

Northumberland, Tyne and Wear NHS Foundation Trust

Board of Directors

Meeting Date: 25 October 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. Cultural Ambassador Programme
2. Tackling bullying in the NHS: A collective call for action
3. Devolution and Collective Leadership
4. Medical Recruitment Events
5. Medical Recruitment RPIW
6. Recruitment – Employment Checks
7. Health and Wellbeing Update
8. Medical Development Events
9. Apprenticeship Award
10. Retention Guide – NHS Employers
11. Employment Update:
 - Abolition of Employment Tribunal Fees
 - Gender Pay Gap v Equal Pay

Risks Highlighted: N/A

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

Equal Opportunities, Legal and Other Implications: Various aspects of Employment Law

Outcome Required: Information Only

Link to Policies and Strategies: Workforce Strategy

Workforce Quarterly Report

25 October 2017

Strategic Aim 1

1. Cultural Ambassador Programme

At the BAME Staff Network Meeting on 6 October we launched our work with the Royal College of Nursing (RCN) seeking recruits for their Cultural Ambassador Programme. The cultural ambassador is a voluntary role and individuals will be a member of investigation teams and panels considering disciplinary allegations against black and minority ethnic staff and students.

The aim of the cultural ambassador is to help ensure fairness in how BAME staff and students are treated amid concerns that they are disproportionately subject to disciplinary action. We have shared our Workforce Race Equality Standard (WRES) data with the RCN and the work towards the Cultural Ambassador Programme is key to our 2017 WRES actions.

The programme involves a three-day training course for volunteers to increase their knowledge and understanding of relevant legislation and topics, including the Equalities Act, cultural intelligence, unconscious bias and influencing skills. Volunteers are supported by mentorship throughout their involvement with the project.

2. 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.

A collective call to action Task and Finish Group have met twice to look at the initiative's recommendations to tackle the bullying culture of the NHS. The Group carried out a gap analysis against the recommendations and identified 15 proposals including reinforcing zero tolerance and raising, through training (and other means) the impact bullying has on individuals.

In addition, a North East Task and Finish Group has been set up to consider a region wide approach to the initiative and the Trust is represented at this group. It is likely that a region wide zero tolerance initiative will be launched with further detail currently being discussed.

We are one of a small number of organisations that have been asked to complete a poster identifying our good practice to be displayed on 28 November at the National SPF Tackling Bullying, Creating Positive Cultures event. The event attendance will be from a wide variety of stakeholders from staff side, employers and arms length bodies. The purpose of the event is to share good practice and learning across the NHS.

Strategic Aim 2

3. Devolution and Collective Leadership

An organisational development plan has been developed to support the recent organisational restructure. A second phase, six month development programme is now underway for all of the new Clinical Business Unit members. A suite of leadership and management masterclasses are also being developed. The Trust continues to be supported by Ken Tooze, management consultant in this work but a number of other members of staff are also taking an active role in leading these development initiatives. A collective leadership programme for corporate staff is also currently being developed which will commence in December 2017. This will create the opportunity for our senior corporate leaders to explore what devolution and collective leadership means to them and to the way they lead and support others; how they might best support and enable clinical staff to deliver high quality care to service users. Participants will learn more about how they lead and support others and will explore how they might, in times of challenge and change, motivate staff.

Strategic Aim 3

4. Medical Recruitment Events

Medical recruitment remains a high priority for the Trust and the Medical Staffing team are supporting a number of recruitment events over the coming months.

- Faculty of General Adult Psychiatry Annual Conference, The Sage, 5 & 6 October 2017
- NROP, Hopewood Park, 13 December 2017
- Annual Old Age Higher Trainee Conference, Copthorne Hotel, 25 & 26 January 2018
- Faculty of Old Age Psychiatry Annual Scientific Conference, Hilton, 7 & 8 March 2018

5. Medical Recruitment RPIW

A five day RPIW will take place week commencing 11 December 2017. Jointly sponsored by Gary O'Hare, Rajesh Nadkarni and Lisa Crichton-Jones this event will review how current recruitment processes are carried out in order to streamline and improve the overall experience for candidates and managers. Up to 15 medical managers and workforce staff will be involved.

6. Recruitment - Employment Checks

NHS Employers has updated the employment check standards for 2017. While the legal requirements have remained largely unchanged, this year's review has responded to requests for additional clarity on certain elements of the requirements. In particular, the check standards reinforce the importance of the relationship between employers, agencies and third party staffing providers to ensure they understand the type of checks required for all temporary workers.

Current recruitment processes are being reviewed in light of the changes.

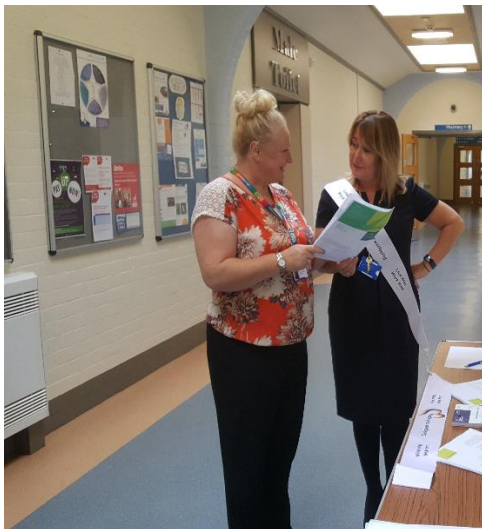
Strategic Aim 4

7. Health and Wellbeing Update

The Trust supported Know Your Numbers Campaign in September and offered staff at all locations the chance of having both a blood pressure (BP) check and cholesterol check carried out by a Team Prevent nurse or blood pressure check by a member of the Exercise Therapy team.

At the Team Prevent sessions 88 staff participated; 87 had a BP check and 87 had a cholesterol check. Of these 18 staff were advised to seek further advice from their GP. Exercise Therapy staff were present at the Tranwell and Hopewood Park and monitored 27 staff and 5 service users.

The Health and Wellbeing team also supported World Alzheimer's Day on 21 September and over several days awareness stands with literature were in place as well as an awareness video at three locations. 60 staff visited the stand.



Strategic Aim 5

8. Medical Development Events

A number of events have been held over the past few months which showcase the Trust's services:

Key Issues in Psychosis:

The Trust ran the first 'Key Issues in Psychosis' event on the 13 September 2017. The event was attended by 80 delegates including General Practitioners, staff from Leeds & York Partnership, Derbyshire Health Foundation Trust and Sheffield Health & Social Care NHS Trust as well as local Consultants, SAS Doctors and Higher Trainees. A number of Trust staff volunteered to speak at the event which was well received by those who attended. A further date is being arranged for 2018.

The Great North Neuropsychiatry Event:

The Trust led its first Great North Neuropsychiatry Event on the 15 June 2017. The event has been our largest to date with over 180 delegates in attendance. Delegates included Consultants & SAS Doctors, Medical Trainees, Psychiatric Nurses, Psychologists, Occupational Therapists. We also had a large number of delegates attend from outside the region extending from Edinburgh, Middlesbrough, York, Hull, Cumbria, Liverpool and Northampton; in addition to our GP partners within our catchment area. A follow up annual event has been arranged for 18 October 2018.

2018 events will include:

- Specialisms (specialist areas in mental health including Sports Psychiatry, Gender Dysphoria, General Practitioner, Perinatal Psychiatry, Eating Disorders and Practitioners Programme);
- General Adult Psychiatry & Learning Disabilities;
- Stress & Resilience In Doctors;
- Old Age Psychiatry;
- Perinatal Psychiatry;
- Liaison Psychiatry;
- Key Issues In Psychosis;
- The Great North Neuropsychiatry Event;
- Forensic & Police Liaison;
- Trauma;
- Annual GP Psychiatry Event

All events are open to NHS professionals throughout the UK as well as deaneries and General Practitioners.

9. National Apprenticeship Award 2017

The Trust has been highly commended at the regional final of the National Apprenticeship Awards 2017 in the category of Macro Employer of the Year. NTW were recognised for outstanding achievements as an employer of apprentices and our commitment to developing the workforce through apprenticeships. The award was received by Annette Connor (Vocational & Training Developments Manager) and Gayle Hennessey (Training Academy Centre & Contracts Manager) on Tuesday 10 October 2017 in York.

This category was open to all employers who employ 5000+ staff and celebrates their commitment, contribution and the success that apprenticeships have brought to their organisation.



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Strategic Aim 6

10. Retention Guide – NHS Employers

The retention of staff is a key issue for the NHS. As well as the focus on workforce supply to create a recruitment pipeline, it is important that both new and existing staff are supported and encouraged to remain with their employer.

During 2016/17, NHS Employers worked closely with 92 NHS organisation to help equip them with tools and resources to develop their workforce retention plans. The guide includes case studies that illustrate the breadth of great work already taking place across the NHS, as well as resources to help you think about improving turnover and managing staff effectively. <http://www.nhsemployers.org/case-studies-and-resources/2017/09/improving-staff-retention-a-guide-for-employers>

These resources are currently being reviewed for use within the Trust as appropriate.

11. Employment Update:

Abolition of Employment Tribunal Charges

The Supreme Court has quashed the 2013 Fees Order, meaning that claimants in employment tribunal cases cannot now be required to pay fees. It is thought to be unlikely that the fees regime will be abolished entirely and a new fee regime may be introduced in time with fees at a lower level and / or a differential charging structure based on the type of claim. However, the Government will now have to think about whether any fee regime would be lawful in the light of this clear and unanimous judgement by the Supreme Court. This may also be a consideration for the Government in its current review of the operation and cost effectiveness of the tribunal system.

It has been agreed that any fees paid by claimants since 2013 will be refunded by the Lord Chancellor's department, which will place an enormous administrative burden on the employment tribunal system. This will be further complicated in cases where respondents have been ordered to pay the fees because the claimant has won.

Before the introduction of the fees regime, access to employment tribunals was free of charge. Since 2013, there has been a dramatic decline of almost 70% in the number of tribunal claims submitted each year, and a particularly marked decline in lower-value discrimination claims.

It is likely that there will be an initial rise in the number of employment tribunal claims. There is also potential for arguments from people who chose not to bring a claim because they could not afford the fees.

Gender Pay Gap v Equal Pay

It has been reported that nationally there is some confusion of the differences between the gender pay gap and equal pay (equal pay for equal value). The two are entirely different as Dean Royles, Director of HR at Leeds Teaching Hospitals NHS Trust explained recently in an HR publication.

“The gender pay gap is not the same as equal pay, it’s the difference between the average pay of all men compared to the average pay of all women in an organisation. Understanding the difference is important for two reasons. Firstly, because all organisations with more than 250 people will need to report their gender pay gap using a government template by March 2018. And secondly, because the solutions to the gender pay gap are different to those required to ensure equal pay. It may be surprising, but it is possible to have genuine pay equality and still have a significant gender pay gap.

For example: If a company employs 11 people, say 10 engineers and one managing director, the 10 engineers (nine women and one man) all earn exactly £50,000 per year so they are all on equal pay. The managing director, who happens to be a man, is on £100,000 per year. The average salary for women in the organisation is £50,000 per annum while the average pay for men in the organisation is £75,000 per annum ($£50,000 + £100,000 \div 2$), a gender pay gap of £25,000 or 50%. In this case if the managing director was a woman the gender pay gap would be £5,000 in favour of women.

(Although the reporting requirements apply to organisations larger than this the example above makes the point).

Many organisations have tried to manage and ensure equal pay through robust job evaluation and fixed salaries. Where there is limited opportunity to negotiate personal salary there is reduced pay parity.

But even the best job evaluation system will not address the gender pay gap if an organisation has a majority of men in higher-paid roles. The NHS is a case in point. When NHS Trusts report their gender pay gap most are likely to show a significant gender pay gap, even though most people doing the same job get paid the same. Solutions to the pay gap lie in culture changes both in society and organisations; embracing more flexible work in senior roles; and reducing bias and discrimination in recruitment, promotions and talent management”.

Lynne Shaw
Deputy Director of Workforce