

Agenda item 4.i

Report to:	Board of Directors	Date: 9 June 2022
Report from:	Director of Workforce and Organisational Development	
Principal Objective/Strategy:	The purpose of this paper is to provide the Board with an update on key workforce matters not addressed in PIPR.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	Recruitment Retention Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	Public Sector Equality Duty Workforce Race Equality Scheme	
Key Risks:	<ul style="list-style-type: none"> • Turnover increases as a result of poor staff engagement • We are unable to recruitment sufficient staff to meet safe staffing levels • Staff engagement is negatively impacted by poor people practices 	
For:	Information	

Items that are addressed in this report:

- 2022 Compassionate and Collective Staff Awards
- Staff Benefit Scheme
- Chief Executive Recruitment Process

1. 2022 Compassionate and Collective Staff Awards

1.1 We are delighted to be resuming our annual staff awards after a 2 year hiatus. This award scheme is an important way to acknowledge and celebrate the contribution of individuals and/or teams who make a significant contribution to excellent care and patient experience and/or staff engagement and development.

1.2 The categories have been updated to reflect our values and also our focus on sustainability. The categories seek to ensure that staff from across the organisation and all staff groups are included. Staff in partner organisations ie OSC, Skanska, Cambridge Perfusionists are eligible to be nominated

Award Categories 2022
Learning and Development Award: This award recognises a staff member who has shown an extraordinary commitment to personal and professional development either personally or on behalf of others.
Quality Improvement Champion of the Year Award:

<p>This award will recognise an individual who has implemented innovative ideas to enhance service delivery and quality and/or financial efficiency.</p>
<p>Green Award: This award recognises staff or teams who have developed and implemented changes to improve the sustainability of services/departments we provide.</p>
<p>Team of the Year Award – Clinical and Non-Clinical : This award will go to a team that has gone the extra mile this year to provide an exceptional service to our patients or to colleagues across the hospital.</p>
<p>Volunteer of the Year Award: This award is a chance to recognise a volunteer who has made a significant contribution to Royal Papworth Hospital and our patients.’</p>
<p>Student/apprentice of the Year Award: This award will recognise a student or apprentice here at Royal Papworth Hospital who has demonstrated a real commitment to developing their skills and experience and making a positive impact on our organisation and the care we can offer to our patients.</p>
<p>Leadership Award: This award will go to an individual who has demonstrated exceptional compassionate leadership skills over the last 12 months. It is a chance to recognise someone who regularly inspires and motivates their team to deliver an even better service for the benefit of our patients.</p>
<p>Trust Values Awards:</p> <p><u>Compassion Award – 1 x Clinical and 1x Non-Clinical:</u> This award recognises staff who role model through their behaviour and actions the Trust value of Compassion - Recognises and responds to the needs of patients and colleagues</p> <p><u>Collaboration Award: 1x Clinical Staff and 1 x Non-Clinical Staff:</u> This award recognises staff who role model through their behaviour and actions the Trust value of Collaboration - We achieve more together</p> <p><u>Excellence Award:1 x Clinical Staff and 1 x Non-clinical Staff:</u> This award recognises staff who role model through their behaviour and actions the Trust value of Excellence - Makes a difference with each small improvement and by being open to new ways of working.</p>
<p>Equality, Inclusion and Diversity Award: The Award recognises an outstanding individual or team who has made significant contributions in improving equality, diversity and inclusivity within the organisation(in line with the trust values of Compassion, Collaboration and Excellence) making a great impact in the delivery of high quality services & promoting positive patient and staff experience.</p>

1.3 The outline timetable is as follows:

- 6 June 2022: Launch the awards and nomination process – all staff briefing/online/posters. Patients and staff can nominate online and using a paper form.
- 3 July 2022: Nominations close
- Week commencing 11th July: Judging Panels meet
- Week commencing 18th July: Nominees informed and invitations sent out
- Awards Ceremony: 8 September 2022

1.4 We are holding the ceremony at Homerton College. We had a deposit with them held over from 2020. In the intervening period they have extended their facilities and have a hall that will hold 250. All nominees and a plus one and the person that has nominated them are invited along with Board Members, the judging panel, Network Chair chairs and our FTSU Champions.

1.5 As in previous years we will be seeking to fund the event by raising money from sponsors and with support from the Charity. We have some funds rolled over from the previous years and will be approaching other potential sponsors.

2. Staff Support Scheme

2.1 As communicated in the May 2022 Board paper the Trust has reviewed what opportunities are available to enhance the support that can be provided to staff with managing increased cost of living expenses, and to recognise and show appreciation for the sustained clinical and financial performance that staff delivered over the last year. An employee benefit scheme of approx. £700,000 in recognition of 2021/22 year's performance has been set up.

2.2 We have been working with staff side colleagues, staff governors and our campus partner, Cambridge University Hospitals, to develop a range of initiatives to reduce the cost of travel for staff and the cost of food whilst at work. These schemes will sit alongside the benefits that we already offer which we plan to highlight through an active communications campaign so that staff are reminded about what is available. These schemes will be launched on 6 June 2022.

2.3 The schemes can only be utilised for directly employed staff. Regrettably it is not possible under NHS accounting rules to use the scheme to reward staff not employed by the Trust. Our campus partner, CUH, is also looking at similar schemes to support their staff and we have been working closely with them to ensure that where possible we mirror what we offer.

2.4 Where the benefit being offered has tax implications for our staff the Trust will cover the cost of the tax element which will add approximately 35% on to the cost of the benefit,

2.5 We have been mindful in developing the following schemes that they are easy for staff to access and to administer:

Discounted Car Parking

We have worked with Saba and CUH to devise a scheme that provides a discount on car parking. Discounting parking is relatively simple to administer and would benefit 450 staff per day on average. Night shift workers are already entitled to free parking so any discount will benefit those working during the day. We will discount the car parking daily fee by £1 to £2.20 per day until 31 March 2023.

Bus Travel

We have agreed with Stagecoach a discount of 30% on bus travel. Stagecoach are prepared to help us with an offer of a match funding discount on their existing fares - Stagecoach will reduce their fares by 15% and we will pay for a further 15%. It is not possible to restrict the usage to work travel only therefore this will be considered a benefit and staff would be subject to tax on this benefit. We intend to pay this tax so that staff benefit from the full 30% reduction in cost. This discount will be apply initially for 1 month to enable us to assess the cost of this and we can then confirm how long we will be able to offer this.

Food

There will be a 25% subsidy on food in the staff restaurant for an initial 6 months in the first instance to see the take up and review feedback from staff on how helpful this is before deciding on whether to extend this offer. The Café2U van at Royal Papworth House will also apply a 25% discount to food and drinks and recharge the Trust.

Blue Light Card Scheme

The Blue Light Card is a discount scheme open to public service workers and offers a wide range of discounts in everyday shops and supermarkets as well as restaurant, travel, sport and leisure venues. The cost to the individual is normally £4.99 for two years. We will promote this benefit to staff and repay the cost of buying this card.

Other Schemes to Support Financial Wellbeing

- *Hardship Fund* - our hardship fund started in November 2020 and is funded through Royal Papworth Charity. The scheme is under-utilised. This is possibly because the eligibility and approval process requires staff to demonstrate their hardship by supplying financial information. This can be off-putting for applicants. That said, since its inception in 2020 we have approved 15 applications and have paid out £4,840 in total. There remains £4.5k in this fund and it is proposed that we review the scheme to ensure that it is accessible and continue to communicate about it directly to staff but also ensure that it remains on the radar of our managers so that they can talk to staff about it if needed.
- Support staff saving/borrowing through access to a joining a Credit Union and paying directly from their pay
- Explore option for on site banking, pension seminars and financial advisory services
- Promote the Trust's Employee Assistance Scheme which offers 24h financial advice to staff through HealthAssured.
- Provide tips on savings and offers through Newsbites
- Promote the Cycle to Work Scheme to reduce the cost of transport
- Promote the PAPPworth App which offers discounts

3. Chief Executive Appointment Process

3.1 Stephen Posey resigned from the role of Chief Executive in May 2022 and will leave the Trust at the end of August 2022. Consequently, a recruitment process for a replacement has been initiated.

3.2 The regulatory guidance on CEO recruitment is as follows:

Under the NHS Act 2006 it is for the Non-Executive Directors (NEDs) to appoint (or remove) the Chief Executive (CEO) and the Council of Governors has to approve an appointment. The two requirements in the code are as follows:

B.2.12 It is for the non-executive directors to appoint and remove the chief executive. The appointment of a chief executive requires the approval of the council of governors.

B.7.3 Approval by the council of governors of the appointment of a chief executive should be a subject of the first general meeting after the appointment by a committee of the chairperson and non-executive directors. All other executive directors should be appointed by a committee of the chief executive, the chairperson and non-executive directors.

3.3 The Council of Governors decision is subject to the approval of a majority of the members of the Council of Governors present.

3.4 With regards the involvement of NHSI and system the following clarification was issued in March 2022:

“My request to you is to develop an early dialogue with your system colleagues when starting to plan recruitment campaigns. This builds upon the approach we have developed together since 2019 which has seen some strong appointments over that time. The region will of course continue to support but that system colleagues would now be expected to fully engage with you, and assure themselves of process, and offer

insight into issues such as diversity of candidate list. I am sure that the new RD will also want to continue to offer support and insight on both CEO and chair appointments.

The exception to this will be for those Trusts who are in SOF 4 and I suggest that both region and the system are represented in all parts of the process. “

Whilst Royal Papworth Trust is not in SOF 4 the Cambridge and Peterborough System is and there we have engaged with the Regional Director and the system Chief Executive and Chairman regarding our recruitment process.

3.5 Following a selection process we have appointed a specialist search agency called Alumni to assist us with the whole recruitment process.

3.6 A timetable has been developed with the aim of making the appointment prior to the start of the school holiday period. The indicative timeline which the agency is working to for the recruitment process is as follows:

Date	Activity
w/c 09/05/2022	Alumni discussion with Royal Papworth Hospital NHS Foundation Trust to develop the search methodology
w/c 09/05/2022	Commence market mapping and develop a micro-site to support the search process
TBC	Advert to appear on social media platforms
w/c 23/06/2022	Closing date for applications
w/c 27/06/2022 (start)	Analyse applications and dispatch to Royal Papworth Hospital NHS Foundation Trust/Long listing
w/c 27/06/2022 (end)	Discuss and agree final shortlist of candidates with Royal Papworth Hospital NHS Foundation Trust
w/c 04/07/2022 & w/c 11/07/2022	Alumni assessment interviews with candidates to support final interviews
w/c 18/07/2022	Final interviews
w/c 25/07/2022	Council of Governors Meeting to ratify the appointment

3.7 An important part of the recruitment process is the initial stakeholder engagement phase. The purpose of this is to seek views from Non-Executive Directors and internal and external stakeholders on the leadership style and traits we will be looking for in the successful candidate. It also affords the opportunity to seek views on the key priorities for the organisation that the candidate will need to deliver. The information collected

from this engagement will guide the development of the role profile and search criteria. Alumni will undertake this engagement with internal and external stakeholders. In addition to seeking the views of staff side partners we have given staff the opportunity to input via an all staff survey which asked their views on key leadership traits and priorities for then incoming Chief Executive. The information gained from this engagement process will inform the role profile and the search criteria.

- 3.8 The panel for the selection process is being finalised and will include the Chairman (Chair of the panel) Non-Executive Directors, Lead Governor, Chief Executive of the ICB, Chief Executive from another Trust with experience in the specialist hospital sector, staff representative and a Cambridge University representative.
- 3.9 In addition to a formal panel interview candidates will undertake psychometric testing and scenario based stakeholder exercises. The purpose of these scenarios will be to assist with assessing the leadership style and the ability of the candidates to fulfil key aspects of the role. Non-Executive Directors as well as other key stakeholders will be involved in these assessment exercises.

Recommendation:

The Board of Directors is requested:

- **To note and discuss the content of this report**