

Agenda item 2.ii

Report to:	Board of Directors	Date: 6 June 2024
Report from:	Director of Workforce and Organisational Development	
Principal Objective/Strategy:	Update from the Director of Workforce and OD on key workforce issues	
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:		

Items covered in this paper are:

- Q4 Pulse Survey Results
- Workforce Strategy 24/25 Workplan
- Workforce Strategy 23/24 Workplan end of year report
- Freedom to Speak up Guardian Working Arrangements
- Payroll processes

1. Q4 Pulse Survey Results

1.1 Prior to the hospital move in 2018 we started undertaking a monthly anonymous pulse survey via Survey Monkey to gather feedback on the issues concerning staff regarding the move and some key questions about their experience of work. Following the move, we adapted it to a quarterly survey that maintains a set of core questions that seek to track staff experience of work and levels of engagement.

1.2 The latest survey was undertaken in May 2024. We had 238 staff respond to the survey which is approximately 11% of our workforce and this is a normal level of response or this survey.

1.3 An overview of the responses to the core questions asked is in the Appendix and the themes from the free text information which is helpful in understand the drivers for the ratings given by staff.

1.4 The analysis of the responses is not easy. In the questions on staff having regular one to ones and team meetings and staff feeling able to raise concerns and have their opinions listened to by their line manager there was very positive responses. However, the recommender as a place to work substantially reduced to the second lowest level over the last 4 years. The response to the questions on whether their wellbeing is considered also reduced. The balance of staff groups responding is similar to the previous quarter. The one change that can be identified is that a much higher percentage of respondents work in Critical Care than in previous surveys; 20% of respondents in this survey, 9% in the

previous two surveys. Critical Care 2023 Staff Survey responses were very significantly below the Trust average responses in most areas of the survey.

2. Workforce Strategy 24/25 Workplan

2.1 The purpose of this paper is to seek approval from the Board for the Workforce Strategy 2024/25 Workplan. This has been discussed at the Workforce Committee.

2.2 In order to provide assurance for the Trust Board regarding the delivery of the strategic goals set out in the Workforce Strategy detailed annual plans are developed. The review of delivery of the 23/24 Workplan is detailed later in this paper.

2.3 The 24/25 Workplan has been developed by the Senior Workforce Team, with input from the Executive team, and builds on the work completed and/or commenced in 23/24. It also reflects key themes from the Annual Staff Survey and national workforce priorities. A draft version was previously considered at the March meeting of the Committee and the plan has been further developed since then.

2.4 The draft plan is attached as Appendix 2. The metrics and risks identified in the Strategy is in the reference pack for information.

2.5 The major areas of focus and/or improvement for next year that have been identified are:

- Appraisal Quality
- Implementing a new approach to address Dignity at Work complaints and Grievances
- Team Development interventions
- Talent Management/Career Progression
- Consultant recruitment processes and practice
- Reducing bullying and discrimination
- Improving the management and support of abuse, violence and aggression
- Developing inclusive leaders

3. Workforce Strategy 23/24 Workplan end of year report

3.1 In June 2023, the Trust published its three-year Workforce Strategy as an enabling strategy to the Trust's Five Year Strategy and specifically the ambition to offer its staff the best employment experience in the NHS by enabling them to fulfil their potential in an inclusive environment where they are engaged in their work, feel valued and can achieve a good work/life balance.

3.2 The Workforce Strategy hereafter referred to as 'The Strategy' set out six areas of focus to achieve these goals.

1. **Compassionate and collective culture** - creating a positive engaging working environment developing skilled and compassionate leaders and keeping colleagues safe, healthy and well.
2. **Belonging and inclusion for all** - ensuring we are an organisation where everyone is welcome everyone is respected can grow and feel that their voice is heard.
3. **Workforce development** - helping people realise their true potential for the benefits of our patients protecting us from national skill shortages and helping us to be more effective and efficient than ever before.
4. **Growing the workforce** - being a place where people want to work where they can develop and expand their roles and careers developing new innovative roles.
5. **Efficient and effective workforce processes** - ensuring that guidance and support for colleagues and line managers is accessible and high quality and that our policies processes and practises align with our values and the principles of a just culture.

6. **Working with partners** - collaborating and learning from partner organisations both in our system but also regionally and nationally.

3.3 The May meeting of the Workforce Committee received a report of progress against the strategy to the end of March 2024. This comprehensive report is in the reference pack.

4. Freedom to Speak up Guardian Working Arrangements

4.1 The National Guardian's Office and the role of the Freedom to Speak Up Guardian were created in response to recommendations made in Sir Robert Francis QC's report "The Freedom to Speak Up" (2015). These recommendations were made as Sir Robert found that NHS culture did not always encourage or support workers to speak up, and that patients and workers suffered as a result.

4.2 The National Guardian's office leads, trains and supports a network of Freedom to Speak Up Guardians across England and conducts speaking up reviews to identify learning and support improvement of the speaking up culture of the healthcare sector. The National Guardian's Office also provides challenge and learning to the healthcare system as a whole as part of its remit.

4.3 The Freedom to Speak Up Guardian (FTSUG) role was introduced into the Trust in 2018. The purpose of the role is to ensure that:

- Workers are supported in speaking up
- Barriers to speaking up are addressed
- The organisation encourages a positive culture of speaking
- Matters raised are used as opportunities for learning and improvement.

4.4 When the role was introduced it was advertised and the current postholder was initially appointed for an 18 month term on 4 hours per week. The postholder combined the FTSUG role with a senior role in the Education team. Over the intervening 4 years the hours funded for the post have been gradually increased as the role became established, and staff became confident in accessing the support offered. Additionally, over this period the FTSUG has recruited, trained and supported a large network of FTSU Champions and, in partnership with the Head of EDI, developed training on topics such as civility in the workplace and speaking up. The role is now firmly established in the Trust and plays a vital role in supporting the work to develop an inclusive culture where there is psychological safety and all staff feel a sense of belonging.

4.5 As part of 24/25 Operational Planning the role has been established as a full-time substantive one in recognition of the important role it plays in the Trust. The initial tenure period for the role expired as the Covid pandemic gathered pace and the current postholder has willingly extended his time in the role gradually increasing his time commitment and growing in expertise and confidence. Given that he has been in the role for 6 years he will transition into the substantive role on a full-time basis and relinquish all element of his role in Education.

4.6 The Director of Workforce and the FTSUG have reviewed the reporting and line management arrangements for the role as part of the process of permanently establishing this as a full-time role. The role is accountable to the Trust Board and it is important the role is seen independent and in the position to "speak truth to power". It is also important that the postholder is appropriately supported and managed and has access to supervision and development. The following arrangements have been agreed in try and balance those elements:

Accountable to	Supervision/Appraisal	Professional Development	Work Plan	Pastoral Support	Line Management + Pay
Trust Board	NED FTSU	FTSU National Office & Director of Workforce and OD	Board via the Workforce Committee	Director of Workforce and OD	Deputy Director of Workforce

5. Payroll processes

5.1 On 25th April 2024 NHSE wrote to employer emphasising the need to enhance the working lives of NHS staff. The letter outlined some of the specific challenges and frustrations faced by Doctors in Training (DiT) during their employment. It set out a number of areas that employees were requested to review and improve. We are reviewing the areas highlighted and will bring a paper to the July Workforce Committee meeting setting out our assessment of our performance in these areas.

5.2 One specific area that further communication was sent out by NHSE was payroll administration errors. It set out the expectations of the national team and the local provider organisations to address these issues:

All employers should, as a minimum:

- pay specific attention to payroll accuracy for all staff, but particularly doctors in training and others who rotate because rotations and cost of training issues can make payroll errors more frequent and/or acute
- develop local service level agreements (SLAs) to include timescales for dealing with individual payroll errors so payroll queries are handled swiftly by the end of July 2024 and implement a board governance framework for monitoring and reporting payroll errors for all staff by the end of July 2024

NHS England will:

- provide intensive support to providers with the highest need, including a review and redesign of payroll processes to reduce payroll errors. NHS England will work with regions to confirm the employers in this category and will write with more details shortly
- issue best practice guidance to identify and address root causes and implications of payroll errors and set out a number of recommendations designed to support organisations in improving their payroll practices

5.3 The Workforce Committee received a detailed report (contained in the reference pack for information) on the Trust payroll processes, contractual arrangements and performance for assurance, with a particular focus on Doctors in Training. The Audit Committee receive a regular report on overpayments and we will be expanding that to in future reports include information on underpayments

The Committee is asked to:

- Approve the goals for representation of staff from a BAME background in Band 7 and above pay bands.
- Note the work of the Staff Networks.

Recommendation:

The Board of Directors is requested:

- **To note the new FPPT requirements and the further work to be done on implementing these**