

REPORT TO THE TRUST BOARD/COMMITTEE: PART I

25 JULY 2019

Title	People Plan Annual Progress Report
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Purpose of the Report:

To provide assurance and to update the Appointment and Remuneration Committee on the progress on the delivery against the Trust's People Plan and to link with the NHS interim people Plan.

Summary of Key Issues:

This paper introduces the interim People Plan for the NHS and sets out the progress against the Trust Strategy and People Plan (formerly the Workforce Plan) across a number of areas. Progress has been made in the areas of:

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

There is an increase in the numbers of People and Culture (formally OD interventions). 33 have been delivered since April 2019. We have increased our capacity to deliver through a number of tools and psychometrics.

We have been oversubscribed in the Clinical Leaders and Senior Clinical Leaders programmes and are creating our own internal courses. The selection process for these programmes is now more robust and we are monitoring who is successful.

We have secured external funding to develop integrated care competencies beyond Tower Hamlets Together. We are continuing to address recruitment and retention challenges across the Trust with subject matter experts so that we can create new roles to address the shortage.

The work on Making Every Contact Count and Health Coaching is progressing.

The new electronic Engagement Platform goes live in August 2019. We will undergo more robust pulse surveys for 25% of staff 4 times a year. This is in addition to the current annual staff survey. The areas that we will be able to report on are broader.

We had a successful campaign with 'A Mile in My Shoes' attended by over 300 staff and we are in the planning stages for next phase of the project.

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.

1.0 Background

- 1.1 The Trust's Workforce Plan (renamed People Plan) was approved at the Trust Board in Autumn 2018.



- 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 The Human Resources (HR) Business Partners are currently working through the second iteration of workforce projections to factor in the interim people plan and the STP target for 20,000 new recruits.
- 1.6 The main focus of the People Plan (formally the Workforce plan) is to improve the experience of staff and covers 4 main areas:
- Capacity and Capability;
 - Leadership;
 - Collaborative Working;
 - Staff Engagement.

The HR Department and People & Culture teams have been merged and relaunched to create a new People and Culture Department and we will work to amalgamate the People & Culture Plans.

2.0 Capacity and Capability

- 2.1 We have increased our internal capability to facilitate a number of Organisational Development interventions via People and Cultures colleagues and HR Business Partners. Tools that are available include:
- Insights Discovery OD practitioner training;
 - Myers Briggs Typology Theory (MBTI);
 - Roffey Park OD training;
 - Serious play – Lego, Play-Doh and arts and crafts;
 - 360 degree feedback tools;
 - We have 17 accredited mediators;
 - Coaching.
- 2.2 We have facilitated over 33 interventions which includes team away days and 1:1 coaching. We have also identified that there are c700 teams throughout the Trust. Going forward, 2019/2020 Business Partners have an objective to spend around 50% of their time doing OD interventions and we are exploring how we can work more closely with other teams whose skills lend themselves to spreading this work further such as Quality Improvement (QI).
- 2.3 We are successfully drawing on our People Participation colleagues as partners in delivering away days, eg., Raid team (in person) and C&H DMT away day (by video).
- 2.4 We are delivering coaching conversations to build capability to have different kinds of leadership communications and build capacity for coaching in ELFT (3 cohorts of 18 people).
- 2.5 People & Culture are also rolling out a team tool based on work of Michael West and NHS Improvement and culture and leadership tools. Tool is used generically for each team intervention.

- 2.6 Planning to undertake a Leadership Behaviours Questionnaire (LBQ) meta-analysis to inform us on leadership priorities going forward.
- 2.7 We have launched a new Appraisal scheme which links to the Trust strategy, gives upward feedback to the line manager and discusses career aspirations. For the first time, Appraisals are being recorded in ESR for staff and managers that are in ESR, i.e., a manual process is in place where staff are not on ESR, i.e., those seconded.

3.0 Integrated Care competencies

- 3.1 We have held a contract kick off meeting. Affinity at Work are reviewing the current literature. A Stakeholder steering group meeting is planned for Aug/Sep 2019.
- 3.2 HR Business Partners are working to roll out health coaching and Making Every Contact Count (MECC) beyond Tower Hamlets Community.

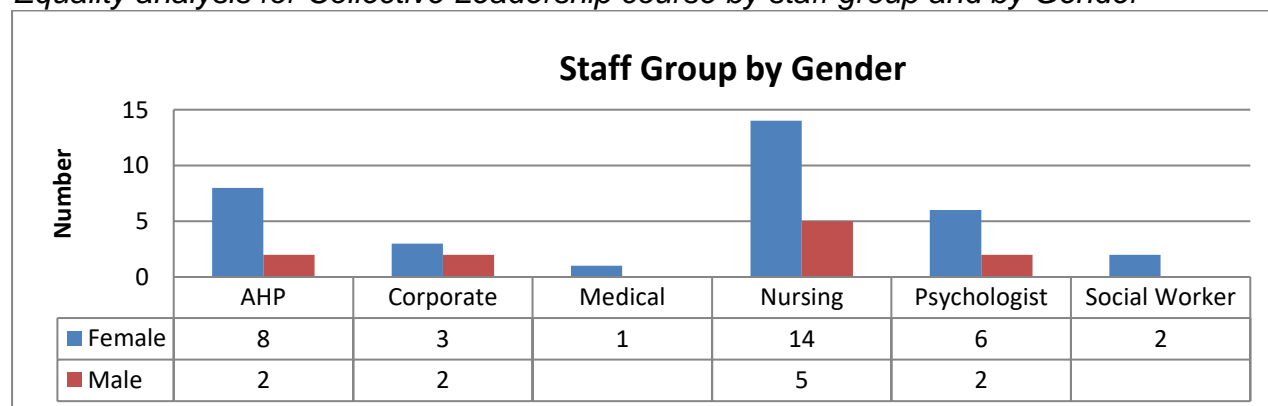
4.0 Recruitment and Retention

- 4.1 In Luton and Bedfordshire, there is a focus on identifying solutions to recruit and retain hard to fill posts. Regular agency staff will be approached by HR in the coming weeks to find out what would attract them to work at the Trust with the aim of reducing agency spend and filling substantive posts. 38 final year student nurses have been offered posts which is an increase from last year.

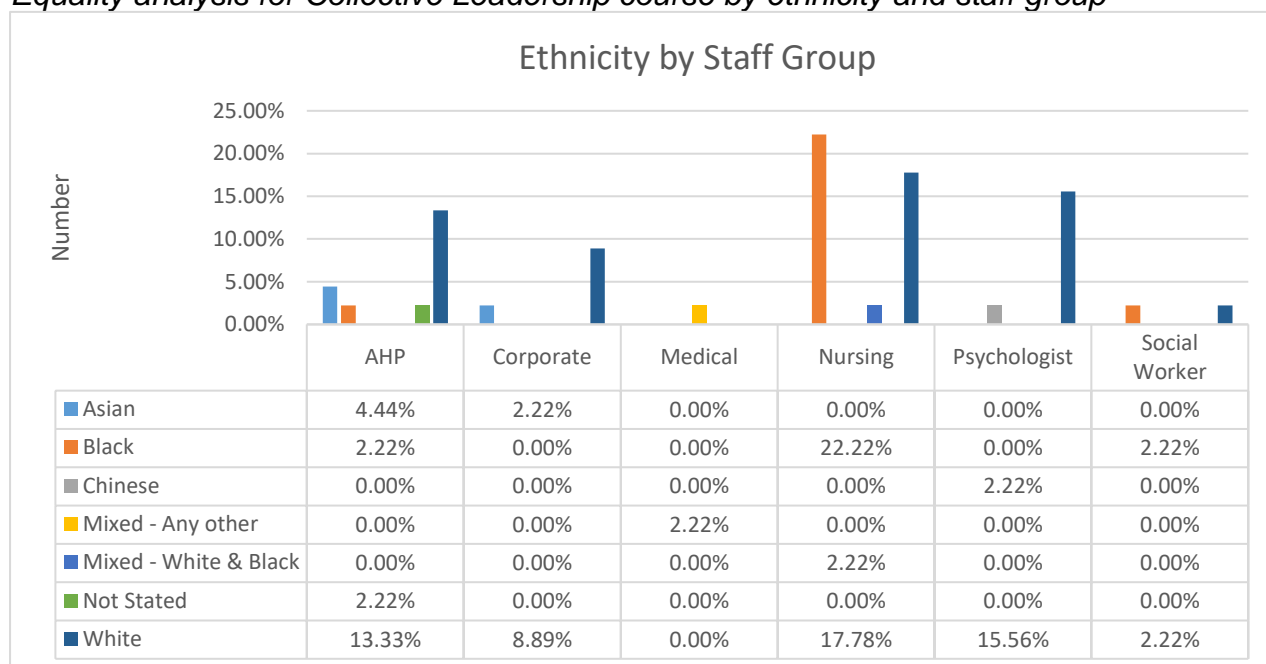
5.0 Leadership

- 5.1 We were over-subscribed for Clinical Leadership and Collective Leadership courses, having received 100 applications for 40 places. We have undertaken a more systematic and transparent selection process to ensure equity and fairness.

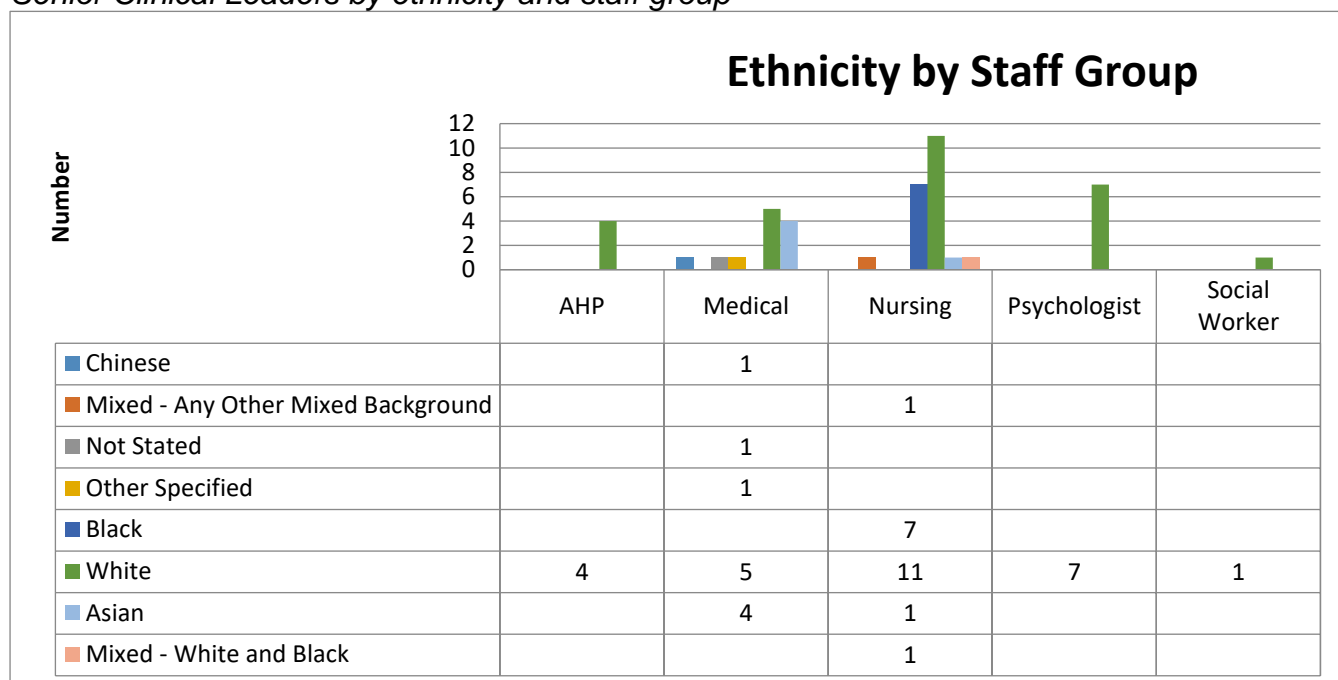
Equality analysis for Collective Leadership course by staff group and by Gender



Equality analysis for Collective Leadership course by ethnicity and staff group



Senior Clinical Leaders by ethnicity and staff group



- 5.2 We are now shortlisting 'blind' for leadership programmes and are monitoring the protected characteristics of applicants. To meet the demand, we are launching ELFT Lead in summer 2019, which is an internally facilitated course for the remaining staff who were unsuccessful in securing a place on the Leadership course. We are also offering Coaching Skills.
- 5.3 In recognising that Admin staff, who represent 26% of our workforce are not thriving, we have also invested c£90k of Health Education England (HEE) funding to commission an Admin Development programme. The scoping of

this programme has included Service User involvement. We are also exploring the creation of a BAME Development programme.

6.0 Collaborative Working

- 6.1 We continue to attend North East London and Bedfordshire, Luton and Milton Keynes (BLMK) STP meetings.
- 6.2 Integrated Care competencies are being developed; we have commissioned an external partner having secured £60k funding from HEE. The literature review is underway.

7.0 Making Every Contact Count (MECC)

- 7.1 Making Every Contact Count (MECC) workshop was launched in Tower Hamlets to encourage and help people to make healthier lifestyle choices to achieve positive long-term behaviour change.
- 7.2 The aim was to support staff to develop the relevant knowledge, skills, and confidence to be able to deliver behaviour change interventions through effective conversations, resulting in signposting to relevant local services. It is about connecting with the public and using the appropriate language to do this effectively.
- 7.3 Almost 1000 local workforce members in Tower Hamlets have been trained already. The aim of the workshop was:
 - To get an understanding of what MECC is all about and the positive impact it can have on health and wellbeing;
 - Learn a simple MECC technique to help people make healthier lifestyle changes;
 - Be able to use interactions with patients or service users as an opportunity to identify an issue and encourage behaviour change;
 - Learn key health messages related to smoking, alcohol, healthy eating, physical activity, and sexual and mental health and receive information on signposting to other services for support.

8.0 Health Coaching

- 8.1 In 2014/15, local commissioners set a CQUIN which looked at developing integrated care and how teams worked together. At the time, the vision was for all teams to work together in a way that ensured the local residents had seamless and joined up care.
- 8.2 RAID and integrated care liaison nurses adapted the Royal College of Psychiatry's liaison competencies as a baseline. These competencies did not

have anything on how staff should behave to ensure integrated care was possible.

8.3 The early integrated care competencies were developed by:

- Scoping exercise – setting questions on what the project group thought would cover;
- Interviews with expert panel (the experts included academics specialising in primary and secondary mental health), nurse consultant from primary care mental health (different trust), local experts, etc.;
- Focus groups with staff in district nursing teams (in Newham) to understand what they saw as challenges in working with mental health;
- Thematic analysis on findings and steering group developing further.

8.4 In 2015, competencies for non-mental health staff working in the community in mental health, dementia, learning disabilities, and drugs and alcohol were developed with London South Bank University and staff from Tower Hamlets and Newham Community Health teams.

8.5 The MH Competencies for non-mental health was a way of upskilling staff in the wider CHT to ensure they had a holistic approach. The competencies were taken from the focus groups with the different staff groups (and grades) by looking at the areas they found difficult to deal with when they thought of 'mental health'. In essence, the areas covered were by exploring what areas were found to be difficult to deal with when caring for a person holistically.

9.0 Statutory & Mandatory Training

9.1 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. As of Friday 14 June, the Trust was 84.50% compliant. Work is commencing on a new wave of improvement actions to improve the quality of delivery, availability of courses, effective commissioning for classroom courses and a detailed risk register that helps to focus and prioritise activities.

10.0 Apprentices

10.1 ELFT currently has approximately 100 apprentices, made up of 65 external first step apprentices and 35 internal staff members, undertaking an apprentice programme. We offer a variety of programmes, including Business admin, Pharmacy and finance. Apprentices and their managers are supported by the apprentice team and the providers that we have procured to deliver our programmes. The support is underpinned by a new apprenticeship policy and managers' handbook. Further cohorts are expected later in the year; these are Project Management Level 4, Nurse Associate and Advanced Clinical Practitioner.

11.0 Supervision Project

- 11.1 One of the suggested improvements from our last Well-Led review by the CQC was to strengthen our system around staff supervision. Amar Shah, Chief Quality Officer, and Richard Fradgley, Director for Integrated Care, have been leading a group to start exploring this in more detail. Over the same period, there has been a test of a staff version of Dialog, as a tool to support more meaningful supervision conversations. Next steps include developing a Trust-wide standard definition of what we mean by supervision, developing some learning options for supervisors and supervisees, and improving our reporting systems around supervision.

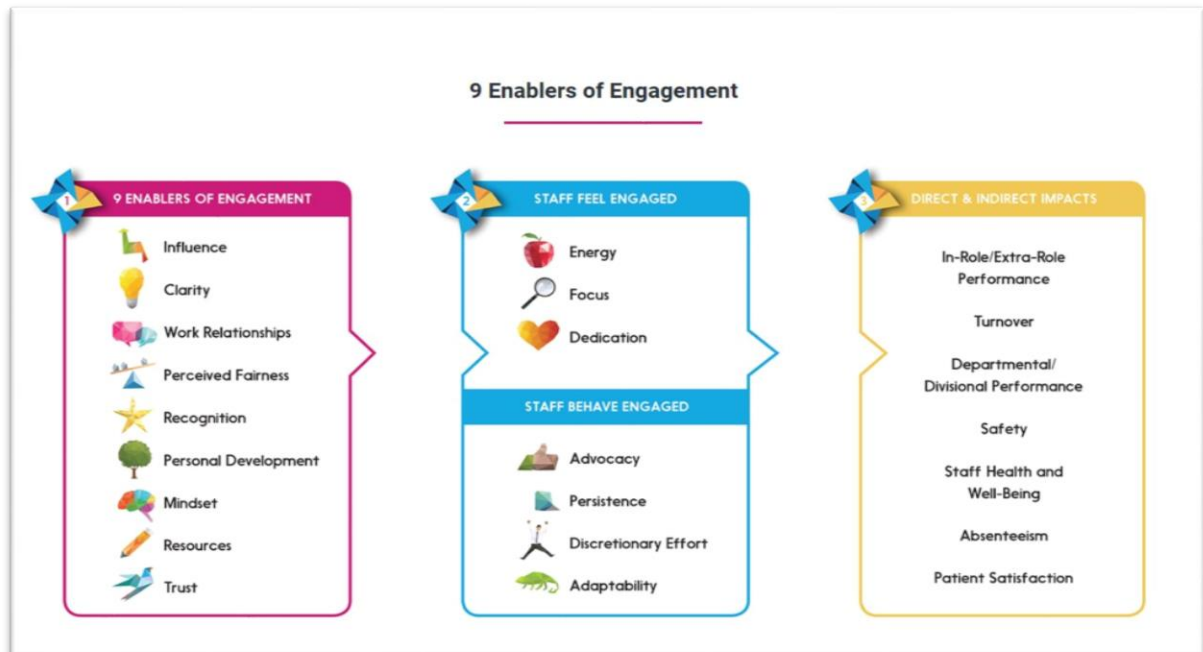
12.0 Enjoying Work

- 12.1 We are currently recruiting to the third cohort of teams to join the collaborative learning system for Enjoying Work. The recruitment is largely a local process, with teams putting themselves forward as well as local leaders determining appropriateness and readiness. Encouragingly, some teams which were not felt to be ready to undertake this process in the second cohort, are now due to participate in the third cohort. The third cohort of teams will be using improvement science to enhance joy in work, with support from an improvement coach, sponsor and HR business partners.
- 12.2 The process involves a typical QI project with the whole team involved in understanding the current state (through an appreciative approach), developing a shared theory of how to enhance joy in work, measuring regularly and testing changes.

13.0 Staff Engagement

- 13.1 The 2018 National Staff Survey Results showed that the Trust's 2018 response rate was 48%, a decrease of 2% from the previous year. The average response rate for London (acute, mental health and community) was 48%. The response rates in the upper quartile for London was 55% and the lower quartile was 42%.
- 13.2 ELFT has been benchmarked against combined mental health and community trusts and learning disability trusts, of which there are 31.
- 13.3 Focus groups have been taking place across the Trust and are due to be completed by the end of June to identify themes unique to localities and themes across the wider Trust to coordinate action plans.
- 13.4 We have procured an electronic staff engagement platform called 'Go Engage' and we are in the process of rolling this out. This system will enable us to conduct more robust pulse surveys. The first survey will be issued in August 2019. This will replace the Friends and Families Test (FFT) but will incorporate the FFT questions and expand on the areas detailed below.

14.0 Go Engage Staff Engagement Platform



14.1 We have recruited a HR Business Partner for Wellbeing who commenced in June 2019.

14.2 In response to the 2018 National Staff Survey Results we launched the Respect and Dignity @ Work project – which started with the Empathy Museum's exhibition 'A Mile in My Shoes':

- Executive pledges
- Through My Eyes
- What Matters
- We've heard you

15.0 A Mile in My Shoes

15.1 The exhibition was attended by over 300 staff. The campaign continues online where staff can listen to stories. We had a successful Twitter campaign and executive pledges.

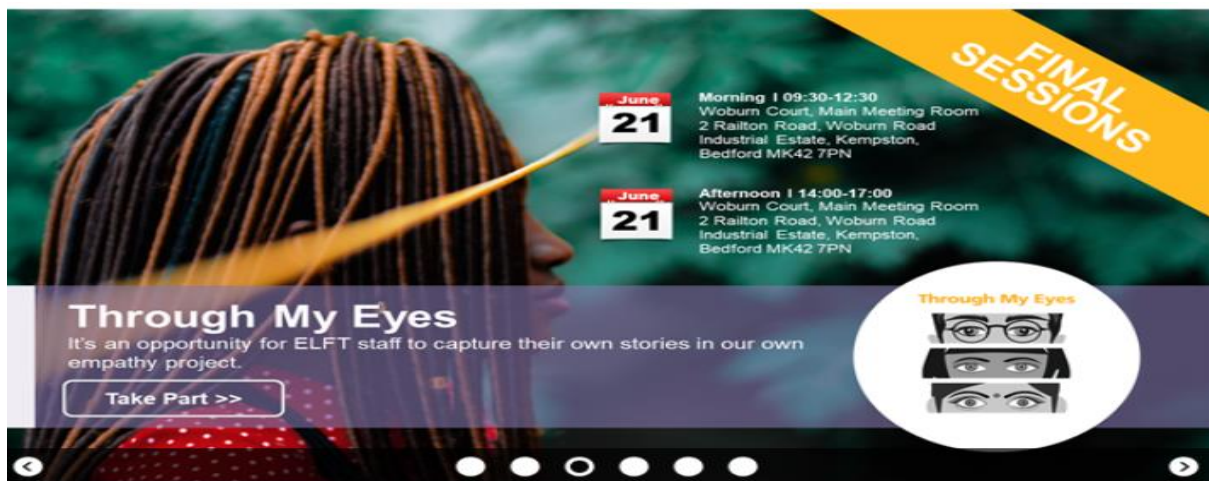


16.0 Through My Eyes

16.1 A series of big conversations have been run across the Trust and ends on 21 June. These have been attended by around 50 staff. We have received a number of stories and illustrations.

16.2 We are synthesising the outputs and planning the next phase with the CEO talking all line managers, leaders and supervisors to share the stories collected but also to hear from managers what they need to be compassionate leaders. We look forward to the next phase. The themes highlighted are:

- Lack of opportunity, training and career pathways for Admin staff;
- The Black Nurse;
- Staff with mental illness;
- The inconsistent application of 'The Bradford Score';
- The need for ongoing support following an assault, suicide or incident
- A love for the Trust. That people have come to work for ELFT because of its reputation only to find their experiences don't match their expectation.
- One person can make all the difference to turnaround a negative experience.
- The manager/supervisor s experience

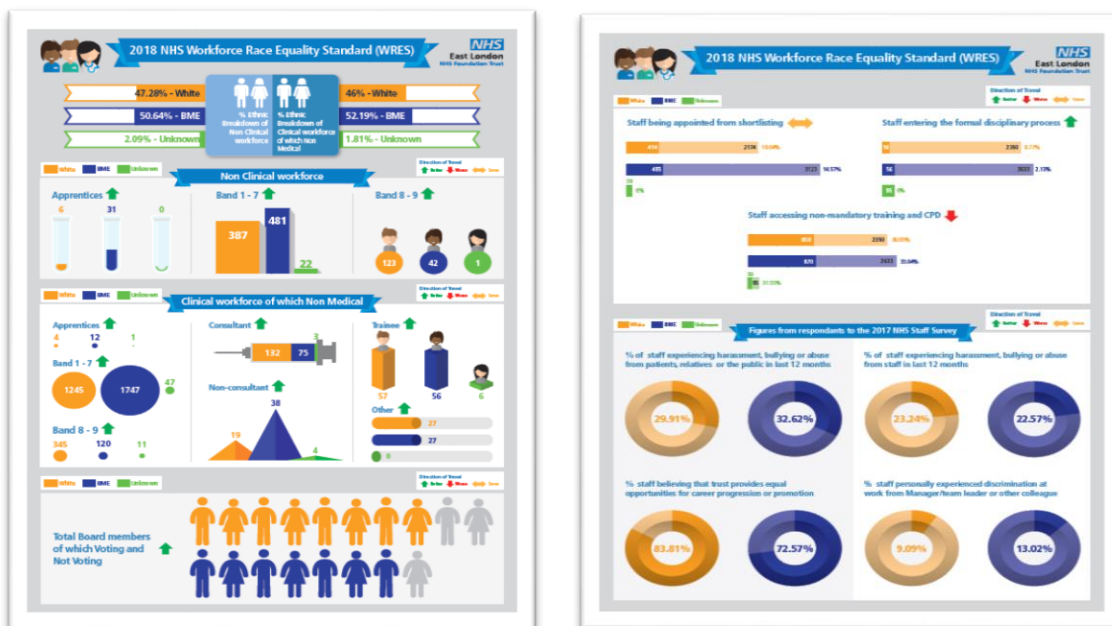


16.2 The Trust were finalists for the Healthcare People Management Awards (HPMA) Finalists for the award for Excellence in Employee Engagement Enjoying Work and ELFT in 1 voice. We were highly commended.

16.3 We have also made a submission for the Health Service Journal (HSJ) Award Employee Engagement has been made and we await the response.

17.0 Workforce Race Equality Standard (WRES)

17.1 Our 2019 WRES submission is due in August 2019 and we await the national template. We published our 2018 WRES data and have improved 8 out of 9 indicators. With the recent work that we have done, we aim to improve our scores further.



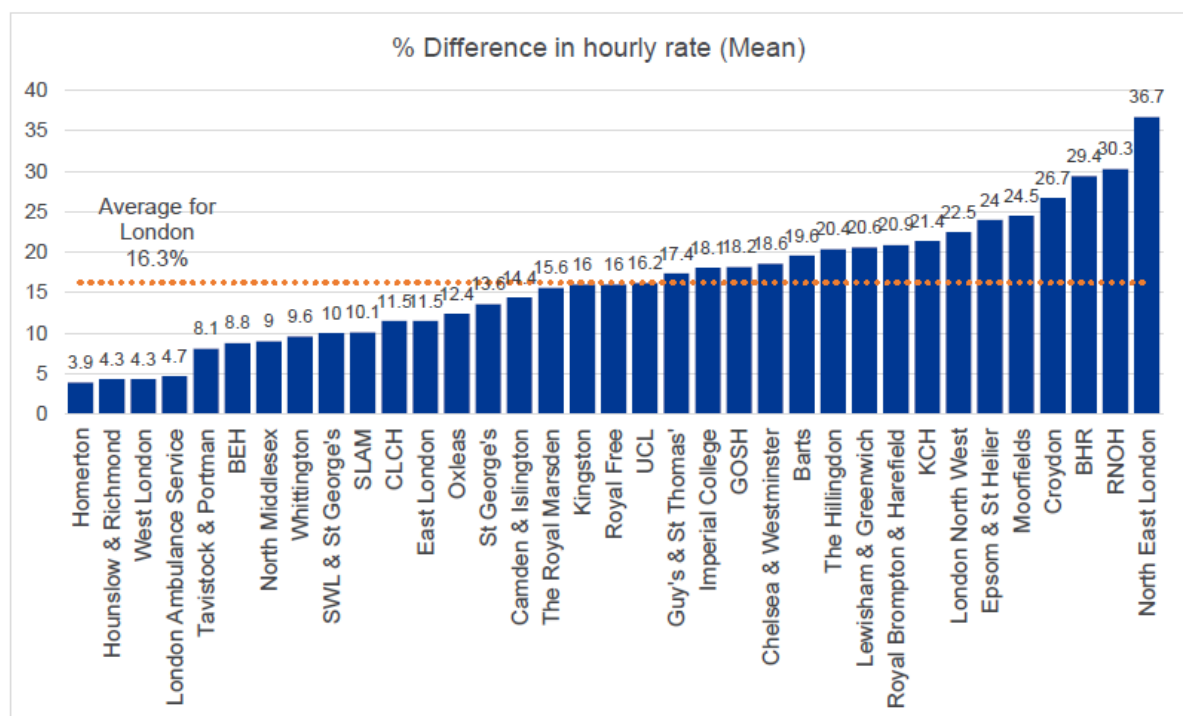
17.2 The Trust has joined a government research pilot to address the Gender Pay Gap to commence summer 2019:

- We have included a Service User on Joint Staff-Side Committee (JSC) Policy Sub-Committee;
- In order to try and reduce the number of BAME staff in formal disciplinary procedures, we have had a service user anonymously reviewing HR Cases where there is mental illness;
- We have implemented the Fair Treatment Process – Pre Investigation checklist;
- We are exploring how we can work with Diversity by Design for recruitment band 8a and above;
- Exec Pledges & Twitter Campaign;
- Springboard Programmes - speaking with Impact;
- Intervened and curtailed a disciplinary process involving 5 BAME members of staff, where the disciplinary process was flawed and the matter was resolved informally;
- 4 thriving equality networks, all with an Exec sponsor, all of which have c100 members and they have regular meetings, events and conferences.





18.0 Gender Pay Gap

- 18.1 The Trust Gender Pay gap was previously 12.45% in 2017 and reduced to 11.54% in 2018 (submitted in March 2019). This year we are required to report CEAs under bonus payments. The gap between CEA is significant at 46% difference. This is likely because more women work part-time.
- 18.2 HEE have published a national Gender Pay Gap report and the Trust are in the top 15 London Trusts with the lowest gender pay gap.

Gender Pay Gap – London Trusts 2018/19



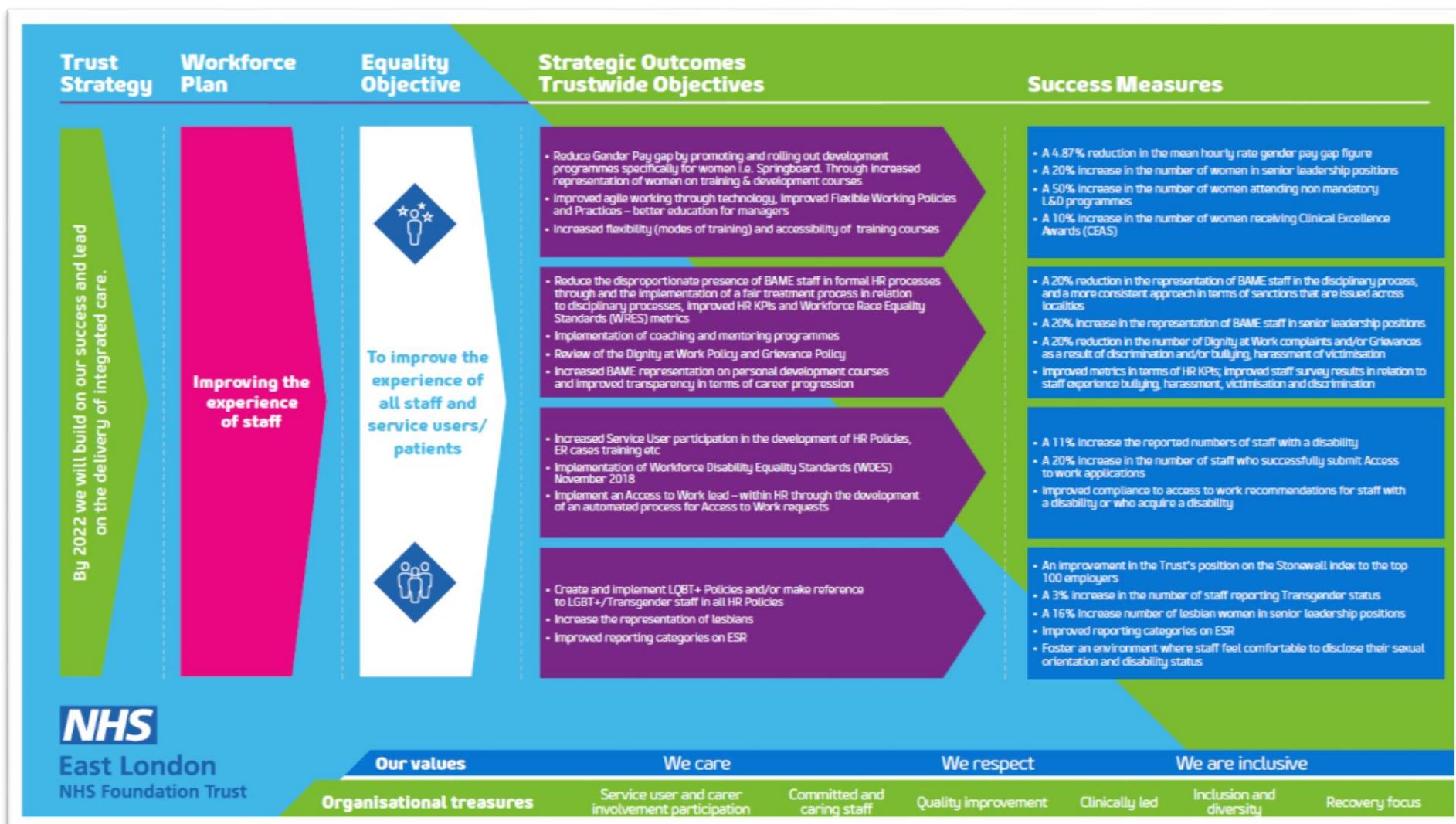
19.0 Equality Networks

BAME	Disability
 <ul style="list-style-type: none"> • Celebrated Black History Month • Run regular network meetings • Planning annual conference • Set up Twitter page and comms distribution list • Promoting and encouraging attendance at BAME development programmes and involvement in engagement events • Interviewed CEO, Chair and Senior Managers in localities • Run diversity campaign 	 <ul style="list-style-type: none"> • Developed a brand and network identity • Run re-launch and engagement event • Set up Twitter page and comms distribution list • Run regular network meetings • Roadshows and stalls in localities to raise awareness • Signed up for Purple Space membership and services • Planning annual conference
LGBTQ	Women
 <ul style="list-style-type: none"> • 130 network members have attended London Pride Parade • Set up Twitter page and comms distribution list • Launched trans and non-binary survey • Delivered training and education sessions in localities • Facilitated annual conference • Support Albert Kennedy Trust charity • Run regular network meetings • Joined ELOP Practitioners Network • Celebrated LGBT History Month • In the process of launching 'Straight Allies' Programme 	 <ul style="list-style-type: none"> • 3 x Empowering women sessions London/Luton/Beds approx. 30-35 each time • Women's Conference 130 attendees • Recover and Trauma network meeting 15 attendees • Women's Health and wellbeing afternoon 25 attendees • Celebration of the vote (100 hundred years) 20 attendees • Network distribution list now has nearly 200 members • Being a women in ELFT network meeting London -30 attendees Luton 15 Attendees • Barriers to training network meeting 20 attendees

- Based on the feedback from the DMT Away day in February 2019, we are launching a 5th network which is an Intergenerational network.
- Draft Equality Delivery System 2 (EDS2) assessment.
- We have created a Functional Skills post to help staff with Maths and English.
- Survey of staff who have been through the disciplinary process, who remain employed. Useful responses and we are inviting them to help us to review of the Disciplinary process.
- Plans in place for a more transparent offering learning and development courses.

- Built on our OD capacity to deliver interventions within teams.
- Implemented a mediation scheme.
- Paying bank staff who have worked regularly for undertaking their stat and had training c250 people £75 per day.

20.1 Equality and Diversity Plan

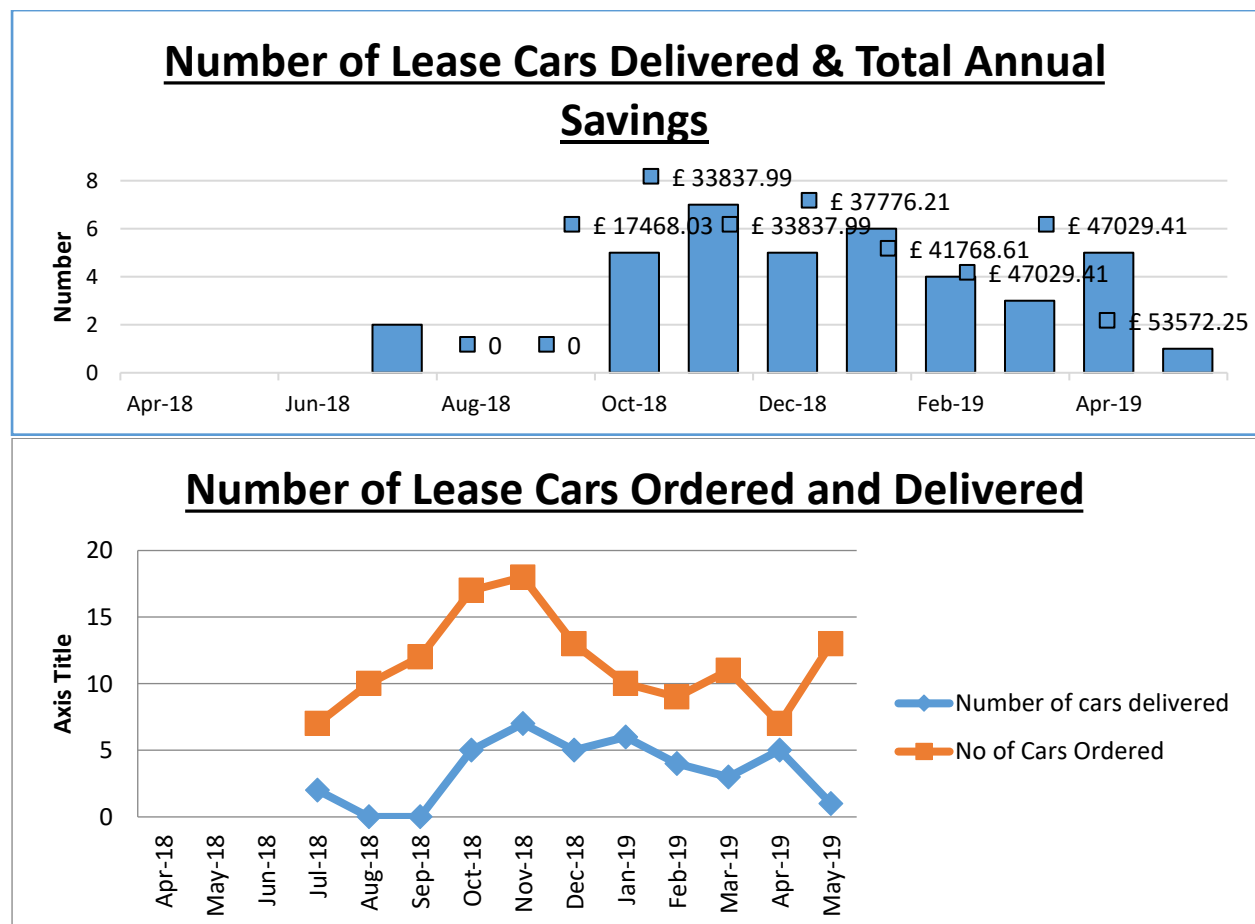


21.0 Wellbeing & Benefits Magazine

- 21.1 We have changed our approach to employee wellbeing and are taking a 'Population Health' approach, looking at factors such as the wider determinants of health. We hosted Department Management (DMT) away day, attended by around 100 managers to explore determinants of health and the age, gender and ethnicity profile. We launched our first glossy magazine which was well received. It was e-mailed to all staff bulletin - all staff, (sent twice) and received 87 clicks on the intranet.
- 21.2 Wellbeing, Benefits & Discounts section visits on the intranet totalled 899 views in 3 months prior to launch and 2047 views post magazine launch. The magazine was issued at induction. We are working on our second edition.
- 21.3 We have been awarded the London Healthy Workplace Award from Greater London Assembly (GLA) Foundation Level and are working towards the next level. There is an award ceremony on 7 July 2019.

22.0 Salary Sacrifice and Salary Deduction Lease Cars

- 22.1 In April 2018, we launched a new lease car scheme which meant that staff did not have to drive for work to qualify. Whilst there was much delay and controversy with Staff side; the scheme was launched and has proved popular. The increase in November 2018 was attributed to the increased number of suppliers, therefore, making the scheme more attractive to staff.



23.0 Salary Sacrifice Electronics

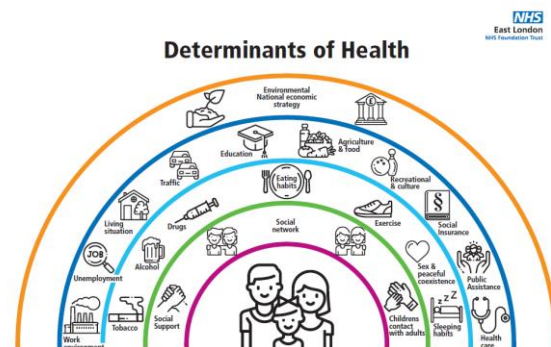
- 23.1 We launched salary sacrifice electrical in October 2018 and 48 items were ordered with a total value of £56,593. Our second window was launched in March 2019 and we received 40 orders with a total value of £36,690. This is proving popular with staff and we continuing to monitor.

24.0 Department Management Team (DMT) Away Day

- 24.1 In February 2019, we ran a Department Management Away Day (DMT). The away day was attended by around 100 managers, the focus of which was the National Staff Survey and a new 'Population Health' approach to employee wellbeing. We focused on the ethnicity, age and gender profile of the Trust and the determinants of health.

25.0 Let's Talk about the Menopause

- 25.1 The consensus was to start working with older women. We then sent an e-mail 'Let's talk about the menopause' from the Chief Executive and Director of HR to 2502 staff, received 1012 opens and 180 positive responses.



- 25.2 We commissioned an external facilitator to run 8 menopause focus groups across the Trust, some of which were women only and the rest were open to line managers. These sessions were attended by 97 members of staff. Suggestions were received for 10 recommendations and we are exploring these further with a session with the women's network in July 2019.

The article on the intranet received 1289 views. Other statistics are as follows:

- Menopause in the Workplace - Free Evening Talks in March - 305 views;
- 'Let's Talk About the Menopause' Focus Groups for Managers (May 2019) - 532 views;
- 'Let's Talk About the Menopause' Focus Groups (May 2019) - 284 views;
- It's Time to Talk Menopause - 38 views;
- Information About the Menopause - 130 views.

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

- 26.1 Continuing with the Population Health Theme, and given the stark levels of knife crime and issues with 'County lines' in the boroughs which the Trust runs services, we were curious in terms of how staff may be affected, and that if staff were affected, then they may be off work due to stress (one of the Trust's top three reasons of absence) or if they are at work, then their minds may not be fully focused on caring for our patients. We then pulled together a small project group to discuss this.
- 26.2 An e-mail was sent to all staff, raising this issue and to ascertain whether this was an issue for our staff and whether there was a demand for support in terms of advice and guidance. Within less than an hour of the e-mail being sent, a member of staff contact us to say that they needed help as they were directly affected. We were able to signpost the individual to a member of CAMHS staff who was able to give advice and signpost to further agencies.
- 26.3 2436 people opened the e-mail we sent out, 62 clicked on the link to submit their details and 52 submitted their details (e-mails). We have also received responses from a small number of staff pledging support and expressing an interest to help. We have also been in receipt of positive feedback from staff about this initiative. Next steps are to arrange focus groups with the people who have made contact to understand how we can help further.
- 26.4 The breakdown of respondents by directorate, and ethnicity is overleaf:



By Directorate

Directorate	Total
Specialist Services	8
Forensic Services	5
#N/A	5
Bank	4
Corporate	3
Honorary Contracts	3
Newham CHS	3
Tower Hamlets	3
City & Hackney	2
Community Services - Tower Hamlets	2
Newham	2
Bedford	1
CHB Community Health Bedfordshire	1
Luton	1
Bank	1
Forensic Services	1
Grand Total	45

By Ethnicity

Ethnicity	Total
A White – British	10
C White - Any other White background	1
E Mixed - White & Black African	1
F Mixed - White & Asian	1
H Asian or Asian British - Indian	3
J Asian or Asian British - Pakistani	2
M Black or Black British - Caribbean	8
N Black or Black British - African	9
PC Black Nigerian	1
PD Black British	1
S Any Other Ethnic Group	2
#N/A	6
Grand Total	45

By Gender

Gender	Total
Female	27
Male	13
#N/A	5
Grand Total	45

27.0 Financial Wellbeing

- 27.1 We recently entered into an annual membership with Cavell Nursing. This charity is specifically for nurses, midwives and healthcare assistants. Since taking out our membership, the following grants have been awarded.

Total value of grants given across the Greater London region	£14,639
Number of individuals in Greater London region supported	21
Total value of grants given to known individuals from ELFT	£5,400
Number of known individuals from ELFT helped	4
Funding raised by Cavell Nurses' Trust from partner organisations to help ELFT employees	£4,050
Total number of enquiries from known individuals from ELFT	7

- 27.2 We also know that one ELFT employee received £3,500 from Cavell and then they received a further £3,000 after being signposted. We have published the details of other charities for different staff groups

28.0 Change in Pay date

- 28.1 Following on from feedback from the 'Break the Rules' campaign, governors and staff we have changed the pay date to a fixed date every month. This has received really positive feedback.

29.0 NEYBER

- 29.1 We have signed a contract to implement NEYBER which is a service to provide financial education and savings and, within 12 months' time, we will also offer loans to staff.

30.0 Cards for religious observance

- 30.1 We have sent electronic Eid cards, to everyone who have recorded Islam as their religion on ESR 568 people. Of these e-mails, 256 e-mails were opened (45%). We are working through the diversity calendar and will send similar cards for other religious observances.



32.0 Next Steps

- Going forward, we will start to send anniversary cards (ELFT) and birthday cards.
- We are also in the process of scoping long service awards, which recognises all NHS service at 20, 30 and 40 year intervals.
- Progress our application for the Healthy Workplace – Achievement level by October 2019.
- Launch NEYBER Loans by July 2020.
- We are working more closely with Communications to be more streamlined with our campaigns to ensure maximum impact.
- Continuation of the Respect and Dignity @ Work project and engagement events over the summer and autumn.
- Assessment for Equality Delivery System EDS2 by September 2019.

33.0 Action being requested

33.1 The Trust Board is asked to **RECEIVE** and **DISCUSS** the report.