

Part 1

Agenda item 4.i

Report to:	Board of Directors	Date: 3 February 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 workforce and organizational development 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.	

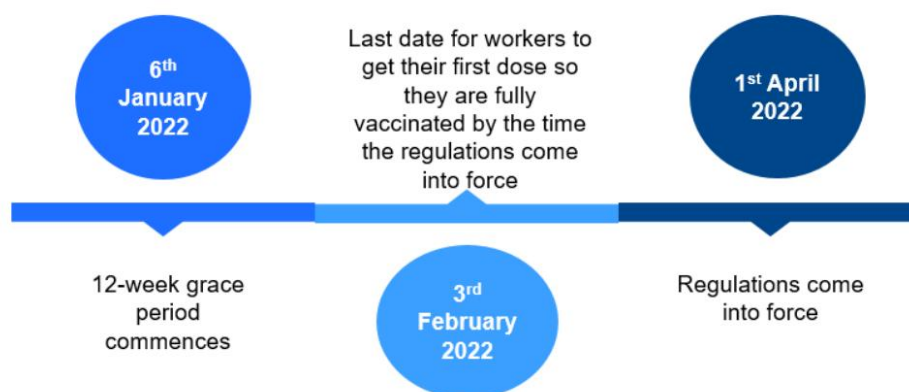
The purpose of this paper is to provide the Board with an update on key workforce issues that are not covered in the PIPR. The areas this paper focuses on are:

- **Mandatory Covid-19 Vaccination**
- **Compassionate and Collective Leadership Programme: Staff Workshops and Line Managers Development Programme**

1. Mandatory Covid-19 Vaccination

1.1 On 6 January 2022, the Government made new legislation, approved by Parliament, which amended the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (“the 2014 Regulations”). In accordance with these regulations, individuals undertaking CQC regulated activities in England must be fully vaccinated against COVID-19 no later than 1 April 2022 to protect patients, regardless of their employer, including secondary and primary care. The regulations will apply equally across the public (NHS) and independent health sector. A 12-week grace period, beginning on 6

January, allows unvaccinated individuals to have had their first dose by 3 February 2022, in order to have received their second dose by the 1 April 2022 deadline.



1.2 A project structure has been established to lead implementation and ensure that staff and managers are supported during the implementation of this legislation. The Appendix sets out the key aspects of the implementation. The current assessment is that, given the relatively small number of staff for whom we do not have a record of them having received two vaccinations, the implementation of this legislation is not presenting significant risks to service provision. There may be legal risks in terms of challenges from staff as we progress through the implementation process and we are working to minimise these as far as possible by having fair and compassionate processes.

2. Compassionate and Collective Leadership Programme: Staff Workshops and Line Managers Development Programme

2.1 We have continued to promote the values and behaviours in staff communications and briefings and highlight examples of great role modelling. This is even more important than ever given the significant pressures on managers and staff.

2.2 The staff workshops to support the understanding and embedding of the Trust's values and behaviours commenced in October 2021 with four pilot sessions, to test the content of the programme, delivery model and impact. The feedback from these indicated that the content and delivery model was fit for purpose and the only improvement noted was that more time be given to the training to allow more meaningful discussion around the subject. This was discussed at Execs and it was agreed that these sessions extend from 2 hours to 2 ¼ hours. The training was delivered in a face to face format which worked well and is the recommended method for this training. That said, it has been acknowledged that this format may present some difficulties for those who are red risk in relation to Covid-19 and/or working remotely and an online learning option has been developed for that staff group and is scheduled for launch in February 2022.

2.3 This full roll out of training was put on hold in December 2021 in response to the redeployment of staff to support the set up a new covid vaccination hub and the surge in staff absence due to the Omicron.

2.4 We will be re-launching the Values and Behaviour workshops from mid-February and are working with managers to plan the release of staff to attend and promoting them through all the Trust's communication channels. We will also in February be trialling and launching the online version of the workshop for those staff who are unable to attend face to face sessions. The team are also looking at the development of team interventions and support.

2.5 Work on the Line Manager Development Programme began in October 2021 and has made good progress. It has a curriculum built up of modules to examine and build the leadership skills necessary for effective and compassionate line management. It is split into the following sections, each containing modules that focus on the behaviours and knowledge associated with:

- Understanding Self and Compassionate Leadership
- Inclusion in Action
- Communication and Wellbeing
- Building Effective Teams
- Managing and Measuring Work
- Fair Recruitment

There will be accompanying e-learning content to support this, looking at some of the more functional aspects of line management.

2.6 All of the sessions for the programme have outlines developed; the next phase of the programme is to turn those outlines into fully formed sessions. Delivery is scheduled to begin in March, with a pilot of at least the first session aimed to happen during February. The programme will be a split between Teams-based sessions and face-to-face; for the most part it will be delivered via teams however some sessions that follow a workshop format will be delivered in person. These are timed later to coincide with the availability of the HLRI training facilities.

2.7 Participation and target audience is aimed primarily at middle-management (Band 5, 6 and 7) as this is the group who are either newly appointed or spend significant time directly leading people. We are in the process of determining the capacity we can deliver and how to ensure fair access to the programme across the Divisions/Directorates. Communication around the programme will commence in February to generate engagement and good participations.

3 Recommendation

The Board is asked to note the updates provided in this report.