

Cover Sheet

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Title: Trust level Recommendations in Response to 2023 Staff Survey

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Confidential: No

Key Purpose: Strategy

Executive Summary

1. This paper acts as a continuation of the post embargo paper presented to Trust Board on 13th March 2024. It does not seek to inform on further analysis, but to update on the status of our Time to Talk, which will identify local actions that will be taken in divisions and highlight the corporate actions that we will take alongside the divisional actions.
2. The purpose of our commitment to Time to Talk was to demonstrate the value of undertaking the survey knowing that action will happen both locally and corporately and emerging themes would inform the Corporate Response Plan, with the desire to positively impact an increase in our response rate to levels seen in previous years. For the majority Time to Talk is still in the planning stage and therefore we were unable to make any concrete correlations of emerging themes to inform the Corporate Response plan. However, feedback has identified that the quality of appraisal, careers, work life balance, negative experiences and retention strategies are key themes at a local level.
3. The four corporate areas identified are as follows:
 - Continue to strengthen the quality of appraisals
 - Continue to strengthen leadership and manager capability
 - Leading the EDI agenda and addressing discrimination
 - Zero tolerance to bullying, harassment, incivility and unprofessional behaviours by colleagues and managers
4. Consequently, we recommend that to support retention we focus on getting the basics right by continuing to strengthen our appraisals, onboarding for all staff and managers.
5. To support our EDI objectives all our leaders need to have ownership and accountability for the EDI agenda. Therefore, we advise continuing to deliver recommendations from the cultural connectedness reviews, as well as incorporating a personal objective for senior managers as part of the planned Inclusive Development Programme, which is aligned to the Trust's workforce EDI objectives.
6. Lastly, to instil a culture of zero tolerance for behaviours that fall outside of our Values and Behaviours, we will continue to deliver the Eradication of Bullying and Harassment Programme.

Recommendations

7. The Trust Board is asked to:
 - Note progress made in relation to the Time to Talk and the Corporate priority areas for development.

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Trust level Recommendations in Response to 2023 Staff Survey

1. Purpose

- 1.1. The purpose of this paper is to provide an update on the progress made from local Time to Talk and action planning process at a Divisional and Corporate level and to highlight at an organisational level the priority areas for development.

2. Background

- 2.1. The staff survey embargo was lifted on 7th March 2024. Findings from the data was presented to Trust Board on 13th March 2024.
- 2.2. Each Division and Corporate Directorate has been provided with a local staff survey data pack to enable local Time to Talk sessions and action planning to take place. Reporting and monitoring progress and outputs from these action plans will be done via the monthly Divisional Performance Reviews.
- 2.3. The survey shows an overall positive picture for staff experience. The Trust has made improvements on 90% of scored questions in the survey and was above the national average on 77% of them; this includes being above the national average across all People Promise elements and themes.
- 2.4. The Trust had a significant improvement on the Appraisal sub-score, raising from 4.78 to 5.21. This is driven by a score of 93.42% for staff who have had an appraisal within the last 12 months; this is 10.3% higher than the national average.
- 2.5. There was a significant improvement on the Advocacy sub-score, which also is significantly higher than the national average. The Trust improved on all three questions that make up this sub-score.
- 2.6. There has been a trend of sustained improvement in line management capability, seen clearly on questions that make up the Compassionate Leadership and Line Management sub-scores. Five questions across these sub-scores are significantly higher than the national average.
- 2.7. Despite significant in-year improvements on questions relating to the quality of the Appraisal, national benchmarking shows the rate of improvement on the appraisal quality falls below the national average on two questions: "It helped me agree clear objectives for my work" and "It left me feeling that my work is valued by my organisation".

- 2.8. Although we have made improvements for the proportion of staff experiencing discrimination from patients and the public and from managers and colleagues, the Trust performance falls slightly below the national average on both questions by 0.09% and 0.37% respectively. Our performance is significantly below the average for discrimination based on ethnicity, and below the average for disability and age-based discrimination. Ethnicity-based discrimination far exceeds other types of discrimination at 55.3% (9.28% for disability and 18.5% for age).
- 2.9. The data shows an in-year increase in the proportion of staff experiencing bullying and harassment from other colleagues by 0.68%. We also performed below the national average by 1.06%.
- 2.10. Historical comparison and benchmarking indicate potential increases in incivility within the Trust. We also saw declines on “feel a strong personal attachment to my team” and “the people I work with are polite and treat each other with respect”. We were also below the national average on “relationships at work are strained” and “enjoy working with colleagues in team”. Internationally recruited staff have significantly lower scores compared to domestically recruited staff on some of these questions: “enjoy working with colleagues in team” (4% below), “and “not experienced harassment, bullying, or abuse from other colleagues” (6% below).

3. Insights from Local Action Planning and ‘Time to Talk’ Sessions

- 3.1. Divisional and Corporate leads have spent time reviewing their data and planning their approach to action planning.
- 3.2. The table below summaries the progress made in Time to Talk (T2T) and forming of action plans.

Division	Progress
CSS	T2T sessions being scheduled and taking place in April and early May across Directorates.
SuWoN	Each Directorate will have an overarching action plan with 3 areas for improvement. T2T booked and taking place in April across all Directorates and at CSU level.
NOTSSCaN	T2T being scheduled across the CSUs and Directorates.
MRC	Four Divisional T2T open sessions booked throughout May with action plans to follow. Directorate and CSU T2T session to follow. Each Directorate will have an overarching action plan with areas for improvement.

Corporate	<p>P&C Directorate have completed T2T and action plans at service level in March. Emerging themes career development, communication, quality improvement, recognition.</p> <p>CNO T2T completed at service level, action plans pending</p> <p>Digital T2T completed at Directorate, action plans pending</p> <p>Other Corporate areas to follow</p>
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Table 1 - Summary of progress made in Time to Talk by Division

- 3.3. For the many Time to Talk is at an early stage and therefore we were unable to make any concrete correlations to inform the Corporate Response Plan, however feedback has identified that the quality of appraisal, careers, work life balance, negative experiences and retention strategies are key themes at a local level.
- 3.4. Time to Talk themes and actions will be monitored monthly at divisional performance review meetings.

4. Trust Activity in Response to Staff Survey

- 4.1. Following the analysis, we have identified four areas of focus across two themes, ‘laying solid foundations’, and ‘a workplace that is safe and equitable’.
- 4.2. Under ‘laying solid foundations’, we recommend focussing on:
 - **Continue to focus on the quality of appraisals** – We know that good quality appraisals are a pre-cursor for other types of conversations that managers need to have with their team members throughout the year, such as career, performance, wellbeing, and flexible working conversations. Therefore, we recommend a continued focus on strengthening the quality of the conversation to support our managers in recognising and maximising individual potential.
 - **Continue to strengthen leadership and manager capability** – we need to continue to build on the steady improvements we have seen in the staff survey relating to our leaders and managers, as evidence tells that good people management capability is fundamentally linked to staff engagement and retention.
- 4.3. Under ‘a workplace that is safe and equitable’, we recommend focussing on:
 - **Equipping leaders to lead the EDI agenda and addressing discrimination** – In order for us to embed EDI into everything we do, all our leaders need to have ownership and accountability for the EDI agenda. This includes taking an active allyship approach to improve

the experiences and remove barriers particularly for BME, disabled and internationally recruited staff.

- **Zero tolerance to Bullying, Harassment, incivility and unprofessional behaviours by colleagues and managers** – A continued focus on the eradication of bullying and addressing incivility is still a priority for the Trust, to ensure our people can come to work knowing they are protected from all types of negative behaviours. Embedding a zero-tolerance approach we will not only enhance the wellbeing of our people, but this will also build greater team cohesion and a sense of belonging.

4.4. The tables below summarise the areas of focus and maps against them action taken in the last year that has supported improvement, planned activity for the upcoming year, as well as recommendations for further action.

Area of improvement identified from 2023 Staff Survey	Activity undertaken in FY23/24	Planned activity for FY24/25
Continue to focus on the quality of appraisals.	<ul style="list-style-type: none"> • Campaign to reach our target of 85% of staff having had an appraisal during 23/24 window. Target exceeded at 93.7%. • Post VBA we undertook listening workshops to inform improvements for 24/25. • Refreshed resources, guides and workshop content in preparation for 24/25 window • Made system changes to make the process easier to navigate. 	<ul style="list-style-type: none"> • Earlier comms and engagement campaign with a greater focus on quality of the conversations and links to the benefits of receiving good quality appraisals i.e. staff retention, engagement and performance.
Continue to strengthen people management capability.	<ul style="list-style-type: none"> • Launched the all staff onboarding and Induction Procedure. • Launched an online manager and all staff onboarding programme. • Delivered the first 3 cohorts of the Trust's leadership development programme (LDP). 	<ul style="list-style-type: none"> • Monitor, embed and strengthen the online onboarding for all staff • Monitor, embed and strengthen the online onboarding for managers. • Continue to deliver LDP.

Table 2 - 'Laying Solid Foundations', undertaken, planned

Area of improvement identified from 2023 Staff Survey	Activity undertaken in FY23/24	Planned activity for FY24/25
Leading the EDI agenda – addressing discrimination.	<ul style="list-style-type: none"> • Designed Inclusive recruitment training package. • Procure an EDI provider to roll out an inclusive leaders programme for Senior Managers. • Deliver and report upon the recommendations from external Cultural reviews in the Trust. 	<ul style="list-style-type: none"> • Roll out the inclusive recruitment training to all hiring managers. • Roll out inclusive leaders programme for Senior Managers. • Continue to deliver the recommendations from external cultural reviews in Trust.

		<ul style="list-style-type: none"> Requirement for Chief Officer sign-off for formal ER investigations.
<p>Zero tolerance to Bullying, Harassment, incivility and unprofessional behaviours by colleagues and managers.</p>	<ul style="list-style-type: none"> Established the eradication of B&H programme in November 2023 and subsequent 8 streams of work. 	<ul style="list-style-type: none"> Continue to deliver, monitor and report on progress on the Eradication of B&H programme and implementing the Sexual Safety Charter. Embed and socialise the KIA resources and models for staff and managers to use to support a culture of civility, respect and strengthen team cohesion

Table 3 - 'A Workplace that is Safe and Equitable', undertaken, planned

5. Conclusion

- 5.1. Analysis of the staff survey results has identified that the Trust has made a wide range of improvements and is performing above the national average on the majority of questions.
- 5.2. The areas for improvement identified capitalise on our strengths by laying solid foundations to support the retention of our staff, with a continued focus on the quality of the appraisal and onboarding for all staff and managers. Including a recommendation to design a blended manager training package to support our HR policies and processes for roll out the following financial year.
- 5.3. The other two areas are designed to address concerns from the survey on ensuring our workplace is equitable and safe, with an inclusive development programme for senior managers and the continued delivery of the Eradication of Bully and Harassment Programme.
- 5.4. Further movement is needed on the Time to Talk sessions in divisions and corporate areas. This will be monitored and progressed via divisional performance review meetings.

6. Recommendations

- 6.1. The Trust Board is asked to:
 - Note progress made in relation to the Time to Talk the Corporate priority areas for development.

7. Appendix 1 – Benchmarking Against Shelford Group

- 7.1. The below table shows the scores for each Shelford Group trust against each of the People Promise elements, themes and response rates. The highest scoring trust for each element and theme is denoted with an ‘*’ and highlighted in green.
- 7.2. When compared to the Shelford Group, we are the only trust in the Shelford Group to be above the national average across all People Promise elements, themes, and response rate and the Trust is placed within the top three across each of these.
- 7.3. The Trust ranks 1st for "We are a team". We rank 2nd on all other People Promise elements and themes, with the exception of "We work flexibly" where we rank 3rd. The Trust also ranks 3rd for response rate.

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale	Response Rate
National Average (Acute and Acute & Community Trusts)	7.24	5.94	6.7		5.61	6.2	6.75	6.91	5.91	45%
Cambridge University Hospitals	7.21	5.87	6.64		5.76	6.39	6.65	6.91	5.79	37%
Guy's and St Thomas'	7.23	5.82	6.76		5.57	6.06	6.68	7.04	5.83	38%
Imperial College Healthcare	7.25	5.94	6.8		5.92*	6.1	6.81	7.08	6	61%*
King's College Hospital	6.96	5.63	6.43		5.64	5.64	6.57	6.64	5.56	48%
Manchester University	7.16	5.86	6.62		5.48	5.89	6.67	6.76	5.77	39%
Oxford University Hospitals	7.39	6.07	6.84		5.9	6.39	6.89*	7.09	6.01	46%
Sheffield Teaching Hospitals	7.24	5.84	6.66		5.58	5.95	6.63	6.77	5.88	39%
The Newcastle Upon Tyne Hospitals	7.09	5.6	6.49		5.31	5.72	6.35	6.76	5.77	42%
University College London Hospitals	7.44*	6.11*	6.95*		5.89	6.45*	6.88	7.32*	6.12*	31%
University Hospitals Birmingham	6.88	5.58	6.32		5.23	5.64	6.35	6.53	5.65	29%

Table 4 - Comparison of People Promise Element and Theme scores across the Shelford Group