Cambridgeshire and Peterborough Integrated Care System

Our ambition: Working together to meet the health and care needs of our population through the delivery of an ambitious workforce agenda

We are driven by and influence system priorities, strategies and plans. Success will be achieved through thoughtful and meaningful cross-system collaboration; we will break down barriers and hierarchies and think differently in service of innovation and action

Draft **System workforce priorities – to 2025**

Recruitment and retention

We will collaborate to ensure that we have a sustainable supply of staff to meet the care and health needs of our communities. Our priorities are:
- Workforce planning and information
- Retention
- Supply, including international recruitment

Health and wellbeing

Together we will strive to ensure that working in our care and health system will positively impact on our health, safety and wellbeing. Our Priorities are:
- Psychological support and wellbeing
- Safe physical environments
- Health awareness and promotion

Education, learning and development

We are committed to the development and progression of our people, enabling us to sustainably meet workforce demand. Our priories are:
- Clinical apprenticeships
- Career Pathways
- Higher and Further education

Equality, diversity and inclusion

We will work together to drive out inequality, recognising that we are stronger as a system that values difference and inclusion. Our priorities are:
- Violence and abuse against staff
- EDI training for leaders
- Implementing "Fair Recruitment" recommendations

Leadership and culture

As a system we will develop compassionate and high performing leadership committed to driving a just and learning culture. Our priorities are:
- Compassionate culture
- Talent management and succession planning
- System Leadership

Creating healthy communities

As significant employers we will leverage our scale for the benefit and wellbeing of our communities. Our priorities are:
- School engagement
- Skills for life
- Pay inequalities

Efficient and effective ways of working

We will maximise the efficiency and effectiveness of our workforce through collaboration on issues / processes / approaches. Our priorities are:
- Temporary workforce
- Pay and reward
- Rostering and deployment

Workforce aligned with service transformation

We will align with system strategies and priorities to deliver sustainable system transformation. Our priorities are:
- System delivery programmes
- 'One workforce'
- Workforce capacity and capabilities of ABUs and clinical work streams

Local People Board Version 4: April 2022

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Oversight and engagement

Recruitment and retention	Steve Legood, CPFT Jo Bennis, NWAFT
Health and wellbeing	Kathy Bonney, CCG
Education, learning and development	Steve Legood, CPFT Jo Bennis, NWAFT
Equality, diversity and inclusion	Oonagh Monkhouse, Royal Papworth

Leadership and culture	Anita Pisani, CCS
Creating healthy communities	tbc
Efficient and effective ways of working	Louise Tibbert, NWAFT
Workforce aligned with service transformation	David Wherrett, CUH

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Specific areas of work – 2022 2023

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Priority area	Work streams	Outcome by 2023
Workforce Planning	Develop structure & governance to support integrated workforce planning, including data sharing agreements Undertake baseline assessment of ICS Workforce Undertake initial integrated workforce plan based on population need, transformation of care models and changes in skills and ways of working	Predictive workforce planning architecture in place Initial assessment complete – map of system workforce 1st Draft detailed plan developed including care and health staff across ICS
Retention	Appoint to system Retention Lead Develop ICS Retention Strategy System Flex for Future Programme & hybrid/Agile working approach in place	Interviewed and in post within ICS Strategy signed off by Care and Health Partners Partners signed up to and completed programme – system Hybrid Working Policy
Supply	System international programme established Accommodation Project	Successful system international recruitment plan in lace (including for AHP's) with focus on retention of recruits Short/medium term accommodation options available and medium/longer term accommodation needs baked into LA housing/planning strategy

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Priority area	Work streams	Outcome by 2023
Psychological support and wellbeing'	Provision of staff Psychological Support Services Provision of Financial Wellbeing advice and guidance System 'learning from incidents of staff harm'	Delivery of: • Staff Support Hub • Staff Mental Health and Psychological Wellbeing Services • Occupational Health Services (Including Primary Care) • Staff Support Services Guide/Navigation towards support Effective promotion of the 'Way forward campaign' (Government Money Helper Tool/guidance) System 'learning from incidents of staff harm' processes in place
Safe physical environments	Coordination of/and access for all to Flu and Covid Vaccinations Safe Active travel to work Management of COVID in the workplace	Autumn vaccination programme/Monitor uptake and share best practice Engage with the council on cycle safety programme/Safe Active travel to work initiatives System management of COVID in the workplace approach
Health awareness and promotion	System approach to the management of reasonable adjustments for chronic, long term conditions and disabilities. Promote healthy lifestyle choices.	System roll out of the: • Wellbeing Passport and Wellbeing Champions • Wellbeing Conversations System wide take up of Public Health offer to support general health improvement

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Priority area	Work streams	Outcome by 2023
Clinical apprenticeships	Develop a plan to ensure maximum use of the levy in line with system apprenticeship strategy Identify trailblazing opportunities for new apprenticeships aligned to service and workforce demands Delivery on the 22/23 strategy plan	Levy available and accessible to all, responsive to service and workforce needs and increasingly utilised Apprenticeship programme aligned to workforce and education strategies Delivery against 22/23 apprenticeship strategy
Career Pathways	Define a healthcare system 'career on a page' demonstrating the opportunities of career pathways across the health and social care sector Develop a career conversation toolkit for managers and coaches to support individual development and career pathways	Career on page Career conversation toolkit for implementation
Higher and Further Education	Student ambassadors to drive qualities and objectives aligned to clinical learning environment. Clinical placement capacity for non medical and medical groups Partnership working between HEIs and placement providers including HE and FE contribution to future supply	Definition of student ambassadors and recruitment to roles Oversight of system placement capacity for medical and non medical professional groups Development of system wide oversight of placement capacity and identification of new opportunities Increased placement capacity

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Violence and abuse against staff (including racial abuse)	Establish a framework specifying minimum standards and expectations to be built into local policies Develop a framework and training/comms material that articulates the expected actions/behaviours in challenging behaviour and supporting colleagues Source and commission culturally competent wellbeing support for staff who are experiencing abuse and/or violence Develop a system-wide communication campaign for staff, patients and the public addressing violence and abuse	System framework that has been incorporated into individual organisations policies and procedures. Framework publicised describing how to be a ally including to BAME colleagues, and comms and training material provided to system partners Specialist counselling support, including for BAME staff, commissioned/procured and available for partner organisations to access when needed Communication campaign launched
EDI training for leaders	Develop system-wide syllabuses and range of delivery options for organisations to provide training/development in: • Line Managers Essential Skills/Knowledge • Cultural Competency • Reverse/Reciprocal Mentoring	Range of training material developed and/or commissioned for partner organisations to utilise.
"Fair Recruitment" recommendations	To be developed	To be developed

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Compassionate culture	Embedding the leadership compact and behaviours Decision making, collaboration and involvement Relationships for inclusion	Consistent role modelling of leadership behaviours and culture. Annual System Festival of leadership in place Governance and OD strategy – for system decision making and accountability. Offering internal leadership programme places across the system and to each other Engagement and communication strategy
Talent management and succession planning	Development of system career pathways System leadership opportunities and pathways Creative opportunities for job enhancement an rotation	Personal Development plans for identified talent and system career pathways opened up across the ICS Central depository for system leadership opportunities Flexible working practices to support agility and response to system needs and opportunities
System leadership	System leadership programmes Clinical leadership development ICS leadership development	Design/develop and commission system leadership development opportunities. Leaders are developed in systems Thinking and system behaviours

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Priority area	Work streams	Outcome by 2023
System delivery programmes	Work with system and ICB colleagues to understand and clearly articulate system delivery plans (both clinical and non clinical) and the workforce implications / expectations	Clarity on the workforce implications of system delivery programmes
'One workforce'	'One workforce'; mind-set and principles; clarity and system implementation plan Review phase one of the MOU on staff movement (system movement between NHS providers) and, subject to need, develop and implement phase 2 (wider NHS) and beyond Practical guide established to set out the system approach to efficient, effective and respectful staff movement	Clarity on the system approach to 'one workforce' Phased plan in place on the further development of staff movement 'MOU' Practical 'staff movement' guide in place
Workforce capacity and capabilities of ABUs and clinical work streams	Ensure that system leads have the workforce support to develop and implement system wide workforce plans	System leads have the workforce support to develop and implement system wide workforce plans