

**Agenda item 4.i**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 3 November 2022</b>
<b>Report from:</b>	<b>Director of Workforce and Organisational Development</b>	
<b>Principal Objective/Strategy:</b>	<b>The purpose of this paper is to provide the Board with an update on key workforce matters not addressed in PIPR.</b>	
<b>Title:</b>	<b>Report of the Director of Workforce and Organisational Development</b>	
<b>Board Assurance Framework Entries:</b>	<b>Recruitment Retention Staff Engagement</b>	
<b>Regulatory Requirement:</b>	<b>Well-Led</b>	
<b>Equality Considerations:</b>	<b>Public Sector Equality Duty Workforce Race Equality Scheme</b>	
<b>Key Risks:</b>	<ul style="list-style-type: none"> <li>• <b>Turnover increases as a result of poor staff engagement</b></li> <li>• <b>We are unable to recruitment sufficient staff to meet safe staffing levels</b></li> <li>• <b>Staff engagement is negatively impacted by poor people practices</b></li> </ul>	
<b>For:</b>	<b>Information</b>	

Items that are addressed in this report:

- Q2 update on the Compassionate and Collective Leadership Programme
- Update on the relocation of Royal Papworth House facilities

**1. Q2 Update on the Compassionate and Collective Leadership Programme**

**1.1 Values and Behaviours Framework**

In the Q1 report we highlighted the lower than planned attendance at our Values and Behaviour workshops (18%). This was concerning given the important positioning of these workshops as the foundation of the rest of our culture change programme and the fact that resources to support this training was planned to end at the end of March 2023. The rate limiting factors at this stage were teams not having the capacity to release staff to do the training and this was particularly the case for those in clinical roles. At this time there was high levels of Covid short term unpredictable absence.

Over the last Quarter the Board and the Executive Team has reiterated their support for these workshops. We know that staff who feel well managed, who work within an environment where they are valued and enabled by their managers and colleagues to work effectively and autonomously within their skill set, and where they are treated with respect and dignity will lead to higher levels of engagement and morale, lower levels of absence and turnover as well as enabling us to make better use of the enormous pool of talent that we have. There is an aspiration to achieve 90% of staff having attended the training by the end of December 2022. The new Chief Executive has championed this in her communications with staff and managers and this resulted in an immediate and significant boost in attendances through September and the early part of October. At the time of reporting more than 1100 staff have now attended the training taking us to over 50% compliance. We have seen HCS attendance rising to 71%, A&C attendance rising to 61% and AHPs to 56%. Even more significantly we have seen a rapid rise in nursing staff attending the training rising from the last reported position of just 15% to over 44%

with more sessions planned. Estates and facilities compliance also stands now at 40%. This has been achieved over a relatively short period and a similar and sustained effort from managers to release staff between now and the end of November is needed to enable us to achieve our target and move forward with this programme. The team delivering this training are leaving towards the end of the calendar year. We are putting in place contingency plans to ensure we can continue to run workshops and we are out to advert for replacement facilitators.

The focus over the third and fourth quarter of 22/23 will be on continuing to deliver the workshops and promoting attendance across all staff groups and through our Executive team and service managers. We will continue to explore how we can help staff to find the time to attend this training in its different formats. We are also now providing regular updates to the Divisions and Directorates with data on attendance by individual team so that managers can work with areas who have low levels of staff attending to increase attendance. This data is being provided on a monthly basis.

## **1.2 Fair Recruitment**

From the end of September, we have engaged additional capacity to progress work on the Fair Recruitment recommendations. We identified career progression as the initial focus of this work. The appraisal and personal development planning processes underpin this and so finishing the review and updating of these to reflect our values and behaviours and best practice has been prioritised and it is planned to relaunch this in December 2022.

We have also commenced a diagnostic piece of work on understanding the processes being used and outcomes of selection processes for Band 6 and above posts. This will include collecting feedback on the experiences of candidates and interview panels. We will use the outputs from this diagnostic to target actions to improve career progression for all staff but particularly staff from a BAME background.

## **1.3 Line Managers Development Programme**

All 2022 Line Manager Development Programme cohorts are underway. Feedback from Cohort 1 which has been positive in terms of organisation and content and there are many suggestions to develop the programme which have already started to be actioned. The Line Manager Induction started in August and has been very well received – all sessions are fully booked until 2023

The focus over the remainder of 22/23 will be on continuing to develop the content for sessions to ensure a bespoke, high-quality sessions are provided, that are relevant and provide managers with leadership skills. We will hold great celebration events for the completion of the programme with the involvement of the Executive Team. The application process for 2023 cohorts will commence before the end of December. Work has also started on how behavioural change will be measured and how this will be sustained going forward

## **1.4 Equality, Diversity and Inclusion**

The Transformational Reciprocal Mentoring for Inclusion Programme continues and the module 1 was extended by the Facilitators to include an additional session in September 2022. This programme is receiving excellent feedback from the participants, and we have been communicating the goals and updates on the programme through communication channels including the All Staff Briefing.

In October we held a very vibrant celebration for Diwali the festival of lights in October 2022 in the Atrium. This was planned and delivered by staff from Critical Care. We also

ran a number of events to celebrate Black History Month including two virtual events with national and internal speakers. These events were well attended and were insightful and though provoking.

The focus over the remainder of 22/23 will be on continuing the development and promotion of the Transformational Reciprocal Mentoring Programme. We will be undertaking an assessment of the feasibility of running a second cohort of the Programme in 2023. The Head of ED&I is leading system work on developing standards for line managers training on EDI and is participating in system-wide work on addressing racist violence and abuse of staff. She is also working with the BAME Network on the development of a BAME mentorship Programme and engaging the national WRES team on support for this.

## **1.5 Health and Wellbeing**

We continue to place a significant emphasis on developing what health and wellbeing support we offer to our staff and ensuring that our range of services and interventions are communicated as widely as possible throughout our organisation. In Q2 and to date in Q3 we have been reviewing our mental health and wellbeing offer to staff against the NICE public health guidelines NG212. Of the 57 recommendations within these guidelines, we have self-assessed as meeting 35 of the recommendation either in full or partially with the remaining recommendations under review to determine their relevance for our setting. This is a piece of work for the H&WB team and the H&WB collaborative over Q3&4.

In Q1 and Q2 and continuing into Q3&4 the central focus of our work has been on developing schemes to support staff financial wellbeing. The Trust identified £700k to help support staff financially during this current period when there is significant pressure on the cost of living caused by rising inflation, increased cost of energy, higher food prices and basic living expenses as well as national insurance and tax rises. We worked with our campus partners as well as bus services providers and OCS to explore what we could offer, and this work culminated in the implementation of joint schemes to subsidise parking and travel to work as well as local RPH schemes to offer discounted food whilst at work and the funding of the Blue Light public sector discount card. This was implemented at the start of June and reviewed in September. This review demonstrated that the most popular and utilised schemes were the car parking and discount food schemes with relatively low take up of the Bus discount and blue light discount schemes. It had come to our attention that our CUH partners were offering free park and ride travel to the campus, and this had proved popular. It was clear from this review that the projected spend on these benefits at the prevailing rate of demand was likely to mean that we would significantly underspend on the £700k budget. A decision was taken therefore to increase the discount on food in the hospital canteen and through our Cafe2U provider from 25% to 50% and to offer free park and ride to the campus. In addition, it was agreed that we would make a one-off net bonus payment of £100 to all staff in recognition of their work over the past 12 months.

In addition to our financial support schemes we have progressed activities within our three key work areas of safety at work, mental, physical and financial health and wellbeing and flexible working. On the 21<sup>st</sup> September we opened a staff vaccination clinic in the hospital atrium offering an annual booster vaccine for both covid 19 and seasonal flu. Our target for both vaccination is 90%. Over the first two weeks of the programme we saw a good take up of both vaccines but the vaccination rate began to slow down as we approached the second week in October and, at the time of reporting, our vaccination uptake rate stands at 46.5% for covid and 46.5% for flu. These rates are lower for both vaccines than at the same point in the 2021 programme with covid vaccination rates 13% lower and flu vaccine rates 3% lower than in 2021. Our clinic will remain open throughout October with a dedicated clinic opening for one day in Critical Care on the 20<sup>th</sup> October which should boost these figures. Trust based covid vaccination programme is unlikely to continue once current stocks of the vaccine have been used as we are unlikely to be able to demonstrate sufficient demand for supply to be given to us. Staff will then be directed to the community for this vaccine. We already have sufficient flu vaccine for all our staff and will continue to offer this and encourage take up through November.

Our psychological wellbeing service has provided an average of 75 client sessions per month in Q2 demonstrating that it continues to be a service in high demand. Themes gleaned from staff attending these sessions continue to centre around fatigue and stress but now we are seeing financial worries as a new emerging theme with staff reporting difficulties with making ends meet. A new physical health page has been set up on our new intranet with information on our running club, the Frank Lee centre, yoga and Pilates. This page will also include healthy eating pages with tips and facts from our internal dieticians on physical health. This section of the intranet site is due to be launched for the national self-care week in November.

## **2. Relocation of Royal Papworth House Facilities**

- 2.1 The lease agreement for Royal Papworth House is due to end on 24 December 2022. To decide whether the Trust should renew the lease on this property, the Estates team reviewed current occupancy and usage of the House alongside discussions with the leaseholder about options on renewal. With the relocation of 25 members of the R&D and Education teams to the HRLI coupled with the flexible working arrangements which have become normal practice since the start of Covid in 2022 we are no longer fully utilising Royal Papworth House which means that these premises no longer represent good value for money.
- 2.2 A decision there has been taken to relocate those staff located at the House to alternative office space shared with Cambridge and Peterborough Foundation Trust in Kingfisher House on the Hinchingsbrooke Business Park. The consultation with staff regarding this move closed on 17 October 2022. The feedback from staff regarding the relocation is that they welcome the retention of facilities in Huntingdon. The majority of queries have been regarding travel and transport and how the space in Kingfisher House will be configured.
- 2.3 We are working with CPFT on the kitting out of the facility and planning the staff move. In order to ensure sufficient time to set up the facility and avoid the Christmas period when many staff take annual leave, we have agreed an extension of the current lease post 24 December 2022 and the move will take place in January 2023. Care is being taken to ensure that staff continue to feel part of the hospital and that we replicate the facilities provided in the current location in Kingfisher House.

## **3. Recommendation**

The Board of Directors is requested to note and discuss the content of this report.