

Title:	Bi-Annual People Strategy Update
Report to the:	Trust Board
Meeting date:	22nd May 2024
Agenda item:	5
Report author:	Angela Hartley – Deputy Director of Workforce
Executive sponsor:	Anita Pisani – Deputy CEO & Director of Workforce Kate Howard – Chief Nurse

Assurance level:	Substantial <input checked="" type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/>
Rationale:	The 3 year People Strategy is being delivered as planned and a range of activities are in place to deliver the 5 programmes of work. Staff Survey Results demonstrate that the Trust is a top performer both regionally and nationally.
Assurance action:	No Action required

1.0 Executive Summary

- 1.1 This report provides the Trust Board with an update, overview, understanding, and assurance of the actions and plans to recruit, retain, develop, and support our people. It builds upon the last report presented in November 2023. It provides the Board with assurance on our people activities that underpin the delivery of our People Strategy.
- 1.2 Our refreshed People Strategy 2023-2026 supports our approach to transformation, continuous improvement, and quality ambitions by ensuring that our people experiences are the best they can be. This is central to us being able to achieve our overall trust strategy and service plans. The strategy is delivered through five

programmes of work that are intrinsically linked to the NHS People Plan ambitions. The report is written under these five programs, which are:

- A highly engaged workforce
- Diversity and inclusion for all
- Retaining our people
- Maximising our recruitment and supply opportunities
- Continuous improvement in supporting people's health and well-being.

1.3 The Trust Board monitors the implementation of the strategy via bi-annual progress updates – May and November each year. The following groups and committees oversee the delivery of key work areas to ensure the strategy is being delivered:

- People Participation & Equalities Committee.
- Quality and Improvement Safety Committee.
- Workforce Diversity and Inclusion Group.
- Health and Wellbeing (Live Life Well) Group.
- Annual Staff Opinion Survey Task and Finish Group.
- Executive Team.
- Health and Safety Committee.
- ESR Programme Board.
- Joint Consultative and Negotiating Partnership (JCNP).

2.0 Recommendation

2.1 The members are asked to:

- **Note** and **discuss** the content of the report.
- **Identify** whether any other actions should be taking place.

3.0 How the report supports achievement of the Strategic Objectives:

Provide outstanding care:	Report demonstrates that the Trust and its leaders undertake monitoring of staffing levels to maintain safety.
Be collaborative:	Demonstrates close working with NHS England People team; other NHS and Care organisations and Higher Education Institutions, where appropriate
Be an excellent employer:	The report identifies improvements in line with the People Strategy.

Be sustainable:	The report identifies how the Trust seeks to ensure sustainable workforce supply to meet our future staffing needs.
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4.0 How the report supports tackling Health Inequalities

4.1 This report details support to our staff including their health and wellbeing it does not relate to public / patient health inequalities.

5.0 Links to Board Assurance Framework / Trust Risk Register

5.1 Staff Moral and workforce challenges

5.2 Compliance with Care Quality Commission standards

6.0 Legal and Regulatory requirements

6.1 CQC Outcomes

6.2 NHS Constitution

7.0 Previous report

7.1 Bi-annual People Strategy Update November 2023

8.0 Introduction

8.1 This report is aimed at making it easy for the Board to see how our actions relate to the delivery of our People Strategy and it assures the board that appropriate actions and activities are in place. An annual implementation plan is also in place to ensure delivery.

8.2 The People Strategy supports our objectives to **be an excellent employer**. Our ambitions for our people are that by 2026:

- Service users are our people report that they feel valued, our services and inclusive and easy to access (joint ambition with **providing outstanding care**)
- Our people feel valued, and they can reach their full potential.
- Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination.
- In meeting the needs of our services, our people can balance their work and personal commitments and are trusted to work flexibly.

Delivering the priorities of our People Strategy

9.0 Programme 1: A Highly Engaged Workforce (NHS People Promise Domain – we have a voice that counts)

Priorities for this workstream for 2024/25 include:

- Objectives cascade by end June 2024
- Continue to promote the value of essential conversations between our leaders and our people to improve our people's holistic needs.
- Increase visibility of the "Living our values, Civility and Respect" programme and discussion tool
- Quarterly people management meetings with Service Directors
- Improve the use of eRostering tool and functionality.
- Improve our managers understanding and expectations of different generations needs in relation to flexible working and employment.
- Explore the optimum working conditions for our people using an evidence base to inform plans and priorities for their teams.

9.1 Staff Engagement

9.1.1 The retention of our workforce, (our 'stay' strategy), is a key part of the role of our people managers and our workforce planning activities. 57 % of staff will still be below their earliest retirement age in 10 years and therefore retaining them is as important as attracting new staff. Much of the People Strategy focuses on:

- Encouraging people to stay.
- Listening to and acting on their feedback.
- Treating them with dignity and respect.

- Supporting their development, career aspirations and current career choices.
- Addressing issues when things go wrong at work in a kind, compassionate and fairway.

9.1.2 We recognise that most of our people perform well and are happy in their current roles, so we support them as much as we support those who have the desire to progress.

9.2 Our Staff Opinion Survey - 2023

9.2.1 The detailed results of the 2023 survey were reported to the Board in March 2024. We achieved a 53% response rate, and our results show that we were the best (or joint best) performing NHS trust in the East of England for the following themes (see below):

- We are compassionate and inclusive.
- We are recognised and rewarded.
- We each have a voice that counts.
- We work flexibly (joint)
- We are a team.
- Staff Engagement
- Morale

9.2.2 Our results also show that we were the top scoring community Trust across the NHS nationally for:

- We are compassionate and inclusive.
- We each have a voice that counts.
- We work flexibly.
- We are a team.
- Staff engagement
- Morale

9.2.3 The trust wide improvement plan is now in place with a suite of actions to continue to improve the experience of our staff.

9.2.4 The trust wide action for 2024 is to:

- Continue to support our staff in relation to patients/service users' violence, aggression, bullying and harassment.
- Review resources and training in relation to conducting appraisals.
- Review the amount of unpaid overtime being worked and understand the underlying reasons for this.

9.2.5 Introduce actions to make people of all ages and abilities feel fairly treated.

9.2.6 Continued focus on career progression/equal opportunity for our culturally diverse members of staff.

9.3 **Appraisals, Career and Personal Development Conversations**

9.3.1 The Appraisal Career and Personal Development conversation is a key time to discuss wellbeing, role, performance, and career aspirations and learning and development needs. The supporting guidance, documentation and training is regularly reviewed and updated. In April 2023, this was updated to include an opportunity for staff to agree with their manager protected time to be a member of our staff networks. There will be a further review as part of the 2023 staff survey action plan.

9.4 **Annual Personal Objective Setting/Regular 1:1s**

9.4.1 We have re-introduced this year our annual cascade of objectives. Objectives can be individual, or team and the aspiration is for everyone to have a set of objectives agreed by end June 2024 at the latest.

9.4.2 In addition, everyone should be having regular 1:1s with their line manager as this is a fundamental part of building psychological safety for all. We will be asking service leads to review that they have effective line management arrangements in place for everyone.

9.5 **Evaluating the Quality of Appraisals**

9.5.1 Since the last report, we have continued to evaluate the experience of appraisals for our people. We have received feedback from 309 people. Feedback is largely positive and a summary of this feedback is as follows:

- 93.5% of respondents agreed or strongly agreed that overall, their appraisal was a positive experience.
- 94.5% of those who respondents said that they were given the opportunity to express themselves openly.
- 95.5% agreed or strongly agreed that they had the opportunity to discuss their personal wellbeing.
- 92.9% agreed or strongly agreed that they had the opportunity to discuss their career and training opportunities.
- 77.7% agreed or strongly agreed that their appraisal made a positive difference in undertaking their role. This may be an area for further development of the appraisal system going forward.

9.5.2 As part of this year's staff opinion survey, we will be reviewing appraisals including appraisal training and a further review of the documentation as the feedback in the annual staff survey is not as positive.

9.6 Partnership Working

- 9.6.1 Partnership working with local, regional, and national trade union colleagues continues to be positive and we support protected time for the Staff Side Chair to undertake their duties on a full-time basis.
- 9.6.2 Our Staff Side Chair is a member of our financial support grants panel and a key member of all workforce-related working groups, including Workforce Diversity and Inclusion, Live Life Well and the Staff Survey Task and Finish Group.
- 9.6.3 The Trust has proactively worked with our Staff Side Chair and Regional UNISON officer to review the Trust's Health Care Support Workers job bandings for those on Band 2 grade roles. Through positive negotiations an agreement was quickly reached on those who should be rebanded to a band 3, based on the work they do, with all back pay being paid in March 2024. No appeals or grievances were received which demonstrates the Trust's positive partnership working approach.

9.7 Professional Nurse Advocates (PNAs)

- 9.7.1 Many of our staff work in complex and stressful patient/clinical situations. We have trained several local nurse advocates, whose role it is to support colleagues.
- 9.7.2 PNAs offer restorative clinical supervision. They:
 - Listen without judgment.
 - Create a confidential safe space.
 - Support through restorative conversations.
 - Support staff to learn from their experience, reflect on their emotions and prioritise their wellbeing.

10. Programme 2 – Diversity and Inclusion for all

(NHS People Promise Domain – We are compassionate and inclusive; we are recognised and rewarded)

- 10.1 Actions for this workstream are regularly reviewed by the Workforce Diversity and Inclusion group and the People Participation and Equalities Committee.
- 10.2 Actions for this for 2024/25 include:
 - Roll out cultural intelligence training (the Above Difference programme)
 - Deliver against NHS England 6 High Impact Diversity Targets
 - Continue to support our staff networks to thrive, whilst also recognising and celebrating the intersectionality between our networks to better support our people at work.

- Continue to deliver No More Tick Boxes action plan.
- Achieve gold employment recognition scheme accreditation as part of the Armed Forces Covenant
- Challenge ourselves to promote opportunities for volunteers and involvement partners who are representative of our diverse communities.
- Continue to review concerns about inappropriate patient behaviour towards our staff.
- Share learning and insights from culturally diverse career and learning conversations to support trust wide diversity and inclusion and individual career development.

10.3 In addition to these actions, we have in place Workforce Race Equality Standards (WRES), Workforce Disability Equality Standards (WDES) and Gender Pay gap reports and action plans. These are all presented and discussed through our People Participation & Equalities Committee.

10.4 **Staff Networks**

10.4.1 Our 4 staff networks support our diversity and inclusion ambitions and are an invaluable mechanism for 2-way engagement with our people. The feedback from the networks continue to inform actions to improve the experience of our diverse workforce. We promoted our staff networks on national staff networks day on 8th May 2024 by releasing a new network voices newsletter and various vimeo clips.

10.4.2 All networks have central administrative support and are self-run and governed by the members who provide feedback on their lived experiences. This feedback has led to improvements in our support offer, including updates to the appraisal and supervision paperwork, promoting a conversation about time to attend networks, updates to the induction session on diversity and inclusion, the addition of wording on disability leave into policies, the promotion of staff using their email footer to state their preferred pronouns and the improvements in how we support diverse recruitment panels.

10.4.3 **LGBTQIA+ PRIDE Network**

The network has an active membership who regularly share information and ideas via a team chat group. Current activity is in planning for PRIDE 2024, and the network will be attending the Cambridge PRIDE, with the theme of Free to be me in CCS.

10.4.4 **Cultural Diversity Network**

The Network continues to be a safe place for staff to share their lived experiences, and to feedback on areas of concern, which are always followed up. The feedback on the misuse of culturally diverse representatives on recruitment panels led to changes and their ongoing feedback will help us refine this further. The Network has also re-opened its meetings to allies.

10.4.5 Long Term Conditions & Disability Network

The group continues to meet regularly and to invite guest speakers. Feedback has led to workplace adjustments, identified at recruitment, being accessed at the start of employment as part of the onboarding process as well as supporting the development of the new policy to support disabled staff and their right to disability leave.

10.4.6 Caring Responsibilities Network

Our newest network, established in June 2023, is one which brings together colleagues who have caring responsibilities of any kind. The network has established itself with 2 joint chairs and is meeting regularly and has planned guest speakers.

10.5 The Workforce Disability Equality Standards (WDES)

10.5.1 We have published our 2023/24 WDES data and action plan and this was included on the People Promise report to the board in November 2023.

10.5.2 Our next data submission is end May 2024 and following this our action will be updated accordingly and discussed at a future People Participation and Equalities committee.

10.6 The Workforce Race Equality Standards (WRES)

We have published our 2023/24 WRES data and action plan and this was included on the People Promise report to the board in November 2023.

Our next data submission is end May 2024 and following this our action will be updated accordingly and discussed at a future People Participation and Equalities committee.

10.7 Gender Pay Gap Report

10.7.1 Our 2023 Gender Pay Gap report was published in March 2024. Our actions are a continued focus on:

- Ensuring senior roles are advertised with flexible working options.
- Offering the women's development programme 'Springboard' to staff.
- Regularly review shortlisting data and identify any areas of concern.
- Using diverse selection panels through policy practice and training.
- Promoting and facilitate mentoring and coaching.
- Working with young people to encourage more young men to enter NHS careers.

10.8 Neurodiversity in the workplace

- 10.8.1 We have recently launched our neurodiversity in the workplace guidance which supports every member of staff to understand we are all unique and our diversity, as a body of staff, is a strength, this includes all forms of diversity including neurodiversity.
- 10.8.2 It includes practical and useful information on how to increase understanding, improve the diversity and inclusiveness of our workplaces and signposts staff to further help and information.
- 10.8.3 We will be promoting workplace neurodiversity in a week of events, information sharing and celebration, to help promote education and understanding of our neurodiverse people and how we can all support each other.

10.9 Choices Colleges

- 10.9.1 We are currently working with Choices College to offer supported work experience placements to young people with SEND or autism. Cambridgeshire children and young people's services plan to offer a placement at the Oaktree reception in Huntingdon. The young people will come from local SEND schools and will be supported in the workplace by a teaching assistant and coordinator from Choices College. We hope to expand the number of areas where we can offer placements.

10.10 Anti-Racism Plan

- 10.10.1 We made our anti-racism pledge and signed up to the UNISON anti-racism charter in May 2022. In addition, we had our first annual anti-racism plan covering patient and staff actions in 2023/24 and our 2024/25 anti-racism plan is being presented at the May 2024 People Participation and Equalities committee for recommendation to the Board.

10.11 Inclusion Plan

- 10.11.1 New for 2024/25, we will develop an inclusion plan. This will be similar to the anti-racism plan and will cover both patients and staff. This plan will demonstrate our commitment to inclusion for all and will be co-produced with both our people and our patients.

10.12 Equality Delivery System 2022 (EDS22) – Workforce Objectives

- 10.12.1 The Board agreed to our 2024/25 EDS 22 objectives in March 2024. The 3 domains are:
 - Domain 1: Commissioned or provided services.
 - Domain 2: Workforce health and well-being

- Domain 3: Inclusive leadership

10.12.2 The objectives agreed upon for the workforce domain is to continue and build on the work in the 2023/24 objective and:

- To work with our Occupational Health providers to support staff in managing obesity, diabetes, asthma, COPD, and mental health conditions.

10.12.3 We have arranged for information and support to be put in place for staff. We will continue to work with our 2 occupational health providers to ensure staff can access the support they need with these conditions and in particular the impact on them in work.

10.13 **Diversity and Inclusion Training and Development**

Cultural Intelligence Training

10.13.1 Alongside other Trusts in the Cambridgeshire and Peterborough system, we have trained 12 individuals on leading with cultural intelligence. All 3 cohorts are now trained, and we are planning how we will disseminate the key learning internally and across the system. Leading with cultural intelligence is a mind set and will require organisational development and behavioral change.

Mandatory and Skills Training

10.13.2 We continue to review our two mandatory training programmes to ensure they are fit for purpose. Training takes place for those involved in recruitment and selection and as part of all in-house leadership and management training as well as in bite-size people management sessions. In addition, the Trust has rolled out learning disability and autism awareness training from April 2023.

Service/Community Specific Training

10.13.3 We continue to work with other agencies who train our staff locally on relevant diversity and inclusion matters including transgender training through the trust service user diversity and inclusion officer and patient engagement team.

10.14 **Living our Values, Civility and Respect**

10.14.1 We continue to support conversations across services on the importance of civility and respect and have developed an evidence-based tool. The tool kit has been used successfully in several teams and whilst not primarily about diversity and inclusion, by acting with civility and respect, we know we maximise fairness and equity.

10.15 Career Progression

10.15.1 Following the 2022 staff survey results, we offered all our culturally diverse staff the opportunity to have an additional career conversation with a member of the workforce team. Following this offer our results in the 2023 staff survey showed an improvement in how our cultural diverse members of staff rated the Trust as an equal opportunities employer. Our disparity reduced from 23% to 19.5%. There is still more to be done and this will remain a focus in this year's improvement plan.

10.16 High-Impact Diversity and Inclusion Objectives

10.16.1 A set of 6 diversity and inclusion high-impact objectives have been nationally set to assist in our commitment to diversity and inclusion for all characteristics. Update on these detailed below:

High Impact Action	Actions	Comment / Progress
Action 1 Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable	Every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process. (by March 2024)	All Board members have made an anti-racism pledge and have an EDI objective agreed as part of our annual objectives cascade process. In place
	Board members should demonstrate how organisational data and lived experience have been used to improve culture. (by March 2025)	Not Due Yet
	NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework. (by March 2024)	Data in relation to EDI presented and discussed at People Participation and Equalities Committee and bi-annually as part of People Strategy Update direct to the Board. Embedded into the Board Assurance Framework controls and assurance mechanisms. In place
Action 2 Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity	Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation. (by June 2025)	When executive and senior leadership roles are advertised a focus on improving diversity is explicit in all literature. Cultural diversity, gender diversity and leaders with a disability have increased with recent appointments. Stretch targets agreed in relation to increasing the cultural diversity of bands 6, 7 and 8a in place.

High Impact Action	Actions	Comment / Progress
	<p>Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes.</p> <p>(by October 2024)</p> <p>Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint.</p>	<p>Work in Progress</p> <p>All services discussing and agreeing their 1–3-year workforce plan which includes widening recruitment opportunities and creating different career pathways.</p> <p>Numbers of clinical and non-clinical apprenticeships increasing year on year.</p> <p>Work in Progress</p>
<p>Action 3</p> <p>Develop and implement an improvement plan to eliminate pay gaps</p>	<p>Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce.</p> <p>(by March 2024)</p> <p>Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, disability by 2025 and other protected characteristics by 2026.</p> <p>Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns. (by March 2024)</p>	<p>Last 3 years all consultants have received the same Clinical Excellence Award payment regardless of the number of hours that they work. All senior roles are advertised with flexible working option, and we will provide support to female medics in applying for Clinical Excellence Awards should we return to a competitive process.</p> <p>In place</p> <p>Gender Equality reporting is in place and is reported to the Trust Board via our People Participation and Equalities Committee. Also included in our bi-annual update to the Trust Board on delivery of our People Strategy. We will run an ethnicity pay gap report by end March 2024 and will discuss this at the next People Participation and Equalities Committee.</p> <p>Work in Progress</p> <p>In place. In addition, the Trust continues to be rated top by its workforce in the annual staff survey for 'we work flexibly'.</p> <p>In place</p>
<p>Action 4</p> <p>Develop and implement an improvement plan to address health inequalities within the workforce</p>	<p>Line managers and supervisors should have regular effective wellbeing conversations with their teams, utilising resources such as the national NHS health and wellbeing framework.</p> <p>(by October 2023)</p>	<p>Embedded into appraisal and supervision systems and processes. Suite of resources available on the Intranet and we have completed and use the NHS Health and Wellbeing Framework to identify gaps. Our staff rate us highly in relation to the 'we are safe and healthy' domain in the annual staff survey. Live Life</p>

High Impact Action	Actions	Comment / Progress
		<p>Well group in place and bi-annual newsletters published which highlight a suite of resources.</p> <p>In place</p>
	<p>Work in partnership with community organisations, facilitated by Integrated Care Boards working with NHS organisations and arm's length bodies, such as the NHS Race and Health Observatory. For example, local educational and voluntary sector partners can support social mobility and improve employment opportunities across healthcare.</p> <p>(by April 2025)</p>	<p>People team representatives are part of system conversations in relation to promoting the NHS as a place to work.</p> <p>Not Due Yet</p>
<p>Action 5</p> <p>Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff</p>	<p>Before they join, ensure international recruits receive clear communication, guidance, and support around their conditions of employment, including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment, and future career options.</p> <p>(by March 2024)</p>	<p>All international recruits take part in our preceptorship programme as appropriate. They will all have an annual appraisal and personal development plan in place which gives them the same access to development opportunities as the wider workforce. Their developmental needs will be covered by our annual training needs analysis process.</p> <p>In place</p>
	<p>Create comprehensive onboarding programmes for international recruits, drawing on best practice. The effectiveness of the welcome, pastoral support and induction can be measured from, for example, turnover, staff survey results and cohort feedback.</p> <p>(by March 2024)</p>	<p>Four-week induction programme in addition to any professional registration requirements. Full pastoral support package in place, either locally or centrally. Peer support group in place to connect our international recruits. Attained the NHS Pastoral Support Quality Award in June 2023.</p> <p>In place</p>
	<p>Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety.</p> <p>(by March 2024)</p>	<p>Three individuals have completed the full cultural awareness training package, and this knowledge is shared with local line managers.</p> <p>Work in Progress</p>
	<p>Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should ensure</p>	<p>All international recruits take part in our preceptorship programme as appropriate. They will all have an annual appraisal and personal development plan in place which gives them the same access to development opportunities as the wider workforce. Their</p>

High Impact Action	Actions	Comment / Progress
	<p>that personal development plans focus on fulfilling potential and opportunities for career progression.</p> <p>(by March 2024)</p>	<p>developmental needs will be covered by our annual training needs analysis process.</p> <p>In place</p>
<p>Action 6</p> <p>Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur</p>	<p>Review data by protected characteristic on bullying, harassment, discrimination, and violence. Reduction targets must be set.</p> <p>(by March 2024) and plans implemented to improve staff experience year-on-year.</p>	<p>Annual staff survey results analysed fully in these areas and improvement actions agreed. Looking for a year-on-year improvement in relation to staff experience.</p> <p>In place</p>
	<p>Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff who enter formal processes are treated with compassion, equity, and fairness, irrespective of any protected characteristics. Where the data shows inconsistency in approach, immediate steps must be taken to improve this.</p> <p>(by March 2024)</p>	<p>Processes kept under review and improvements made in line with learning. The Trust has several Cultural Ambassadors in place who take part in all formal employee relation processes, where appropriate. Data is reviewed bi-annual by the Trust Board and any themes identified and addressed. The HR team are currently looking at introducing a pre-investigation checklist.</p> <p>In place</p>
	<p>Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it.</p> <p>(by June 2024)</p>	<p>Policies and processes are in place in relation to this and expert advice and guidance is sought from safeguarding experts when needed.</p> <p>In place</p>
	<p>Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff.</p> <p>(by March 2024)</p>	<p>2023 staff survey just published. Trust continues to be rated top by its people in relation to the domain – ‘we each have a voice that counts’. Data will now be analysed by protected characteristics and this will be shared and discussed at the next People Participation and Equalities Committee.</p> <p>In place for last year’s results and work in progress for 2023 results.</p>
	<p>Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination, or violence.</p>	<p>Employee Assistance Programme and confidential counselling services available for all staff. In addition, bespoke support will be put in place if required.</p> <p>In place</p>

High Impact Action	Actions	Comment / Progress
	(by March 2024)	
	Have mechanisms to ensure staff who raise concerns are protected by their organisation. (by March 2024)	We have not had any members of staff report that they have suffered detriment because of raising concerns. We have systems and processes in place to monitor this. In place

10.17 Cultural Ambassadors

10.17.1 We have 7 trained cultural ambassadors who are senior culturally diverse leaders who undertake this role in any people management processes where appropriate. Their role is to identify and highlight any possible cultural bias which may be affecting the process involving a member of staff from a culturally diverse background. This is a key part of our actions to seek to eliminate bias, be it conscious or unconscious, positive, or negative, from our organisation.

11.0 Programme 3: Retaining Our People (NHS People Promise Domains – We are always learning, we are a team, we are recognised and rewarded)

Actions for this workstream for 2024/25 include:

- Develop and embed a plan to increasing clinical placements.
- Improve Bank staff deployment and actively reduce Agency activity and spend through rate management.
- Continue to expand design and implementation of career pathways.
- Delivery of year 2 of the Resource and Retention Plan
- Refresh and embed our approach to Succession Planning
- Provide opportunities for volunteers who wish to consider a career within the NHS.
- Further develop the use of ESR Manager self service
- Test and roll out People Leaders Masterclass for line managers.

11.1 People Promise Retention Exemplar Programme

11.1.1 We are part of NHS England's second cohort of the people promise retention exemplar programme. This programme aims to test the assumption that optimum delivery of NHS People Promise interventions delivered in one place simultaneously, can improve staff experience and retention outcomes. We have appointed a member of the people function, who already had a focus on staff retention, to be our People Promise manager and to lead on actions, using local and national tools, to improve our staff experience.

Trust wide

11.1.2 We are aligning people promise activities in all aspects of the employment cycle including recruitment, Retention, Induction, Education and Training. We will:

- Welcome people to our team – by mapping our induction content to The People Promise introducing information, resources, and support for all new starters.
- Welcome our internationally recruited staff – by having an interactive guide for our internationally recruited staff, designed to help those new to our Trust, navigate the intranet support available.
- Listen at every stage – via new Starter surveys, career conversations, live retention and learning from our leaver's surveys.

Service Level

11.1.3 We are working in collaboration with our Luton and Bedfordshire healthy child programme teams to improve the overall experience of staff working in the service and to improve retention, strengthen engagement with community nurses, improve the local staff survey results and reduce turnover. We will:

- Improve local staff engagement to support the service to improve their staff survey feedback to be in line with our overall Trust staff survey results.
- Develop a system of inclusive career development for staff working in the service.
- Use outcome data, research, and insights to inform the services local retention and staff survey improvement plans.

Progress to Date

- Development of local staff survey action plan
- A people promise development day for the multi-agency safeguarding hub facilitated on 24 April 2024

11.2 Training and Development

11.2.1 Over the last six months we have provided in house training to 133 members of staff in a wide range of skills, including:

- Time Management
- Training and Presentation Skills
- Appraisal Conversations
- Using power point for impact
- Coaching conversations

- Minute taking/chairing meetings
- Using Myers Briggs types in your teams
- Amazing managers – new managers Induction

11.3 Resilience Training

11.3.1 Since April 2024 we have been providing this training inhouse. The programme is evidence based and was developed specifically for NHS staff. Attendees can build their own self-care action plan. The session offers practical advice on what works in times of stress and places the focus on effective self-care strategies.

11.3.2 We have a flexible approach to working with teams who request well-being and team building support. We can develop specific sessions for staff in teams where support is required.

11.4 Leadership Development

11.4.1 There are currently over 50 members of staff on our chrysalis programme for emerging leaders. This course consists of five all-day sessions. Between sessions, staff also take part in online action learning set sessions.

11.4.2 Over 20 members of staff are part of our step on up programme. This programme is for staff who are getting ready to move into leadership positions. In April 2024 we held a celebration event for everyone who completed the programme this year.

11.4.3 We have also been reviewing and updating our training for newly appointed managers and are currently in the process of signing off a masterclass for all people leaders. We hope to launch this in July.

11.5 Coaching and Mentoring

11.5.1 We continue to build our team of coaches, mentors, and diversity mentors. We are training more mentors in June 2024 and developing our mentoring and coaching offer further. Our community of coaches meets quarterly to share new thinking and offer supervision to each other.

11.6 E-Learning and Electronic Staff Records (ESR)

11.6.1 ESR Manager and Employee ESR Self-Service are in place across all services.

11.6.2 Most of the mandatory and role-specific training can be accessed via e-learning on ESR. This supports staff to access user-friendly training at a time and place which suits them. Our mandatory training compliance rates remain high and are supported by the relevant subject matter experts for each topic.

Our mandatory training is in line with the Core Skills Training Framework (CSTF) and now includes a new patient safety and a learning disability and autism e-learning package.

11.6.3 Rollout of managers' self-service has begun and payroll change forms are now done electronically.

11.6.4 ESR is also starting to become the single place to record essential clinical training.

11.7 Professional Education and Development

11.7.1 The Trust provides Continuing Professional Development (CPD) and supports essential job role training for all clinical staff to deliver their roles safely and enable staff to develop professionally.

11.7.2 Our Professional Education Leads (nursing) deliver facilitated Practice Supervisor and Practice Assessor training and updates for all NMC registrants to enable them to support learners in practice. These sessions are well attended and receive positive feedback. Our AHP Professional Education Leads are working to provide education updates to our AHP Practice Educators to ensure they are well supported.

11.7.3 We continue to work with neighboring trusts in providing a joint approach to support learners requiring work-based placements. We also have a robust work experience process enabling school, college, and health education students as well as those considering a change of career, to spend time in clinical and non-clinical areas to gain an understanding of that area. We provide central support to all learners and the services to ensure learners have a quality learning experience, with the aim that they see the Trust as an employer of choice after they qualify.

11.7.4 The Trust continues to support the care certificate programme and all new and existing staff are invited to complete this.

11.8 Preceptorship

11.8.1 The professional education team deliver a multi-professional preceptorship programme which has been awarded the National Preceptorship for Nursing Interim Quality Mark. Our Preceptorship Lead is now working towards the equivalent award for AHP preceptorship.

11.9 Apprenticeships and Growing our Own.

11.9.1 All services are viewing apprenticeships as one way to help meet their future workforce supply needs. There has been an increase in the number of enquiries both from individuals and managers and we continue to support teams with advice and guidance with a particular focus on hard to recruit areas.

- 11.9.2 This year has seen a focus on Dental Nurse recruitment, and we have recently recruited 3 Dental Nurse Apprentices with another cohort planned for 2024.
- 11.9.3 We currently have 4 young apprentices in administration apprentice roles in Dynamic Health, Beds and Luton Children's Services and Cambridgeshire Children's Services. We have also recruited our first rotational healthcare support worker apprentice into Luton Adults Service as part of a pilot project with other health and care employers across BLMK. Our apprentice will undertake placements at Keech Hospice and with the reablement team at Central Bedfordshire Council.
- 11.9.4 We saw 47 new apprentice starts between 1/4/23 and 31/3/2024 and we currently have 80 staff members completing a variety of clinical and non-clinical apprenticeships.
- 11.9.5 We continue to increase the % of spend from our apprenticeship levy and we expect our usage to continue to grow. As part of the levy funding rules, we can choose to transfer up to 50% of our funds to pay for apprenticeship training for an apprentice employed elsewhere. We are currently supporting 4 apprentices employed in primary care to undertake apprenticeships through the levy transfer scheme.
- 11.9.6 We support our people to achieve Level 1 or Level 2 Functional Skills qualification in English and/or Mathematics as this is a requirement for all apprenticeships and can also be used to upskill literacy and numeracy.
- 11.9.7 The Trust continues to support the NHS Ambassador programme participating in careers activities to promote the NHS as a future employer to young people. We are particularly focusing on university careers events and Health and Care Academy events this year.

11.10 Supporting Learners and Working with Higher Education Institutions

- 11.10.1 We continue to provide clinical placements for a variety of healthcare professionals undertaking training. The average number of pre-registration placement hours per year has increased to 52,000 (from 49,000 last year).
- 11.10.2 We have submitted the Trust multi-professional Education self-assessment to NHS England and are waiting the final report back for this.
- 11.10.3 We have recruited additional capacity in the Professional Education Team with the addition of two Nursing Professional Education Leads (PELs). This enables the team to provide dedicated support in each of our ICS localities, working with both pre and post registration learners.
- 11.10.4 We are planning to increase support for our apprentices with

the addition of clinical apprentice forums to bring our apprentices across the professions together to build their peer networks and provide another layer of support alongside the 1:1 support they already receive from the PELs.

- 11.10.5 We are now working with AHP services to review their capacity to support learners using the York and Humberside placement capacity model. This has identified areas where there is the potential to increase numbers.
- 11.10.6 Student feedback is received from the National Education and Training Survey (NETS) as well as the Higher Education Institutes (HEIs) we work with. We are reviewing our contact points with learners and aim to increase the amount of feedback we receive. The compliments and learning are shared with the services both locally if they are service specific and wider if more general where all areas can benefit. We have successfully attracted newly qualified staff to work for us based on their positive training experiences and we continue to support post-registration specialist practice learners.
- 11.10.7 The team continue to work with services to find innovative ways to manage increasing demands on placement capacity. We are reviewing our policies to ensure they are robust and clear to follow and are updating the trust induction pack for all learners and this will include information about mental health and wellbeing.
- 11.10.8 From September 2023 the first of the new cohorts of Specialist Community Public Health Nurses (SCPHN – Health Visiting & School Nursing) students started. We have 2 cohorts in place, September 2023, and January 2024. The September 2023 cohort are in Bedfordshire & Luton HCP (due to qualify September 2024), and they also have a January 2024 cohort (due to qualify Jan 2025), both cohorts are attending the University of Hertfordshire (UOH).
- 11.10.9 Cambridgeshire and Peterborough, Healthy Child Programme (HCP) and Norfolk Healthy Child Programme both have January 2024 cohorts (due to qualify January 2025) attending Anglia Ruskin University. These students started their course knowing they had the offer of a substantive post upon successful completion of their course. The HCPs have started their recruitment for learners for the new academic year (September 2024 onwards).
- 11.10.10 We are offering a £1500 incentive to train to all applicants in a bid to increase the uptake of our commissions. Norfolk has an active programme to support their SCPHNs to become dual-trained to offer a 0-19 service. The Trust is also supporting several staff nurses within our services to access academic modules as part of their preparation to apply for the SCPHN course in the future.

- 11.10.11 Luton adults, and the Children's Community Specialist Nursing services had learners commence the PgDip Specialist Community Nursing course (adult or child pathways) in Jan 2024 at the University of Hertfordshire. These were all internally recruited staff. The two successful applicants from Luton adults were two of our internationally recruited nurses who are doing well on the course, and we have received positive feedback from the university about them.
- 11.10.12 We continue to support individuals to undertake their Return to Practice (RtP) to enable them to regain their registration. We are running a rolling program of advertising nursing RtP linked into the HEI calendar. We continue to promote the employer led model as this offers increased security to the returner and we are part of the East of England regional networks for nursing and AHP RtP.
- 11.10.13 We continue to explore Advanced Clinical Practice (ACP) with services and Luton Adults are recruiting a trainee ACP (respiratory) to commence the ACP apprenticeship course in September 2024 at the University of Hertfordshire. This will be funded through the apprenticeship levy with NHSE financial support towards ensuring the trust has the infrastructure and governance required to support this development in services. We are part of the regional and ICS ACP faculties and networks.

11.11 Health Care Worker Support

A new workforce project group has been set up to look at:

- Entry routes into support roles
- Competencies, development, and transferable skills
- Scoping of roles for support workers across the Trust
- Movement to registrant roles

11.12 Medical Staff Development

- 11.12.1 Annual Trust Development Plan – We have accredited our supervisors and will have a rolling process for reaccreditation in line with the revised requirements from the local deanery. Work is ongoing on developing a strategic response to requests for new training post.
- 11.12.2 We are trying to identify funding to continue provision of medical educator development to ensure we are in line with local deanery requirements and can support career development and succession planning for our educators.
- 11.12.3 Staff Grade Associate and Specialty Doctors (SAS) – There is an ongoing programme of training events for SAS staff with 2 further events delivered this year (including both online and face to face). Other opportunities for this staff group are also being actively promoted.

11.13 Higher Specialist Training

- 11.13.1 Community Paediatrics: We continue to provide posts at Cambridge and Huntingdon and for trainees based at Luton and Dunstable and Bedford Hospitals.
- 11.13.2 iCaSH: National recruitment for Genitourinary (GU) Medicine remains poor, and we are having discussions about how to fill our vacant posts for the forthcoming year. Ideally, we would have IMT1-2 trainees who may be recruited to training posts in the future.
- 11.13.3 Feedback from our GP training posts within iCaSH, (based in Kings Lynn, Peterborough, Bury St Edmunds and Great Yarmouth and a new post in Milton Keynes) remains good.
- 11.13.4 We have two foundation trainees working within Community Paediatrics in Bedford and a new post in Luton which has community experience. There is interest within iCaSH in the development of future posts to promote GU Medicine.

11.14 Undergraduate Training

- 11.14.1 We support undergraduate medical training from a range of HEIs. We have been working on central collation of undergraduate medical training delivered and develop a more consistent approach to obtaining student feedback, to document the significant contribution of medical education within the Trust. We are also developing a streamlined approach for students and more junior trainees to gain work experience in the Community to improve exposure and support recruitment.

University of East Anglia (UEA)

- 11.14.2 iCaSH currently provides clinical teaching and placements for medical students from UEA. This year saw an increase from three to four cohorts prior with a further increase in student numbers to 207 for 2023-2024. Feedback remains positive and we have had positive reviews at our annual quality assurance meetings with UEA.

University of Cambridge (UoC)

- 11.14.3 The Trust has applied for Teaching Partner/Affiliated Hospital Status.
- 11.14.4 iCaSH: There has been a further review of Sexual Health training resources for UoC students and the half day clinic placement for students has been well received and remains ongoing. Work is ongoing with Finance to ensure that this is correctly remunerated.

- 11.14.5 Community Paediatrics: As well as lecturing on childhood development and assessment and on common neurodevelopmental conditions in children and their management (for year 4 and 5 medical students respectively), the service provides clinic experience for 140 Year 5 medical students. There is ongoing involvement in examining and supporting research projects.

The University of Leicester (UoL)

- 11.14.6 We now receive students from UoL for Sexual Health experience while on placement at (NWAFT).

University of Central London (UCL)

- 11.14.7 Medical students from UCL have returned to placements in Community Paediatrics in Bedford. Arrangements about placements and funding of training continue to be progressed.

12.0 Programme 4 - maximising our recruitment and supply opportunities.

(NHS People Promise domains We work flexibly; we are a team)

Actions from this workstream for 2024/25 include:

- Support services to develop and implement their 1–3-year workforce plan.
- Embedding Diverse Interview Panel, sharing learning and insights across services
- Working with ICB to further utilise staff MOU to aid movement between Providers.
- Continue to roll out bitesize Recruitment training session to improve our managers confidence and capability in areas such as selection, scoring etc.
- Continue to promote volunteering opportunities in all of our services.

12.1 Attracting and Recruiting Staff

- 12.1.1 We have continued to improve our recruitment processes to support the attraction of and early experience of applicants and are receiving some positive feedback from our new recruits in relation to this.

Time to Hire

- 12.1.2 Our time to hire from closing date of the advert to the candidate starting their role has reduced from around 89 working days pre-Trac to between 58.3 during 2023.

- 12.1.3 This results in successful candidates being more engaged in the process, having a better experience, and being onboarded into the Trust quicker to ensure services provide the levels of care expected.

12.1.4 The Trust recruited 180 substantive and 8 bank staff between 1 October 2023 and 31 March 2024

Applicant Dashboard

12.1.5 The recruitment team have launched the applicant dashboard to help the onboarding experience of newly appointed staff. The dashboard is available for all new staff following their final offer of employment letter. It was developed in conjunction with services to provide information that new staff may need before they start, including the ability to undertake mandatory e learning, access to service site maps and parking information.

If Your Face Fits and No More Tick Boxes

12.1.6 Work continues to finalise the implementation of our actions arising from the NHS-wide 'If Your Face Fits and No More Tick Boxes' review of discrimination in recruitment practices. Actions so far include:

- Guidance on writing job descriptions and person specification including removing discriminatory language, reducing in number of essential criteria, and limiting desirable criteria to only that which is really required.
- Transparency in shortlisting, with a minimum of three people to conducting independent shortlisting and the recruitment panel must include a colleague or People Involvement Partner (PIP) from a culturally diverse background. Shortlisting should be completed independently.
- Interview process- guidance for managers on the importance of planning for interviews and how to reduce bias in the interviewing process. The interview panel will comprise the same colleagues (or PIP) as at shortlisting, all having an equal say during the interview process.

12.2 Supporting Neurodiverse applicants.

12.2.1 We are also reviewing our recruitment processes to ensure that we are supporting neurodiverse applicants which may include giving interview questions ahead of the interview.

12.3 Hard to Recruit to Posts

12.3.1 The key areas of challenge in attracting and recruiting staff continue to be in the following areas:

- Luton and Bedfordshire - District Nursing; Health Visitors, Community and School Nurses, Audiologists and specialist safeguarding roles; Community Paediatrics.
- Dental – Dental Nurses in South Cambridgeshire and Dentists.
- Cambridgeshire: Health Visitors in Cambridge City, Doddington and Wisbech.

- School Nurses in Cambridgeshire, Cambridge, and administrative staff.
- Norfolk - SCPHNs in the HCP Norfolk East Locality and Just One Norfolk across all staff band 6 and below, challenges across Norfolk for SCPHN recruitment.
- Speech and Language Therapy - Luton and Bedfordshire.

12.3.2 To attract and retain staff, several local Recruitment and Retention Premia (RRP) are in place and the effectiveness of these are regularly reviewed. RRP's are a salary premium payable under national NHS terms and conditions where there is evidence of hard to recruit.

12.3.3 Flexible working/job sharing continues to be promoted in our adverts. In addition, services are being encouraged to advertise and offer relocation assistance and the Trust's policy has been revised to be more inclusive.

12.4 International Recruitment

12.4.1 Luton Adult Services has undertaken its fourth targeted recruitment of international nurses, 4 candidates joined the service in late April 2024. They will be included in our trust preceptorship programme as part of the support they receive to settle into the new roles and environment.

12.5 Recruitment Overseas via Job Adverts

12.5.1 Through our normal, direct, recruitment processes via NHS Jobs/TRAC, we have 4 overseas candidates currently in the recruitment cycle and we continue to apply the learning from targeted cohorts of international recruitment to support the onboarding of future candidates.

12.6 Professional and Pastoral Support

12.6.1 We continue to provide pastoral support to our internationally recruited staff ensuring that professional support is identified as appropriate. This is in line with national best practices (Stay and Thrive) to help shape our offer to overseas candidates.

12.6.2 We are in the process of developing a number of different welcome packs to support international recruitment in the future.

12.7 Strategic Workforce Planning

12.7.1 To compliment the Trusts annual business planning process, each service undertook a workforce planning review from November 2023 to end of January 2024. The objective for this year's workforce planning approach was to review and refresh service workforce plans and to prioritise activities for 2024/25.

12.7.2 The emerging workforce planning priorities for our services during 2024/25 include the need to:

- Design and embed career pathways with a focus on increasing training routes into registered roles.
- Expand bank worker recruitment and deployment.
- Map staffing levels / skill mix linked to planned service change (i.e. stroke, Urgent Care Rapid Response).
- Succession planning for critical posts.
- Addressing the gaps in existing commissioning models.
- Continue to expand capacity within services to take on students and learners.
- Further develop communities of practice across teams and professions.
- Continue to support the health and wellbeing of our staff.
- Resources to support large scale apprenticeship expansion.

12.8 Temporary Staff

12.8.1 By the end of May 2024, the centralised temporary staffing service (TSS) will be supporting all trust services with the recruitment of and deployment of bank workers and the commissioning of agency workers. The function aims to both make best use of bank workers and reduce agency usage and spend and to remove workload from front line services in recruitment bank and agency workers.

12.8.2 Key skills shortages in our bank workers include community nursing (adult and child), dental nurses, dental therapists, and health visitors. Recruitment campaigns will be established to support recruitment into these shortage professions.

12.9 Workforce Modelling

12.9.1 The rollout of the health roster has now completed, and roster utilisation has begun so that service can fully utilise the functionality of health roster for workforce modelling, safer staffing, competency-based workforce planning and reporting.

12.10 Developing Workforce Safeguards

12.10.1 The Trust is working towards meeting the National Quality Board's (NQB) guidance, which states that providers:

- Must deploy sufficient suitably qualified, competent, skilled and experienced staff to meet care and treatment needs safely and effectively.
- Should have a systematic approach to determining the number of staff and range of skills required to meet the needs of people using the service and keep them safe at all times.
- Must use an approach that reflects current legislation and guidance where it is available.

12.10.2 A Trust-wide project group is operating, with a plan spanning

2024. The progress so far, aligning to NHSE 2018 principles is as follows:

- NQB's 2016 guidance is embedded in safe staffing governance.
- The Community Nursing Safer Staffing Tool will be implemented in Adult Community Services during 2024.
- Safe Care, a digital tool for assessing dynamic staffing will be embedded Trust-wide, which utilises professional judgement and evidences the decision-making involved in assessing or mitigating safe staffing, including escalation procedures.
- Six monthly establishment reviews will commence, with a plan for Trust-wide roll-out. Workforce planning conversations will be integral within these. Quality metrics will be triangulated with staffing data and professional judgement.
- Safer staffing is reported bi-monthly to the board, including safe staffing data, progress of the project plan and establishment reviews.
- Annual workforce plan in progress, and the longer-term People Strategy to 2026.

13.0 Programme 5 – Continuous Improvement in supporting people's health and wellbeing.

(NHS People Promise Domains – We are safe and healthy; we work flexibly; we are a team)

Actions from this workstream for 2024/25 include:

- Build confidence and capability in our leaders to better manage complex sickness absence cases.
- Ensure Violence and Aggression reduction plan is delivered.
- Support our managers to better aid staff with neuro development needs thrive in the workplace.
- Ongoing review of financial aid support and other activities to support staff with the increased cost of living challenges.
- Continue to improve the interface between our workforce systems and their teams to bring together a more joined up picture of our workforce data and information.
- Roll out external expert training for managers on managing mental health in the workplace effectively.
- Implement Pregnancy and baby loss policy across the Trust.

13.1 Flexible Retirements/Retire and return

13.1.1 The Trust continues to offer flexible retirement as an alternative to staff retiring completely which is now more attractive due to changes in the NHS pension scheme. This is particularly helpful as some clinical staff groups can retire with their NHS Pension at 55 when many people are not ready to stop working completely.

13.2 Staff Health, Wellbeing and Attendance

- 13.2.1 The HR Team regularly review the reasons for absence with the teams they support and work with managers to support individuals to maximise their health and wellbeing and maintain attendance at work. The top three reasons for absence over the past year has been.
- Anxiety/stress
 - Cold/cough/flu and
 - Other known causes – not elsewhere classified.
- 13.2.2 It should be noted that in many instances individual's sickness or absence reasons relate to issues outside of work.
- 13.2.3 We have recently reviewed and updated our suite of health and wellbeing, disability, and absence management policies, to ensure they are easy to read and follow, and that they clearly explain for managers and staff the support, systems and processes within the Trust.
- 13.2.4 We have reviewed, enhanced and strengthened the Trust's working with a disability standard operating procedure (SOP) into a policy which is entitled working with a disability and disability leave policy. This provides advice on the support available to staff who have a disability and for managers of those staff.
- 13.2.5 The Trust has adopted the national proposal for support to staff affected by baby loss and already had in place support over and above any legal requirements.
- 13.2.6 We support managers and staff in relation to workplace stress assessments and are working with staff who have been absent from work due to stress or anxiety, regardless of whether it was work-related or not, to understand the level of support offered locally and how effective this was and what more can be done. The stress tool kit and manager guide have been reviewed and significantly changed so that it is more user-friendly, non-judgmental, and supportive.
- 13.2.7 Supporting the mental well-being of our people remains a priority and we have commissioned additional training for managers in managing mental health in the workplace.
- 13.2.8 Feedback from staff has informed our mental wellbeing support offer. In addition, an awareness session for managers is being developed to enable them to be able to support the mental wellbeing of their staff better.
- 13.2.9 Never before have we been more aware of the impact of financial difficulties/pressures can cause. We have taken proactive steps to support staff most affected by the cost-of-living raises including:

- Continuing with our relationship with our financial support provider who offers staff free access to financial health checks, advice, information and, where applicable, access to loans, savings and potentially in the future, investment opportunities.
- Published details of the financial support available to trade union members via their unions.
- We continue with a financial assistance fund, open to all staff to apply for a non-repayable grant of up to £1000, to help with severe financial hardship. We launched this in June 2022 and have received 63 applications to date.

13.2.10 Our occupational health providers offer comprehensive occupational health services, and the Employee Assistance Programme (EAP) offers a comprehensive wellbeing assessment that staff or their families can take at any time. In the last year for calls to Health Assured's counselling service anxiety was the most common reason, accounting for 23.3% of overall counselling engagement. This was followed by Low Mood 18.0% and Bereavement 13.2%.

13.3 **Staff Health and Wellbeing 'Live Life Well' Programme**

13.3.1 Our staff health and wellbeing programme 'Live Life Well', continues to successfully support staff and below are a few examples of the support in place:

- Recruiting, training and subsequently held refresher training, for Health and Wellbeing Champions and regular champions network meetings.
- Bi-annual Health and Wellbeing Newsletter showcasing our offer and positive actions by staff. Our most recent newsletter focused on the current cost of living pressures.
- Promoting 'pass it forward' and acts of kindness as a way to promote well-being.
- Continuing to promote personalized approaches to managing attendance and flexible working requests and a support offer for staff with their financial well-being.
- Promotion of the well-being values of good team working and two-way communication and taking a break.
- Mental Health First Aid light training (for Health and Wellbeing Champions).
- Promotion of NHS staff discounts and promotion of NHS health checks.
- Mental wellbeing weeks.
- Promotion of key national wellbeing-related national days/weeks throughout the year.
- Resilience training.
- Newsletters, Intranet pages and Comms Cascade updates.
- Providing information on menopause to reduce the

reluctance of staff to talk about this openly at work, a Menopause Policy and regular Menopause cafes.

- Health and Wellbeing Champions across all services/locations supported through a peer group network.

13.4 **Sexual and Domestic Violence**

13.4.1 In July 2023, the trust signed up to the NHS sexual abuse charter and committed to supporting staff affected by both sexual and or domestic violence. We already have in place a domestic violence policy and support mechanism to support staff and draw on the expertise of our safeguarding experts internally. Kate Howard our Chief Nurse is our Domestic Abuse lead.

13.4.2 We will ensure that all our practices and policies which support staff affected by incidents in work, either from colleagues or the public, encompass expressly unwanted sexual attention, violence, language, or aggression and that all incidents reported will be dealt with as serious incidents.

13.5 **Wellbeing Guardian**

13.5.1 We have appointed one of our non-executive directors as our wellbeing guardian. We have in place a Health and Wellbeing Champions Network and process and support for our managers to take a leading role in their staff members' wellbeing.

13.6 **Rapid Access to MSK**

13.6.1 A physiotherapist is a core member of the Love Life Well group, and our internal MSK services offer rapid access to advice and interventions, for staff with MSK issues. In addition, the service is working on making all our internal gyms, which are in place to support patients, can be accessible for staff use when not required for patients.