

**REPORT TO TRUST BOARD IN PUBLIC**  
**26 MAY 2022**

<b>Title</b>	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 concern, mitigating actions and progress across some people metrics.
- The report formally launches the revised People Plan 2022-2026.

**Committees/meetings where this item has been considered**

<b>Date</b>	The Staff Survey and the refreshed People Plan were discussed at the Appointment and Remuneration Committee in April. The other areas have not previously been discussed.
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**Key messages**

<p><b>What is going well?</b></p> <p>The new ELFT People Plan has been signed off by the Board's Appointment and Remuneration Committee. The new People Plan focuses on the following areas:</p> <ul style="list-style-type: none"> <li>• Looking after our people</li> <li>• Belonging in the NHS</li> <li>• Growing and developing</li> <li>• New Ways of working and delivering care.</li> </ul> <p>There has been positive feedback about Learning Management System (LMS) and work is progressing well in terms of the Supervision project. The appraisal window has shifted from 1 April 2022 – 30 June 2022 and to 1 July 2022 – 31 September 2022 and work is being undertaken to redesign the Appraisal process to align with the LMS.</p> <p>The ELFT Learning Academy (ELA), the Trust's learning management system, was launched in February 2022 replacing the OLM system. The greatest challenge of the ELA roll-out has been around data. As a result, the L&amp;D team has suspended its regular reporting activity whilst the work continues to validate statutory and mandatory training data.</p> <p>In total, there are 110 live ER cases, which is a slight reduction of the previous reporting period of 113. Currently, there are three Employment Tribunal cases, which has reduced by one since the last report. The number of ACAS cases and long-term sickness cases remain the same: three ACAS, 128 long-term sickness cases, (this figure does not include long-term Covid cases) and 233 short-term sickness cases are being managed by the People Relations team.</p> <p>A redesigned ELFT Leadership programme commences in June 2022 with capacity for two cohorts. Additional cohorts will commence in autumn 2022. The programme consists of five face-to-face sessions, coaching and a short project (in collaboration with the public health team). A 'Stepping into Leadership' session was held in April, designed for staff who would like to explore more about leadership but not yet in a formal leadership role. More sessions are planned to take place throughout the year.</p> <p><b>What are the concerns?</b></p> <p>We continue to hear of concerns regarding increasing fuel costs and mileage rates. This has been raised nationally and is also being explored within the NEL and BLMK ICS areas. We have</p>
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received an update from NHS Employers that they are making a case for a national agreement to improve current arrangements with consideration to improving either the existing rate(s) and/or the 3,500 mile cap. We have been advised by Department of Health and Social Care (DHSC) colleagues that any change may need Treasury approval, given the impact for other parts of the public sector where arrangements are different to those found in the English NHS. We continue, however, explore what we can do locally to support staff.

### Progress since the last report

The NHS Staff Survey results embargo was lifted on 31 March 2022. Whilst the Trust achieved the highest staff engagement scores amongst London Mental Health Trusts, there were areas where significant further engagement and work is required.

The themes identified as a result of the 2020 National Staff Survey were:

- Equality, diversity and inclusion
- Safe environment
- Staff wellbeing.

The overarching themes for the 2021 National Staff Survey are:

- Equality, diversity and inclusion
- Retention and morale
- Staff wellbeing.

The Staff Survey draws on nine questions from the overall survey in order to create a staff engagement score. These questions measure aspects such as recommending the organisation as a place to work/receive care, looking forward to coming to work/being absorbed in work and being involved as well as being able to have a say. In terms of staff engagement, we have tracked above average, when compared to other Trusts, since 2017. We are currently at a staff engagement score of 7.3, with the average Trust in our comparator group being 7.0.

### Strategic priorities this paper supports

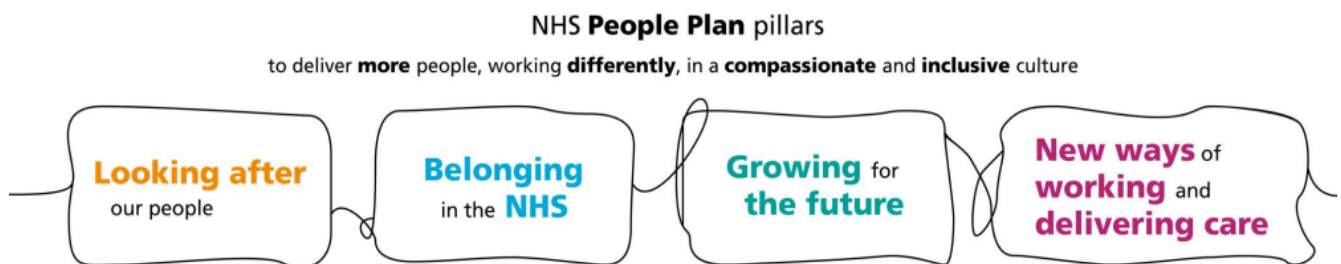
Improved population health outcomes	<input checked="" type="checkbox"/>	We have taken a population health approach to our staff's well-being as many members of staff live and or work within the boroughs that we provide services.
Improved experience of care	<input checked="" type="checkbox"/>	Research 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 is designed to directly improve staff experience. The revised People Plan underpins the staff experience across all P&C workstreams and more broadly across the Trust.
Improved value	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff are healthier and more productive at work and, therefore, contribute to value for money

### Implications

Equality Analysis	The People Plan has been co-produced with Equality, Diversity and Inclusion in mind.
Risk and Assurance	The priority areas detailed in the People Plan will support mitigate the risks in the Board Assurance Framework (Risks 5 & 6)
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. This paper sets out to provide assurance as well as a progress report on the delivery against the People Plan. The new ELFT People Plan 2022-2026 has been agreed and is in support of the delivery of the Trust strategy. The Trust's four key priorities are:
- Improved Population Health Outcomes
  - Improved Experience of Care
  - Improved Staff Experience
  - Improved Value
- 1.2. In particular, the People Plan delivers improved staff experience. The 2022-2026 Trust People Plan was signed off in March 2022 at the Board's Appointments and Remuneration Committee, and has been created to support the delivery of the Trust's strategy. The four priorities in the People Plan are:
- Looking after our people
  - Belonging in the NHS
  - Growing and developing;
  - New Ways of working and delivering care.
- 1.3. The four pillars of the ELFT People Plan aligned to the NHS People Plan and ELFT strategy are:



**Trust Strategy**  
Improving the quality of  
life for all we serve

**Primary Driver**  
Improved experience  
of Staff

### Priority Area: New Ways of Working

Improve flexible working policies, practice and modes of working to be consistent and transparent

Streamline processes to get the basics right to reduce frustration and misunderstanding

Enhance hybrid working and/or remote working

Upskill workforce to make better use of technology to improve efficiently

Work collaboratively with partner organisations across NEL and BLMK integrated care systems, closer working with NELFT

Support for staff to go through the emotional impact of change management and changes to ways of working

Create new roles and placements such as apprentices, Advanced Clinical Practitioners, etc

Future proof People and Culture functions inline with the national HR and OD review to deliver and support the People Plan

### Priority Area: Looking After our People

A responsive and evolving wellbeing offer that develops a trauma informed approach to support the health of staff using the Wellbeing Wheel to support their emotional, environment, social, physical and financial needs

Advice, guidance sign posting information sharing

Health Checks and MOTs for staff

Supporting staff who experience difficulties resulting from impact of trauma in their role

Recognition and thank you mechanisms

Environments suitable for staff to have breaks in and good quality work space that help staff to work comfortably and effectively

Trauma informed approach to wellbeing and people policies

Enabling the purchase and selling of annual leave via an electronic platform i.e. Health Roster

### Priority Area: Belonging in the NHS

Staff transferring into ELFT on to AfC terms and conditions at 'day 1'

Celebration of diversity through events and marketing

Increase the representation of people from Black, Asian and Ethnic minority communities in senior positions

Develop the organisational culture in terms of all equality strands embedding the Trust values

Becoming an anti-racist and multicultural organisation

De-bias recruitment practices and processes to have greater representation from the local community

### Priority Area: Growing and Developing for the Future

Using certified and validated competency frameworks to inform and develop our staff including for recruitment at senior level

Building in strategic workforce planning so that we build our future workforce in a more tactical and less reactive way

Leadership Strategy that supports compassionate leadership across all staff groups

A robust and equitable Organisational Development Offer

Embed a new approach to managerial supervision which has at its core a focus on wellbeing and personal development

Refocus the appraisal process to ensure that all staff have clarity of objectives, feel their work is valued and their personal development aspirations incorporated

Professional development opportunities for all staff with clear, transparent and accessible pathways available

Access to coaching and mentoring

Improve the apprentice learner journey ensuring all staff maximise the experience and complete the programmes they start  
Increase the number of apprenticeships, ensuring all learners are supported and developed to a high standard  
As an Anchor organisation use our apprenticeship levy to enable small medium enterprises and charity organisations to access support

Maximise the ELFT Learning Academy to become the primary home for the Trust's learning content and development processes

Increase the uptake of informal learning activities such as shadowing, project work, and shadowing to support the professional development of staff

A strategy for centralised temporary staffing leading to reduced agency usage

Building on our pilot for international recruitment for difficult to recruit roles to incorporate a staff accommodation strategy

Work with local schools and colleges

## 2. COVID-19

- 2.1. The people and culture team have continued to focus on support staff across the Trust in responding to the challenges of COVID-19. In particular, we continue to offer support to those affected by long-COVID across the organisation, both in terms of supporting a return to work where possible, and also in accessing sources of support and treatment.
- 2.2. The COVID testing programme also continues, with staff now able to use the universal system to order their own kits via a dedicated NHS England portal. The Trust is continuing to promote testing, with staff submitting their lateral flow test results via the internal ELFT system. In April 2,059 staff reported LFT results.
- 2.3. The ever green offer for staff vaccination also continues to take place with staff being able to access services at Stratford Westfield vaccination site in London.
- 2.4. ELFT has also been confirmed as remaining as the lead employer for the mass vaccination programme for the North East London Integrated Care system. The following areas of work continue as part of this:
- modelling optimisation of the deployment of workforce to support surge delivery
  - undertaking the lead employer maturity assessment (awaiting results from April submission) for NHSE
  - A Healthcare Assistant Care (HCA) Certificate pilot programme is currently underway to allow mass vaccinations bank staff to be able to work in Trusts as an HCA, both to improve retention rates and allow employees to be upskilled and access a wider range of roles in the NHS.
  - Wider recruitment and retention activities are taking place with those who have been part of the vaccination programme. These include weekly retention webinars (33 to date) and 1:1 individual career advice appointments (234 to date). 105 people have made use this service, and secured positions in roles including Admin Lead, Vaccinator, Team Lead, Ward Clerk, Nurse, and HCA.
  - The Reservist Programme to recruit up to 300 reservists to support the delivery of services (initially hosted by Barts Health) is now being transferred to ELFT as Lead Employer for the NEL vaccination services. The hosting of reservists by the lead employer for vaccinations is a model used by a wide number of ICS's and a project team has been established to begin the implementation process. It is envisaged that the reservists will be recruited and trained primarily to support the vaccination programme and the expected increase for booster vaccinations in autumn –winter 2022.

## 3. Employee Relations Activity Report – April 2022

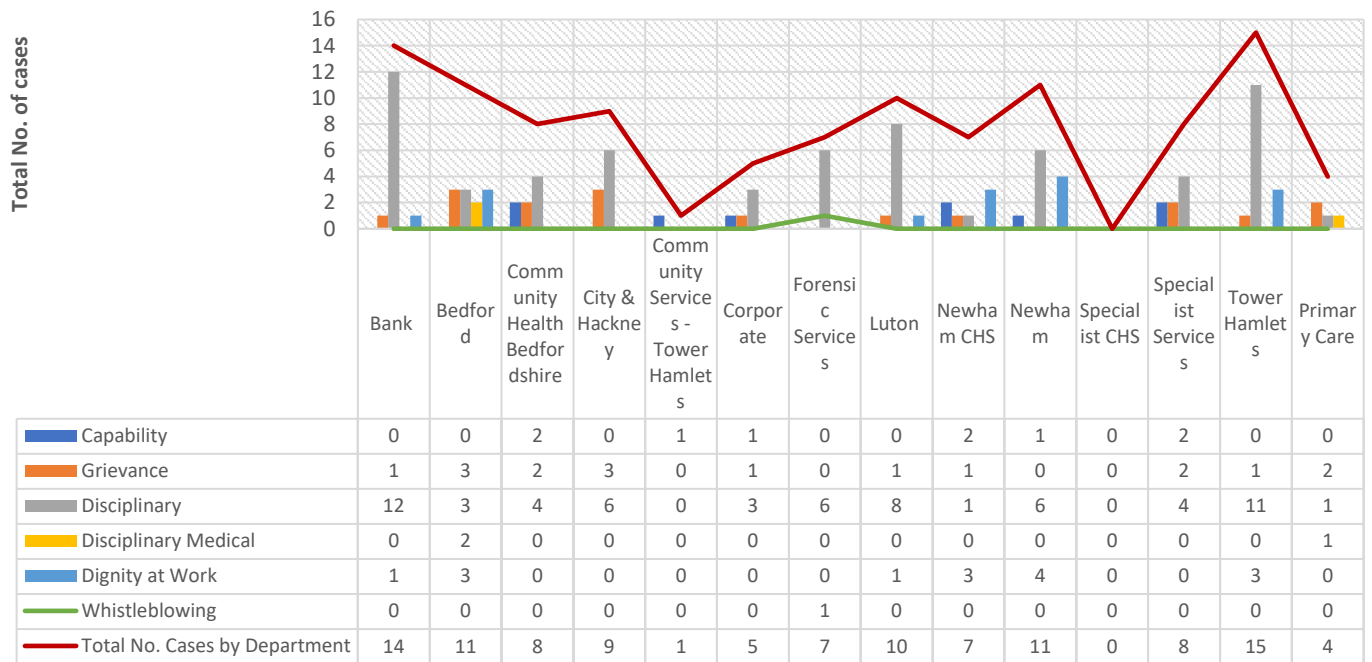
In total, there are 110 live ER cases plus three Employment Tribunal cases, three ACAS, 128 long-term sickness cases (this figure does not include long term Covid cases which are being managed informally), and 233 short-term sickness cases being managed by the People Relations team.

## 4. People Relations Activity - Breakdown by Month

Case Type	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Capability	9	10	7	8	6	10	9	11	10	8	9	9
Dignity at Work	6	7	9	9	14	13	10	14	13	16	19	15
Disciplinary	51	53	47	46	40	42	56	62	58	69	67	65
Disciplinary (Medical)	2	3	2	2	2	2	2	3	3	3	3	3

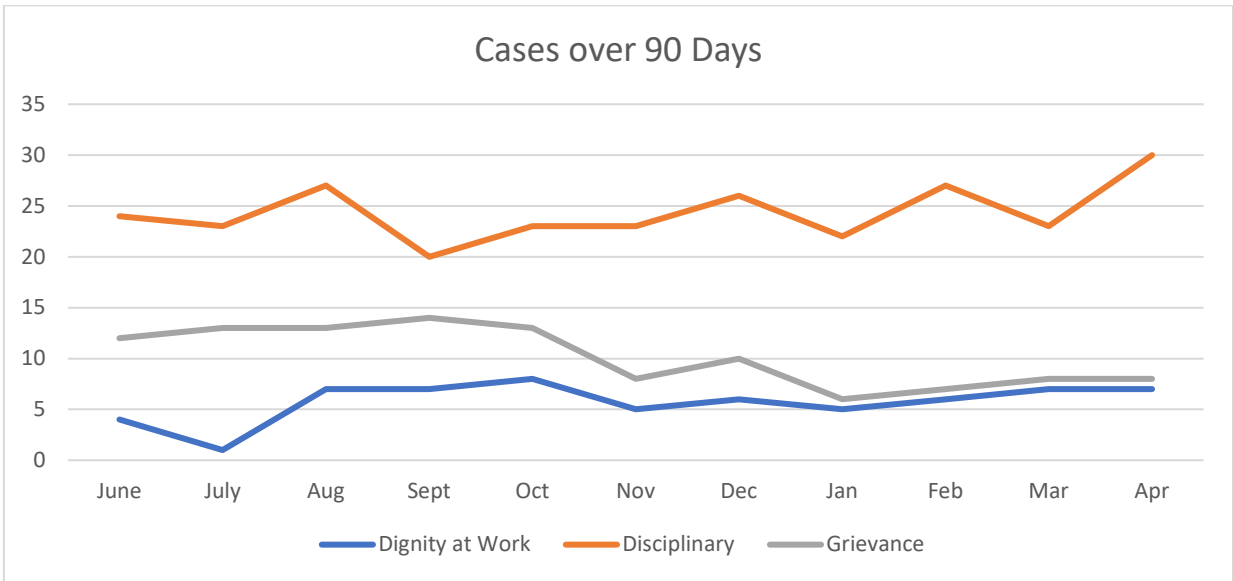
Case Type	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Grievance	9	11	13	13	14	13	14	15	15	16	17	17
Whistleblowing							1	0	0	1	2	1
Tribunals	9	9	10	10	12	10	8	7	5	4	3	3
<b>Total</b>	<b>86</b>	<b>93</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>90</b>	<b>100</b>	<b>112</b>	<b>104</b>	<b>117</b>	<b>120</b>	<b>113</b>

### Number Of Cases By Directorate



### Average duration of open cases

Case Type	July (Days)	August (Days)	Sept (Days)	Oct (Days)	Nov (Days)	Dec (Days)	Jan (Days)	Feb (Days)	Mar (Days)	Apr (Days)
D@W	92	86	59	78	93	76	91	95	96	92
Disc	113	115	121	98	71	75	87	86	88	99
Griev	168	152	155	155	136	133	124	131	126	105



### Allegation Type

An analysis has been done on the range of allegations that are at a formal stage of the Disciplinary process. The top three fall into the following:

- Fraud
- Assault
- Inappropriate behaviour.

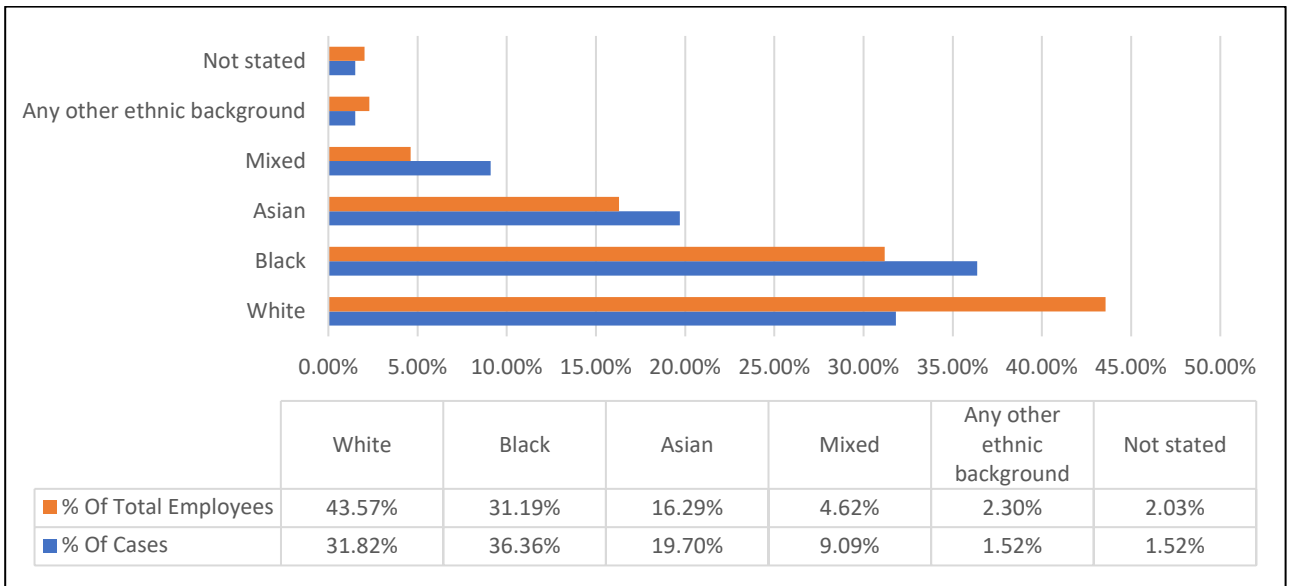
### Number of suspensions per month

Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
4	5	5	5	5	5	1	1	1	3	6	6	6	7	7

### Number of People on Restricted duties per month

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April
N/A	2	2	2	2	2	1	1	1	20	24	25	24

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



## Appeals

The Trust has one live appeal.

**Closed cases:** 18 ER cases closed in April

Case Type	Total No. of closed cases for July	Total No. of closed cases for August	Total No. of closed cases for Sept	Total No. of closed cases for Oct	Total No. of closed cases for Nov	Total No. of closed cases for Dec	Total No. of closed cases for Jan	Total No. of closed cases for Feb	Total No. of closed cases for Mar	Total No. of closed cases for Apr
Capability	2	3	1	1	0	0	0	1	2	0
Dignity at Work	1	1	2	4	4	0	1	1	5	8
Disciplinary	9	14	11	15	12	9	10	3	19	8
Grievance	2	2	2	3	2	1	1	0	4	2
<b>Total:</b>	<b>14</b>	<b>20</b>	<b>16</b>	<b>23</b>	<b>18</b>	<b>10</b>	<b>12</b>	<b>5</b>	<b>30</b>	<b>18</b>

## Summary of Employment Tribunal cases

There are currently three ETs (one closed in March).

Directorate	No
Bedfordshire	2
Corporate	1

## 5. People Development

- 5.1. The ELFT Learning Academy (ELA), the trusts learning management system was launched in February 22 replacing the OLM system.
- 5.2. Feedback from staff has been uniformly positive in terms of the ability to access the system, find the learning they need and either completing the e-learning or booking themselves on classroom training. This improved staff experience was one of the main aims of the change project.
- 5.3. In the three months since launch the ELA has seen an increase of staff accessing the system and completing courses as shown below.
- 5.4. The greatest challenge of the ELA roll-out has been around data. As a result, the L&D team has suspended its regular reporting activity whilst the work continues to validate statutory and mandatory training data.
- 5.5. This has involved setting up an automated feed from the Data Warehouse to the ELA, transferring the data staff data that it receives from ESR. A multi-disciplinary project team has been working on this activity for 6 months and have created a data feed which is now validated as representative of the data in ESR and this was uploaded into ELA on 6<sup>th</sup> May. This data set has been a step forward in terms of the quality of the data in the system. The data is being refreshed weekly as part of ongoing testing and on 6<sup>th</sup> June it is planned to launch an automated daily upload so that the ELA is continuously reflective of the data in ESR.
- 5.6. Now the team have confidence in the validity of the user data the targeting of the training can be finalised. The new system allows for a different approach for targeting learning with the training being directed towards roles rather than individuals. This will allow for new staff to be mapped on day 1, and for staff who move roles to be immediately mapped to their new requirement. The targeting is being created using the mapping that existed for OLM



with the different employment characteristics being used to create the profile for each of the 46 stat & man training courses.

- 5.7. This is an iterative process as we make changes and ongoing improvements to the targeting with incremental improvements to the accuracy being achieved. It is proposed that the reporting will recommence when the team have a 90% confidence level in the targeting.

## 6. Medical Education Update

- 6.1. The Medical Education Department is contracted with Homerton's Newcomb Library for all ELFT staff to have access to online and physical library services. More information on what is available for all ELFT staff (not just medics) can be found here:  
<https://www.homerton.nhs.uk/east-london->

### 6.2. Trainee expansion

Discussions are currently underway with clinical directors and Finance to establish if we can accommodate requests to take on additional Core and GP trainee placements. This will help support junior doctor rotas, and demand on trainees. This will also in turn increase the attractiveness to recruit for substantive Consultant posts and links in very well with the Consultant recruitment drive in L&B.

We have been able to successfully establish higher trainee posts in Old Age and General Adult which will prove very attractive for incoming trainees to take up posts like eating disorders.

### 6.3. Medical Student Expansion

We have also received requests from medical schools across London, Luton, and Bedfordshire from which we normally take students and have increased the number of students we accept.

### 6.4. GMC National Training Survey 2022

The GMC National Training Survey (NTS) will be open from Tuesday 22nd March to Tuesday 3rd May 2022. This is an opportunity for doctors in training, and their trainers to feedback on their experiences working in ELFT. Regular reminders are being sent to trainees and trainers to complete the survey.

### 6.5. Medical Education Awards

Every year the Medical Education department opens up calls for doctors to nominate someone they thought deserved a Medical Education Award for their outstanding clinical work, teaching, leadership or contributions to teams and services.

We are pleased to announce the following winners:

Category	London	L&B
SAS Dr	Dr Amer Mukhtar	Dr Nasir Haneef
Undergrad trainer	Dr Jonny IYIOLA	Dr Paul Lomax
Postgrad Trainer	Dr Olivia Protti	Dr Baljit Upadhyay
Postgrad Trainee	Dr Fergus Lewis	Dr Henrietta Blyt

Winners were shared at the May Bart's Academic programme presented by Dr Paul Gilluley, Chief Medical Officer, and Prof Frank Röhricht, Medical Director for Research, Innovation and Medical Education.

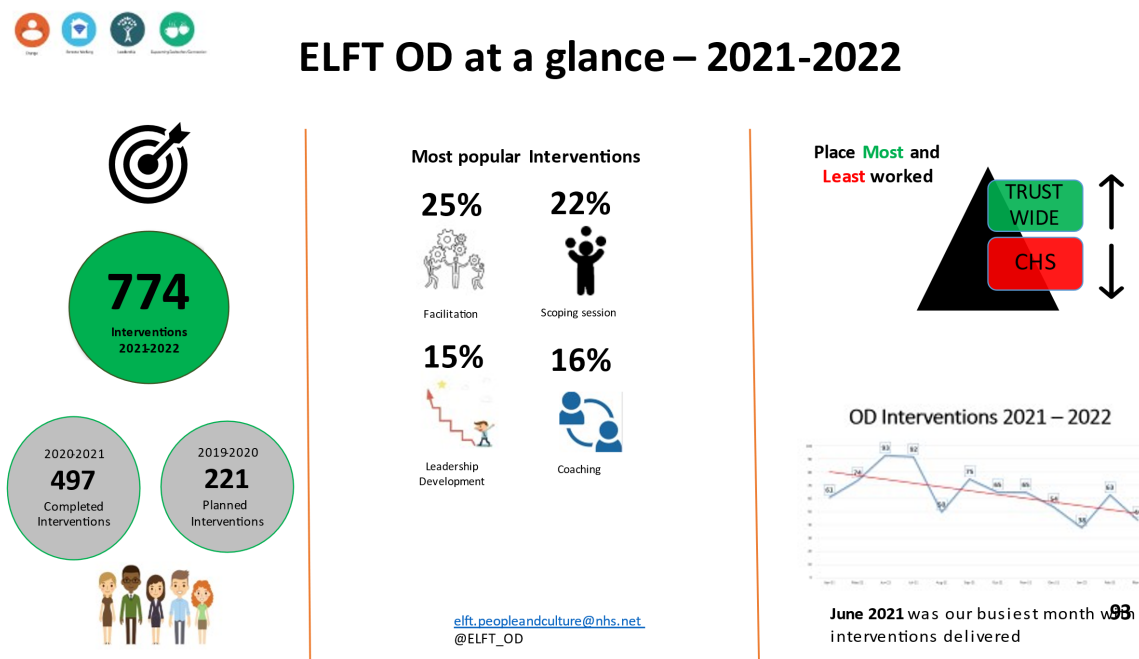
## 6.6. Digital Passports

As part of Health Education England's (HEE) ongoing work to improving staff experience, and set out in the interim People Plan, NHS Long Term Plan and the 2016 Junior Doctors Contract negotiations, ELFT has signed up to work with HEE to enable Training Grade Drs to more easily move from one NHS employer to another.

The aim of the Enabling Staff Movement Strategy is to improve the experience of staff when they move between roles in the NHS, reducing the duplication of form filling, employment checks and mandatory training so that they can spend more time with patients.

## 7. Organisational Development Activity

- 7.1. The total number of interventions delivered by the OD team in 2021-2022 was 774. This was an increase of 64% on the previous year.
- 7.2. The most popular intervention was facilitation (making up 25% of the total interventions). The second most popular were scoping sessions (in which the OD consultant contracts with the client team and develops the plan and outcomes for bespoke interventions (22%). Next, over 125 people or teams have benefited from coaching (16%) and finally delivering bespoke Leadership Development activities in Bedfordshire and Primary Care (19%). We are collaborating with North East London NHS Foundation Trust (NELFT) to share mentors across both organisations.



## 8. Leadership Activity

- 8.1. A redesigned ELFT Lead programme commences in June 2022 with capacity for two cohorts. Additional cohorts will commence in autumn 2022. The programme consists of five face-to-face sessions, coaching and a short project (in collaboration with the public health team).
- 8.2. A 'Stepping into Leadership' session was held in April, designed for staff who would like to explore more about leadership but not yet be in a formal leadership role. More sessions are planned to take place throughout the year.

8.3. In collaboration with Coms, an ELFT Senior Leaders forum is being designed. It is anticipated that it will run on a quarterly basis and is designed to bring senior leaders together across ELFT to consider relevant leadership topics.

8.4. A standalone system leadership module is being designed for our leaders, with the support of an external partner.

## 9. National NHS Staff Survey

9.1. Using a summary table provided by Picker, the below are the five most and least improved questions when compared to only ELFT answers from 2020.

Most improved scores	Trust 2021	Trust 2020	Most declined scores	Trust 2021	Trust 2020
q9c. Immediate manager asks for my opinion before making decisions that affect my work	69%	65%	q3i. Enough staff at organisation to do my job properly	31%	43%
q17a. Would feel secure raising concerns about unsafe clinical practice	78%	75%	q11d. In last 3 months, have not come to work when not feeling well enough to perform duties	48%	53%
q14a. Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	69%	66%	q2a. Often/always look forward to going to work	58%	63%
q5c. Relationships at work are unstrained	54%	51%	q13d. Last experience of physical violence reported	87%	91%
q14d. Last experience of harassment/bullying/abuse reported	63%	60%	q21d. If friend/relative needed treatment would be happy with standard of care provided by organisation	67%	71%

9.2. Again, using the summary table provided by Picker, the below are the five questions that came out better and worse when compared to other Trusts in our comparison group.

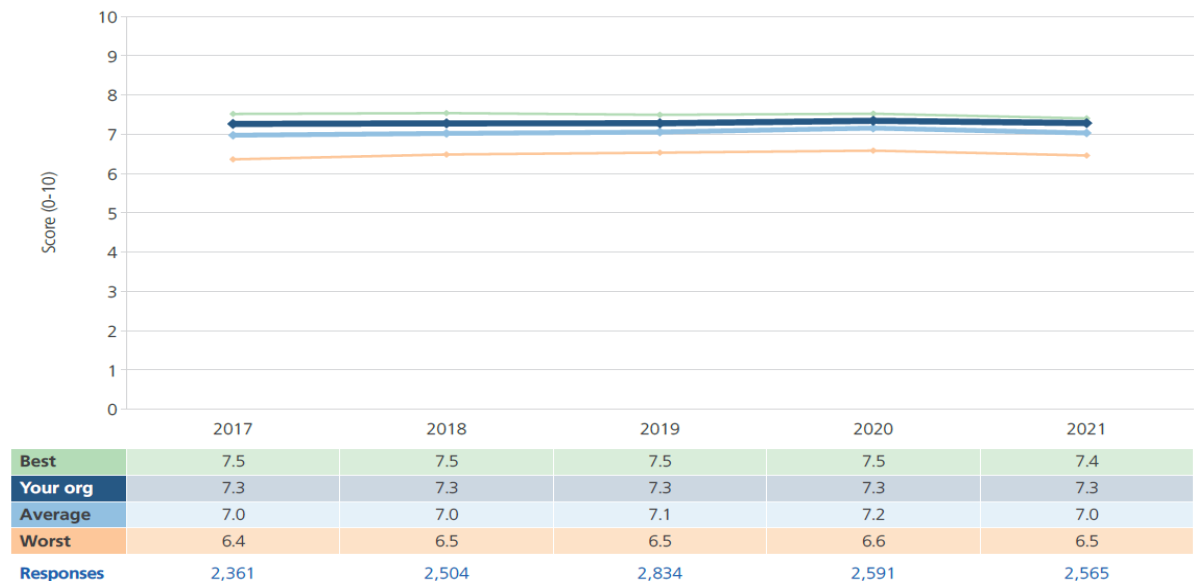
Top 5 scores vs Picker Average	Trust	Picker Avg	Bottom 5 scores vs Picker Average	Trust	Picker Avg
q21c. Would recommend organisation as place to work	71%	63%	q14a. Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	69%	73%
q3f. Able to make improvements happen in my area of work	66%	59%	q16a. Not experienced discrimination from patients/service users, their relatives or other members of the public	87%	91%
q8a. Teams within the organisation work well together to achieve objectives	59%	52%	q12b. Never/rarely feel burnt out because of work	28%	31%
q3e. Involved in deciding changes that affect work	60%	54%	q12a. Never/rarely find work emotionally exhausting	15%	18%
q19c. Appraisal helped me agree clear objectives for my work	38%	33%	q21b. Not experienced discrimination from manager/team leader or other colleagues	88%	91%

9.3. Staying with the comparison against other Trusts, all 117 survey questions have been placed into 9 themes (these themes differ to previous years, as they are now based on the NHS People Promise elements).

9.4. Across these People Promise themes, the Trust response is either the same as the national average or are higher.



9.5. The Staff Survey also draws on nine questions from the overall survey in order to create a staff engagement score. These questions measure aspects such as recommending the organisation as a place to work/receive care, looking forward to coming to work/being absorbed in work and being involved as well as being able to have a say. In the graph below, the dark blue line represents ELFT. This indicates that since 2017 the Trust has tracked above average when compared to other Trusts in terms of staff engagement. This score is also the highest amongst London mental health trusts.



- 9.6. For most of the indicators, the Trust measures the same as the national average.
- 9.7. A number of indicators are better than the national average including:
- Having a compassionate culture and compassionate leadership
  - Staff each have a voice
  - There is a healthy and safe climate
  - We are always learning.
- 9.8. For the indicators for equality, diversity and inclusion; working flexibly and burnout the Trust is lower than the national average
- 9.9. Overall, the themes from the staff survey this year are:
- Equality, diversity, and inclusion
  - Retention and morale
  - Staff wellbeing (including burnout).

These are similar to themes from the previous year, and reflect the need for the Trust to continue to focus on trauma informed approaches in work with staff, the importance of continuing to work on issues relating to inequalities and working to be an anti-racist organisation, as well as ongoing support for staff both personally and professionally. These themes are reflected in both directorate and Trust plans, as well as the revised Trust People Plan.

## **10. Cost of living Crisis**

- 10.1. Conversations are taking place within the Trust Executive and the Wellbeing Forum to explore how staff can be further supported in light of the cost-of-living crisis. This includes but is not limited to reviewing the 3,500 mileage limits and mileage rates paid per mile. Other initiatives being explored are around food banks for staff and service users, interest free staff loans and reviewing our People & Culture processes that may inadvertently cause hardship. A wellbeing survey has been sent Trust wide so that staff can help inform the benefits offer. The results of this will be reported to the next board. The hardship fund is still in operation.

## **11. Recruitment and Retention**

- 11.1. Work continues to support areas with the highest agency spend to recruit to vacant posts. A new recruitment campaign to attract Consultant Psychiatrists for Luton and Bedfordshire has been launched this month, including a bespoke recruitment video including information not only about the Trust but also the local area and its many attractions. via agreed communication routes.
- 11.2. Job descriptions for consultant posts are also being gathered into a central repository starting with Luton and Bedfordshire in order to reduce delays associated with Royal College approvals. Direct support is also being offered to produce and review job descriptions for consultant positions where services are operating with long term agency usage. We are engaging with a permanent recruitment agency to identify candidates from overseas and this has had some success in appointing candidates to substantive positions with the first of these doctors having an agreed start date of the 25 May 2022.
- 11.3. Work is also continuing to identify ways of streamlining the on-boarding process to the bank with some transfer of responsibilities within the People & Culture team to improve efficiencies. Bank pay rates are also being benchmarked again to review any opportunities to reduce agency spend by incentivising bank work. The training and development offer to bank staff is also being reviewed.

11.4. Our first three international nurses joined us in April from India and have been welcomed to the Trust.

## 12. Freedom to Speak Up Update Report 1 March to 30 April 2022

### 12.1. FTSU concerns raised – by themes

FTSU Concerns Raised - Data by Themes	1 <sup>st</sup> January to 28 <sup>th</sup> February 2022	1 <sup>st</sup> March to 30 <sup>th</sup> April 2022
Patient Safety/Quality of Care	1	5
Bullying/Harassment/Negative Behaviours	7	3
*Worker safety	4	0
Processes/Organisational Structure/Other	12	14
COVID-19 related	2	0
Others	0	0
Unknown	0	0
<b>**Total number of themes</b>	<b>26</b>	<b>22</b>
<b>Total Number of staff raising concern</b>	<b>20</b>	<b>17</b>
Number of concerns raised anonymously	1	0
***Disadvantageous and/or demeaning treatment as a result of speaking up	0	0

*\*Worker safety added as a category by the National Guardian Office as of July 2021.*

*\*\*Total number of themes does not always correspond with the total number of staff raising concern, one staff concern can relate to multiple themes.*

*\*\*\* The term 'detriment' now replaced with 'disadvantageous and/or demeaning treatment', though the term detriment is still used in brackets to avoid any confusion*

- This was a decrease of three concerns raised from the last reporting period (January and February 2022)
- Processes/Organisational Structure/Other have seen an increase
- Such concerns in this theme were linked to:
  - Access to work support
  - HR processes
  - A building in disrepair
  - Policy in an area of work.

### 12.2. FTSU concerns raised – by Directorate

FTSU Concerns Raised - Data by Directorate	1 <sup>st</sup> January to 28 <sup>th</sup> February 2022	1 <sup>st</sup> March to 30 <sup>th</sup> April 2022
Bedfordshire	7	0
City & Hackney Services	0	3
Community Health Services - Bedfordshire	0	0
Community Health Services - Newham	1	7
Community Health Services - Tower Hamlets	0	2
Corporate Services	3	1
Forensic Services	1	1

FTSU Concerns Raised - Data by Directorate	1 <sup>st</sup> January to 28 <sup>th</sup> February 2022	1 <sup>st</sup> March to 30 <sup>th</sup> April 2022
Luton	0	0
Newham	0	1
Primary Care Directorate	2	0
Specialist Services	0	2
Tower Hamlets	6	0
UNKNOWN	0	0
<b>TOTAL</b>	<b>20</b>	<b>17</b>

The most notable increases in FTSU concerns from a Directorate are in CHS Newham and relate to concerns about the mixed messages on the permanency of the Cazaubon Ward at East Ham Care Centre and its impact on staff and patients. This

### 12.3. FTSU concerns raised – by Professional Group

FTSU Concerns Raised - Data by Professional Group	1 <sup>st</sup> January to 28 <sup>th</sup> February 2022	1 <sup>st</sup> March to 30 <sup>th</sup> April 2022
Administration, Clerical & Maintenance/Ancillary	10	2
Allied Health Professionals	2	9
Corporate Services	1	1
Medical and Dental	0	0
Registered Nurses and Midwives	1	2
Nursing Assistants or Healthcare Assistants	0	1
Social Care	0	1
Not Disclosed	1	0
Other	5	1
<b>TOTALS</b>	<b>20</b>	<b>17</b>

The NGO definition or 'Other' is:

- Can include any professional group that does not fit with any other professional group category.
- Can also include volunteers working in charity shops, fundraisers and similar.
- Also includes Student Nurses.

The concern from 'Other' was raised confidentially.

The biggest increase is from Allied Health Professional, which corresponds with the rise in reporting from CHS Newham.

## 13. People & Culture

Jemma Ball, Deputy Director of People & Culture, will be leaving the Trust at the end of June 2022. Jemma has worked for the Trust since 2019 and has been instrumental in the transformation of some of the P&C services, not least in the response to COVID-19. Jemma's successor, Barbara Britner, will join by the end of July 2022.

Corrine Cunningham, Head of People Relations will also be retiring at the end of June. Corinne transferred to ELFT from South Essex Partnership Trust (SEPT) in 2015 and has transformed the way in which we undertake People Relations. She effectively manages a large caseload of People Relations Activity and Employment Tribunal Cases which have consistently remained between 10-15 each year. Currently we stand at three Tribunal cases. Corinne has also been a nurturing and compassionate leader to her team.

**14. Action being requested**

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