

Agenda item 4.i

Report to:	Board of Directors	Date: 7 October 2021
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 workforce matters not included 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 The Board is asked to note the updates set out in this report.	

The purpose of this paper is to provide the Board with an update on key workforce issues that are not covered in the PIPR. The areas this paper focuses on are:

- Q2 Compassionate and Collective Leadership Programme Update
- Q2 Equality, Diversity and Inclusion Update
- 2021 National Staff Survey

1. Q2 Compassionate and Collective Leadership Programme Update

1.1 At the beginning of July 2021 we launched our new values and behaviour framework. This was a very important step in the Programme. We used All Staff Briefings, webinars, posters and all our normal methods of communication to share the new values and behaviour framework across the organisation.



1.2 We have established a Compassionate and Collective Leadership Programme Steering Group to oversee the embedding of the values and behaviours framework and the implementation of actions to address the other priorities identified in Phase 1 of the Programme.

**WAY
AHEAD**

Values/Behaviour Framework								
Recruitment and Induction		Management				EDI, Health and Recognition		
Recruitment	Induction	Line Management and Leadership Development	Staff Development	Performance Review and Feedback	Performance Management/ Policy Framework	Health and Wellbeing	Recognition and Appreciation	EDI
Values/behaviours explicit in recruitment process from advertising to selection Link with EDI review of recruitment practices	Reflect V&B into induction from Exec and at local level	Build management skills programme/system. Include compassionate leadership, mentoring/coaching, leadership development	Blended training comprising e-learning module for all staff. Include compassion and collaboration modules, bullying and harassment and why compassion matters	Appraisal process Models for giving feedback Coaching Reviewing behaviour at the end of meetings	Reflect V&B and Just and Civility in all policies especially dignity at work and grievance Coaching and training	Ensure accessibility and communication of health and wellbeing options Training on health and wellbeing issues	Review Laudix system Review awards and recognition system	Review of EDI against values and behaviours
MEASUREMENT Staff Survey, Laudix, grievance and disciplinary cases, Freedom to speak information and discussions with teams								
COMMUNICATION Communication via different channels including meetings, manager, written communications								
RESOURCE Resource the projects with ambassadors similar to Phase 1 of Compassionate Management to continue engagement								

1.3 The **Staff Development** programme to support understanding and embedding of the values and behaviours is on track to commence in October 2021 with some pilot sessions ahead of full roll-out from November onwards. The e-learning material and workshop lesson plan are in development. We will be running the 2 hour sessions as small face to face events and have set a KPI of 70% of staff attending a workshop. Facilitators and administrator support have been recruited and commenced and we will start communicating the booking arrangements in October. The workshops will have the following focus:

- Socialise our new organisation values with all the members of staff
- Help reflect on our current ways of saying and doing things
- Provide tools and frameworks for participants to translate the values into actions
- Listen to the voice of the participants to help create a compassionate and collaborative work culture

1.4 The **Line Managers Development Programme** curriculum is in development. A workstream lead has been appointed and started at the end of September. The launch date has not been finalised but is likely to be in Quarter 4.

Purpose:

- Develop foundational management and leadership skills to lead and support teams
- Build capabilities in areas – problem solving, communication, performance and team management

Delivery:

- Hybrid programme with a combination of standalone self-paced digital courses and in-person application-based workshops.
- Modular approach- multi-month journey where participants in consultation with their manager 'pick and mix' management modules for the year.
- New line managers induction

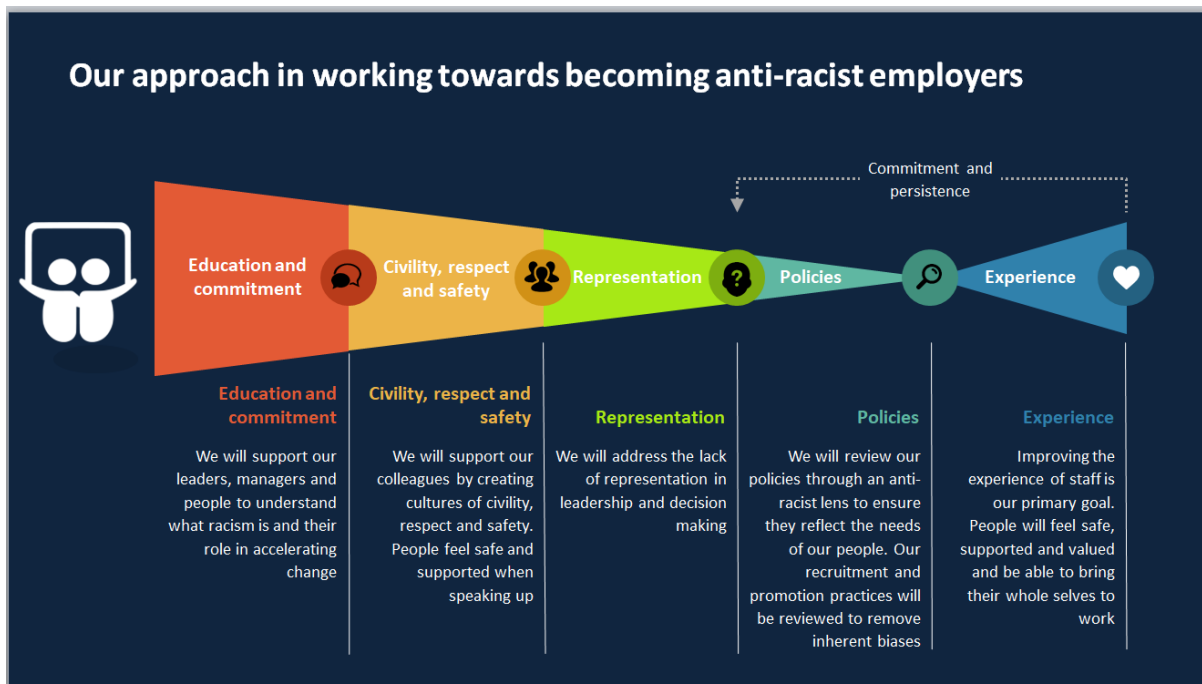
Participants:

- New managers and existing managers across all directorates and functions.

- 1.5 We have continued the focus on strengthening the support for staff health and wellbeing. During Q2 we appointed a further five Health and Wellbeing Practitioners who will work across the hospital and the House to support staff and facilitate the spreading of good practice and communication. We have also appointed a Wellbeing Co-ordinator who will work with the Mental Health and Wellbeing Practitioner to ensure that we signposting staff to the support available and helping co-ordinate all of the activities in this Workstream.
- 1.6 We have continued to provide wellbeing training/support sessions for staff and managers focused on taking effective breaks and mindfulness.
- 1.7 In July 2021 we focused on encouraging staff to plan their annual leave for 21/22 and provided a framework for managers to use to guide discussions with staff on annual leave planning. Staff were asked to plan out what leave they wanted to take, what they wanted to sell and what they wanted to carry over in the 22/23 leave year (up to a max of 5 days). The driver for this was threefold:
- to ensure that staff take regular breaks from work.
 - to support activity planning by both having a better forward view of staff availability and to manage it better
 - to reduce as much as possible the additional annual leave that staff were holding as a result of carrying over leave from 20/21
- 1.8 We planned and launched our 2021 Flu Campaign and a Covid-19 booster vaccination programme on 27 September. We are administering the Pfizer vaccine and flu vaccine to our own staff and our partner organisations from a hub in the Atrium.

2. Q2 Equality, Diversity and Inclusion Update

- 2.1 The EoE Region approved a comprehensive Anti-Racism Strategy which was launched in July 2021 which all employers, including ourselves have signed up to adopt it for their organisation. This strategy sets out a programme of work at regional, system and individual trust level. We will be reflecting this in our Trust and system EDI plans. A system workshop was held in September 2021 to develop the C&P plan.



2.2 An important aspect of this regional work has been the commissioning of a major review of the research evidence on fair recruitment practice. It is written for practitioners and highlights a small number of principles drawn from research that then underpin the suggestions made for improving each stage of recruitment and career progression. A copy of the report can be found in the reference pack (Appendix 1).

The old and the new paradigm for recruitment and career progression described in the report is:

OLD MODEL	NEW MODEL
Emphasises importance of policies, procedures and training thus setting standards and enabling individuals to raise concerns safely.	Emphasises importance of accountability and transparency. Adopts a “public health” approach to improving outcomes, triangulating data to be proactive and preventative, Intervenes to encourage staff, seeing fair and effective career progression as a key management function
Substantial emphasis on diversity training and unconscious bias training	Understanding the biases, stereotypes and assumptions that distort decision making in recruitment career progression is important but training alone will not significantly change decision making
Encouragement and support to individuals to take advantage of development opportunities through mentoring and positive action. Training for panels and managers on ensuring processes are followed and are fair and free of bias	Granular attention to primarily removing bias from processes, not through training individuals at each stage of the career lifecycle by understanding how bias and stereotypes affect decision making and how to mitigate it. Emphasises tracking all individual's development proactively, linked to effective appraisals, transparent access to stretch opportunities
Delegated to HR and often under-resourced	Key Board issue led by CEO and Chair

2.3 In August 2021 we launched the Reciprocal Mentoring Scheme and commenced recruitment to the scheme. This programme has been developed jointly by the NHS Leadership Academy and NHSE/I. It is an 18 month development programme that will

offer participants personal and leadership development and will enable the Trust to build a compassionate and collective culture.

The reciprocal mentoring programme is a systemic change intervention which aims to address inequity within organisations and systems. The approach to reciprocal mentoring that has been developed is both innovative and builds upon a proven theoretical and practical framework. We are looking to recruit 20 partnerships for this programme who will focus on issues relating to race and disability.

Once participants have been selected and paired, they will together embark on a structured learning journey. The learning journey has been designed in collaboration between NHSE/I and external expertise in equality, diversity, and inclusion (EDI). At the beginning of the journey the reciprocal mentoring pairs will explore the grounding principles of what reciprocal mentoring is, they will deepen their understanding of the programme objectives, set expectations for their relationship, and explore how they can be positive change makers. As they move forward in their mutual learning journey, they will learn more about relevant EDI theories, such as power, privilege, allyship and reducing systematic inequality. They will also be supported to reflect on their learning and form actions plans that will help to create positive change within their organisations/system. Changes can be large or small but will all look to deliver a more inclusive and compassionate workplace for all our people.

2.4 Over the 2nd Quarter 21/22 the following other key activities were undertaken:

- On-line Inclusion Event on 12th July “Let’s Talk Our New Trust Values” with a number of national speakers and Trust Network representatives to reflect and discuss on inclusion, equality and diversity underpin the new values and behaviours.
- CCA Sisters Professional Away Days focusing on Ally ship, racism, micro aggression, incivility.
- CCA Band 6 weekly training on macroaggression and incivility taking place with good participation and feedback.
- Establishment and launch of the Women’s Network
- Overseas Staff Settling Allowance implemented and communicated – this has been warmly received by staff.
- WRES and WDES Reporting and Data submission at the end of August.
- Developing a Staff Network Development Programme, for the Network Chairs and Co-chairs which commenced on 5th July 2021.
- Trans Awareness Training commissioned and commenced August 2021.
- Linking staff members with protected characteristic, with Regional and National networks for sponsorship opportunities.

3. 2021 National Staff Survey

3.1 The 2021 National Staff Survey will run from 4 October to 26 November 2021. We will be surveying all staff and it will be completed online with the option of a paper version for staff who cannot access it online.

3.2 A comprehensive communication plan has commenced. We are incentivising participation by offering a free hot beverage to staff and the opportunity to be entered into a draw for a gift voucher.

3.3 The questions asked have been reviewed for 2021 to bring them into line with the national People Plan. The survey has 32 questions (or 100 if all options are treated as questions) covering the main areas of staff experience - from health and wellbeing to staff engagement - as well as staff perception on quality of care and equality and diversity and workplace issues, such as the role of line managers and team working. New questions have been introduced on key issues including workforce burnout

and equalities. The staff engagement question set has been retained, and the wording revised in areas on equality and diversity, and line managers. A question set on senior managers has been removed as had been confusing and not widely used. COVID-19 related questions similar to those in 2020 have been kept in, together with free text option responses. We are asking some local questions focused on awareness of the new values and more detailed questions on staff views of equality of opportunity for career progression, their experience of micro-aggressions such as “banter” and whether they feel able to challenge unacceptable behaviour.

- 3.4 We usually get a first cut of results in December 2021 with no peer comparison data. The results with peer comparative data is released in February under embargo with full national results published in March.

4. Recommendation

The Board is asked to note the update on the Compassionate and Collective Leadership Programme, Equality, Diversity and Inclusion and the 2021 Staff Survey.