

OUR STAFF FIRST
*A COMMITMENT TO INVESTING IN OUR
STAFF AND RETAINING OUR TALENT*



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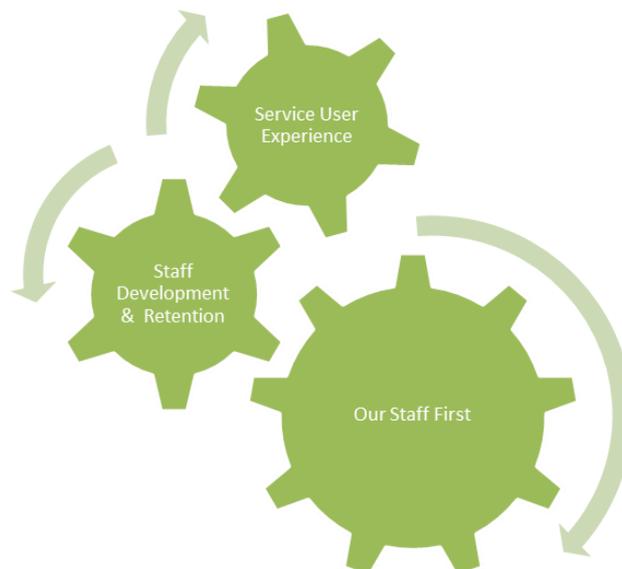
“We want the Trust to attract, retain, support and develop a skilled and committed workforce so the organisation fulfils its values, provides excellent patient care and meets service user, carer and community expectations”

Leisha Fullick
Trust Chair

Our Workforce Strategy

Camden and Islington NHS Foundation Trust has a clear Workforce and Recruitment and Retention Strategy. Our vision is to attract highly skilled staff and for our existing staff to have a long and rewarding career with the Trust.

We recognise that the success of our organisation and the recovery of our service users is dependent upon our people. Above all else, we are committed to investing in our staff and retaining our talent.



Our Staff First Initiatives

We intend to reduce turnover from 20% to <16% in 2018- 2019. The HR & OD function will support this priority by implementing the following initiatives:

1. Career Clinics

The HR & OD Team run monthly mobile Career Clinics across all sites giving staff the opportunity to informally discuss internal development or career opportunities available to them. Dates are advertised on the intranet and the weekly Candi Bulletin. The aim of these clinics is to retain our existing staff and support their professional development where possible. Our Learning and Development team and other professional leads will be on hand to offer advice and guidance along with the practice development team to provide clinical advice and knowledge

A Careers Library has also been created in the HR & OD department for all staff to access and use. Resources are available and staff will be given the opportunity to book a one to one appointment with a member of the HR & OD team to have an in depth discussion of requirements for them to progress in their careers. Staff will be given access to the new e-learning module where they will be able to learn on best practice for applying for jobs and preparing for interviews.

2. Flexible Working Policy

The Staff Attitude Survey from 2015 told us that 53% of our staff were satisfied with the flexible working arrangements available to them, this rose to 58% in 2016 and 65% in 2017.

A Flexible Working policy has been agreed and will be rolled out across the Trust. The Trust will widen access to available flexible working options by going over and above the current employment legislation that requires one to have 26 weeks qualifying period prior to putting in a request for flexible working. In practice this means that any member of staff working in the Trust can put in a request for flexible working irrespective of how long they have worked for the Trust. We aim to see an improvement in 2018 and have set a target of 70% satisfaction across the workforce. Our approach to flexible working will be promoted in our job adverts placed in NHS Jobs and via the Diversity Jobs website.

3. Themed HR & OD Roadshows

Themed HR & OD Roadshows run on a regular basis at St Pancras and Highgate Mental Health Centre offering staff the opportunity to seek advice and information on specific Hot Topics such as working flexibly, the impact of Brexit, bullying and harassment, coaching & mentoring, apprenticeships, leadership development and appraisals.

4. Internal Promotion

To support internal promotion and put **our staff first** we will:



- Advertise our Band 3 and above vacancies internally for 2 weeks before recruiting from an external pool; however this will not apply to core posts that have been classified by the Home Office as being on the shortage occupation list e.g. Nursing and Social workers
- Encourage and support our staff in applying for internal promotion by offering application and interview skills training, this will be available via eLearning and face to face sessions.
- When a promotion opportunity is available the Resourcing team will inform staff via the weekly Candi Bulletin
- In addition, the Resourcing team will keep a log of all candidates interviewed and deemed appointable as informed by the interviewing panel and when similar posts become available within 6 months of the interview date, these candidates will be notified and managers advised to slot them in

5. BME Specific Positive Action

Our Workforce Race Equality Standard data shows us that a disproportionately low number of BME staff being appointed to Band 8a and above roles. There is also evidence to show a disproportionately high number of BME staff are formally disciplined rather than taken through informal resolution being where appropriate. We are taking positive action to address this by:

- providing unconscious bias training to recruiting managers¹ with 100% trained by 31st March 2019
 - further roll this training out to all staff
 - Members of the Senior Leadership team and Executive directors mentoring two C&I at least one of whom should be BME
 - providing mediation
 - Ensuring there is a BME representative on the interview panel for posts Band 8a and above; to support this initiative a number of BME staff have been trained to sit on interview panels. To encourage attendance at interview panels, the Deputy Chief Operating Officer will act as the escalation point where there are competing interests.
 - providing e-learning for applications and interviews and also face to face training support if required
6. New Starters Buddying Programme

¹ The remit of the unconscious bias training will cover all areas of management in the future



Each new starter will be offered the opportunity at induction to be aligned to a buddy from the SLT team who will meet with them and offer phone support as appropriate during their first year of employment. Each buddy will be issued with a Goody Bag and the pair is encouraged to have informal and relaxed conversations about our new member of staff's experience at C & I and to support with integration into the organisation.

7. Internal Transfers

To improve retention, the Trust has put in place the internal transfer initiative for band 5 and band 6 nurses. This initiative allows existing staff to move to a different area within the organisation seamlessly and without going through the full recruitment process.

8. Reducing formal Employee Relations (ER) procedures

- The Employee Relations team will report the number of calls they receive relating to disciplinaries or grievances against BME staff to establish whether managers are progressing allegations to a formal stage of the policy without addressing the issues informally.
- Our ER team will coach managers and offer them support and advice on how to address any concerns. Our ER team will also support BME staff who believe they are being managed formally without having explored informal resolution options. Reporting to each Division will be quarterly; reporting will also go to the Trust Board quarterly and also shared through our JNCC, Network for Change as well as being published on the intranet.

9. Our Networks

The Trust now has three networks, BME (Network for Change), Disability Network and LGBT+.

- The networks must agree their dates, times and locations as far in advance as possible and relay these to all network members.
- If members wish to attend meetings and these dates/times fall within working time should notify this request to their manager with at least one month's notice
- Within reason managers should ensure that any of their staff wanting to attend a staff network meeting should have protected time to do so.
- If any member of staff involved in a network takes up any form of network duty that requires some administration time within reason managers should allow that member of staff an allocated of protected admin time for network duties.
- From time to time network members may need protected time to support a colleague or promote equality and inclusion, Managers should with forward notice be able to support their staff who wish to be involved.



How we will measure our success?

Our success will be shown through various different workforce Key Performance Indicators (KPIs):

- A reduction in turnover to <16%
- A reduction in our vacancy rate to <7.5%
- >15% of our 8a and above leaders will be BME by end 2018/19, this KPI should be reviewed an increased to 20% this year and to 23% 2019/2020.
- We will work to increase the percentage of BME staff who are successful in internal role progression – no current KPI current level is approximately 20% aim to be >30% by end of 2018/2019
- Q16 Staff Survey on career progression regardless of protected characteristic between 2016 and 2017 the result has dropped 3.3% to 75.7%, the KPI for 2018 is proposed at 80%.
- Trust specific staff survey question on knowledge of staff networks to be included with an expectation that >70% of staff are aware of the networks and how to join them.

