

Northumberland, Tyne and Wear NHS Foundation Trust

Board of Directors

Meeting Date: 24 May 2017

Title and Author of Paper: Workforce Quarterly Update – Lynne Shaw, Deputy Director of Workforce and OD

Executive Lead: Lisa Crichton-Jones

Paper for Debate, Decision or Information: Information

Key Points to Note:

WORKFORCE STRATEGIC AIMS:	✓
We will develop a representative workforce which delivers excellence in patient care, is recovery focussed and champions the patient at the centre of everything we do.	✓
We will embed our values, improve levels of staff engagement, create positive staff experiences and improve involvement in local decision-making.	
We will lead and support staff to deliver high quality, safe care for all	✓
We will help staff to keep healthy, maximising wellbeing and prioritising absence management	✓
We will educate and equip staff with the necessary knowledge and skills to do their job	✓
We will be a progressive employer of choice with appropriate pay and reward strategies	✓

The Workforce Directorate quarterly report outlines some of the key work and developments across the Trust. The report supports the six key aims of the Workforce Strategy which was ratified by the Trust Board in summer 2015 and refreshed in March 2017.

Includes updates on:

1. Workforce Race Equality Standard
2. Equality and Diversity Week
3. Launch of the Cultural Ambassador Programme
4. Launch of the Trust Mediation Service
5. Staff Network Activity
6. Gender Pay Gap Reporting
7. Tackling bullying in the NHS: A collective call for action
8. NHS Women on Boards 50:50 by 2020
9. International Recruitment / Medical staffing
10. Bowel Cancer Month (April)
11. Healthy Leadership Development
12. Apprenticeship Levy
13. HPMA Awards
14. Pay Increase

Changes to Employment Legislation:

15. New Rules on publishing information on trade union facility time
16. Changes to Immigration Rules
17. Incidences of whistleblowing to be published from 2018

Risks Highlighted to Board: N/A

Does this affect any Board Assurance Framework/Corporate Risks?
Please state Yes or No No
If Yes please outline

Equal Opportunities, Legal and Other Implications:

Various aspects of Employment Law

Outcome Required: Information Only

Link to Policies and Strategies:

Trust strategy, strategic ambition 6 – A Great Place to Work
Workforce and OD Strategies

Workforce Quarterly Report

24 May 2017

Strategic Aim 1

1. Workforce Race Equality Standard (WRES)

NHS England has published its second annual report into race equality across the NHS. This year's [workforce race equality standard \(WRES\) report](#) includes for the first time data covering nine WRES indicators, including four relating to the workplace covering recruitment, promotion, career progression and staff development alongside BME Board representation. The report reveals progress from Trusts, but also that BME staff still suffer from discrimination at work and disproportionate representation at Board level. This report will help ensure that race equality and diversity remain a key part of addressing the wider challenges faced by the NHS and will be reviewed to identify any local actions which may be required.

As well as the launch of the annual report the Technical Guidance for the NHS Workforce Race Equality Standard has been updated for 2017 and representatives from the Trust attended the Regional WRES workshop in Newcastle on 27 April 2017 where questions about the new guidance were answered and the report based on the 2016 submission was launched. The workshop gave clear guidance on action planning to address issues identified by the WRES. Actions need to be evidence-based and few in number to ensure that they are achievable.

Preparation of the Trust's WRES submission for 2017 is taking place at present and its associated Action Plan will be presented at CDT and Trust Board in June.

2. Equality and Diversity Week (15-19 May 2017)



Co-ordinated by NHS Employers, #EQW2017 is a national platform for organisations to highlight their work to create a fairer, more inclusive NHS for patients and staff. The theme for this year is diverse, inclusive, together. The theme has been chosen to reflect the move across the health and social care sector towards collaboration and integration - as reflected in the Five Year Forward View and the emergence of Vanguards and Sustainability and Transformation Plans. Working together makes the NHS stronger; we meet standards, enable change and collectively invest in the creation of a diverse and inclusive NHS workforce to deliver a more inclusive service and improved patient care. Organisations are encouraged to celebrate the week, and highlight their activities to support a diverse, inclusive, together NHS workforce. A number of events have been arranged to coincide with Equality and Diversity week, including those detailed in items 3-5 below.

3. Launch of the Cultural Ambassador Programme

The Trust is working with the Royal College of Nursing to begin to recruit to their Cultural Ambassador Programme during Equality and Diversity Week. The programme sets out to ensure that staff from a BAME background are treated fairly in disciplinary and grievance hearings, by recruiting ambassadors that will essentially ask the question “if this was a white person would this be happening”? The programme is looking to recruit interested parties during early July, with training taking place provided by the RCN in the autumn. It is also the wish that the principles of the programme eventually be spread across all protected characteristics and other areas of work.

4. Launch of the Trust Mediation Service

During March 12 members of staff were trained (by CMP Resolutions) in Professional Workplace Mediator Training to offer a Mediation Service to help with dispute resolution. Mediation is a completely voluntary and confidential form of resolution that involves an independent, impartial person helping two or more individuals or groups reach a solution that's acceptable to everyone. The 12 have now completed their training and coursework and are ready to embark upon offering mediation within the Trust. The availability of the service will be publicised during E&D week where there will be information stands on main sites during lunchtimes.

5. Staff Network Activity



A new LGBT Staff Network will be launched on Tuesday 16 May, developed in conjunction with Staff Side. In addition, the Disabled Staff Network will be meeting on Thursday 18 May.

6. Gender Pay Gap Reporting

Following government consultation, it became mandatory on 31 March 2017 for public sector organisations with over 250 employees to report annually on their gender pay gap (GPG).

Colleagues from the Electronic Staff Record (ESR) are developing a tool that will help organisations calculate their GPG data, and will be available before 30 March 2018, the final date for the first publication of data.

7. Tackling bullying in the NHS: a collective call to action

As previously reported, the Social Partnership Forum (SPF) has developed 'a collective call to action' to tackle bullying in the NHS. The purpose of this is to support and encourage leaders in partnership with their trade union colleagues to take further action to tackle bullying.

Representatives from all areas of the Trust are being nominated to participate in a table top exercise to identify what the Trust currently has in place to tackle bullying, to identify the gaps we have and how we might address these gaps. This is scheduled to take place in May 2017.

Harassment and Bullying remains one of the areas of focus from the staff survey.

8. NHS Women on Boards 50:50 by 2020

A report has recently been published following research carried out by Professor Ruth Sealy, of Exeter University Business School in conjunction with NHS Improvement and NHS England into the numbers of Boardroom positions women hold in the NHS. In conducting the research demographic data was collected for Boards of Trusts, Clinical Commissioning Groups (CCGs) and arm's-length bodies (ALBs).

The brief headlines were across 452 organisational boards, the proportion of female-held seats ranged from 8.3 per cent to 80 per cent, and the overall average was 41.0 per cent. The main message outlined in the report is that in order to be gender balanced, NHS Boards in England need another 500 women. The overall number of women holding seats needs to increase from 2,500 to 3,000 between now and the end of 2020 – an additional 125 per year. The proportion of women on boards across Trusts was 42.6 per cent; CCGs was 39.5 per cent and for ALBs was 38.3 per cent.

There were a number of recommendations highlighted within the report including:

- Data on gender balance of board level and senior management roles should be measured and publically reported annually.
- Strong leadership on inclusive and balanced boards is required nationally and locally.
- A target of 50 percent of all new appointments made through executive research firms and the NHS in-house search functions over the next three years to be female.
- Further research should be led by NHS Improvement and NHS Employers to understand the blockage to delivering more gender-balanced boards and increase certain key roles which fall well short of being balanced.
- Communication to boards regarding possible root causes of gender imbalance should be enhanced, including the range of actions which can be taken.

- Gender-specific learning should be built into NHS training programmes, covering topics such as unconscious bias, management of flexible working practices and specific female coaching, mentoring and sponsorship.

Strategic Aim 3

9. International Recruitment / Medical Staffing

On Friday 21 April 2017 a small number of senior medical and nursing staff along with members of the recruitment team travelled to India as part of the ongoing campaign to attract doctors and qualified nurses to the Trust. The team had a successful visit with a number of successful candidates following interviews in two cities over a 9 day period.

Medical staffing supply remains a high priority area for the Trust and a multi-disciplinary group meet fortnightly to look at actions to resolve the short, medium and longer term issues. Contractual changes to agency locum workers, arising from what is known as IR35, are being finalised in line with NHSI guidance.

Strategic Aim 4

10. Bowel Cancer Month (April)

Bowel Cancer Month is the second health and wellbeing promotion of the year. In order to raise awareness of this illness stands were set up across the Trust offering a range of information and promotion materials. Information on the stall included leaflets about the current screening process and how to access. The visual centre piece was a model of a Colon, this generated lots of conversation across the sites. Seven sites were visited and a total 415 staff attended. The stalls were well received and a number of staff shared their experiences of how Bowel and different types of Cancer have featured in their lives.

11. Healthy Leadership Development

Managers in Specialist Care Group have undergone development in Healthy Leadership which was delivered jointly by Team Prevent and Group Workforce colleagues.

The group is focussed on ensuring staff are fit and healthy as well as achieving the new CQUIN. Following discussions with Team prevent it was agreed that managers play a vital role in supporting the Health and wellbeing of staff. This session was therefore developed to include practical aspects of sickness management such as the sickness policy and dashboard reporting. However it was also thought essential for managers to understand the impact they have on health and wellbeing of staff and what Healthy Leadership behaviours look like. It was an opportunity for managers to reflect on how they lead, manage and support their teams in relation to health and wellbeing and understand the link this has to impacting on service user care.

Feedback was positive from the events and we will be looking to run more in the future.

Strategic Aim 5

12. Apprenticeship Levy Update

The Levy is now in place and NTW has signed up for the digital apprenticeship service. Procurement has been completed for the business admin apprenticeships and is coming to a close for the level 2, 3 and 5 nursing apprenticeships with high levels of interest as expected. NTW continues to have representation at HEE NE Levy workshops and information continues to be received about standards that will meet the needs of the workforce from a number of disciplines. We are expected to start our first cohort of Levy funded apprentices in June 2017.

Information has recently been circulated to schools advising them of the getin2NTW@ntw.nhs.uk email address for enquiries about careers and apprenticeships. Maintaining an online presence with various forms of social media is essential when recruiting young people so the team are further developing social media campaigns and are working with the Practice Placement team to develop a work experience Twitter account which, in turn, will link to other Twitter accounts e.g. @NTWFT, @NTW Academy, @NTW Apprenticeships.

We have recently attended career events at two local schools - Kenton School and Gosforth High School as part of local community engagement as well as Excelsior Academy, where we took part in Career's Speed Dating. It was great to interact and discuss with students their options and the different employment/training opportunities that are available to them. The team have attended over 60 school events over the past year in order to attract young people into NHS careers.



Strategic Aim 6

13. Healthcare People Management Association (HPMA) Awards



The Sunderland Drug and Alcohol Service has been short listed for a national HPMA Award in the cross sector working category. The service recently won a tender to provide services in Sunderland and partnered with third sector organisations DISC and Changing Lives to create Wear Recovery. Wear Recovery is an integrated seamless pathway to support people with drug and alcohol related issues. Partnering with other organisations outwith NTW enabled the utilisation of essential skills and experience to ensure service users receive the best possible care.

The service presented to a judging panel on 5 May, where it showcased how effective partnership work can ensure the safe and effective mobilisation of a new service to provide excellent outcomes for service users. The winner will be announced at the Awards Ceremony on 22 June which will be attended jointly with partners from Disc and Changing lives.

In addition, Lisa Crichton-Jones was asked by HPMA to judge in two categories: Academia Wales Award for Excellence in Organisational Development and Chamberlain Dunn Learning Award for Education, Learning and Development initiative.

14. Pay Increase

The government has accepted recommendations from the NHS Pay Review Body and the Review Body for Doctors' and Dentists' Remuneration, for a 1 per cent consolidated pay increase with effect from April 2017. These recommendations are in line with the government's public sector pay policy. A similar 1 per cent pay award has been agreed for staff across the Trust on local "spot" salaries.

Employment Legislation Update

15. New Rules on publishing information on trade union facility time

A new requirement of the Facility Time Publication regulations is that public sector employers publish the total cost of paid facility time taken by employees who are union officials.

Figures and percentages for each 12 month period (1 April - 31 March) must be published by 31 July each year relating to:

- The number of employees who were relevant union officials during the relevant period and the number of full time equivalent employees.
- Percentage of time spent on facility time for each relevant union official.
- Percentage of pay bill spent on facility time.
- Number of hours spent by relevant union officials on paid trade union activities as a percentage of total paid facility hours.

Discussions are currently underway with staff side in respect of the process to follow to capture this information.

16. Changes to Immigration Rules

Changes to Tier 2 immigration came into effect on Thursday 6 April 2017.

These changes will impact on the recruitment activity of NHS organisations that source staff outside of the European Economic Area (EEA). The headline changes that will impact employers are:

- the introduction of the Immigration Skills Charge (£1,000 per year of sponsorship for each individual)
- an increase in minimum salary thresholds for new Tier 2 applicants
- changes in the criminal records check process for new Tier 2 applicants and their dependants.

This information is currently being considered within the Trust to establish what impact the changes are likely to have.

17. Incidences of whistleblowing to be published from 2018

From 1 April 2017, new regulations require prescribed persons to report annually the numbers of qualifying disclosures they have received and what (if any) action they took in response. Key changes include:

- A new annual reporting obligation for prescribed persons
- First reporting period 1 April 2017 to 31 March 2018
- Reports to be;
 - In writing
 - Accessible to the public and
 - Produced within six months of the relevant reporting period (ie, on or before 30 September).

Further guidance is awaited in respect of how this information will be collected and will be considered in due course.

Lynne Shaw
Deputy Director of Workforce and OD