

**Agenda item 2.ii**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 2 February 2023</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:**

- Resourcing and Retention Improvement Programme Update
- Compassionate and Collective Leadership Programme Update

**1. Resourcing and Retention Improvement Programme Update**

1.1 The BAF risks for turnover and vacancy rates are currently rated as extreme risks given the steady rise in both over the last 18 months. The socio-economic context and current period of industrial unrest mean that resourcing and retention will continue to remain difficult throughout 2023/24. In order to address these risks and mitigate the impact on our ability to maintain safe staffing levels and improve productivity we have instigated a Resourcing and Retention Improvement Programme. The aim of the Programme is to:

- To enhance resourcing & retention of staff, delivering our strategic objectives by having a systematic and coherent approach
- To identify, realise & deliver opportunities to think & work differently
- To utilise local, regional & national initiatives

1.2 Following an initiation workshop in October 2022 a diagnostic review of existing staff survey data, workforce data and related material, was commissioned. This was to ensure that the Programme was focusing on making improvements and/or develop new work processes/interventions on those areas or staff groups which were most likely to have a positive impact on turnover and recruitment. The programme intends to take the following approach:

- Collaborative & supportive
- Systematic
- Realistic
- Joined up
- Improvement methodology
- Encouraging partnership working across Divisions/Directorates and with Workforce Directorate

1.3 The Programme Board is co-chaired by the Director of Workforce and OD and the Chief Nurse. The Programme Board's role is to provide the governance for the collective ownership and oversight of the following workstreams:

- Workforce Planning
- Resourcing including attracting staff, onboarding, preceptorship, temporary staffing
- Recruitment
- Employee Development and progression
- Retention and reward

1.4 The first meeting of the Programme Board was held on 12 January 2023 after being postponed because of the RCN strike action in December. We reviewed the diagnostic report and established five workstreams based on the areas outlined above. Each workstream will use the diagnostic work to identify a small number of initial pieces of work to take forward. This is an improvement programme so there is a focus on testing interventions using an improvement methodology and on learning from best practice elsewhere. There is a NHSE Improvement Self-Assessment Tool which we will complete as part of the initial diagnostic phase.

## **2. Compassionate and Collective Leadership Programme Update**

2.1 The Compassionate and Collective Leadership underpins our strategic objective to embed a compassionate and collective leadership culture across the organisation in order to sustain the delivery of high quality care to our patients. Following an in-depth diagnostic phase, we identified eight priority areas to address the issues identified by staff in the diagnostic phase. We have been progressing a work plan to address these eight priority areas through a number of workstreams.

2.2 Over the last two months we have been focusing on:

- Recruiting to the Compassionate and Collective Leadership Programme Team, following the departure of the additional capacity brought in approximately 18 months ago to design and deliver the Values and Behaviours workshops and the Line Managers Compassionate and Collective Leadership Programme. We have been fortunate to recruit a number of excellent new members to the team.
- Continuing to deliver the Values and Behaviours Workshops. By the end of December 22 approximately 70% of staff had attended a workshop.
- Delivering the final sessions of the Line Managers Programme. Unfortunately the celebration event for Cohort 1 had to be cancelled because of the nurses strike. It is being rearranged.
- Recruiting to the 2023 cohorts of the Line Managers Programme which will commence in April 2023.
- Continuing to expand the Health and Wellbeing offering to staff. As part of the Staff Benefits we expanded the emergency hardship scheme to award food vouchers to staff in need.
- Recruiting to additional HWB Facilitators to ensure that each area of the hospital and House is being supported by this role.

2.3 The activities we will be focusing on over the coming months:

- Developing the workplan for 2023/24 including the next steps with the Values and Behaviours Workshops, approach to team development, approach to talent management and how we remove biases from recruitment processes.
- Designing a process for evaluating the impact of the Compassionate and Collective Leadership Programme.
- Expanding the financial wellbeing support available to staff.

## **3. Relocation of Royal Papworth House facilities**

3.1 The 5 year lease on Justinian House at Huntingdon expired at the end of 2022. Following an options appraisal, the decision was made to relocate the teams based in this facility

to an office, Kingfisher House, approximately 2 miles away, that is managed by Cambridge and Peterborough Foundation Trust. The new location has fewer desks available which has necessitated teams reviewing working arrangements and increasing further hybrid working between home and the office. There was a consultation process with staff and they have been fully involved in designing the new working arrangements.

- 3.2 The move to the new location took place over the weekend of the 21/22<sup>nd</sup> January. It was a very smooth move with great team working and support from the Digital Team and Estates and Facilities.

#### **4. Industrial Action**

- 4.1 Following a national ballot for strike action on the 2022/23 pay award the Royal College of Nurses (RCN) took strike action on 15<sup>th</sup> and 20<sup>th</sup> December for the first time in their history. Royal Papworth was one of the Trusts where there was a mandate for industrial action and RCN members participated in strike action on these dates. There was a process put in place by the RCN to agree which services were considered essential to maintaining “life and limb” and therefore the staff in these areas were derogated from taking strike action. There was overarching national guidance regarding what were considered “life and limb” services but the detailed discussions on the extent of the activity that was required to be maintained and the staffing levels required to maintain these services at “Christmas Day” level of provision. On the first strike day (15<sup>th</sup> December) 95 rostered staff took action of which 87 were registered nurses, 5 were unregistered nurses and 3 were healthcare scientists. On the second strike day (20<sup>th</sup> December) 86 rostered staff participated in action of which 80 were registered nurses, 3 were non registered nurses, 2 were from an administrative background and 1 was a healthcare scientist. A lessons learned event was scheduled shortly after both the first and second dates of action with business continuity and response plans being amended accordingly to include improvements to our response. We have been notified that there will be two further days of strike action on 6<sup>th</sup> and 7<sup>th</sup> February and our response plan has been activated and preparations are underway to ensure the action is effectively managed to minimise impact on our services.

- 4.2 Unison balloted staff for industrial action on the 2022/23 pay award but they did not receive a mandate at Royal Papworth. The Chartered Society of Physiotherapy did receive a mandate in their ballot and there was strike action at Royal Papworth by members of this union on 26<sup>th</sup> January 2023. The BMA are currently balloting doctors in training for strike action. This ballot closes on the 20<sup>th</sup> February.

#### **Recommendation:**

**The Board of Directors is requested:**

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