

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>10<sup>th</sup> November 2022</b>	<b>Agenda item</b>	<b>Bo.11.22.13</b>

## NHS STAFF SURVEY 2021 ACTION PLAN PROGRESS UPDATE

<b>Presented by</b>	Pat Campbell, Director of HR		
<b>Author</b>	Cat Shutt, Head of Organisational Development		
<b>Lead Director</b>	Pat Campbell, Director of HR		
<b>Purpose of the paper</b>	The purpose of the paper is: <ul style="list-style-type: none"> <li>To provide an update on progress against the 2020 NHS Staff Survey Action Plan.</li> </ul>		
<b>Key control</b>	To be in the top 20% of NHS Employers		
<b>Action required</b>	To note		
<b>Previously discussed at/informed by</b>	People Academy (July 2022 and September 2022) Executive Management Team (June 2022)		
<b>Previously approved at:</b>	<b>Committee/Group</b>	<b>Date</b>	

### Key Options, Issues and Risks

The 2021 NHS Staff Survey was completed between September and November 2021. The results were available from March 2022 and have been shared earlier this year, along with an Action Plan that was created in response to the results.

In 2021, the survey was been grouped into nine themed areas. For the first time, results were aligned to the seven elements of the People Promise with two further elements also included - staff engagement and morale.

In summary, we were above average in one of the nine themed areas: we are always learning. We were the same as the average score for four of the themed areas: we are recognised and rewarded, we each have a voice that counts, staff engagement and morale. We were slightly below average in four [3 of these areas by 0.1] of the themed areas: we are compassionate and inclusive, we are safe and healthy, we work flexibly and we are a team.

The Action Plan is organised by the themes of the People Promise and was developed by the OD Team taking into account the views of key stakeholders and views obtained from focus groups. It was agreed by ETM in June 2022 and also shared with People Academy.

The action plan is high level and is complementary to our separate Civility, People Promise and WRES/WDES action plans. It focuses on areas where our performance has deteriorated or is worse than the average for Acute and Acute & Community Trusts.

### Recommendation

The Board of Directors are asked to:

- Note progress in terms of the 2021 Action Plan delivery.

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients, delivered with kindness			g			
To deliver our financial plan and key performance targets			g			
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Regulation, Legislation and Compliance relevance
<b>NHS Improvement: (please tick those that are relevant)</b>
<input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain:</b>
<b>Care Quality Commission Fundamental Standard: Staffing</b>
<b>NHS Improvement Effective Use of Resources: People</b>
<b>Other (please state):</b>

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**Relevance to other Board of Director's Committee:**  
(please select all that apply)

People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## NHS STAFF SURVEY 2021 ACTION PLAN PROGRESS UPDATE

### 1.0 2021 Priorities

Despite being carried out during a challenging period, a higher response rate to the staff survey was achieved in 2021 than in previous years (47.2%).

Areas identified as priorities following the 2021 results included:

- Improving staff engagement levels and morale – a focus on supporting each other, ensuring the organisation is a good, supportive and compassionate place to work.
- Staff need to better understand the employee offer that is available to them through our 'Thrive' approach, including learning and development, health and wellbeing support and opportunities to have their say about what matters to them,
- 'We are recognised and rewarded' – a focus on staff feeling that they are valued for what they do;
- 'We are a team' – a focus on team effectiveness, the role of line managers and team working; *and*
- Ensuring that staff feel confident and safe to speak out if there is something that needs to change.

### 2.0 Progress to date



Appendix A details the 2021 Staff Survey Action Plan and provides updates where progress has been made to date.

### 3.0 Summary

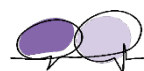
Good progress has been made against the agreed actions. Further progress reports will be brought to People Academy on a quarterly basis.

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## Appendix A

 <b>We are Compassionate and Inclusive</b>		
Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Compassionate Leadership	Utilise the NHS 'Culture and Leadership Programme' (CLP) (specifically the discovery phase resources) and complete a 'current state diagnostic' to gather information on culture and leadership behaviours and identify areas for development including those around equality, diversity and inclusion.	<u>In Progress</u> <ul style="list-style-type: none"> <li>The OD Team have met with the national CLP team to discuss current state diagnostic and requirements;</li> <li>The national team have offered BTHFT the opportunity to work with an associate to complete scoping in Q3 / Q4.</li> </ul>
 <b>We are Recognised and Rewarded</b>		
Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Reward	Review and co-ordinate Trust approach to reward and recognition and develop new approaches that recognise staff 'in the moment'	<u>Not yet started</u> <ul style="list-style-type: none"> <li>Update expected Q4</li> </ul>
Recognition	Embed 'Living Our Values' Awards	<u>Completed</u> <ul style="list-style-type: none"> <li>Launched via Thrive Bulletin and Let's Talk;</li> <li>Staff can nominate colleagues for the award through employee / team of the month nominations;</li> <li>Executive Team have also each been given a number of badges to award when they witness exemplary behaviour.</li> </ul>

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We each have a Voice

Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Autonomy and Control	Develop a listening strategy to better understand employee experience (specifically ways to receive 'real time' feedback from staff including increasing uptake of quarterly People Pulse Survey)	<b><u>Not yet started</u></b> <ul style="list-style-type: none"> <li>Update expected Q4</li> </ul>
Raising Concerns	Launch and embed three new Freedom To Speak Up e-learning modules	<b><u>In Progress</u></b> <ul style="list-style-type: none"> <li>The NGO, in collaboration with Health Education England, has launched 'Follow Up', the final module in the FTSU eLearning package. Developed for senior leaders throughout healthcare – including executive and non- executive directors, lay members and governors – its aim is to provide an opportunity for them to pause and reflect on the influence they and their fellow leaders have in shaping the speaking up culture in our organisation;</li> <li>The first module, 'Speak Up' is for all workers and covers what speaking up is and why it matters. The second module, 'Listen Up', for managers, focuses on listening and understanding the barriers to speaking up.</li> <li>People Academy approved the proposal in July 2022 to support staff to complete the e-learning modules.</li> </ul>


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**We are Safe and Healthy**

Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Health and Safety Climate*	Develop financial wellbeing support offer	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>• Salary Finance launch and full communications piece due by w/c 11 October;</li> <li>• 57 signed up for new Free Wills offer;</li> <li>• Webinars arranged for w/c 31 October to promote Financial Wellbeing for staff (ie understanding APR, understand your credit rating, practical tips on how to manage budget);</li> <li>• Secured 25 staff free £25 if they sign up to save at least £5 p/m with Bradford Credit Union;</li> <li>• Dedicated Financial Wellbeing page now on Thrive and new material regularly added <a href="#">Financial Wellbeing – Bradford Teaching Hospitals Intranet (bradfordhospitals.nhs.uk)</a>;</li> <li>• Alternative financial wellbeing resources being reviewed including a Salary Sacrifice scheme for supermarket vouchers.</li> </ul>
Health and Safety Climate*	Develop domestic abuse support offer	<p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>• OD team and Safeguarding Team working together to develop signposting to resources on Thrive;</li> <li>• Exploring further opportunities to develop our staff offer – update expected Q3/Q4.</li> </ul>

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Health and Safety Climate	Increase understanding and uptake of Wellbeing Conversations	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Newly designed appraisal and wellbeing conversation training session has been launched (September 2022). This is being offered twice a month and as a face to face training opportunity.</li> </ul>
Burnout	Review and co-ordinate existing Health and Wellbeing approaches <i>(Use the NHS Health and Wellbeing Framework diagnostic tool to understand gaps in current delivery and provision)</i>	<p><u>Not yet started</u></p> <ul style="list-style-type: none"> <li>Gym and Wellbeing Manager is now in post (September 2022);</li> <li>Update expected Q3.</li> </ul>
 <p><b>We are Always Learning</b></p>		
Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Development	<p>Develop talent management approach that includes career conversations and development of PDPs.</p> <p>Explore the use of NHS 'Scope For Growth – Career Conversations' approach.</p>	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Currently accessing regional and national drop in information sessions;</li> <li>Contacts and support from early adopters: Mersey Care, North Middlesex and Kings College London. Materials being shared to understand practical implications and logistics of implementation and learning so far;</li> <li>14 colleagues booked on to attend Train The Trainer sessions (run by National Team) throughout September and October including: OD Team, HR reps, EDI, Chairs and Deputy Chairs from Staff networks, and Professional Nurse Advocate Lead;</li> </ul>

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		<ul style="list-style-type: none"> <li>Professional Nurse Advocate Lead planning to implement as integral part of programme and working closely with OD lead, to pilot;</li> <li>The recommendations are that we keep the pilots small, evaluate and distil learning before wider roll out. The early adopters have opted for varying models of implementation and we will be in touch to understand their learning both on a 1:1 and regional/national drop in perspective;</li> <li>The advice is that we need to attend the training which has been adapted from the national offer to fully understand requirements for implementation;</li> <li>Due to the death of Her Majesty Queen Elizabeth II, some training has been cancelled which will delay next steps by approximately 1 month.</li> </ul>
Appraisals	Improve staff experience of non-medical appraisals and increase number of non-medical appraisals completed	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Work is underway to amend the current paperwork and introduce a 1-1 approach that enables the opportunities for ongoing rather than once a year conversations;</li> <li>An 'appraise the appraisal' approach is being considered – offering staff / managers the opportunity to raise if an appraisal hasn't gone to plan or provided a meaningful conversation;</li> <li>As detailed below, a refreshed appraisal and wellbeing conversation session has been designed and is now being offered face to face, twice a month.</li> </ul>

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We Work Flexibly		
Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Flexible Working	Improve planning for retirement including support for those wishing to retire and return	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Update added to Thrive to include different options available to those staff thinking of retirement <u>Pensions – Bradford Teaching Hospitals Intranet (bradfordhospitals.nhs.uk)</u>;</li> <li>Feedback of current Planning for Retirement sessions currently being reviewed;</li> <li>Alternative webinars being reviewed.</li> </ul>
Flexible Working	Development of flexible working management toolkit	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Toolkit developed and finalised;</li> <li>Ready for launch (date tbc).</li> </ul>
We are a Team		
Survey areas of focus	Actions to be taken	Progress (Sept 2022)
Team Working	Pilot 'reach in, reach out' scheme of volunteering; review and develop Trust-wide approach	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Feedback has been collected from 5 areas on how this would be received in these areas;</li> <li>Recommendations to follow.</li> </ul>

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Team Working	Explore approaches and tools for ensuring team effectiveness	<p><b><u>Not yet started</u></b></p> <p>Update expected Q4</p>
Line Management	Evaluate and refresh Leadership Pathways and launch 'Advancing Leaders' pathway	<p><b><u>In Progress</u></b></p> <ul style="list-style-type: none"> <li>• OD Team is now moving into face to face delivery (F2F) of the Leadership Development Pathways;</li> <li>• The pathways will be 2 days in duration, delivered with a 2/3 week gap between with work to be applied during that period;</li> <li>• The first two to be delivered are '<i>Developing Leaders</i>' &amp; '<i>Progressing Leaders</i>', with '<i>Aspiring Leaders</i>' being added to the roster in January 2023;</li> <li>• '<i>Advancing Leaders</i>' is in the consultation stage and once agreed will be designed and added to the delivery plan, most likely in Q4;</li> <li>• All face to face pathways will have some form of self-assessment/psychometric assessment for individuals to use as a development tool/plan;</li> <li>• We will still be offering the pathways in webinar format, but to prioritise face to face these have been reduced from 3 per quarter to 1;</li> <li>• We are now getting through completions on the virtual pathways, early feedback is positive and will be reported on in due course;</li> <li>• All pathway completions are recorded on ESR and sent a certificate, longer term we are planning a 'graduation' ceremony for staff so that their achievement can be recognised and championed.</li> </ul>

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		<ul style="list-style-type: none"> <li>Current Enrolment on Virtual Leadership Development Pathways: <ul style="list-style-type: none"> <li>Aspiring Leaders – 100 (2 Completions)</li> <li>Developing Leaders – 127 (1 Completion)</li> <li>Progressing Leaders – 65 (1 Completion)</li> </ul> </li> </ul>
Line Management	Develop information pack / resources for newly promoted managers	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Content being developed by teams including Finance, HR, Flexible Workforce, Psychology;</li> <li>Support to develop this has been offered by the ICB;</li> <li>Leeds Teaching have developed a similar concept and this is due to be shared imminently;</li> <li>Staff Networks engaged to review pack prior to launch.</li> </ul>
<b>Staff Engagement</b>		
<b>Survey areas of focus</b>	<b>Actions to be taken</b>	<b>Progress (Sept 2022)</b>
Motivation	Further develop Thrive offer and ethos, including design and delivery of 'Thrive Week'	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>Our 'Thrive Project Lead' has now been recruited and is in post. They are currently developing a refreshed approach to 'Thrive Live', the Thrive Portal and Thrive Champions;</li> <li>A Thrive Bulletin, detailing the latest news and opportunities for staff is now issued fortnightly;</li> </ul>

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		<ul style="list-style-type: none"> <li>‘Thrive Festival’, celebrating the launch of Thrive one year on, will now be held w/c 7 November 2022. This will involve roadshows across all sites to chat to staff about Thrive, our other initiatives and give out resources. There will be games and raffles and promotion of Thrive Live, the Leadership Pathways, launch of the Our People Charter (ie civility at BTHFT), and Talk Money Week. There will be other events taking place like Yoga and classes at the staff gym, and the festival will be supported by other teams including Charities, SPaRC, HR, EDI, Flexible Workforce and OH.</li> </ul>
Involvement	Review and re-launch of the three staff equality networks	<p><u>Completed</u></p> <ul style="list-style-type: none"> <li>All our networks have now been reviewed and refreshed, and were re-launched on the main concourse at BRI as part of National Staff Networks Day on 11 May 2022;</li> <li>All networks have a place and a voice at the Trust Equality and Diversity Council and People Academy meetings.</li> </ul>
Involvement	All staff equality networks to have proactive work programmes in place aligned to the Trust EDI agenda, and to be actively involved in influencing the EDI in the Trust and celebrating international days	<p><u>In Progress</u></p> <ul style="list-style-type: none"> <li>All three staff equality networks are well under way with developing their work programmes, have agreed high level priorities and are working with the EDI manager to ensure the finalised work programmes are aligned with the Trust EDI agenda;</li> </ul>

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		<ul style="list-style-type: none"> <li>Each network has already identified plans for celebrating international days and have participated in or are currently planning their next celebration event (examples of which include; International Women's Day, Disability History Month, Inclusion Week, Black History Month and Pride).</li> </ul>
<b>Morale</b>		
<b>Survey areas of focus</b>	<b>Actions to be taken</b>	<b>Progress (Sept 2022)</b>
Thinking About Leaving	Review 'Stay' interviews that are happening in the Trust and implement a new approach	<u>In Progress</u> <ul style="list-style-type: none"> <li>Under development with Rewards and Recognition council. Further update will be provided Q3.</li> </ul>
Thinking About Leaving	Improve exit interview approach	<u>In Progress</u> <ul style="list-style-type: none"> <li>Current process reviewed and recommendations to follow;</li> <li>Quarterly report to be sent by Workforce Information;</li> <li>Monthly check by People Promise Manager (PPM) for free text written content – escalate to HRBPs / OD team for areas of concern;</li> <li>Propose targeting managers with staff leaving during a 1 month period to try and encourage higher response rate.</li> </ul>