

Agenda item 4.i

Report to:	Board of Directors	Date: 1 April 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 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:

- 2020 Staff Survey Results
- 2020 WRES Report
- Compassionate and Collective Leadership Programme Update

2020 Staff Survey

The 2020 Staff Survey was undertaken October – December 2020. It was an electronic survey open to all staff. 1337 staff completed the survey which represents 65% of our workforce. This is an improvement on last year’s response rate of 62% which given the circumstances is an achievement. The national average response rate was 47%.

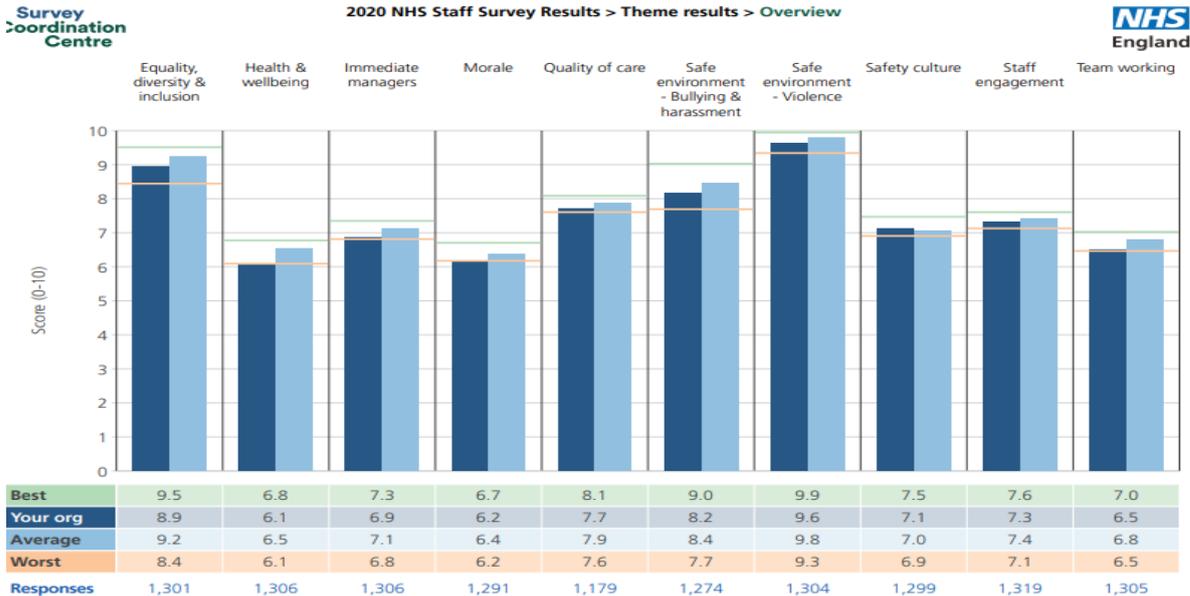
Despite the outbreak of the Covid-19 pandemic in 2020, the survey used the same methodology and timings as in previous years with the majority of questions asked in the

same way in order to maintain comparability of the trend data and thus provide an indication of the impact of the pandemic on NHS staff.

Ten summary indicators referred to as ‘themes’ are identified from the responses to certain individual survey questions. These have been calculated for previous years where possible. All themes are scored on a scale that ranges from 0 (worst) to 10 (best).

The results for each organisation are compared to a peer group. In our case the peer group is acute specialist trusts, a total of 14 organisations. Given the very different impact of COVID-19 on the specialist hospitals, dependent on the services they provide, this makes comparison with our peer groups less helpful than in previous years.

The high level summary of our 2020 results by theme is detailed in the chart below:



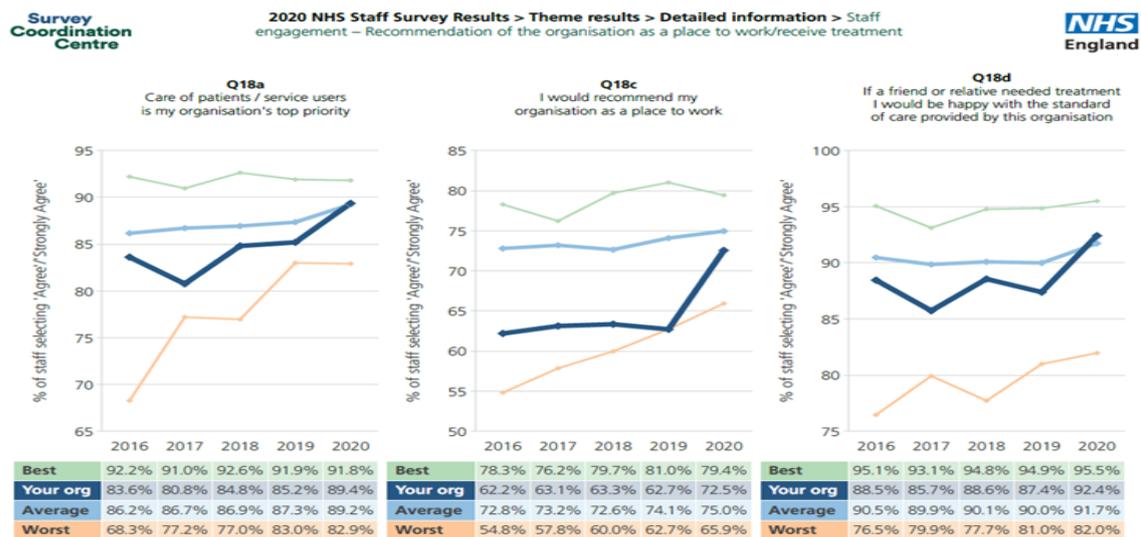
The table below presents the results of significance testing conducted on this year’s theme scores and those from last year*. It details the organisation’s theme scores for both years and the number of responses each of these are based on. The final column contains the outcome of the significance testing: indicates that the 2020 score is significantly higher than last year’s, whereas indicates that the 2020 score is significantly lower. If there is no statistically significant difference, you will see ‘Not significant’. When there is no comparable data from the past survey year, you will see ‘N/A’. In half of the survey themes we have statistically improved from 2019 and the other half there has been no statistical change; this is despite the very significant demands on the organisation and our staff over the last 12 months.

Theme	2019 score	2019 respondents	2020 score	2020 respondents	Statistically significant change?
Equality, diversity & inclusion	8.9	1138	8.9	1301	Not significant
Health & wellbeing	5.8	1148	6.1	1306	↑
Immediate managers †	6.7	1150	6.9	1306	Not significant
Morale	5.8	1130	6.2	1291	↑
Quality of care	7.4	1040	7.7	1179	↑
Safe environment - Bullying & harassment	8.1	1131	8.2	1274	Not significant
Safe environment - Violence	9.6	1141	9.6	1304	Not significant
Safety culture	6.9	1136	7.1	1299	↑
Staff engagement	7.1	1162	7.3	1319	↑
Team working	6.5	1153	6.5	1305	Not significant

Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

The Trust's recommender scores which in 2019 was below the national average (62.7% against national average of 63.8%) has improved significantly and is now above the national average (71.5% against the national average of 66.8%). Our overall staff engagement score in 2020 is 7.3 compared to the national average of 7.1.

Recommender Scores



The results are being shared with staff and leadership teams to discuss and consider how it informs their practices and approaches to staff engagement and wellbeing. The Compassionate and Collective Leadership Programme will be the main vehicle for addressing the areas for improvement highlighted in the results. There is a high degree of overlap between the priority areas identified in Phase 1 of the Programme and the themes in the survey responses.

2020 WRES Report

The Workforce Race Equality Standard programme was established in 2015. It requires NHS organisations to report against nine indicators of race equality; and supports continuous improvement through robust action planning to tackle the root causes of discrimination. Since its introduction in 2015, the WRES programme has been providing direction and tailored

support to the NHS, intended to enable organisations to continuously improve performance in this area.

The 2020 WRES report is based on workforce data as at March 2020 and the 2019 Staff Survey results so is in effect a look back at the position 12 months ago. Nationally there are some positive findings in this report from 2020:

- 6.8% of very senior managers in NHS trusts are from a BME background (5.4% in 2016)
- 10% of all trust board members are from a BME background (7.0% in 2017)
- the relative likelihood of BME staff entering the disciplinary process is at the lowest level since this data collection began

The full report can be accessed at: [Workforce-Race-Equality-Standard-2020-report.pdf](https://www.england.nhs.uk/wp-content/uploads/2020/12/Workforce-Race-Equality-Standard-2020-report.pdf) (england.nhs.uk).

It is very disappointing that in this year's report Royal Papworth Hospital is in the least well performing category for Indicators 7 & 8 i.e. staff believing that the organisation provides equality of opportunity in career progression and promotion and staff personally experiencing discrimination from a line manager or colleague.

Improving career progression and line management development are priorities areas in the Compassionate and Collective Leadership Programme and there are a number of areas of work identified in the WRES action plan. We now have additional resources and expertise to focus on this in 2021 with the appointment of the EDI Manager. We have good engagement through the BAME Network. The system EDI Group and BAME Network has strengthened considerably over the last year and is providing the opportunity to collaborate with other organisations and pool our resources and ideas.

We will review and update our WRES action plan in light of the recently published 2020 staff survey results. We did see some improvement in the results on Indicator 6 and 7 between 2019 and 2020. However there was a deterioration in the results for Indicator 8 which further reinforces the need to focus on line manager development and our Compassionate and Collective Leadership Programme.

Compassionate and Collective Leadership Programme Update

The Compassionate and Collective Leadership Programme has identified eight priorities for the Trust to focus on in order to embed a culture that enables the delivery of continuously improving, high quality, safe and compassionate care. One of the key priorities was to review the values of RPH to ensure they reflect the feedback from staff about what is important in our new working environment and to implement a behaviour framework to help staff and managers live the values in their day to day working lives; including in our recruitment and performance review processes.

Progressing the work on the values and behaviours has been disrupted by the emergency response to the pandemic however we have adapted and prioritised the health and wellbeing and the EDI workstreams as these are aspects of the programme which are very relevant to supporting staff during this emergency. At the end 2020, using funding provided by the Royal Papworth Charity, we appointed an experienced OD practitioner to lead the values and behaviours workstream, an EDI Manager and Health and Wellbeing Practitioner.

We have been focusing on the following actions over the first six months of 2021 which we think are achievable in the current climate:

- We conducted the first values-mapping workshop with a few key members of the project team in January. The workshop was a good starting point to recognise the essential RPH values and to clarify the meanings of the values and the associated behaviours to support these values
- The inputs from the first workshop were used to an initial values and behavioural framework
- Engagement with teams across the Trust is taking place February – April to refine and garner support for the framework
- Use cultural ambassadors (the project team in phase 1) to test and validate the framework
- April – May finalise the revised values and behaviour framework for discussion and approval by the Executive Team and the Quality and Risk Committee

We have set an objective of bringing a revised set of values and a behaviour framework to the June 2021 Board Meeting for ratification.

Recommendation:

The Board of Directors is requested:

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