

Agenda item 4.i

Report to:	Board of Directors	Date: 5 May 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:

- Q4 Compassionate and Collective Leadership Programme Update
- Staff Support Scheme
- C&P ICS Workforce Strategy

1. Q4 Compassionate and Collective Leadership Programme Update

- 1.1 This section provides an overview of key areas of progress within the Compassionate and Collective Leadership Programme.
- 1.2 The staff development programme to support the understanding and embedding of the Trust's values and behaviours continues with 207 staff having attended the workshop by the end of March including 36 at the House. This represents a solid, if steady, start with the speed of the roll out being constrained by the amount of meeting space available. This constraint will be remedied from May 2022 as we move into the HRLI space where meeting rooms have been booked for this programme of work. We have resource and capacity to deliver this training for all staff in 2022/23 and, aside from the meeting space the only other constraint will be the ability of line managers to release staff to attend.
- 1.3 A new values and behaviours induction module has been developed which will be rolled out to new starters from the May induction.

- 1.4 The values and behaviours have been incorporated into our recruitment documentation and templates and a comprehensive review of all recruitment templates and guides, to ensure that they support transparent high quality recruitment practices, is being rolled out. Recruitment & Selection training continues to be provided with more than 300 line managers having completed this basic training.
- 1.5 The Line Manager Development Programme has been successfully launched, with the first cohort of 16 commencing on 29 April. Two further cohorts will commence in July and August. Participants have been chosen by Divisions/Directorates through an application process that has given an equitable allocation of spaces across the Trust. Uptake has been positive and there is a waiting list of applicants.
- 1.6 A Line Manager Induction has been developed and will commence in May 2022. This will give newly appointed line managers key information to support them in undertaking their line manager responsibilities and also focuses on what compassionate, people-focused leadership means and how it is demonstrated.
- 1.7 The Transformational Reciprocal Mentoring for Inclusion Programme has been commissioned following acknowledgement from NSHI that they would be unable to provide the programme. The first module has been confirmed as taking place in June 2022. This programme is an important part of our WRES and WDES action plan.
- 1.8 Two members of staff have successfully completed the Cultural Ambassadors Programme and a further nine members of staff will undertake the programme in May 2022. We are developing the protocols of how these Ambassadors will work alongside the Workforce Team in ensuring that our employee relations and recruitment processes are fair and equitable and addressing any bias.
- 1.9 The pandemic continues to have a significant impact on the wellbeing and mental health of our staff and we continue to prioritise activity in this area. We have done much work in the last quarter on improving our communications about what we can offer staff within this space and to improve our reach, acknowledging that our primary method of communication is through electronic communications which not every member of staff has regular access to. We continue to work with our communication colleagues to promote the health and wellbeing offering through our various electronic media which we also use to showcase specific topical areas of work at any given time. In May, with the launch of the new intranet, we will be able to use the new technology to revamp our H&WB Hub making resources easier to locate and interact with. Beyond these electronic solutions we have worked hard to foster links between our H&WB facilitators and their key work areas with each facilitator running a successful programme of awareness events. One such event was held recently in the hospital atrium which was well attended and from which we were able to capture information on what staff felt would be useful to them. Common themes emerging from this were support to have good quality rest, help with the prevention of burnout and support of their physical wellbeing. Alongside this work we have invested in 16 H&WB wall mounted noticeboards which we have located on all floors of the hospital, and these are regularly updated with information about what the Trust has on offer and the events that we are hosting.
- 1.10 The closing position in respect of our 2021/22 vaccination programme indicated that we had double vaccinated 95% of our staff, provided a third booster to 89% of our staff population and vaccinated 75% of staff against flu. During the period Jan – March 2022 we progressed a programme to implement mandatory vaccination for the remaining unvaccinated staff. However, this programme was terminated on the Governments instruction although we continue to encourage those unvaccinated staff to have the COVID-19 vaccination. We are now preparing for the autumn covid/flu vaccination campaign due to start in August 2022.

1.11 In partnership with the Women's network, we have progressed a programme of work that focuses on the menopause. We are working with the Women's Network to become accredited as a menopause friendly workplace, we have hosted menopause awareness sessions and we have purchased Menopause specific reference books for the Trust Library.

1.12 Our psychological wellbeing service has provided 234 client sessions in Q4 of 2021/22 demonstrating that it continues to be a service in high demand. Themes gleaned from staff attending these sessions report centre around unwinding/switching off from work, burnout, and rest.

2. Staff Support Scheme

2.1 The Trust has reviewed what opportunities are available to enhance the support that can be provided to staff with managing the 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.

2.2 We were pleased to have been able to develop an employee benefit scheme of approx. £700,000 in recognition of 2021/22 year's performance. Alongside this we continue to review our general staff benefits and wellbeing provision to ensure that they are as inclusive as possible and meet the needs of staff.

2.3 This scheme 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. We do make available to partner staff some of the other staff support schemes we provide. CUH are implementing a similar scheme and we are liaising with them as we may have greater combined influence with transport providers.

2.4 We are working with staff side colleagues to develop initiatives that will reduce travel costs for staff and reduce the cost of the meals provided onsite. We are aiming to be in a position to launch these schemes in May 2022.

3. Cambridge and Peterborough ICS Workforce Priorities 2022-25

3.1 The Cambridge and Peterborough ICS have been developing the system workforce priorities for the next 3 years. This is a work in progress, led by the HRD Group, and requires further development.

3.2 The latest version of the priorities is attached as Appendix 1. The working groups are being aligned to reflect these priorities and assessments made of the resources required to deliver the work programmes. The next steps are for these priorities to be discussed and reviewed with system COO, CNO, FFPG and MD groups to ensure that they are aligned with system financial, clinical, quality, and operational plans.

Recommendation:

The Board of Directors is requested:

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