

Agenda item 4.i

Report to:	Board of Directors	Date: 7 November 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:	Recruitment Retention Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	n/a	
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:	<p>Information and feedback.</p> <p>For Action:</p> <ul style="list-style-type: none"> • Endorsement and approval of the recruitment targets and trajectory for BAME staff in Band 8a and above roles. • A demonstrable commitment to becoming an inclusive and representative employer by role modelling on race equality. Ensuring that the Culture and Leadership Programme is used as a vehicle to build a diverse and inclusive culture where workforce inequality is not acceptable. • Senior Managers/Leaders and board members to mentor/reverse mentor and sponsor at least one ethnic minority member of staff. • Mentoring/reverse mentoring to form part of the senior leader's performance objectives that will be monitored and appraised against. • Senior leaders and board members to have performance objectives on workforce race equality built into their appraisal process - including emphasis on WRES implementation and on progress in meeting the set goals for the Trust. 	

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:

- National Freedom to Speak Up Index
- Freedom to Speak up Champions
- Flu Campaign
- WRES Action Plan
- BAME Celebration Event

2. Updates

Freedom to Speak Up Index

In October 2019 the National Freedom to Speak up Guardian published the first Freedom to Speak Up Index. The purpose of the index is to enable organisations to benchmark their speaking up culture. It is intended to promote the sharing of good practice and enable trusts that are struggling, to 'buddy up' with those that have recorded higher index scores.

The FTSU index was calculated as the mean average of responses to four questions from the NHS Annual Staff Survey.

The survey questions that have been used to make up the FTSU index are:

- % of staff responded "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a)
- % of staff responded "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff responded "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)
- % of staff responded "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b)

Overall, the national median FTSU index has increased since 2015, and this pattern is reflected for all trust types:

Trust type	FTSU index			
	2015	2016	2017	2018
National	75%	77%	77%	78%
Acute Specialist Trusts	79%	79%	79%	81%
Acute Trusts	75%	76%	76%	77%
Ambulance Trusts	66%	69%	69%	74%
Combined Acute and Community Trusts	76%	77%	77%	78%
Combined Mental Health / Learning Disability and Community Trusts	78%	77%	79%	80%
Community Trusts	79%	80%	81%	83%
Mental Health / Learning Disability Trusts	74%	76%	77%	79%

The score for Royal Papworth Trust in 2018 was 80% which is above the overall national median of 78% but just below median for Specialist Trusts, 81%. The published index does not provide the trend for individual organisations.

The report accompanying the index provides case studies from the best performing trusts of each type and those that have made the most significant improvement. These case studies detail the changes that trusts have made to engage with their workforce and

develop a positive speaking up culture and the impact that this has made. They provide excellent learning opportunities.

The Freedom to Speak up Guardian, Tony Botteglieri, Director of Workforce and OD and the NED Speaking Up Lead, Cynthia Conquest will review the report to identify further improvements we can make to increase confidence in speaking up.

Freedom to Speak Up (FTSU) Champions

The Trust Board approved the FTSU Vision and Strategy 2019- 2021 which included the recruitment of FTSU Champions in order to provide a further point of easy access for staff to seek advice from a trusted colleague about concerns they may have. This supports the trusts commitment in creating an open and transparent culture where staff feel able to raise any concerns or worries they might have, and are appropriately supported to do so.

The role of a Freedom to Speaking Up Champion is to:

- Be a point of contact for staff to listen to their concern (s)
- Provide immediate support and signposting for staff members raising concerns, advising them of their options and helping them determine the best course of action
- Act as the interface between the staff member in cases where they wish to remain anonymous, in consultation with the Freedom to Speak up guardian
- Feedback concerns raised to the Freedom to Speak up guardian
- Attend initial training sessions and monthly meetings with other champions and the Freedom to Speak up guardian
- Help with promotion to raise awareness of the speaking up service
- Champion a culture where raising concerns becomes “the norm”
- Contribute to creating a culture of openness and honesty
- Role model the Trust values and behavioural standards expected
- Maintain confidentiality and discretion

The FTSUG, Tony Bottiglieri, advertised the roles and received 32 expressions of interest. He has identified 16 staff that he considers meets the specification for the role; the key aspect of which is integrity and approachability. The 16 staff appointed come from a range of staff groups and departments across the Trust. There is a gap at Royal Papworth House and the FTSUG will be doing further promotion of the role there in order to encourage applications.

The Champions will undertake four half-day training sessions provided by the FTSUG supported by the Workforce Directorate. Following training, champions will be allocated to an action learning set, meeting once per month for between 2-3hrs. The FTSUG Champions will be invited to come together for half a day per 4-6 weeks, this is to provide updates and to hear each other’s stories and concerns. They will record any issues/concerns raised in the same way the FTSUG does so that themes can be identified and appropriate reporting undertaken to the Trust Board and the National FTSUG Office.

2019/20 Flu Campaign

The 2019 Flu Campaign commenced on Monday 30th September.

The national CQUIN target this year is for 80% of frontline staff to have received the vaccine. The ambition remains the same as last year that 100% of frontline staff are vaccinated. The Trust has comprehensive plans in place which build on the learning from last years successful campaign when 84% of frontline staff were vaccinated.

Unfortunately the vaccine supplier, Sanofi, has experienced production problems and we will be receiving the vaccines in three phases:

- 25 Sep – 35%
- 18 Oct – 30%
- 1 Nov - 35%

This phasing and timescales is being applied to all Trusts across the country who are supplied by Sanofi. We have restricted vaccination to frontline staff until we receive the third phase of deliveries.

The tables below detail vaccination rates at the time of writing this report:

Staff Group	Numbers Vaccinated	% Vaccinated
Doctors	96	41%
Nurses	338	50%
Professionally qualified staff members	124	52%
Support to Clinical Staff	205	37%

Total Frontline Vaccinated: **44%**

The total number vaccinated as a percentage of the number of vaccines available is approximately 75%.

BAME Celebration Event

On 18 October 2019 the BAME Network held an event to celebrate the first anniversary of the network. The event was held in the Atrium and there was a guest speaker, Patrick Vernon OBE. He is a British social commentator and political activist who works in the voluntary and public sector. His career has been involved with developing and managing health and social care services, including mental health, public health, regeneration and employment projects. He also led a successful campaign for 22 June to be recognised annually as Windrush Day, a national day acknowledging the migrant contribution to UK society, which was officially backed by the British government in 2018. At the event there was also information on the work of the Trusts BAME Network and the FTSUG.

The event was held in the Atrium in order to encourage wide participation by staff and also visitors to the hospital. There was good attendance and Patrick's talk was thought provoking, emphasising the importance of the Trust having a strong equality, diversity and inclusive culture in order to provide safe and excellent care for patients. A number of staff who attended the event expressed an intention to participate in the Network.

Workforce Race Equality Scheme (WRES) Action Plan

Attached as Appendix A is the latest version of the Trust's WRES Plan. This plan was refreshed following review of the 2018/19 WRES data with the BAME Network and has been approved by the Trust Equality, Diversity and Inclusivity Steering Group. This plan has been published as required on the Trust Website.

The Steering Group identified a key priority for the Trust arising from the 18/19 WRES data as addressing the poor perception by BAME staff of career progression within the Trust. This is borne out by the fact that the Trust has no staff from a BAME background in Bands 8b and above. The other priority is addressing the high levels of bullying and harassment and discrimination by colleagues and line managers reported by staff from a BAME background. The WRES Plan reflects these priorities.

The Steering Group discussed the establishment of aspirational goals for the numbers of staff appointed to Band 8b and above roles. This was something recommended by Patrick

Vernon during his talk at the BAME celebration event. Research shows that organisations that have diverse leadership are more successful and innovative than those that do not. Employees who feel valued are more likely to be engaged with their work, and diversity at senior levels increases productivity and efficiency in the workplace. Such organisations are better placed to reduce health inequalities of our diverse communities and leads to better patient care, satisfaction and outcomes. At the end of October NHSI published a document that sets out the details of the national plan for driving increases in the number of BAME staff in senior posts across the NHS. This is a comprehensive plan and it provides aspirational goals for Royal Papworth Trust.

The Equality, Diversity and Inclusivity Steering Group and the BAME Network will review this plan and update our local WRES Action Plan in light of this. In support of this review there are a number of areas where Board approval/confirmation of support is required.

The national team have articulated aspirational goals for the Trust for Band 8a – Very Senior Manager recruitment over the next 10 years. These have been based on the ethnic demographics of the Trust as at March 2018. These goals are set out in the tables below:

Table 1. Royal Papworth Hospital NHS Foundation Trust workforce by ethnicity: March 2018

	Total headcount	Overall %	% known ethnicity
BME workforce	347	18.4%	18.8%
White workforce	1498	79.2%	81.2%
Unknown workforce	46	2.4%	
Total	1891		

Table 1. Royal Papworth Hospital NHS Foundation Trust workforce by ethnicity: March 2018

The table above shows organisation staff breakdown by ethnicity for Royal Papworth Hospital NHS Foundation Trust as at 31 March 2018. The staff are split into three broad ethnic categories: 'BME' (Black and Minority Ethnic), 'white' and 'unknown'. The ethnic categorisation follows the national reporting requirements of Ethnic Category as outlined in the NHS Data Model and Dictionary, and as used in NHS Digital data.

Table 2. Goal setting for bands 8a-VSM BME recruitment for Royal Papworth Hospital NHS Foundation Trust

	Proportion of BME workforce (n)	Additional BME recruitment over the next 10 years to reach equity ¹	Total BME staff in AfC band by 2028 to reach equity ¹
Band 8a	8.2% (6)	8	14
Band 8b	0.0% (0)	6	6
Band 8c	0.0% (0)	1	1
Band 8d	0.0% (0)	2	2
VSM	0.0% (0)	1	1

¹ Reaching the value in column "Proportion of BME workforce" (note: by 2028 this may have changed)

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The table above shows the additional recruitment of BME staff required, in Agenda for

Change (AfC) bands 8a to VSM, to achieve equity of representation at Royal Papworth Hospital NHS Foundation Trust by 2028

Table 3. Goal setting trajectory for bands 8a-VSM BME recruitment for Royal Papworth Hospital NHS Foundation Trust

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Band 8a	6	7	8	8	9	10	11	11	12	13	14
Band 8b	0	1	1	2	2	3	4	4	5	5	6
Band 8c	0	0	0	0	0	0	1	1	1	1	1
Band 8d	0	0	0	1	1	1	1	1	1	2	2
VSM	0	0	0	0	0	0	1	1	1	1	1

The table above shows the 10-year trajectory to reach equality by 2028 for AfC bands 8a to VSM. The numbers show the required staff in post for each year. Progress against the data in the above table will be looked at by the WRES team and national regulators.

The Table below looks at changes between 2018 and 2019. It demonstrates that we have seen deterioration in our position.

Table 4. 2019 staff in post compared to 2019 trajectory ambition for Royal Papworth Hospital NHS Foundation Trust

	2018 actual	2019 actual	2019 ambition	Gap
Band 8a	6	5	7	-2
Band 8b	0	0	1	-1
Band 8c	0	0	0	0
Band 8d	0	0	0	0
VSM	0	0	0	0

As the proportion of BME staff in the trust changes, the 10-year trajectory will change as well. It is strongly recommended that the trust regularly monitors its progress against its respective aspirational targets. The WRES team will work with the trust to review the aspirational targets and trajectories every three years.

It is recommended that the Board endorse and approve the recruitment targets and trajectory set out in the tables above.

The national plan also sets out a range of measures which will be implemented nationally and makes recommendations for Trusts on actions they are expected to take. The specific ones that the Board is requested to endorse are:

- A demonstrable commitment to becoming an inclusive and representative employer by role modelling on race equality. Ensuring that the Culture and

Leadership Programme is used as a vehicle to build a diverse and inclusive culture where workforce inequality is not acceptable.

- Senior Managers and VSMS and board members to mentor/reverse mentor and sponsor at least one talented ethnic minority staff. Mentoring/reverse mentoring to form part of the senior leader's performance objectives that will be monitored and appraised against.
- Senior leaders and board members to have performance objectives on workforce race equality built into their appraisal process - including emphasis on WRES implementation and on progress in meeting the set goals for the Trust.

Recommendation:

The Board of Directors is requested:

- **To note and discuss the content of this report**
- **Endorsement and approval of the recruitment targets and trajectory for BAME staff in Band 8a and above roles.**
- **A demonstrable commitment to becoming an inclusive and representative employer by role modelling on race equality. Ensuring that the Culture and Leadership Programme is used as a vehicle to build a diverse and inclusive culture where workforce inequality is not acceptable.**
- **Senior Managers/Leaders and board members to mentor/reverse mentor and sponsor at least one ethnic minority member of staff.**
- **Mentoring/reverse mentoring to form part of the senior leader's performance objectives that will be monitored and appraised against.**
- **Senior leaders and board members to have performance objectives on workforce race equality built into their appraisal process - including emphasis on WRES implementation and on progress in meeting the set goals for the Trust.**

