

REPORT TO TRUST BOARD
25 NOVEMBER 2021

Title	Progress Report ELFT People Plan
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Purpose of the report

The purpose of the report is to update the Trust Board on the progress against the ELFT People Plan and to provide the board with assurance in terms of the areas of concerns, mitigating actions and progress across some people metrics.

Committees/meetings where this item has been considered

Date	
21-10-21	Appointments and Remuneration Committee

Key messages

What is going well?

Mass Vaccination

ELFT is the lead employer for large vaccination sites for North East London Integrated Care system. ELFT lead employer programme team has entered phase 3 of the vaccination programme that focuses on the COVID-19 booster programme, 16-17 year old and 12-15 year old's vaccination programme. As a lead employer we continue to support local vaccination services (LVS), primary care networks (PCN) and care home vaccination teams via PCN.

Legislated Covid-19 vaccination for NHS staff

The People and Culture team have developed a policy and process to manage the change in legislation post 11th November to ensure that there is a framework to redeploy those staff that have responsibilities within care homes but that have also declined the Covid-19 vaccination. The outcome from the consultation on mandating the Covid-19 vaccination for all front line workers presents a significant retention challenge.

Organisational Changes

A new organisational change policy is now embedded with a firm focus on the psychology, theory and the emotional impact of change management. There are currently live 14 organisational changes across the Trust – an increase from 11 the previous report.

Resourcing Team

The Recruitment and Retention meeting has been restructured so that more focus can be applied in terms of recruitment gaps and high agency usage. A new workforce planning project manager post commences during November 2021. The team have also been reconfigured to provide additional support to Specialist Services who have the highest volume of recruitment activity and are also trialling new functionality in the recruitment system TRAC. The early indications are that the level of complaints received and vacancy factor have both improved since additional support was put in place.

Disclosure and Barring Service (DBS) Checks.

The Trust continue to make progress in clearing the DBS backlog and are implementing a policy change from 3 yearly rechecks to 5 yearly rechecks which will have a positive impact on compliance.

What is a concern?

Vacancies

Whilst the Trust overall vacancy rate is 9.59% (6.7% once filled vacancies are taken into account), there are some areas with vacancy rates as high as 19.85%. There are some challenges with attraction and potentially retention as “burn out” from the pandemic sets in. The interdependency between vacancies and staff wellbeing is an on-going concern.

Agency usage

The agency spend has not yet reduced although work continues to address the root causes of high agency use.

Strategic priorities this paper supports

Improved population health outcomes	<input checked="" type="checkbox"/>	We have taken a population health approach to our staff wellbeing as many members of staff live and or work within the boroughs that we provide services in.
Improved experience of care	<input checked="" type="checkbox"/>	Research shows that if staff are engaged then they will be able to provide better care to patients and service users.
Improved staff experience	<input checked="" type="checkbox"/>	The approach to improvement sets out in this paper are designed to directly improve staff experience.
Improved value	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff are more healthy and productive at work and, therefore, contribute to value for money

Implications

Equality Analysis	The Trust's action plan is designed to improve equality through the reduction in variation between different staff groups.
Risk and Assurance	If staff are not engaged at work, there is a clear risk that patient care will be adversely affected.
Service User/ Carer/Staff	As above, the work in this area is designed to improve staff experience. Evidence shows a clear link between staff experience and patient care.
Financial	Evidence shows that high staff engagement is strongly correlated with low sickness absence levels, which has a financial benefit to the Trust.
Quality	Evidence shows a clear link between staff satisfaction and patient care.

1. Background

1.1. Delivery of the Trust people plan (formally the Workforce plan) continues to progress well. Plans are being made for the refresh of the ELFT People Plan to support the Trust refreshed Strategy. The People and Culture team are reviewing the ELFT People Plan in support of the new Trust strategy.



1.2. This paper sets out to provide assurance as well as a progress report on the delivery against the People Plan. The Trust's four key priorities are:

- Improved Population Health Outcomes;
- Improved Experience of Care;
- Improved Staff Experience;
- Improved Value.

2. COVID-19

2.1. The Covid-19 Ops and Mass Vaccination team continues to focus on staff testing and staff vaccination programmes.

3. Staff Testing

3.1. The testing programme has now moved into a universal system where staff are required to order their own kits via the dedicated NHS England portal. ELFT continues using an already established result reporting system to ensure we have an oversight of the testing compliance and are able to provide support locally when required. Further North East London (NEL) system strategic planning for asymptomatic staff testing is also under way.

4. Staff vaccinations for Covid-19

4.1. Staff vaccination continues to take place with staff being able to access services at Westfield vaccination site in London and in Luton and Bedfordshire via a dedicated CCG route. Currently more than 89% of ELFT staff have received at least 1 jab; 83% received both jabs. 58% of staff have received a booster.

4.2. New government regulations came into force on 11 November 2021, requiring care home staff to refuse entry to anybody who cannot provide evidence that they have had

two doses of a Medicines and Healthcare products Regulatory Authority (MHRA) approved Covid-19 vaccine, or that they come within a specified exemption.

- 4.3. NHS wide consultation has now been completed on whether all health care staff should be vaccinated. The decision has been made that all health and social care will need to be fully vaccinated by 31st March 2022. Guidance is currently being developed to support the implementation of this.
- 4.4. Currently there are 14 employees within Bedfordshire community services that are required to go into care homes as part of their contractual role that have declined the Covid-19 vaccination, and eight staff within London.
- 4.5. There is a three-step process for these staff through education and encouragement via line manager conversations and seminars provided by the Trust, suitable redeployment within the same Directorate or wider Trust, and as a last resort termination of employment contract for a legal/ statutory reason.
- 4.6. The recruitment team now advertise roles and send offer letters stating that Covid-19 vaccination is a requirement to be employed by the Trust. Two candidates have declined an offer of employment to date.
- 4.7. The Trust will continue to seek redeployment where staff are affected, as temporary retention is considered valuable to cope with winter pressures. However, as the 1st April approaches redeployment will be less available and we will be monitoring the impact on retention of the mandating of this vaccination.

5. Large Scale Vaccination Sites - NEL Lead Employer

- 5.1. ELFT is the lead employer for large vaccination sites for North East London Integrated Care system which focuses on deploying staff across North East London. These include Homerton University Hospital (HUFT), Barking, Havering and Redbridge University NHS Trust (BHRUT), North East London NHS Foundation Trust (NELFT) and East London Foundation Trust (ELFT).
- 5.2. Currently funding for this service is until March 2022 and there is a workstream for retention to facilitate this workforce into 'mainline' NHS careers at the end of the programme.

6. People and Culture Policy and Guidance

- 6.1. During the main phase of the Covid-19 pandemic, some of our People & Culture policies were revised to make special, temporary provisions to support staff, for example, to support taking certain types of leave. We are regularly reviewing these policies and guidance documents to ensure that these changes remain fit for purpose. Support to employees suffering with long Covid-19 symptoms remains an area of development.
- 6.2. A policy for mandatory NHS staff Covid-19 vaccinations is currently being developed.

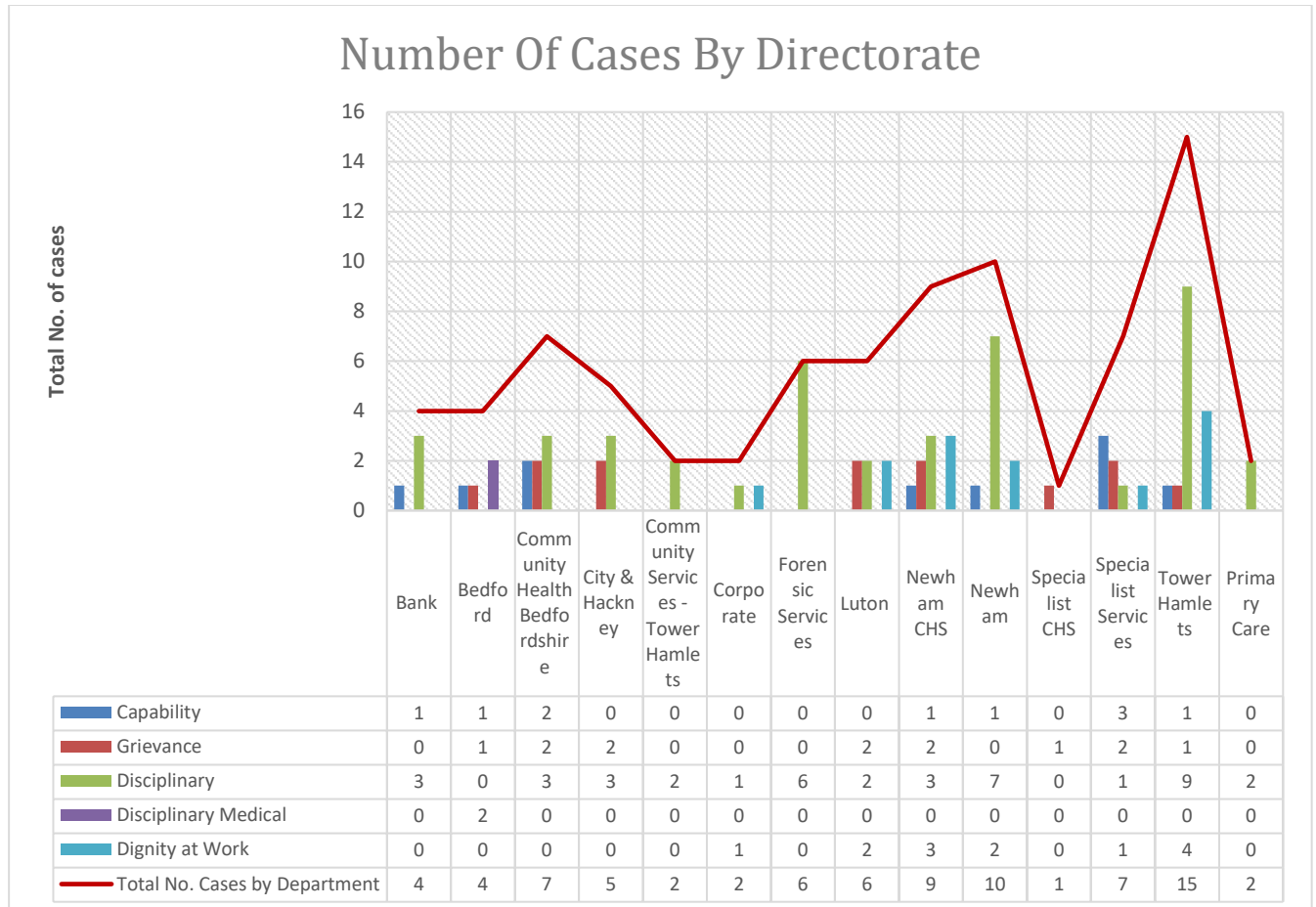
7. Communications

- 7.1. We continue to update our staff with communications related to ELFT's provision for staff during the pandemic. These updates reflect and relate to the developments in the wider environment as the country emerges from lockdown, as well as changes to some of the arrangements and wellbeing offers that we put in place for staff at the start of the pandemic.

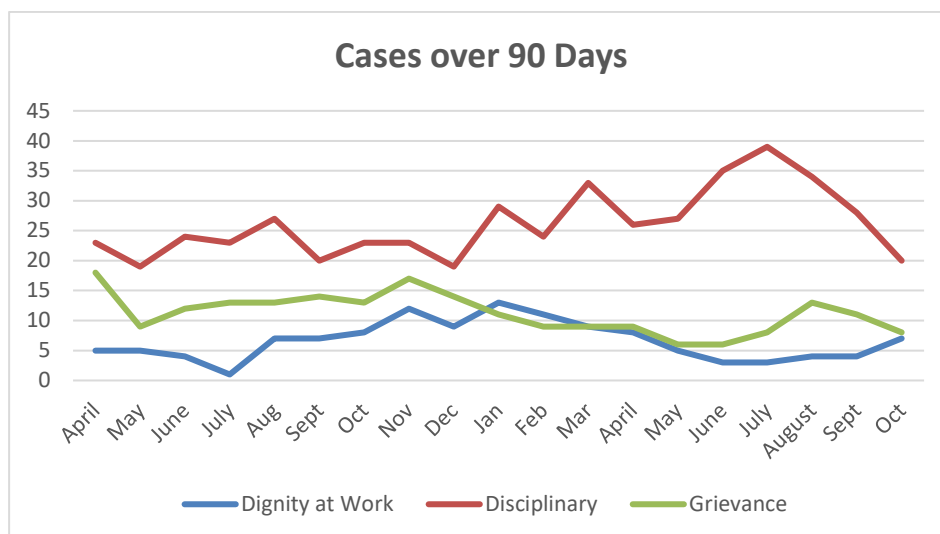
8. Employee Relations (ER) Activity Report –October 2021

8.1. In total, there are: 80 live ER cases plus 10 Employment Tribunal cases, two ACAS, as well as 157 long-term sickness cases (this figure does not include long term Covid-19 cases which are being managed informally) and 239 short-term sickness cases which are being managed by the People Relations team.

ER Case Breakdown



Duration of open cases



The duration of cases over 90 days are as a result of a number of factors. These include, but are not limited to the following:

- The availability of investigating officers and the competing priorities that they face.
- The number of trained investigators available and the fact that we are trying to commission training.
- Often an overlap with external investigations such as regulatory bodies, criminal investigations etc. Often there are long term sickness issues and/or grievances that have been raised and need to be prioritised.

Allegation Type

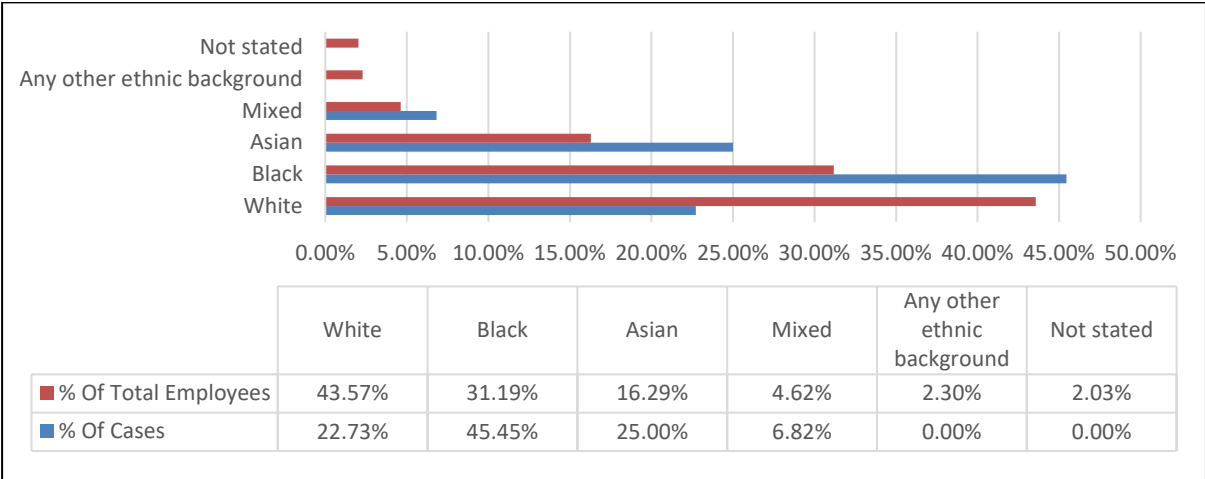
Analysis on the range of allegations that are at a formal stage of the Disciplinary process shows the top 4 fall into the following:

Allegation Type	Number
Unauthorised absence	7
Negligent Behaviour	6
Assault	5
Inappropriate Behaviour	5

Number of suspensions per month

At present there is 1 employee suspended from the Trust (Bank). The allegation is for Theft. There is one member of staff on restricted duties.

Comparison of Ethnicity of Open Disciplinary cases with the Ethnic split of Trust



Appeals

The Trust has eight live appeals, up one since the last report.

Closed Cases

23 ER cases closed in October.

Summary of Employment Tribunal (ET) cases

There are currently 10 ETs. One ET has closed and there has been one new one, since the last report.

Directorate	No's
Tower Hamlets	3
Bedfordshire	3
Forensics	2
Corporate	1
C & H	1

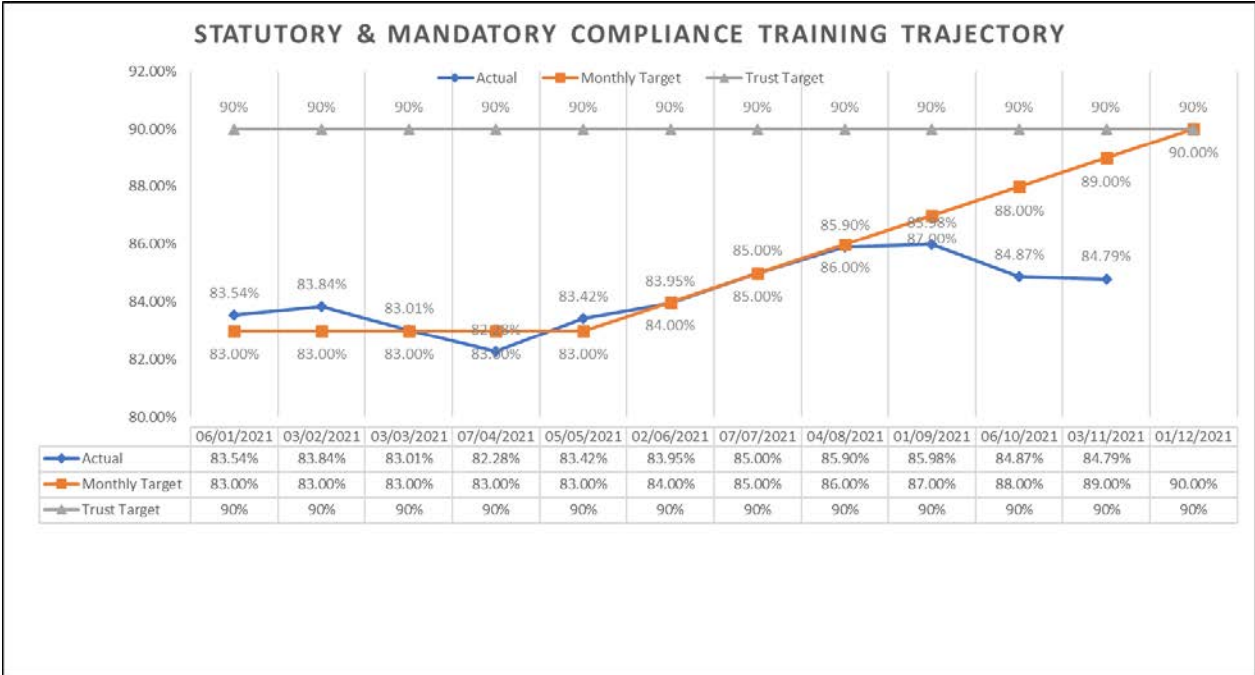
9. Disclosure and Barring Checks

9.1. The Trust continues to make progress in clearing the DBS backlog. With the recent decision to reduce the recheck period from three years to five years this will significantly reduce the trajectory to achieve compliance. Modelling to level this, and future, spikes in workload on rechecking is underway in order to continue to reduce the backlog

10. Statutory and Mandatory Training and Appraisal Compliance

10.1. Statutory & Mandatory Training Compliance has seen a slight decrease (84.79%), although we continue to maintain amber status. The main reason for the decrease is due to high 'Did Not Attends' on courses such as resuscitation, Management of Actual or Potential Aggression 'MAPA' and Manual Handling, and a small number of eLearning non-compliance.

10.2. The L&D Team are working to increase attendance at courses across the localities. with each officer targeting the courses with the greatest non compliance level. In October 38% of the spaces available on classroom courses were not used which is a reduction from 52% in September. The L&D team have increased where possible the number of course spaces available and we continue to communicate and advertise. Each L&D offer officer has an action plan specific for their own locality which they are working with the teams to deliver. Targeted emails are sent to staff and to managers with details of their areas. Facilitated eLearning sessions to support the teams are also being held.



10.3. The Learning Management System (LMS) programme has commenced to deliver a new learning management system to replace 'OLM' (online learning management). There are 6 dedicated workstreams each focused on key elements of the implementation which all report to a weekly programmes board. The new system will launch in February 2022.

11. National Education and Training Survey (NETS)

11.1. NETS is the only national survey open to all students and trainees undertaking a practice placement or training post in healthcare as part of their education and training programme. The survey gathers opinions from students and trainees about their time working and training in practice placements and training posts, asking them to provide

feedback on what is working well and what they think could be improved. The survey is open from 2nd November to 30th November.

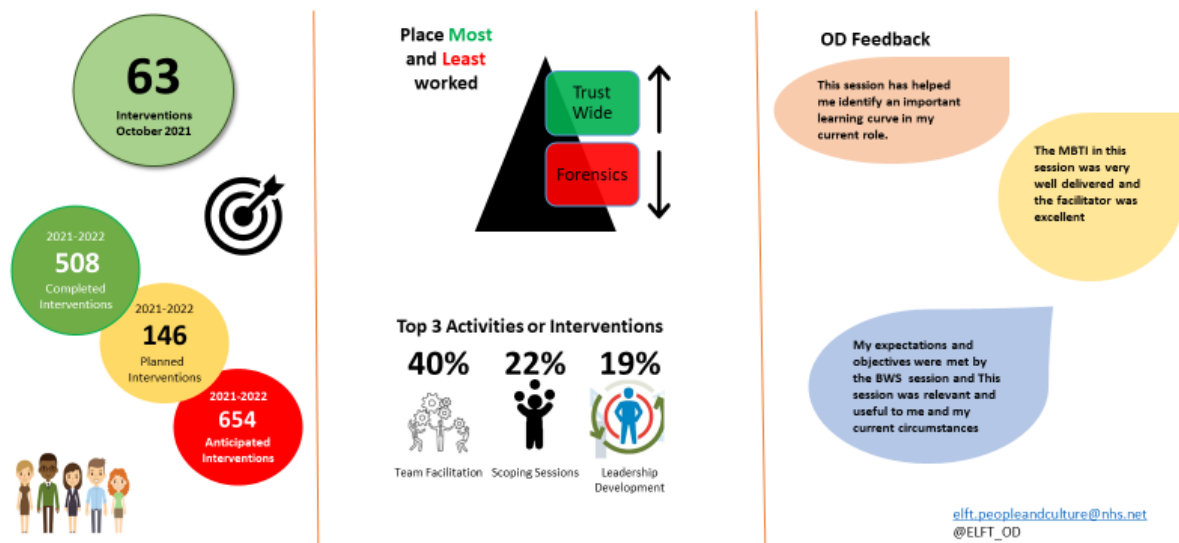
12. Organisational Development Activity

12.1. The Organisational Development (OD) Team completed 63 interventions in October 2021. Total number of interventions completed to date in 2021-2022 is 508. Top 3 activities delivered were:

- Team facilitation (40%)
- Scoping sessions (22%)
- Leadership Development (19%).



ELFT OD at a glance – October 2021



13. Staff Experience and Wellbeing

13.1. October saw the Engagement & Wellbeing team's involvement in the following activities:

- The planning & execution of the 2021 annual staff awards. The event that took place at the Troxy on 21 October was deemed a huge success. Over 700 ELFT staff & their guests attended the evening (excluding the VIP guest list as well as those who volunteered on the night). Approximately 200 ELFT staff members & their families tuned in to the live stream feed of the event.
- The 2021 Staff Survey campaign is nearing completion, the closing date is 26 November 2021. The Engagement & Wellbeing team are working closely with the communications team on enhancing the campaign over the next few weeks.
- The annual MOT health check screenings came to an end across the Trust in October.
- The vitamin D campaign is in preparation to launch for a second winter.

13.2. Since Paul Calaminus has become ELFT's wellbeing guardian, we have hosted four Trust-wide wellbeing conversations with all those involved in staff wellbeing across ELFT. We are in the process of developing aims for this working group. The values recruitment work (what ELFT staff value) has been key to these discussion & has been presented at this forum as well as the CEO discussion group.

- 13.3. The 2021/2022 flu campaign is well underway, with frontline staff currently at a 25.28% vaccination rate.

14. Organisational Changes

- 14.1. There are currently live 14 organisational changes across the Trust – an increase from 11 the previous report. The reasons for the organisational changes are due to service redesign/reconfiguration and changes to ways of working. There are 188 staff affected, and these changes are placing 4.5 staff at risk of redundancy resulting in two actual redundancies.

15. Agency Usage

- 15.1. The agency spend has not reduced and has increased by £400k in the last month. The workforce percentage of agency usage to date by directorate ranges from 40% of the workforce in the Lead Employer vaccination team at its highest, followed by Tower Hamlets Community Health Services at 17% of the workforce.
- 15.2. The highest agency spend remains in Luton and Bedfordshire medical staffing which accounts for 41% of the variance in agency spend (excluding COVID-19-19 and vaccination). Tower Hamlets CHS and Bedfordshire CHS account for 15% and 14% respectively of the variance. 8% to 9% of the variance is from Primary Care, Newham CHS, Newham, and Specialist Services.

16. Reasons for Agency Usage/Spend and Actions Being Taken

- 16.1. The NEL Vaccination project has the highest agency spend. Due to the urgency and need to set up the service quickly agency staff were used to cover vacancies in the new service. It is expected that the level of agency spend is likely to remain the same until the project comes to an end in March 2022. The requirement for school vaccine teams required posts to be added at short notice, accounting for the increase in agency spend.
- 16.2. Bedfordshire CAMHS continues to use agency staff due to the difficulties in recruiting to roles despite multiple rounds of recruitment. Posts are currently being advertised and the service is using rolling adverts with the hope to fill posts as soon as possible.
- 16.3. Within Specialist Services there are non-recurrent recurrent monies available therefore agency staff are being used to provide short term support. Where new services need to be 'stood up' at pace it is common for agency staff to be used while substantive structures and jobs are created and recruited to.
- 16.4. For GP vacancies, 'Thinking Differently' sessions are taking place to enable practices to consider what could be done differently to attract GPs to work in Luton and Bedfordshire. The Primary Care Services directors and managers are working closely with the Resourcing Team and People and Culture to find solutions for more effective recruitment.

17. Medical Staffing Vacancies

- 17.1. The highest agency spend is in relation to medical staffing vacancies across the Trust. Agency usage in Luton and Bedfordshire is particularly high. The agency spend in Newham is wholly due to medical vacancies.
- 17.2. An agency spend reduction project is underway with a key outcome to reduce agency spend and to recruit and retain consultants.

17.3. The following initiatives have been put in place to date:

- changes in processes within the Ingage system
- ensuring that Clinical Directors have the budget information and knowledge for their specific department to support staffing decisions
- new Consultant Psychiatrist recruitment video
- liaising with Procurement to add additional GP agencies and the scoping of an international recruitment drive.

18. Resourcing

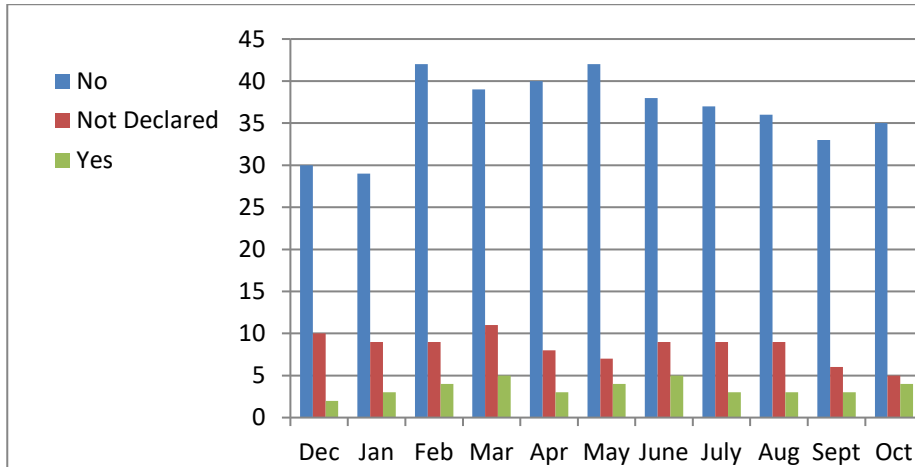
Vacancy Rates - August 2021 (conditional, unconditional offer and starting stages)								Agency Usage	Bank Usage
Directorate	Budgeted Staff	Staff in Post	Vacancies	Vacancy Rate	Filled Vacancies*	Net Vacancies	Net Vacancy Rate	Agency spend % of total bill	Bank spend % of total bill
City & Hackney	598.81	563.44	35.37	5.91%	15.8	19.57	3.27%	1.1%	12.8%
Newham	524.16	479.57	44.59	8.51%	4	40.59	7.74%	8.0%	12.7%
Tower Hamlets	635.41	587.43	47.98	7.55%	7.2	40.78	6.42%	2.5%	11.0%
Specialist Services	1027.39	879.38	148.01	14.41%	47.2	100.81	9.81%	6.6%	4.8%
Specialist - CHS	135.26	137.05	-1.79	-1.32%	6.45	-8.24	-6.09%	4.2%	3.8%
Forensics	614.59	541.98	72.61	11.81%	31	41.61	6.77%	1.2%	19.7%
Newham - CHS	471.65	410.07	61.58	13.06%	11	50.58	10.72%	9.6%	10.4%
Corporate	615.07	658.65	-43.58	-7.09%	9.84	-53.42	-8.69%	4.4%	8.4%
Estates & Facilities	25.34	27	-1.66	-6.55%	Included in Corporate figures			0.8%	2.5%
Bedfordshire	795.18	661.17	134.01	16.85%	33.8	100.21	12.60%	18.7%	9.8%
Luton	426.65	358.62	68.03	15.95%	8	60.03	14.07%	8.9%	15.3%
Tower Hamlets - CHS	250.6	225.55	25.05	10.00%	2	23.05	9.20%	17.1%	6.0%
Bedfordshire - CHS	425.86	401.31	24.55	5.76%	11.76	12.79	3.00%	12.5%	5.0%
Primary Care	125.9	100.91	24.99	19.85%	5.7	19.29	15.32%	16.3%	13.1%
Total	6671.87	6032.13	639.74	9.59%	193.75	447.65	6.71%	7.5%	10.4%

19. Action being requested

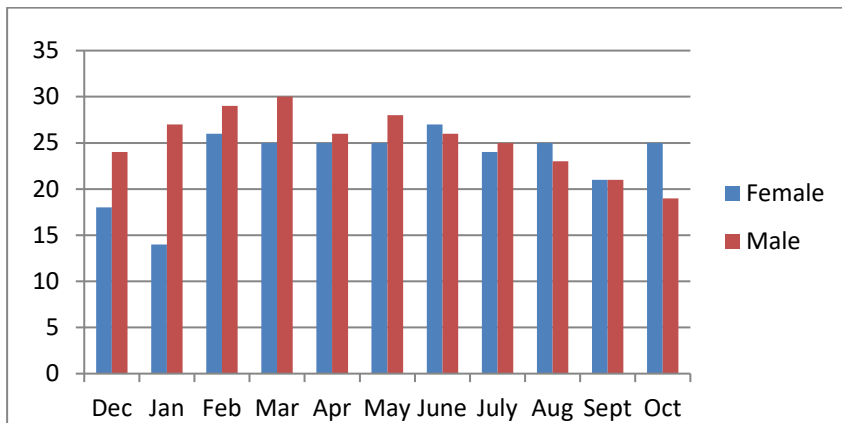
The Board is asked to **RECEIVE** and **NOTE** the report.

Appendix 1 - Summary of Disciplinary cases by Demographics

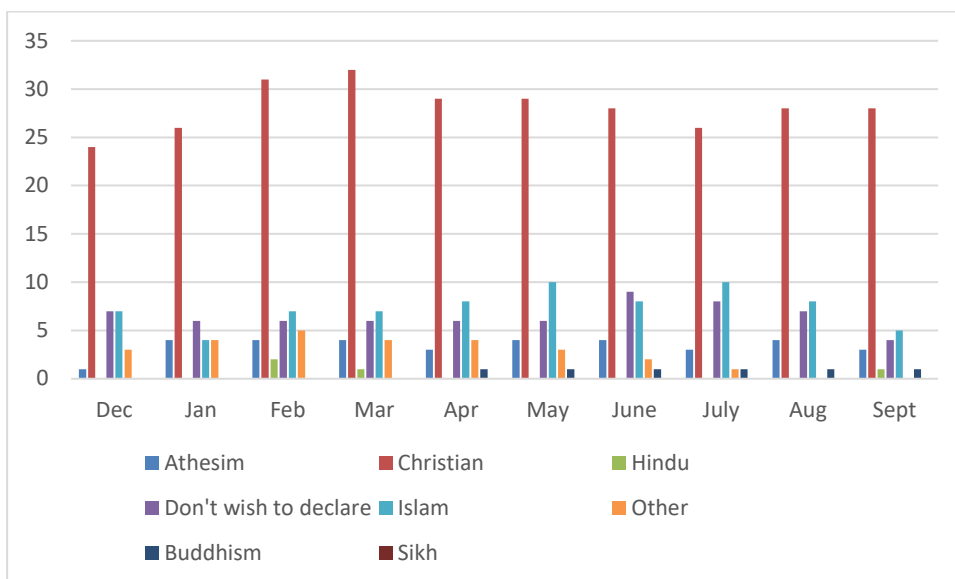
Disability



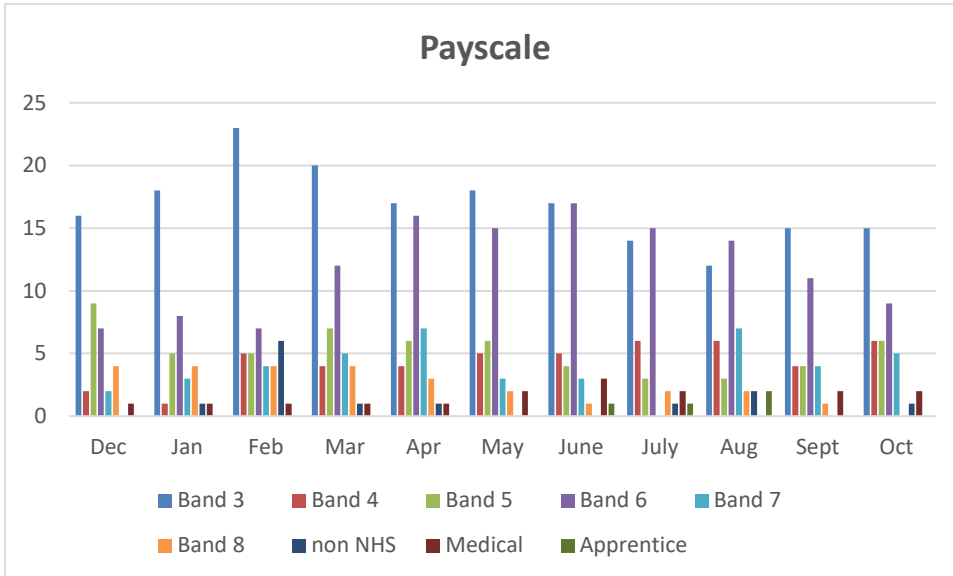
Gender



Religion



Pay scales



Sexuality

