

Agenda item 4.i

Report to:	Board of Directors	Date: 5 September 2019
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 issues that are not covered in the 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:	n/a	
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 and feedback	

1. Purpose

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 covered in this paper are:

- Nurse Recruitment
- Culture and Leadership Programme
- Mental Health Wellbeing
- FTSU Training Guidance
- Workforce Disability Equality Scheme (WDES)
- Workforce Race Equality Scheme (WRES2)
- 2019 Flu Vaccination Campaign
- Trade Union Facilities Time Reporting

2. Updates

Nurse Recruitment Update

The Trust's nurse recruitment pipeline remains strong with 71 nurses and 73 HCSW (out of a total of nearly 250) currently in the pipeline. 14 nurses (of which 6 were pre-registration nurses) and 13 HCSW commenced induction on 2nd September. These are the largest numbers the Trust has seen in 2019 and are the result of the successful recruitment activities undertaken in June and July.

October's induction already has 14 nursing staff and 3 HCSW confirmed to start with the

likelihood of more being added to those numbers as we get closer to the induction date.

The successful Nurse Apprenticeship recruitment has resulted in 19 nurse apprentices scheduled to commence in October. These apprentices will have a specific induction programme to give them the best possible start in the organisation.

The next nurse recruitment event is occurring on 14th September. Candidates will be able to drop in and will be considered for interview on the day. This approach has proved to be successful over the summer in attracting registered nurse applicants.

The Trust will also be attending the University of East Anglia careers event in October to help to establish contact with locally trained nursing students ahead of their qualification.

The new Trust wide nursing adverts have successfully reduced duplicate applicants leading to a smoother application process for candidates and the Trust, this will help reduce the time from candidates applying to them being offered interviews.

We have determined that the recruitment of five non-EU overseas nurses would represent value for money in order to reduce vacancy rates on Level 5. The nurses have had their visa applications successfully transferred from CUH to the Trust and should commence before the end of the year.

The joint work with CUH to facilitate CUH bank workers undertaking nursing and HCSW shifts at the Trust has successfully commenced with over 100 shifts being worked since 22nd July.

Culture and Leadership Programme

We commenced implementation of Phase 1 in June and this has continued apace. It was extremely encouraging to receive over 50 expressions of interest. The volunteers have now received their training, formed sub-groups and commenced their work, including interviews with board members.

Phase 1 is likely to continue through to October when phase 2, the analysis of the information gathered within the framework of compassionate and collective leadership will commence.

Mental Health Wellbeing in conjunction with UNISON

UNISON and the Trust ran two joint Mental Health and Wellbeing Awareness days at the House and Hospital in July and August. The purpose of the sessions was to demonstrate the range of mental health and wellbeing courses that UNISON and the Trust could provide during the autumn and winter and to determine which would be best suited to the needs of Royal Papworth staff. The drop in events were well attended with over 60 members of staff providing detailed feedback on what they would like to see provided.

Based on that feedback UNISON and the Trust are looking to provide 4 days' worth of sessions in October 2019. These will consist of sessions focussing on personal resilience and how to recognise and address bullying and harassment in the workplace, each session lasting around 3 hours. These sessions will be open to UNISON members and non-members.

In the New Year we are planning to launch Open University Mental Health Awareness (for UNISON members only) and Mental Health First Aider Training (open to all).

Freedom to Speak up Guardian (FTSUG) Training

The National Guardian for the NHS has published national guidelines on the content of 'speaking up training' for all health sector organisations. The Training is aimed at all staff,

highlighting the role and purpose of FTSUGs. The National Guardian will be working with Health Education England (HEE) on the development of national training materials.

The Trust will work with the FTSUG to determine how the training can best be adapted and implemented at Papworth in light of our high levels of awareness of the FTSUG role and interest from staff in becoming FTSU Champions.

Workforce Disability Equality Scheme (WDES)

The Trust submitted its WRES report to the home office on 30th July 2019. Following the submission we are now in the process of developing a WRES action plan. The draft action plan has been submitted to the Equality Diversity and Inclusivity Steering Group and is now out for comment. The proposed action plan will focus on the following actions;

- Improving disability declaration rates
- Improving line manager awareness of disability and how this may affect how sickness absence processes are handled.
- Establishment of a Disability Network following on from the success of the BAME network

Workforce Race Equality Scheme 2 (WRES2)

The Trust will have submitted its WRES2 data by the 5th September board and is in the process of developing an action plan to continue the improvements across a number of indicators that was seen in the 2019 submission. Some of the key improvements from 2018 to 2019 include:

- Reduction in the likelihood of BAME staff entering a disciplinary process compared to their white colleagues. It has to be noted that due to the very low numbers of disciplinary cases in the Trust this figure is highly variable.
- Improved diversity in Board level positions, although there is still some considerable way to go before the Board reflects the diversity throughout the organisation.
- Increased accessing of non-mandatory training across all staff but particularly for BAME staff.

There are some areas where the experience of working in Royal Papworth as reported by our BAME colleagues through the staff survey continues to lag behind that of their white colleagues. This is particularly noticeable in the BAME staff's experience of bullying and harassment from patients, colleagues and managers both of which worsened in 2019.

The Trust will continue to seek ways to address these results through the BAME network and the Equality, Diversity and Inclusivity Steering Group.

The Trust's BAME network will be celebrating its 1st anniversary on 18th October. A suitable event will be planned to mark this milestone.

2019 Flu Vaccination Campaign

The 2019/20 Flu vaccination campaign will be commencing from 1st October 2019. This year the CQUIN for flu is 80% of front line staff (an increase from 75% in 2018/19). Last year the Trust was one of the first to achieve the CQUIN and we are aiming to replicate that success this year.

This year's strategy will follow closely our successful 2018 one with a focus on peer vaccinators in clinical areas and rewards for those staff vaccinated. These rewards will take the form of a prize draw John Lewis vouchers and a number of coffee vouchers redeemable within the hospital.

The communications strategy will commence from 16th September with vaccinations starting

from 1st October. Although the vaccination will be available for all staff, the first two weeks of the campaign will focus on clinical staff at the hospital with vaccination clinics around the first floor.

Trade Union Facilities Time Reporting

The Trust submitted its annual trade union facilities time report on 31st July 2019. This is the second year of mandatory reporting for public sector organisations. The report outlines the amount of time staff who are accredited Trade Union Officials spend on paid and unpaid trade union duties and activities.

The Trust has 8 members of staff who are accredited Trade Union representatives who collectively spent nearly 450 hours on trade union activities in 2018/19. This indicated a slight increase from 2017/18 thanks to the appointment of a local UNISON representative.

Recommendation:

The Board of Directors is requested:

- to note the content of this report