

**REPORT TO THE TRUST BOARD: PUBLIC**  
**28 NOVEMBER 2019**

<b>Title</b>	Progress Report People Plan
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**Purpose of the Report:**

To provide assurance and to update the Trust Board on the progress on the delivery against the Trust's People Plan.

**Summary of Key Issues:**

This paper updates the committee on progress on delivering the Trust People Plan. The Trust Staff Survey is live and closes on 29 November 2019 and we are encouraging staff to complete the survey and we are working with the communications department to promote all of the work undertaken since the last staff survey.

The Trust has experienced a 3% increase in the response rate for the quarterly pulse survey (Friend and Family Test). Recent events that have taken place are Through Someone Else's and a further session is planned for November 2019. The knife crime focus group took place and was very well received and work is ongoing to support staff.

We have released the second edition of the benefits and wellbeing Magazine and are preparing for the next edition.

Since the last report to the committee the Trust have been shortlisted for a HSJ awarded for employee engagement and has achieved the next level accreditation of the London Mayor's Healthy Workplace award.

**Strategic priorities this paper supports (Please check box including brief statement)**

Improved patient experience	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff provide better patient care and outcomes.
Improved health of the communities we serve	<input checked="" type="checkbox"/>	We are taking a population health approach to staff wellbeing.
Improved staff experience	<input checked="" type="checkbox"/>	The approach to improvement set out in this paper are designed to directly improve staff experience
Improved value for money	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff and more health and productive at work, and therefore contribute to value for money

**Committees/Meetings where this item has been considered:**

Date	Committee/Meeting
Various	Not previously discussed.

**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.



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 4 key priorities are:

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

1.3 The interim People Plan for the NHS was launched in June 2019 following the Long Term Plan which was published in January 2019. Underpinning this vision is an NHS that ensures our people get the backing they need. This interim People Plan sets out our vision for people who work for the NHS to enable them to deliver the *NHS Long Term Plan*, with a focus on the immediate actions we need to take.

1.4 Our patients and service users across England are served by 1.3 million dedicated staff working in the NHS and in NHS-commissioned services. They, in turn, work alongside millions of dedicated staff working in social care, public health services and the voluntary sector. Demand for health and care services is growing as a result of a growing and ageing population and the ever-increasing possibilities of medical science. To meet that demand and deliver the vision set out in the *NHS Long Term Plan*, we will need more people working in the NHS over the next 10 years across most disciplines, and in some new ones yet to be fully defined, with a rich diversity of roles and jobs across all settings.

1.5 Workforce and finance colleagues are working through the Long Term plan submissions due in November 2019.

1.6 The main focus of the People Plan is to improve the experience of staff and covers 4 main areas:

- Capacity and Capability;
- Leadership;
- Collaborative Working;
- Staff Engagement.

## **2.0 Integrated Care competencies**

2.1 Integrated Care competencies are being developed; we have commissioned an external partner having secured £60k funding from HEE. The literature review is underway.

2.2 This work is progressing with the external consultancy Affinity and a number of workshops with staff have been scheduled throughout November.

## **3.0 Collaborative Working**

3.1 We continue to attend North East London and Bedfordshire, Luton and Milton Keynes (BLMK) STP meetings.

3.2 ELFT are leading on the Tower Hamlets Together (THT) Workforce and OD work stream with the Local Authority focusing on three key priorities to enable the mobility of NHS and local Authority staff across the health and care partnership organisations.

## **4.0 Statutory & Mandatory Training**

4.1 We continue to retain the relentless focus on the delivery of a statutory and mandatory training provision and the reporting and assurance that is required for the Trust. In October 2019, we achieved the overall Trust target of 90% and there is now confidence in the robustness of the data as everyone has been re-mapped correctly. We are also producing real time weekly and monthly compliance reports to services.

4.2 However, statutory and mandatory training compliance rates for bank only staff is a concern and we have taken the following actions.

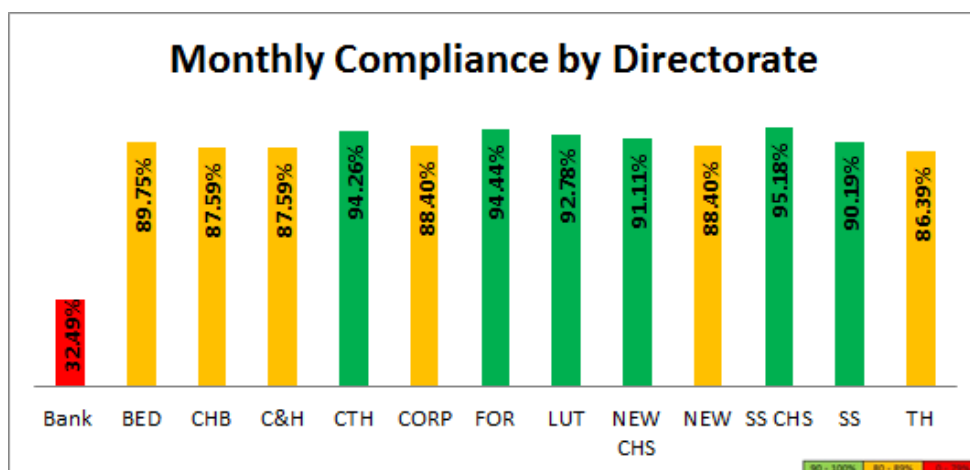
4.3 The Learning and Development team are working with the Chief Nurse to find ways to create more internal capacity to deliver PMVA/breakaway training by exploring bank roles to deliver PMVA training.

4.4 One factor is that Bank staff do not routinely get paid for attending training. We have prioritised the most frequent bank workers. We have created a two day training programme to cover the required training, and have paid bank workers a flat rate £75 per day for attending.

4.5 All bank workers have been written to by the Chief Nurse and Director of People & Culture and have been encouraged to complete the training and they have

been advised that they may not be able to work if they do not undertake the training.

- 4.6 A proposal to transform the Trust Bank is due to go the November People & Culture Committee and we continue to commission these bank training days.



## 5.0 Staff Engagement

- 5.1 The 2019 National Staff Survey is live and runs from 8 October to 29 November. As at writing this report the Trust completion rate was 21.9% response rate with the average Mental Health and Community Trust being at 26.5%. A more detailed breakdown according to teams is displayed below.

Locality 1	Eligible Sample	Respondents	Monetray value raised	Response Rate
COMMUNITY SERVICES - TOWER HAMLETS	203	68	£340.00	33.5%
CORPORATE	515	171	£855.00	33.2%
SPECIALIST CHS	133	43	£215.00	32.3%
SPECIALIST SERVICES	789	195	£975.00	24.7%
NEWHAM CHS	441	97	£485.00	22.0%
BEDFORD	609	131	£655.00	21.5%
TOWER HAMLETS	588	121	£605.00	20.6%
NEWHAM	428	85	£425.00	19.9%
CHB COMMUNITY HEALTH BEDFORDSHIRE	472	85	£425.00	18.0%
CITY & HACKNEY	550	94	£470.00	17.1%
LUTON	309	49	£245.00	15.9%
FORENSIC SERVICES	508	76	£380.00	15.0%

- 5.2 We have designed an in house campaign, post cards, email signature and posters. The Director of People & Culture and Staff side chair have recorded a promotional video to promote completion of the staff survey, summarise what has been undertaken since the last staff survey and to dispel myths about anonymity when completing the staff survey.

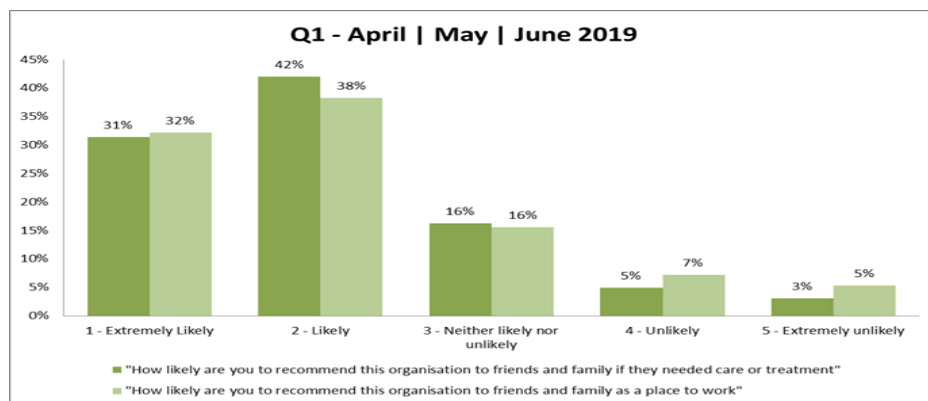


### 5.3 Friends and Family Test

5.4 The Quarter 2 Friends and Family Test was run for two weeks in September. When comparing the outcomes to the previous Friends and Family Test, the results show a positive increase in the number of responses (we received an additional 70 responses) as well as a slight increase (approximately 3%) in the amount of likely & extremely likely responses to both questions.

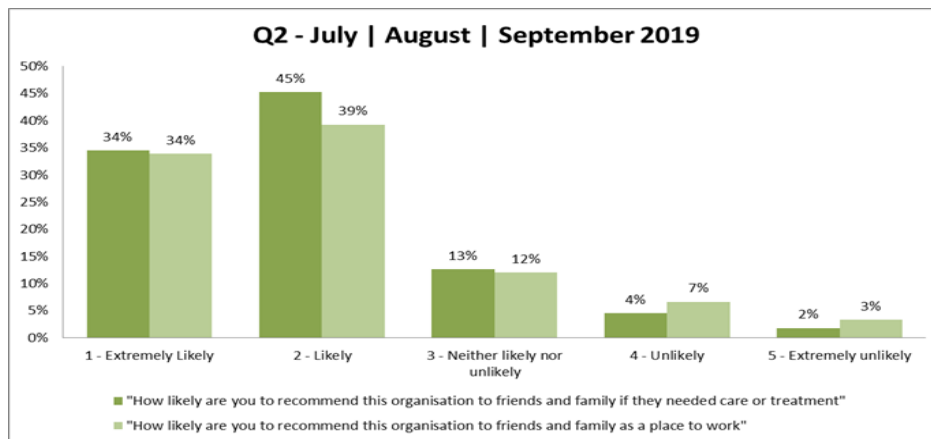
\*Each quarter, as per NHS England guidelines, we run a Friends and Family Test which entails asking a quarter of the staff the following two questions: 1) How likely are you to recommend this organisation to friends and family if they needed care or treatment? and 2) How likely are you to recommend this organisation to friends and family as a place to work?

### 5.5 Q1 Survey – Conducted via Go Engage



The above graph highlights the responses received on a scale of extremely likely to extremely unlikely. Quarter 1 was the first time the Friends and Family Test was administered using the Go Engage platform, to align with the new engagement pulse surveys.

## 5.6 Q2 Survey – Conducted via Picker



The above graph highlights the responses received on a scale of extremely likely to extremely unlikely. A decision was made to use Picker for the conducting of this survey so as to not cause any survey confusion during the Staff Survey quarter.

\*Going forward, the Friends and Family Tests will be conducted using the Go Engage platform for quarters 1 & 4 and the Picker platform for Q2 & Q3. This will align to the Go Engage Pulse surveys and Staff Survey respectively in which the two Friends & Family Test questions can be tagged onto.

## 6.0 Respect & Dignity at Work

6.1 The first Through Some Else's Eyes ran on 6 September and was attended by around 80 managers. The data collected on the day can be found in appendix 1. The next Session is on 19 November 2019 and sessions are being planned up to spring 2020. Feedback from the session has been:

What did you like about this session?

Theme Table:

Theme	Number of Responses	%
Engaging	1	1%
Honest	13	11%
<b>Interaction</b>	<b>30</b>	<b>25%</b>
Localities	1	1%
Method & Food	3	2%
Norbert's shirt!	1	1%
Navina	8	7%
Openness	1	1%
<b>Reflection</b>	<b>31</b>	<b>25%</b>
Safety	6	5%
<b>Stories</b>	<b>27</b>	<b>22%</b>
<b>Grand Total</b>	<b>122</b>	

As a Manager, supervisor or leader, what can I do more of?

Theme Table:

Themes	Number of Responses	%
Challenge	9	12%
Diversity	2	3%
Goals & Performance	4	5%
Honesty & Integrity	7	9%
<b>Non Verbal - Listening</b>	<b>35</b>	<b>47%</b>
Non-Verbal - paying attention	25	33%
Non-Verbal - tone	1	1%
Reward	1	1%
<b>Support &amp; Compassion</b>	<b>36</b>	<b>48%</b>
Verbal	11	15%
<b>Grand Total</b>	<b>131</b>	



## 7.0 Awards and Accreditations

7.1 The Trust are finalists for the HSJ award for Employee Engagement and the award ceremony is on 6 November 2019.



7.2 We were assessed for the Mayor of London's Healthy Workplace Award in April 2019 and were successful. We went through the subsequent assessment for the next level award, the assessment lasted nearly 3 hours of interviews and presentations, and we were successful in gaining the second accreditation: Achievement in October 2019. The awards last 3 years at which point re-accreditation is required. The intention is to successfully gain the third and final accreditation by the end of 2020.



## 8.0 Wellbeing & Benefits Magazine

- 8.1 The second edition of our Wellbeing and benefits magazine has been published and is available.



## 9.0 Brexit

- 9.1 We conducted a mini survey of all our EU staff to gauge the level of take up of the Settled Status Scheme and work is ongoing to communicate with staff and gain a sense the numbers of staff who are unlikely to apply.
- 9.2 We have run a third Brexit briefing session for staff facilitated by the Trust solicitors. This has been appreciated by staff and was well received. We are also working with People Participation to run Brexit sessions with the Trust solicitors for service users.

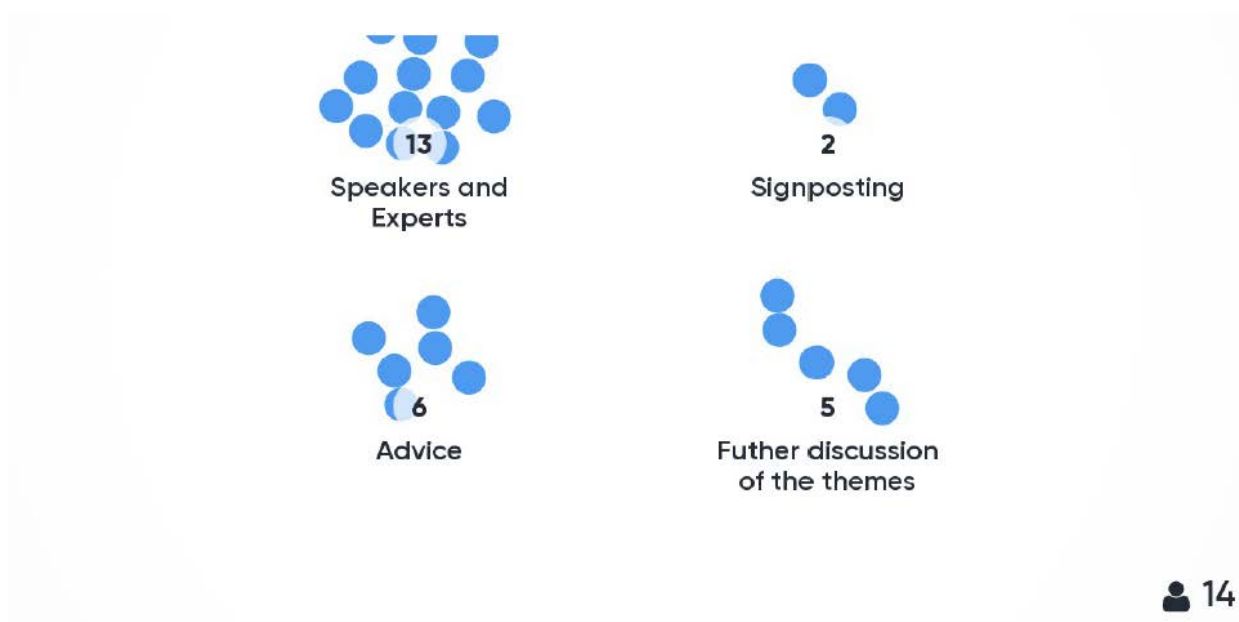
## 10.0 Let's talk about Knife crime, gangs and country lines

- 10.1 The Trust ran a focus group in September 2019 and was attended by around 12 members of staff. The stories shared were harrowing. The project group continues to meet and are working on delivering two parenting training courses for staff who are parents, one in London and one in Luton or Bedfordshire.
- 10.2 It's a twelve week course for up to 2 hours a week, and will be run outside of working hours. We have internally trained people who can run this training and we are scoping this for delivery between March and August 2020. Outputs from the focus group in September can be found in appendix 2.

- 10.3 Below is a word cloud of the support that staff said that they needed.



#### 10.4 What should the next event focus on?



### 11.0 People & Culture

11.1 The HR team were rebranded to People and Culture in June 2019, and this change is symbolic and is more than just a name change and the people and culture ethos is being embedded in the way we approach matters concerning people.

11.2 We have been informally engaging with staff within People & Culture and other teams based in the People & Culture office, to go agile since October 2018 and formal consultation should commence beginning of November.

11.3 A project group has been in place since October 2018 to devise the floor plan, decide on furniture and the refurbishment which commences in December 2019 in order for us to go agile in December 2019. This will improve how we work even further and get us to work even more closely in services.

## 12.0 Progress and next steps.

- We're already sending cards for religious observances and are receiving positive feedback. Going forward, we intend to send anniversary cards (ELFT) and birthday cards – **In progress.**
- We are also in the process of scoping long service awards, which recognises all NHS service at 20, 30 and 40 year intervals. **In progress.**
- The HR Department and People & Culture team have merged and relaunched to create a new People and Culture Department and we will work to amalgamate the People & Culture Plans – **Achieved**
- Progress our application for the Healthy Workplace – Achievement level by October 2019 – **Achieved**
- Launch NEYBER Loans by July 2020. **On target**
- We are working more closely with Communications to be more streamlined with our campaigns to ensure maximum impact. **In progress**
- Continuation of the Respect and Dignity @ Work project and engagement events over the summer and autumn. **In progress.**
- Assessment for Equality Delivery System EDS2 by September 2019. Sessions are scheduled for November 2019. **In progress.**

## 13.0 Action being requested

13.1 The Committee is asked to **RECEIVE** and **DISCUSS** the report.