

Agenda item 2.i

Report to:	Board of Directors	Date: 4 May 2023
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 matters not addressed 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	

Item that is addressed in this report:

- Networks Update

1. Networks Update

1.1 The Trust has four staff networks who play an important role in giving a voice to the experience of staff and in helping the Trust to improve equality, diversity and inclusion. The Networks each have a Chair and Deputy Chair and they hold bimonthly meetings that are open to all staff. They each have an Executive Director sponsor and we promote and celebrate the achievements of the Networks through our communication channels. Following feedback from Network Chairs and Deputies we formalised the arrangements for paid time off to undertake their role. We keep this under review. We also introduced a temporary Network Support Officer role funded through the Royal Papworth Charity grant for the Compassionate and Collective Leadership Programme. Key aspects of this role are to support the networks with communication and promotion and to help them implement their plans. The Networks have worked together to develop a five year strategy which will be presented to the Board when it is finalised.

1.2 The Director of Workforce and OD and the Head of ED&I met with all of the Network Chairs and Deputy Chairs to review their progress and any issues over the last year and discuss the ambitions they were setting for 23/24.

Disability and Difference and Working Carers Network:

The Network describes their purpose as:

- Promoting equality and diversity – enable staff to feel able to ‘bring their whole selves to work’ without feeling of discrimination
- Building a reputation – show that the organisation values its disabled staff, those with long term health needs and Working Carers and patients, and therefore makes the organisation more attractive both as a place to work and to receive treatment

- Allowing staff to develop skills – provide role models of success within the organisation, networking opportunities and development of skills through career development programmes
- Improving communication – provide a point of contact between staff and the organisation so that they can work together effectively on policies and other issues
- Enabling legal compliance – networks ensure that Trust policies consider the perspective and needs of disabled staff, those with long term health conditions and Working carers and that legal commitments are upheld

22/23 Highlights and Issues:

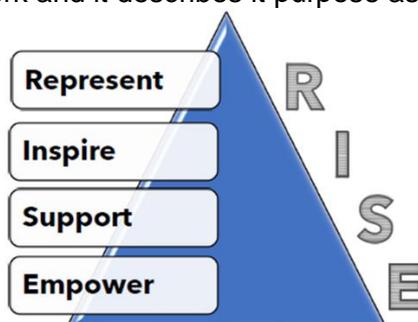
- The implementation of SignLive in Outpatients. They are keen to see how it is utilised and would like to see it available in other clinical areas.
- Commissioning sign language training and making it available for staff. This has proved very popular and is fully subscribed.
- Improving the availability of wheelchairs for patients.
- Highlighting and amplifying the experiences of neurodivergent staff.
- The Network noted the value of having the additional support from the Staff Network Officer role which was improving communication and progressing actions/plans.
- Attendance at meetings has been variable with greater attendance from Admin & Clerical staff .

23/24 Areas of Focus:

- Hosting a joint Schwartz Round with CPFT on Dyslexia and Dyscalculia. Continuing to consider how to improve the understanding of managers and staff on how to support staff.
- Focus on Mental Health and in particular linking in and developing the interest on men's mental health.
- Supporting and holding the Trust to account for the implementation of the WDES action plan.
- Support the review of the Flexible Working Procedure and the Flexible Retirement Procedure and the development of communication/training material for line managers and staff.
- Boost engagement and involvement of staff with the Network through visits to areas of work
- Work with operational and clinical staff to improve the support for staff being discharged home.

Women's Network

This is the newest Network and it describes its purpose as:



R REPRESENT:
To provide a platform for the voice and views of women from RPH to be represented within the organisation.

I INSPIRE:
To provide a range of opportunities including talks, guest speakers, and learning events to inspire women and facilitate personal and professional development and fulfilment.

S SUPPORT:

To provide a shared safe space to talk about, share, listen and learn from the lived experiences and interests of women from RPH.

E EMPOWER:

To empower all staff to be active allies of women, driving forward a cultural and behavioural shift across the organisation to enhance women's experience of working at RPH.

22/23 Highlights and Issues:

- There had been good attendance at meetings and engagement with the Network.
- The Network valued the support being provided by the Network Support Officer.
- Running an event on domestic violence which had good participation.
- Running four Virtual Cafes that provided a safe place to discuss and share experiences with others in the same situation. Topics covered were Coping with Menopause, The New World of Working from Home, Managing Carer Responsibilities and Work, Living/working with Menopausal Women .
- Organising a celebration of International Women's Day.
- Raising and advocating for the provision of free sanitary care provision for staff which has been implemented with the support of the Royal Papworth Charity.
- Advising on the development of the Gender Pay Audit action plan.

23/24 Areas of Focus:

- Inputting into the revision of the Abuse, Violence and Aggression Procedure and the Flexible Working Procedure and the development of communication and training for managers and staff.
- Developing and co-ordinating a Schwartz Round on flexible working.
- Improving their understanding of Gender Pay Audit.
- Focus on career progression and how it can be improved.
- Providing ongoing support to women on their menopause journey.
- Understanding how we currently record sickness for women's health issues.

LGBT+ Network

The purpose of this Network is to promote the interests of LGBT+ staff, identify ways of challenging discrimination and stereotyping among colleagues and patients, and to promote mutual support to LGBT+ staff. It aims to:

- Promote equality and diversity – enable staff to feel able to 'bring their whole selves to work' without fear of discrimination
- Builds reputation – Show that the organisation values its LGBT+ employees and patients, and therefore makes the organisation more attractive both as a place to work and to receive treatment
- Sense of community and involvement – provide a safe space for employees to meet other members of the LGBT+ community, to talk and raise concerns, and to get involved with events and policy affecting the community
- Allow staff to develop skills – Provide role models of success within the organisation, networking opportunities and development of skills through career development programmes.
- Enhances communication – Provide a point of contact between the LGBT+ community and the organisation so that they can work together effectively on policies and other issues
- Enable legal compliance – ensure that Trust policies consider the perspective and needs of the LGBT+ community and that legal commitments to the community are upheld

22/23 Highlights and Issues:

- The Network led the Rainbow Badge assessment process and the Trust achieved a bronze level award. There was very helpful feedback and recommendations on what we need to do to improve and these have been incorporated into the networks strategy.
- Commissioned a number of Trans Awareness training sessions which were very well attended and had good feedback from attendees.
- Led the development of a Trans Procedure which covers staff and patient issues.
- Organised a number of very well received webinars for LGBT+History months.
- Organised a staff picnic during the summer – this is the second year of this lovely event.
- Influenced the implementation of gender-neutral toilet facilities.
- Worked with the EDI team to produce information for staff on the use of pronouns in communication.
- Hosted a number of drop in sessions to boost engagement and involvement.
- Attendance at meetings has dropped off over the year.

23/24 Areas of Focus

- Finalise and gain approval of the Trans Procedure and support the development of communication and training material for managers and staff.
- Run more drop in sessions for face to face engagement with staff.
- Organise more opportunities for social engagement.
- Participation in Cambridge Pride 2023 in order to promote the Trust and the visibility of LGBT+ and their contributions to the NHS.
- Celebrate LGBT+ History month.

Black and Asian Minority Ethnic Network

The Network's aim is to ensure that the Trust becomes an outstanding organisation, embracing all staff from diverse background, and allowing them to grow and reach their maximum potential in a compassionate and inclusive environment, where the Trust Values of Compassion, Collaboration and Excellence are fully embedded. It works to do this by:

- Supporting the Trust in meeting its commitment to equality, diversity and inclusivity through the development, revision and implementation of policies and procedures
- Collaborating with the Stakeholders in formulating strategies to address inequalities and identify accessible and appropriate mechanisms of accountability.
- Providing a platform for all BAME staff to feel empowered by developing their leadership skills through coaching, training, and mentoring and enable to achieve career progression.
- Recognising the talent, potential and significant contributions of the BAME Staff in order to help the Trust make fully informed decisions in advancing its strategic aims and objectives, as well as promoting positive staff experience.
- Raising awareness and eliminating the bullying, harassment, microaggression and discrimination experienced by staff from BAME background in the organisation.

22/23 Highlights and Issues:

- The Network Chair and Deputy Chair are both clinical nurses and had struggled because of competing demands to dedicate time to the role.
- There is a health number of members of the network but attendance at meetings has been reducing. Clinical staff struggle to get time off to attend.
- Celebrated Black History Month by running a number of well attended webinars.
- Facilitated and supported a number of staff to tell their stories at Trust Board.
- Supporting the revision of the Violence and Aggression Procedure.

- Overseeing the implementation and updating of the WRES action plan.

23/24 Areas of Focus:

- Renaming and relaunch of the network including a change in network lead. The current lead has decided that she will stand down.
- Quarterly Atrium stand to increase membership and attendance at meetings.
- Introduce facility on the intranet BAME network page for staff to give feedback or suggestions to help staff who are unable to participate in meetings.
- Create a calendar for the year of cultural events and raise awareness
- Gather a mix of stories of staff who have broken the career glass ceiling in support of improving career progression.
- Support finalising the revised Violence and Aggression Procedure and the development of communication and training for line managers and staff.
- Oversee and support the implementation of the WRES Action plan.

Recommendation:

The Board of Directors is requested:

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