

**REPORT TO THE TRUST BOARD - PUBLIC**

**29 JUNE 2017**

<b>Title</b>	Engagement and Inclusion Action Plan
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**Purpose of the Report:**

To update the Board on trust wide action plans to support interventions to support staff engagement and inclusion following national staff survey results and work undertaken with key groups of staff.

**Summary of Key Issues:**

There are comprehensive action plans in place to improve staff experience and ensure that all staff are valued and feel included.

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

Improving service user satisfaction	<input checked="" type="checkbox"/>	Improved staff satisfaction positively correlates with improved service user satisfaction.
Improving staff satisfaction	<input checked="" type="checkbox"/>	Robust plans to improve staff experience and build on success
Maintaining financial viability	<input type="checkbox"/>	

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

Date	Committee/Meeting
	This report has not been reviewed by any committee.

**Implications:**

Equality Analysis	This report has direct positive impact on equalities if actions are successful.
Risk and Assurance	There are a number of risks associated with staff who are disengaged and do not feel that they are valued, including reputational damage, financial risk and adverse impact on morale. These risks are being managed by corporate and directorate management teams and oversight of the Executive team.
Service User/Carer/Staff	As above.
Financial	There are financial implications associated with high vacancy rates and sickness absence.
Quality	Reduced staff engagement impact on delivery of quality services.

## **1.0 Introduction**

- 1.1 This paper summarises the approach and actions that are being taken across the inclusion and engagement agenda at ELFT.

## **2.0 Background**

- 2.1 Data about staff experience has been collected from a number of sources including staff survey, qualitative analysis of staff survey additional questions, LGBT and BME conferences, diagnostic work as part of the leadership pilot work with Kings Fund and NHS Improvement (NHSI). Board discussions were held in November 2016 and April 2017 which has helped shape strategic priorities.
- 2.2 A range of actions have been developed in response to the data collected. A number of these are Trust-wide to address issues shared across the Trust. Others are directorate focussed and team based for teams with particular issues around inclusion and/or staff experience. The content of these plans have been informed by listening and engaging with staff in a variety of ways to understand opportunities for improvement in more depth, focussing on areas highlighted by department results and building on existing successes.

## **3.0 Strategic Priorities**

### **3.1 Reducing variation**

- 3.1.1 Whilst ELFT has high levels of staff engagement and positive scores in a number of areas, there is significant variation across the Trust and at team level. The approach that the Trust is taking is aimed at reducing the variation between teams and services by identifying and targeting action in teams which are below the Trust average. Sharing learning and practice from areas of high performance areas is key to reducing this variation.

### **3.2 Team level intervention**

- 3.2.1 Where possible, staff survey data has been analysed down to team level and the lowest scoring teams and professional groups in each directorate are being targeted for bespoke development and action.

### **3.3 Local action planning process**

- 3.3.1 Each directorate has had detailed analysis of data sets including staff survey questions and key findings, qualitative questions on discrimination, bullying and harassment and survey data on leadership behaviours. These data are informing local planning to complement Trust-wide actions and provide the opportunity to triangulate staff experience, leadership behaviours and suggestions from front line staff about how to address issues that are affecting them at work.

### 3.4 Enjoying Work

This is a trust wide initiative linked to the Institute for Health Improvement which aims to share principles and techniques that enable clinicians to avoid burnout and increase safety, satisfaction and appreciate the meaning and purpose of their work.

## 4.0 **Actions to secure improvement**

### 4.1 Trust wide actions

4.1.1 There are 2 core action plans for staff survey and inclusion which are interdependent and encompass a range of interventions at organisational level.

4.1.2 For a number of years the Trust has targeted staff survey trust wide actions under 4 core headings to achieve longer term cultural shift rather than chasing short term improvements across individual findings. These are:

- Valuing staff;
- Communications;
- Team working;
- Fair treatment.

4.1.3 Both action plans for staff survey and inclusion are appended which provides an overview of the interventions planned for 2017/ 2018.

### 4.2 Governance

4.2.1 Local Directorate Management Teams are overseeing the implementation of local action plans. Trust wide actions are overseen by the workforce committee and reported to Service Directors Board and Appointments and Remuneration Committee.

## 5.0 **Action being requested**

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



Heading	Detail	Tasks/ outputs	Update	Responsible	Target date	
<b>BME Priorities including WRES specific priorities</b>						
<b>Networks/ staff forums</b>	Local Network / forum events to be held – including CAMHS specific forum and conferences	<ul style="list-style-type: none"> <li>• Work with service directors to identify local issues that can be addressed through local network meetings</li> <li>• Provide expertise on how to set up networks and review our approach to existing networks</li> <li>• Provide a platform for all directorates to share network events/ their experiences with others</li> </ul>	Local BME network in Luton and Bedfordshire	Local HRBPs and Senior HR Advisor for Services, Engagement, Projects	May 2017	
			Working with external support on reviewing our approach to networks learning from Civil Service networks project	Director of Corporate Affairs and Director of HR & OD	May – November 2017	
<b>Mentoring and Coaching</b>	Provide mentoring and coaching opportunities for all	<ul style="list-style-type: none"> <li>• Recruit more mentors and match existing</li> </ul>	Over 65 mentees identified 10 additional mentors recruited	Senior HR Advisor for Services,	September 2017	

	staff	<p>mentors and mentees for BME scheme</p> <ul style="list-style-type: none"> <li>• Monitor uptake</li> <li>• Provide regular support to mentors and mentees</li> <li>• Organise events to bring all mentors and mentees together to discuss their experiences and lessons learnt</li> <li>• Develop coaching plan and approach for trust</li> </ul>	<p>Group sessions planned for mentees without mentors currently.</p> <p>Second cohort underway.</p> <p>Evaluation of existing coaching scheme in CHN, results presented to leadership workshop.</p> <p>Leadership steering group preparing coaching paper for workforce committee</p>	<p>Engagement, Projects with Support from HRBPs and Deputy Director of Nursing</p> <p>Leadership steering group</p> <p>HRBP for Corporate &amp; Specialist, HRBP for NH &amp; TH, &amp; CS</p>	<p>May 2017</p> <p>July 2017</p>	
<b>Development Opportunities</b>	Provide specific leadership development opportunities for BME staff	<ul style="list-style-type: none"> <li>• Carry out a mapping exercise to determine what is already</li> </ul>	Mapping exercise of leadership development programmes undertaken as part of design phase of leadership work with Kings	Director of HR & OD	September 2017	

		<p>on offer</p> <ul style="list-style-type: none"> <li>• Carry out TNA to identify gaps</li> <li>• Offer further opportunities based on the TNA findings</li> </ul>	<p>Fund and NHSI</p> <p>Leadership programmes supported by ALS for BME staff.</p>	<p>L&amp;D Manager, and HRBPs</p>		
<b>Promote National Development Programmes -WRES Specific</b>	<p>Promote the Leadership Academy's Development Programmes including Stepping Up programme designed for BME staff in AfC Band 5-7 roles.</p>	<ul style="list-style-type: none"> <li>• Advertise the leadership academy programmes</li> <li>• Provide guidance/support to staff and line managers</li> <li>• Monitor Uptake</li> </ul>	<p>Stepping up programme promoted Jan 2017.</p>	<p>Senior HR Advisor for Services, Engagement, Projects</p>	<p>Annual</p>	
<b>Disciplinary Action Review</b>	<p>Conduct a qualitative analysis of disciplinaries to find out the reasons why disproportionate number of BME staff are involved in formal processes</p>	<p>Findings from this analysis informed the WRES action plan.</p> <p>An internal panel is being established to review all disciplinary cases before they reach the formal stages of the disciplinary process</p>	<p>Overall reduction in number of disciplinary cases compared with same period in 2015. Further analysis of representation underway.</p>	<p>Associate Director of HR &amp; Employee Relations Lead</p>	<p>In progress</p>	
<b>Unconscious Bias Events</b>	<p>Develop internal capacity to provide</p>	<ul style="list-style-type: none"> <li>• Learning and Development</li> </ul>	<p>49 staff from across the Trust have been trained so far.</p>		<p>September 2017</p>	

	Thinking Space/Unconscious Bias training in-house to managers who are involved in recruitment, selection and disciplinary processes	team will provide admin support with booking of training and recording attendance and producing regular reports	Evaluate unconscious bias training provided by Tavistock.  Plan for future developmental action.			
<b>Management Development</b>	Develop a HR training package that aims to develop core people management skills for all line managers; these include; managing performance, appraisal training, handling difficult conversations	<ul style="list-style-type: none"> <li>• Better understand experiences of staff from all 9 protected characteristics</li> <li>• Develop training content on key HR interventions i.e. how to have effective appraisal discussions, communication skills, managing performance</li> <li>• Administer training</li> <li>• Monitor uptake</li> <li>• Evaluate</li> </ul>	HRBPs assessing needs in service.  Training being procured to support giving and receiving feedback and having difficult conversations.  Associate director for learning and development appointed	Locality HR Advisors/Learning & Development Manager/ Senior HR Advisor for Services, Engagement, Projects / HR Advisor for Well-Being	October 2017	



## Disability Priorities

<b>Policies and Procedures</b>	Review the Trust Sickness Policy	<ul style="list-style-type: none"> <li>• Review policy</li> <li>• Consult with Disabled staff network</li> <li>• Take the policy to JSC policy subgroup</li> <li>• Present at JSC for approval</li> </ul>	The Disabled Staff Network is an active forum where attendees have been very engaged and have come up with clear aims to achieve. The network's current priorities include – <ul style="list-style-type: none"> <li>• Review Trust's Managing Sickness Absence policy</li> <li>• Review results from the 2016 NHS Staff Survey in relation to data from staff who declared they were disabled.</li> <li>• Review the viability of a Disability Leave Policy</li> <li>• Assess if training on building resilience related to disability is required</li> <li>• Review stress levels and link it with Staff Survey results</li> <li>• Collate a Wellness Action Plan</li> </ul>	HR Business Partner for Corporate & Specialist Services		
<b>Conference</b>	Organise a Disability Conference	<ul style="list-style-type: none"> <li>• Set up a working group to discuss the conference – Disabled</li> </ul>	This is currently being discussed as part of the Disabled Staff Network.	Director of Corporate Affairs / Senior HR Advisor for Services,	July 2017	

		<p>Network members to be included in this task and finish group</p> <ul style="list-style-type: none"> <li>• Identify themes for the conference</li> <li>• Set a date</li> <li>• Invite keynote speakers</li> <li>• Book venue</li> <li>• Promote</li> <li>• Take bookings</li> </ul>		Engagement, Projects		
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**LGBT Priorities**

<b>Messaging</b>	Messaging to support LGBT staff from Navina Evans	<ul style="list-style-type: none"> <li>• Work with the Trust Comms team to develop a message of support for LGBT staff. Message to include information about disciplinary action for any homophobic/LGBT slurs/comment</li> </ul>	<p>We currently have a poster competition underway to select the best poster that conveys ELFT’s stance on not tolerating any homophobic, biphobic or transphobic behaviour/language toward our staff or service users.</p> <p>This was a suggestion that was put forward by the LGBT network group.</p>	Senior HR Advisor for Services, Engagement, Projects and LGBT steering group	September 2017	
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		made by staff and patients				
<b>Safe Place to work</b>	Make our wards/offices safe places for all LGBT staff members	<ul style="list-style-type: none"> <li>Organise a workshop with the LGBT steering group members, straight allies and any other staff members to identify initiatives to take forward</li> <li>Ensure that our policies and procedures explicitly bans any kind of discrimination on the grounds of sexual orientation and gender identity</li> <li>Ensure that the Trust's messages are communicated more visibly i.e. via posters, intranet etc.</li> </ul>	<p>The LGBT Poster campaign also aimed at creating a positive message to ensure that all LGBT staff and service users felt that they were working and receiving care in a safe and friendly environment.</p> <p>The winning poster will be promoted across the Trust and ensure that the positive message is displayed on all sites.</p>	Senior HR Advisor for Services, Engagement, Projects/LGBT steering group/Straight Allies	September 2017	
<b>Straight Allies Programme</b>	Identify role models to engage with LGBT and other	<ul style="list-style-type: none"> <li>Promote straight allies programme</li> </ul>	The straight allies were involved in the promotion of the Equality & Diversity Weeks	HR Advisor for Well-Being	September 2017	

	members of staff to create a positive and discrimination free working environment for LGBT staff	<p>within the organisation via visible role models, communication of the message.</p> <ul style="list-style-type: none"> <li>• Introduce visible methods of identifying a straight ally such as a rainbow lanyard, dedicated email signature etc.</li> </ul>	<p>that the Trust promotes annually.</p> <p>Further recruitment of new straight allies is required in order to foster a positive and safe environment for LGBT staff to work in.</p>			
<b>Training</b>	Organise training events to raise awareness of LGBT matters amongst staff	<ul style="list-style-type: none"> <li>• Work with William Fitzpatrick to invite staff and service users to training events that focus on transgender issues.</li> <li>• Review the existing E&amp;D training content to ensure that LGBT specific</li> </ul>		Senior HR Advisor for Services, Engagement, Projects to lead and work with William Fitzpatrick and Learning & Development and Employee Engagement Team	June 2017	

		issues are included in discussions and during training sessions				
<b>Policies and Procedures</b>	Update existing policies to reflect that the organisation	<ul style="list-style-type: none"> <li>• Ensure that the Trust policies include clear guidelines supporting staff members who are transitioning.</li> <li>• Ensure that all bullying and harassment policies clearly indicate a zero tolerance approach.</li> <li>• Update the Trust's dress code policy to ensure that it is inclusive of all Trans people and non-binary people needs.</li> </ul>		Senior HR Advisor for Services, Engagement, Projects, HR Advisor for Well-Being and HR Advisors	December 2017	
<b>Gender Priorities</b>						
<b>Developing core actions</b>	Understanding issues that are	<ul style="list-style-type: none"> <li>• Discrimination responses</li> </ul>		HRBPs	May 2017	

	affecting women at ELFT	<p>related to gender to be extracted from qualitative analysis of staff survey additional questions.</p> <ul style="list-style-type: none"> <li>• Women in leadership event planned in TH.</li> <li>• Trust-wide women in leadership event</li> </ul>		<p>Deputy Borough Director for TH</p> <p>Director of HR &amp; OD / Chief Executive Officer</p>	<p>TBC</p> <p>September 2017</p>	
<b>EDS2</b>						
<b>EDS2 Report</b>		<ul style="list-style-type: none"> <li>• Complete the summary EDS2 report</li> <li>• Publicise the report on the Trust website</li> <li>• Identify two areas that the Trust would like to priorities in the first year of the implementation of EDS2 – Workforce Committee to</li> </ul>	<p>The Trust will make progress on the following two priorities:</p> <ul style="list-style-type: none"> <li>• Reduce discrimination</li> <li>• Improve Career Progression opportunities for BME staff</li> </ul> <p>The Trust has a QI project looking to improve career progression for BME staff. Change ideas for this project include sharing success stories of current BME leaders, introducing shadowing opportunities for BME staff,</p>	<p>Senior HR Advisor for Services, Engagement, Projects/HR Advisor for Well-Being</p>	<p>April 2017</p>	

		decide what these two priority areas should be for 2017/2018	provide unconscious bias training and delivering the BME Mentorship programme amongst other priorities.			
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### 2017/18 NHS Staff Survey – Trust-wide Priorities

Theme	Action	Timescale
Valuing staff	<p>The Trust will continue to run its staff recognition programme, through monthly directorate employee/team awards and the annual staff awards.</p> <p>Following review of reward offer in 206 a rewards brochure has been developed to promote what we offer and on-going monitoring of uptake of rewards.</p> <p>A range of initiatives linked to new starters in services including ‘Step up’ conversation being piloted and trialled.</p> <p>Review of trust induction and first ‘100 day’ processes and support.</p> <p>Continuing feedback on ‘Breaking the Rules’ campaign to demonstrate that suggestions are acted upon and listened to.</p> <p>Evaluation of values based appraisal process and continuing improvement of appraisal as tool for valuing staff and clarity on what is expected at work and how staff contribute to patient care.</p>	<p>Ongoing. Annual staff awards ceremony in November 2017</p> <p>August 2017</p> <p>June 2017 – October 2017</p> <p>April 2017 – July 2017</p> <p>June 2017 - ongoing</p>
Communication	<p>The Big Conversation for all teams to enable staff to respond to a number of strategic questions that will affect them</p> <p>Increase the opportunities for executive directors to meet groups of staff, with focus on areas where staff experience is less positive.</p>	<p>June 2017 – September 2017</p> <p>Ongoing</p>
Team working	<p>The Trust continues to develop and implement Leadership Strategic priorities and plans based on the collective leadership model.</p> <p>Team “away days” and reflective practice sessions for teams will continue to be rolled out across the Trust.</p> <p>OD interventions and support to be made available for teams through HR&amp;OD team with development and supervision available for team members.</p> <p>Commissioning specific team based intervention approach for CHS TH as part of Vanguard</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>September 2017</p>
Fair treatment	<p>The Trust continues to deliver the Workforce Equalities Strategy, which incorporates actions in relation to the Workforce Race Equality Standards (standards which measure the difference of experience between BME and white staff in particular areas)</p> <p>Review of how networks are working and our</p>	<p>Ongoing.</p> <p>May 2017 – October 2017</p>



<p>approach to them with external support.</p> <p>Increased range of training and development opportunities (i.e. BME mentoring, reverse mentoring, unconscious bias training)</p> <p>Specific interventions developed to support women in leadership</p> <p>Review of trust supervision templates, training and support to improve quality of line management through supporting supervision practices.</p> <p>Respect campaign in Forensics to highlight issues related to discriminatory language to be evaluated and spread where possible.</p> <p>Giving and receiving Feedback and having difficult conversations training available for all staff to be procured and rolled out.</p> <p>Improved recruitment processes to track and address application to shortlisting and appointment conversion of BME staff</p>	<p>In place and ongoing</p> <p>September 2017</p> <p>July 2017 – September 2017</p> <p>October 2017</p> <p>October 2017 – March 2018</p> <p>November 2017</p>
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