

Agenda item 4.i

| | | |
|---|--|-------------------------------|
| Report to: | Board of Directors | Date: 3 September 2020 |
| 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 COVID Report and 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: | 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 COVID 19 Report and PIPR. The areas this paper focuses on are:

- NHS People Plan
- Compassionate and Collective Leadership Programme

2. The NHS People Plan

The NHS People Plan was published at the end of July, outlining actions that NHS organisations will be required to take over the next four years.

We are the NHS: People Plan 2020/21 sets out guidelines for employers and systems within the NHS, as well as actions for NHS England and NHS Improvement and Health Education England throughout the coming months and year.

The plan also includes “Our People Promise”, which outlines behaviours and actions that staff can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

The actions within the NHS People Plan fall under nine headings:

- Health and wellbeing
- Flexible working
- Equality and diversity
- Culture and leadership
- New ways of delivering care
- Growing the workforce
- Recruitment
- Retaining staff
- Recruitment and deployment across systems

Attached as Appendix 1 is a summary table of the actions against these areas.

There will be a further set of strategic objectives and actions published later in the year following the spending review.

We will be drawing on this national plan to develop our own Trust People Plan as part of the enabling strategies of the Trust's Strategy. Many areas of the national plan align with the objectives of the Compassionate and Collective Leadership Programme.

3. Compassionate and Collective Leadership (CCL) Programme

The aim of this programme is to build a compassionate and collective leadership approach to enable the development of high quality care in healthcare organisations. We completed Phase 1 of the programme at the end of last year and identified eight priority areas for action (Appendix 2).

In February 2020 the Royal Papworth Charity approved funding for work on Phase 2 to commence. The CCL Change Team agreed that the first priorities were to refresh the Trust values, develop staff and leadership behaviour's framework and line managers' development. The programme was paused during the COVID 19 emergence response. We have recommenced work over the last couple of months and are currently out to advert for two fixed term project managers to address the priorities identified.

We have also progressed a number of initiatives relating to staff wellbeing and equality, diversity and inclusivity:

Staff Wellbeing

Using funding from the Royal Papworth Charity we have introduced:

- Free hot beverages for staff
- Additional rest facilities which will be implemented over the coming weeks
- Staff Hardship Fund – providing emergency financial support for staff in need
- Staff Reward and Recognition – giving managers access to funds to enable them to recognise staff/teams who demonstrate the Trust's values and/or compassionate and collective leadership and reward them by for example by giving them some flowers or chocolates or buying pizza for a team meeting.

- Support for Staff who are working remotely – providing grants for staff who are now working at home and need support with setting up safe working arrangements
- Staff Psychological Wellbeing Practitioner – we are recruiting a practitioner to provide first line counselling support to staff and teams, training for managers and co-ordination of services for staff.
- Mental Health Wellbeing Link Nurse for Critical Care – to support the development and promotion of a culture of wellbeing and resilience through developing and co-ordinating the provision of a range of services aimed at individuals and teams; raising the profile of wellbeing in CCA and developing support strategies that can be offered, providing training for staff of all grades to support one another and where to access additional help. Supporting implementation of the Intensive Care Society Wellbeing and Resilience through Education (ICS WARE) project.

Equality Diversity and Inclusivity

- The NHS Employers Diversity and Inclusion Partners Programme: we applied and have been accepted onto this programme. It supports health and care organisations to foster and develop inclusive workplace cultures where uniqueness of beliefs, backgrounds, talents, capabilities and ways of living are welcomed and celebrated. It helps employers discover, acknowledge and value the differences in their people and through this understanding realise the full potential of a diverse and inclusive workforce. • The programme runs annually over a 12-month period from April to March and it is closely aligned to the Equality Delivery System (EDS2) and the implementation of the NHS Long Term Plan and People Plan. We will be participating in the cohort commencing April 2021.
- Recruitment of a fixed term Equality Diversity and Inclusivity Manager to support the implementation of the WRES and WDES action plan which was significantly detrimentally impacted by the COVID 19 emergency.

4. Recommendation:

The Board of Directors is requested to note the contents of the report.