

Agenda item 4.i

Report to:	Board of Directors	Date: 7 February 2019
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 issues that are not covered in the PIPR.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	1853: Retention 1929: Engagement 1854: Recruitment	
Regulatory Requirement:	Employment Legislation Well-Led	
Equality Considerations:	To promote our legal responsibility to assess our activities, and set out how we will protect people from discrimination	
Key Risks:	Turnover increases as a result of poor staff engagement Releasing staff to undertake training and familiarization training	
For:	Information	

1. Purpose

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:

- Update on Training and Familiarisation for the move to the new hospital
- Equality, Diversity and Inclusivity Steering Group
- Leadership Development

2. Updates

2.1 Training and Familiarisation for the move to the new hospital

An important element of ensuring a safe and effective move to the new hospital is the provision of timely and appropriate training for staff in the new facilities, equipment and ways of working. Ensuring that staff attend the training sessions that are organised is a key part of the go/no-go decision making. At the time of writing this report progress on implementing this training was as follows:

- **Clinical Familiarisation:** This training commences on 17 February and 1,158 bookings have been made for eligible staff members which equates to 82% of eligible staff. 85% of Band 5 and below staff are booked onto sessions against a KPI of 85%. 76% of Band 6 and above staff (including Consultants) are booked onto sessions against a KPI of 90%. Names of individual staff who have not yet booked training have been shared with managers so that they can ensure that they take measures to ensure all eligible staff are booked into sessions. There is a particular focus on consultant staff whose numbers booked onto sessions is low.

- Non-Clinical Familiarisation: 194 staff are booked onto these sessions which run in March 2019. There is not a KPI for this training as it is not regarded as critical to the go/no-go decision, however we continue to encourage all staff working in non-clinical areas to attend one of them to support a smooth move. The Council of Governors have been invited to attend a specific session organised for governors.
- Digital Familiarisation: The programme for training and familiarisation in the key digital systems and applications was released to managers on 4 February. It provides:
 - information on each of the digital devices or systems that are being implemented in the New Hospital e.g. Jabber software is 'the ability to make calls from a desktop PC or laptop'
 - the training requirements for each item by staff role
 - methods of delivery e.g. drop in sessions, quick reference guides.

One of the issues highlighted in the event on learning from other Trusts who have moved a hospital was the importance of ensuring that Junior Doctors received appropriate Training and Familiarisation. This is a staff group who can be hard to engage with and who find it difficult to be released from clinical duties. We are developing a bespoke session for them which will encompass all the essential elements from the training and familiarisation sessions and the planning for the cutover period and which will be delivered as close to the move date as possible. The Clinical Directors have committed to ensuring that they release staff for these sessions.

2.2 Leadership and Management Development

Our line managers set the tone for our staff in terms of behaviours and satisfaction/engagement. We want line managers who are knowledgeable, confident and compassionate in all their dealings with our staff. This in turn supports great staff engagement and retention. Our aim is for all line managers to understand and know how to effectively apply our policies and procedures that relate to their staff. This provides for consistency and transparency for staff and managers, and helps to create a positive organisational culture. A prospectus has been published which sets out a range of new training options available to all line managers, and prospective line managers. Currently we are prioritising training and development for line managers to develop their skills and knowledge with the following:

- Recruitment and Selection
- Equality, Diversity and Inclusivity
- Managing Poor Performance/Capability
- IPRs and Objective Setting
- Managing Conduct
- Managing Sickness Absence

These courses and masterclasses are designed to support and prepare those taking on their first Line Management role and existing Line Managers who would need to refresh their knowledge, skills and confidence.

We recognise that broader leadership development is an important part of developing line managers' capability and the prospectus also provides information on a number of courses/programmes that are provided internally and externally for line managers to support them to develop their personal and team leadership skills.

Developing knowledge and confidence with Equality, Diversity and Inclusion legislation and best practice underpins all the training we offer. We have an aspiration that all line managers undertake online training in unconscious bias. This is an e-learning package that all attenders on line managers training courses will be expected to complete ahead of undertaking the session.

In particular we expect every line manager involved in recruitment to attend a Recruitment and Selection training session, and to ensure they update themselves at minimum of every three years in employment practice and law.

The Trust was successful earlier in 2018/19 in securing funding from Health Education England to support the development of a coaching style of management in the Trust. We have identified a provider, 3D Coaching, who has substantial experience of working with other NHS Trusts. We have developed a programme that will be rolled out from May 2019. The focus of the programme will be on developing the behaviours, attitudes and questioning skills which will allow managers to coach colleagues and direct reports, and to crystallise what the real issues are that require focus. The programme involves providing training to key individuals (a maximum of 24) in the organisation who would have the skills and aptitude to learn new ways of thinking and working through problems with their colleagues. We would then work with 3D and those that have been through the initial training to deliver 4 x 1 day training programmes to approximately 100 line managers/leaders across the Trust in the first instance.

2.3 Equality, Diversity and Inclusivity Steering Group

The Equality, Diversity and Inclusivity Steering Group met on 17 January 2019. The Steering Group considered the following issues:

- The BAME Network:
 - reviewed a report from the last meeting
 - considered how participation can be promoted
 - whether the name was deterring wider involvement
 - inviting a NED to “sponsor” and become involved with the Network.
- Update on implementation of the WRES action plan
- Progress with improving the range of Equality and Diversity Training being provided and integrating equality and diversity training into all management development training
- Update on latest Disability Confident assessment – the Trust remains at Level 1 but expects to improve once we move to the new hospital
- Update on the implementation of the Gender Pay Audit action plan
- Assurance on the accessibility of the new hospital site for patients, visitors and staff. A number of actions including a self-assessment by the Trusts NPH Programme Director, the Trust’s Equality and Diversity Lead and members of staff with a disability were agreed
- Introduction of a Culture Calendar across the Trust to improve awareness and knowledge of staff
- The provision of accommodation for staff with a disability – the Estates Officer responsible for accommodation to be invited to attend the next meeting of the Steering Group to review provision.

3 Recommendation:

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