is anticipated that the headcount will need to reduce by circa 850 WTE during the period 2010 to 2015. The aim of the Trust is to achieve this by rigorously forward planning staffing needs, considering every vacancy as a possible cost improvement plan providing it will not impinge on safety or quality of service, look at ways and means of amalgamating workloads that span across more than one directorate and keep compulsory redundancies to a minimum. The Trust throughout this uncertain time will need to maintain flexibility within its workforce both numerically and functionally. This will be achieved through services regularly reviewing and refining workforce plans which align to its business planning cycle.

- 4.3.2 The skill mix of our staff will need careful scrutiny to ensure that we meet safe staffing requirements. The Trust needs to ensure that staff are carrying out duties that are relevant to their role and grade. Where it is possible to focus the role more towards achieving tasks that are relevant, it may be possible to create roles of a lesser grade to ensure that those with a higher technical skill and knowledge set have more opportunity to utilise this.
- 4.3.3 Research undertaken by the Chartered Institute of Personnel & Development provides the insight that the population in the UK will have grown by 4.4 million to just under 65 million by 2016. (CIPD: 2008). Further research by the CIPD also suggests that the working population will be older, predominantly female and multi-cultural as immigration increases. (CIPD: 2007). Analysis of the Trust's current workforce indicate that 62% are over the age of 40, and 28% are over the age of 50. The Trust will need therefore to become more innovative in its employment practices which due to the economy assist people to remain in employment for longer, whilst also seeking ways in which to ensure that younger people and a multi-cultural workforce still regarding the Trust as an employer of choice. The Trust will look at ways to balance these two issues to ensure we do not lose the experience of staff who have worked for the NHS for a number of years but would like to work reduced hours as well as supporting less experienced staff who are starting out on their NHS careers. Job share would be a good example of how this could work successfully.
- 4.3.4 To support the required reduction in headcount, retirement forecasts will be provided annually to each Division and Corporate Functions. Whilst some staff may wish to continue to work beyond their normal retirement age, some may wish to retire completely or consider flexible retirement. These decisions will be incorporated into the Divisions and Corporate areas downsizing considerations.
- 4.3.5 The Trust has an opportunity to fully embrace flexible employment which will support individuals meet their work life balance requirements and commitments and also give the Trust the ability to manage any known 'peaks and troughs' in a service provision. Flexible working can take on many options. The HR team need to be fully conversant with what options could be offered to develop plans that will support both the service provision and individual meet their needs.
- 4.3.6 Whilst high quality recruitment and retention remains a crucial aim of the Trust and HR teams, it is recognised that the HR team will have a high profile to support the Divisions and corporate areas achieve the predicted reduction in headcount during the 5 year period. This will bring it's own challenges as the Trust will need to provide 'business as usual' as well as ensuring any staff impacted either voluntarily or compulsory are treated with support and dignity, and may include embedding flexible working practices where this is practical. To ensure smooth transition the Senior HR Team will lead the consultation and negotiation with our staff side colleagues.
- 4.3.7 Each Division and Corporate areas has a number of workstreams within a productivity programme. Each workstream, where relevant, will have an HR representative who will support the planning stages to support with researching and benchmarking how to develop best working practices and implementation plans.

4.4 Leadership

- 4.4.1 The Trust's ability to deliver change, both culturally and operationally, is vital in the shaping of services to meet patient need, and to improve both quality and productivity. Lord Darzi's 'Next

Stage Review' identifies that one of the most important aspects of making the vision of 'High Quality Care For All' a reality, will be how the NHS builds on current systems for leadership development at all levels. Effective leadership and talent management is vital to the achievement of change and the continued delivery of high quality services.

4.4.2 'Inspiring Leaders: Leadership for Quality' identifies that leaders who are skilled at working across systems and boundaries in the NHS are more likely to deliver the transformation that will be needed in the future and further identifies four principles of co-production, subsidiary, clinical engagement and system alignment which will be essential to ensure that the NHS change agenda identified within Darzi's Next Stage Review succeeds.

4.4.3 The Trust has recently won the opportunity to host the East Midlands Leadership Academy for the remainder of the 3 years contract. The Academy has been set up to strengthen the leadership within the Region with local as well as national development initiatives.

4.5 Quality

4.5.1 High Quality Care for All established that quality should be the organising principle for the NHS. This includes utilising capacity and embracing change and reform to transform services to deliver high quality care for patients with particular emphasis placed on patient safety, patient experience and effectiveness of care.

4.5.2 The challenge therefore is to ensure not only the enhancement and maintenance of high quality services to service users and carers, but also to ensure that the Trust provides a high quality employment experience. The Trust will therefore, in addition to undertaking rigorous service user and carer surveys, need to participate in national and local benchmarking to ensure that the employment experience of staff is continually developed and refined.

4.5.3 Whilst we anticipate recruitment of candidates from outside of the Trust to be at a minimum during this 5 year period. The Trust will continue to develop its recruitment and selection initiatives to ensure we recruit and retain the best staff to deliver our services. These initiatives will map across to selecting our own staff for any internal vacancies which will support our organisational change management.

4.6 Productivity

4.6.1 As with every other industry – public and private, the NHS is affected by the current economic climate. To increase productivity within the same resources will mean reforming the way in which the Trust works to increase productivity, but at a reduced cost.

4.6.2 The 2009/10 Operating Framework already identifies the use of additional resources wisely in order to prepare for the substantial efficiency savings in 2010/11 and a tighter financial climate thereafter. It is therefore vital that the Trust not only utilises and reforms the way in which services are provided over forthcoming years to prepare for the leaner times ahead.

4.7 Growth, Competition and Possible Loss

4.7.1 Whilst the Trust needs to actively address the challenges of increasing quality and productivity, it also has development plans for growth – both internally and externally. The Trust has a number of developments which are contained within the Estates and IM&T Strategies.

4.7.2 In order to bring in new business, the Trust will need to develop and enhance its market share of services externally. This will mean development of services in previously unidentified markets and tendering for services outside of its normal catchment area.

4.7.3 The 'downside' scenarios of service provision also needs to be considered by the Trust and the development of market intelligence to identify other organisations, including private healthcare providers, who may prove to be competitors for providers of the Trust services. As the Trust will seek out areas in which to expand and grow, so inevitably will competitors. The link between provision of high quality and cost effective services is vital, with commissioners of services seeking to provide the highest quality services at a cost effective price. To ensure our staff remain in employment, the HR team will when needed review any loss of services to competitors

to determine whether TUPE (Transfer of Undertakings and Protection of Employment Regulations 2006) applies and ensure a smooth transition of employment if this is applicable. Where TUPE is not, the Trust will ensure staff effected by any loss of service provision are consulted openly and all appropriate redeployment opportunities to remain with the Trust are considered by those members of staff.

- 4.7.4 The Trust is in the market to not only retain services but also to win additional tenders to provide greater services across Nottinghamshire and will consider, where appropriate, provision in other counties. We therefore recognise that TUPE may apply for staff already in service provisions which transfer to the Trust. We will therefore need to ensure that people transferring into the Trust do so effectively, that they are welcomed and are acceptant of the Trust's values and culture.

5. HOW DO WE GET THERE?

To achieve our vision of the future, strategic aims have been developed:

5.1 Implementing Innovative & Grounded Leadership Development

- 5.1.1. A high quality leadership programme to support the transformation of the Trust by enabling participants to develop behaviours, skills and processes that will improve delivery now and in the future, both at senior and junior level has already commenced. Management of Change will be a key focus, this will enable the Trust Leaders and Managers balance the needs of our service users and staff with developing cost improvements. We must also continue to develop our leaders of the future and with this in mind, further programmes are being developed which not only supports current leaders, but also, at the same time, identifies and nurtures leaders of the future and which addresses the diverse aspects of the population the Trust serves.

- 5.1.2 The integration of CLAHRC (Collaborations for Leadership in Applied Health Research and Care) Diffusion Fellows, Associates and Members into Local and Forensic Service Divisions will also translate research into practical service improvements, influencing the NHS in the East Midlands and beyond.

5.2 Education, Training and Development for All

- 5.2.1 Typically in leaner times organisations cut back on training and development spend. The Trust is taking the view that such spend is an investment for the future and therefore will continue to offer training and development in skills, knowledge and building the right behaviours for staff to be ready to respond to change. Lord Darzi acknowledged that achieving the NHS vision requires the best possible education and training and to ensure staff are able to continuously improve their skills. Evidence shows that the quality of personal development and appraisal arrangements can affect the quality of patient care.

- 5.2.2 Leadership is key to the Trust achieving its 5 year plan. Leadership competencies for all Trust leaders of teams, both behavioural and technical, need to be developed and agreed during 2010/11 embedded during 2011/12 and then performed against from 2012 onwards.

- 5.2.3 Education, training and development are a key component of the Trust's ambition to innovate and be at the leading edge of service provision and to enable staff to succeed in their work. These opportunities will be of a high quality, deliver value for money and be evidence based.

- 5.2.4 Objective setting, appraisal and development on a team and individual basis will be a key feature of these systems.

- 5.2.5 The Trust will establish apprenticeship schemes and work closely with local schools and colleges to promote career opportunities and provide rewarding training opportunities which also offer an educational programme. The public sector should where possible help tackle worklessness, particularly among the young. The Trust will look at opportunities' that can support

apprenticeships and of course those who have mental health issues. The intention is to provide work placements, not substantive employment but will aid individuals build confidence, skill and knowledge so that they are better positioned to apply for employment in the future.

5.2.6 To achieve effective skill mix of our teams will require training and support to ensure that there is consistency in approach and good, safe clinical practice.

5.2.7 To become an Exemplar Employer the Trust will need to invest in time and money to equip managers, staff and service users that join our teams with the necessary skill and knowledge to be able to support one another. (Some funding has been achieved already from a Regional bid we have been successful with).

5.3 Recognising the Valued Contribution of Staff

5.3.1 The contribution of staff, from top to bottom, whether large or small should be acknowledged and recognised. The Trust will continue to build on its current culture of recognising the vital contribution made by staff through continuation of recognition schemes, formal and informal, public and private, whilst, through leadership programmes, promoting a culture in which all staff are treated as individuals and that feedback to staff meets the 3 standards of being relevant, timely and specific.

5.4 More Engagement & Better Partnerships

5.4.1 The Trust has a strong history of working in partnership and involving staff and their respective trade union/staff organisations, to ensure they are engaged and involved in decisions that affect them and help create the solutions needed to drive improvements in services. The Trust will continue to work in close partnership with its staff and their representatives to implement effective and sensitive organisational change, especially in circumstances of redeployment, retaining and to avoid, wherever possible, compulsory redundancy.

5.4.2 Engagement is also essential with service users and carers, and also the local communities within which the Trust works, building and engaging in partnerships with key stakeholders; and promoting the Trust as not only a provider of high quality health care services, but also high quality employment experience.

5.4.3 This will be achieved through continuation of a range of existing initiatives which provide forums where staff can be engaged in the work of the Trust and input to the future development of services and matters which affect their employment. This will include development of web based systems to enhance opinion gathering processes, in addition to benchmarking and accreditation against national standards e.g. Mindful Employer and Disability Standard 2009 which will identify the Trust's public commitment to our aims and values.

5.4.4 Staff Opinion is very important to the Trust. From the 2009 National Survey 5 actions will be identified to improve the satisfaction levels. A quarterly review of progress for each action will be provided to ELT and Trust employees to improve awareness of how the the survey results are responded to by the Trust.

5.5 Improve Working Practices & Encourage Corporate Social Responsibility

5.5.1 Provision of the high quality care to patients; changes in commissioning priorities, world class commissioning and the delivery an Estates Strategy will mean changes in the location, design and delivery of care. This will require a continued awareness of the effect that this may have on staff and the ability to recruit and retain a future workforce. The Trust will maintain and develop flexible new ways of working, well designed and rewarding jobs through the utilisation of Agenda for Change, the Productive Mental Health Ward and 'Lean' processes, and also use of information technology to streamline and create efficient and employee friendly working practices. A workplace environment within which all staff feel motivated, valued and engaged in productive work is vital, being fit for purpose for both patients and staff.

5.5.2 The Trust will continue it's work to develop a strong corporate social responsibility, not only to make best uses of its organisational resources and reduce it's carbon footprint, but also to ensure that it's current and future workforce are able to identify with it's values and aims in this area.

Many applicants to organisations are now increasingly concerned about an organisations values, brand and corporate social responsibility. This aspect is an important feature if the Trust is to attract new talent from the decreasing opportunities' within the talent pool of the future.

5.6 Continuously Improve Health at Work

- 5.6.1 A healthy and safe workforce (both physically and mentally) is essential if the Trust is to meet its objectives. The NHS Constitution provides a commitment to NHS staff that it will provide support and opportunities for staff to maintain their health, well-being and safety.
- 5.6.2 A proactive approach to attendance management, enhancement of Occupational Health and Staff Counselling Services which provide health and wellbeing promotion is key. Continuation of health and safety audits, risk management and inspections, together with the promotion of a zero tolerance culture – which through training and support, staff are able to deal positively with acts of violence or aggression towards them. The Trust will enhance its approach to management of attendance by ensuring that human resource practice is supportive of both individuals suffering from ill health, balanced against service needs, and will develop further initiatives to increase levels of attendance further.

5.7 Sickness absence

Sickness absence is another area where improvements can be made. Each Division has been set an ambitious target for sickness absence which, whilst providing a focus on the health of our workforce, will also achieve savings in direct costs but also savings in indirect costs such as spending on agency staff. It could also improve performance on a range of outcome measures, including patient and staff satisfaction.

- 5.7.1 Management of sickness absence is a key factor in reducing the number of days lost due to sickness absence. The HR team, line managers and Occupational Health will work closely together and hold monthly 'case' meetings to review action taken and agree further action. The cases will be determined by reports taken from ESR to review long term absence of more than 4 weeks and frequent absences of 3 occasions in 6 months.
- 5.7.2 Analysis of absence by role type will also be conducted by the HR team to look at any trends and therefore considerations which may influence job design, person specification, hours of work. The two that we will focus on during 2010-12 are Stress & Anxiety and Muscular Skeletal. These are the top two reasons for short term and long term absence. We will look to implement initiatives that will support prevention of such absence and better support staff who are absence due to these ailments.

5.8 Deliver Fair Terms & Conditions of Employment / Employment Policies

- 5.8.1 A contributor to success in building and maintaining a workforce fit for the future depends upon a fair and equitable pay and contract framework. The Trust has a comprehensive range of employment policies and procedures which will continue to be updated and refined to ensure that they remain responsive to local business need and changes in employment law, but also reflect measures designed to ensure that the employment experience is a positive one.
- 5.8.2 Personal Appraisal and Development – During any period, but more importantly during periods of change, it is important to ensure that all staff continue to have regular performance reviews with their line managers. The Trust will therefore continue to request that all staff have an annual appraisal. The PAD will be revised during 2010 on feedback from SNAAC to further develop the review process and ensure fairness and consistency for the Agenda for Change Gateways.

5.9 Value Diversity & Use It

- 5.9.1 Individuality should continue to be recognised and celebrated whilst ensuring fair, equitable treatment, free from discrimination, bullying, harassment. This is vital in the development of a workforce which respects the individual needs of people using the Trust's services. Commitment

and positive action will be taken to ensure that the workforce is representative of the communities served, across all six strands of diversity, in practice as well as policy.

- 5.9.2 The Trust's Single Equality Scheme and Action Plan, establishes and promotes the strategic commitment to equality and diversity through recruitment, employment, retention, training and development practices together with a higher visibility of black and minority ethnic (BME) staff within the Trust's leadership in the future.
- 5.9.3 The Trust will also work with the local community continuing to build on its anti stigma campaign – 'It's OK To Talk About It' and taking focussed action, together with statutory and voluntary sector partners, to improve the experiences of patients and staff (future and current), building on positive employment initiatives such as Age Positive, Disability Two-Tick, Stonewall Diversity Champion.
- 5.9.4 Diversity strengthens the organisation to support the wider and the increasingly diverse communities we serve.

5.10 Deliver More Effective and Responsive Human Resource Management

A devolved model of HRM has already been implemented with decisions taken and people management activities delivered as close as possible to the workforce. The HR Teams working across the Trust will work closely together to ensure a Trust-wide overview of workforce issues, scanning the horizon and identifying issues on which the Trust will need to respond. Lean HR practices will be fully explored and implemented to ensure that these support services are cost effective and of a high quality. The HR function will support the development and deployment of the Electronic Staff Record and other information technology, e.g. electronic rostering, as mechanisms to manage our workforce and streamline work practices.

5.11 Delivery of Effective Organisational Change

- 5.11.1 Working closely with the Corporate and Divisional senior management teams the HR teams will understand which areas are confirmed as being able to reduce headcount during 2010-2014; and therefore clear headcount plans will be established and monitored. Quarterly reports (produced by ESR) will be produced commencing April 2010 to show headcount current v previous quarter and any expected change achieved.
- 5.11.2 The aim will be to keep compulsory redundancies to a minimum therefore any headcount plans will attempt to reflect any projected and confirmed retirements; vacancies will be scrutinised and where applicable shared service models devised.
- 5.11.3 Innovative employment will continue to be considered at all times e.g. annualised hours contracts; flexible working; job share; key time workers; seasonal contracts
- 5.11.4 An Organisational and Management of Change policy and procedure will be developed and implemented during 2010, which will amongst others cover, criteria for voluntary redundancy; use of temporary resource; vacancy control; consultation; outplacement support; and working effectively with the local Trusts for re-deployment opportunities for any staff who are at risk.
- 5.11.5 During 2010 review the option of a Trust Temporary Bank and if feasible produce a cost benefit analysis for the introduction of a Trust Temporary Bank, either run in house or outsourced, for approval by the Board; and if approval agreed implemented by December 2010.
- 5.11.6 Ensure that all Managers and HR team are equipped with the knowledge and capability to deliver the organisational change effectively and that the impacted staff feel that during this difficult period of uncertainty they have been dealt with dignity, respect and fairness.
- 5.11.7 A communication strategy will be developed, working closely with the Communication Team and also ensure any messages regarding organisational change reflect the local as well as Trust implementation.

5.11.8 The senior HR team will lead the consultation and negotiation of any change management with our staff side colleagues.

5.11.9 It is recognised that Productivity Programmes' will have an impact on staffing levels – the predicted impact of these programmes is used to develop and drive the Directorate Workforce Plans. The table below is an extract taken from the Trust's IBP V3 2010/11 – 2014/15

CIP SCHEMES	Forecast	Forecast	Forecast	Forecast	Forecast
	2010/11	2011/12	2012/13	2013/14	2014/15
Consultants	-2.3	-4.2	-5.0	-2.6	-3.5
Junior Medical	0	-1	-2.0	0.0	-1.0
Nursing	-36.5	-98.7	-63.5	-25.5	-42.0
Scientific & Therapeutic	-15.6	-16.7	-9.5	-23.1	-2.6
Other Clinical	-36.2	-81.8	-39.1	-17.5	-47.0
Non Clinical	-45.2	-55.5	-71.7	-57.9	-37.4
Total	-135.7	-257.9	-190.8	-126.6	-133.5

6. SUMMARY

- 6.1 The Trust already has a number of strategies and actions in place which support the business development of the Trust over the next 5 years. The content of this Workforce Strategy draws upon elements of these to ensure that the Trust is able to deliver high quality services.
- 6.2 Whilst facing a number of challenges and aspirations, the Trust's workforce has the skills, capability and determination to deliver the vision and to move forward as the service of choice in the East Midlands. The Trust will continue to make a difference to the lives of people with mental illnesses or learning disabilities and build still further on its national and international reputation.
- 6.3 Monitoring Achievement of this Workforce Strategy – will be through the Trust's Performance Management Board Report.

positive Mindful employer, who develops our Workforce, our People,
our Talent.....all to deliver better patient care.