

SOUTH EAST COAST AMBULANCE SERVICE NHS FOUNDATION TRUST

Up-date report – Recommendations arising from Professor Duncan Lewis Report

1. Introduction

1.1 On 4th August 2017, the Trust published two reports (full and summary) into bullying and harassment within SECamb, commissioned from Professor Duncan Lewis.

1.2 This paper will provide an up-date on how the Trust has progressed the specific recommendations made by Professor Lewis so far. This work forms a key part of the broader Culture & Organisation Development strand of the Trust's Delivery Plan.

2. Background

2.1 Professor Lewis was commissioned to undertake this review in early 2017. This decision followed successive years of poor NHS Staff Survey results and the highlighting of a number of 'cultural' issues by the CQC during their inspections of the Trust in 2016 and 2017.

2.2 The two reports produced by Professor Lewis were considered by the Trust Board in private session on 25th July 2017. During this session, Board members agreed to take forward all the recommendations made in the reports.

2.3 During Board consideration of Professor Lewis' findings, the Board also recognised that the recommendations arising from the report needed to be taken forwards as part of a broader Culture Plan, rather than as a stand-alone piece of work. This recognised that, alongside the specific incidences of bullying and harassment highlighted in the report, Professor Lewis also recognised a number of other cultural issues through his work that equally needed to be addressed. This approach is reflected in the Culture Plan currently in place.

2.4 Given the high profile nature of Professor Lewis' reports and that six months has passed since their publication, I thought it might be useful to provide an up-date on how the recommendations are being progressed.

3. Recommendations & Action

3.1 The table below shows the specific recommendations made by Professor Lewis and how the Trust has taken/is taking these forwards.

3.2 A number of the recommendations have been completed, with the remainder in progress. Many of the actions that are in progress are being delivered through Phase Two of the Culture Plan currently underway. Delivery of these actions is monitored via the Culture & OD Steering Group.

4. Conclusion

4.1 The Board is asking to note the contents of this report.

Number	Theme	Recommendation from DL Report	Action taken	Lead	Target Completion	Status
10.1	Organisational Culture	SECamb to introduce an exercise to describe the constituent elements that underpin each component of the 'Culture Web'. This needs to be an activity undertaken by front-line as well as senior managers and undertaken for each location/department.	<ul style="list-style-type: none"> Undertaken through local focus groups (Aug/Sept 17) Engagement of staff in development of values/behaviours [Culture Change Conversations/Culture Change Survey] (Dec 17/Jan 18) 			Complete
		A cross-section of staff should be gathered to interpret the data to refine themes into the 5-6 main components that describe each element of the model and is recognisable to all at SECamb	<ul style="list-style-type: none"> Undertaken through local focus groups (Aug/Sept 17) Engagement of staff in development of values/behaviours [Culture Change Conversations/Culture Change Survey] (Dec 17/Jan 18) 			Complete
10.2	Training interventions	<p>All managers to undertake training/learning designed to tackle B&H. Must be compulsory. No more than 20 managers in each session</p> <p>All non-manager employees undertake a training programme to orientate themselves as to what bullying and ill-treatment is and is not. Best achieved as an on-line</p>	<ul style="list-style-type: none"> Modular training to be delivered during Q1 & 2 18/19. This is for all Execs, Senior Managers & Managers An external consultancy, Maximum HR, have produced a proposal which is being currently 	Ian Jeffreys & Andrew Hartley	July 2018	In Progress

		induction activity	reviewed by the HR team			
		All support functions (including staff-side) should attend mandatory training on B&H. Best achieved in small-workshops & seminars, containing a mix of support functions.				
10.3	Management interventions	All managers with responsibility for others to undertake a short training course on having 'difficult conversations' using skilled facilitators. This should be a half-day session for every manager.	<ul style="list-style-type: none"> Modular training to be delivered during Q2 18/19 (utilising external experts), including a specific module on 'difficult conversations'. This is for all Execs, Senior Managers & Managers. Training to be delivered during March/April 2018 on undertaking effective appraisals using the Actus system. First session on 13th March 2018 	Alexandria Dyer (supported by Ignite)	July 2018	In Progress
		All managers to undertake a separate survey based upon the HSE's Stress management competencies. This can be administered on-line and managed internally or by an external provider.	<ul style="list-style-type: none"> The survey has been created on Survey Monkey using the HSE stress management tool However, due to the volume of surveys being 	Clare Irving	TBC	In Progress

		Depending upon the results, the survey may need to be run annually	<p>sent to staff currently, we are looking at promoting this by adding a prize or delay by a few months before sending out to staff to improve the response</p> <ul style="list-style-type: none"> • Further discussions to take place with EG 			
10.4	Annual SECamb Employee Survey	Undertake a survey on the incidence of B&H behaviours and of perpetrators and possible causes to monitor and evaluate progress. To run for 4-6 weeks once per year and conducted on-line. Best to be administered by an external provider.	<ul style="list-style-type: none"> • Already incorporated within national annual NHS Staff Survey which includes specific questions on bullying & harassment 			Complete
10.5	Scrutiny of existing data and power to drive change	Internal appointment of two individuals (Project Champion who reports at Board level and a Project Manager) to identify 'hot-spot' areas from existing data (sickness absence data, employee turnover, productivity data, exit data) and creation of a monthly Steering Group. Steering Group could include a Governor or NED	<ul style="list-style-type: none"> • Data already forms part of the Workforce Pack considered by the WWC and the IPR which is reviewed by Board • Culture & OD Steering Group established including staff-side membership & to include NED membership • Review of HR structure currently underway (Feb 18) to ensure sufficient capacity at senior level • Ass. Director of HR Ops assuming Project Lead 			Complete

			<ul style="list-style-type: none"> role in interim Barometer Group established with cross organisational and external stakeholder membership 			
10.6	Communications & Conflict Management Skills – a partnership model	Evaluation and review of training related to conflict and dispute resolution available to managers	<ul style="list-style-type: none"> This is included in the proposal received from Maximum HR, that is currently being considered 	Ian Jeffreys	July 2018	In Progress
		Trade unions and senior leadership work together in the spirit of fairness and decent treatment	<ul style="list-style-type: none"> Improved partnership working during past 12 months through JPF (as reported by Branch/Regional Secretaries) 		On-going	Complete
10.7	Manager Competencies & PDR Reviews	All managers should have conflict management training, awareness of B&H and how to manage it built into their job descriptions and person specs	<ul style="list-style-type: none"> Modular training to be delivered during Q2 18/19 (utilising external experts), including a specific module on 'difficult conversations'. This is for all Execs, Senior Managers & Managers. This cannot be built into job descriptions, however, it is part of the job descriptions for all managers that they 	Andrew Hartley (supported by Ignite)	July 2018	In Progress

			should follow HR processes			
		Those newly-appointed to manager grades must comply with minimum standards set down by SEC Amb and acquire such competencies within three six months of appointment.	<ul style="list-style-type: none"> • Values and associated behaviours will form part of the revised Appraisal Process. The refreshed Values and Behaviours have been signed off by Exec & will be launched in April 2018 • Values and associated behaviours to form part of the revised Recruitment Process. Recruitment currently use the Leadership Framework. • Modular training to be delivered during Q2 18/19 (utilising external experts), including a specific module on 'difficult conversations'. This is for all Execs, Senior Managers & Managers. 	Sophie May (supported by Ignite)	May 2018	In Progress
		Managers' PDRs should have a section devoted to types and numbers of conflicts occurring with their area	<ul style="list-style-type: none"> • Integrated Performance Report (IPR) now shows Employee Relation (ER) issues by OU • To be incorporated into 	Andrew Hartley & Ian Jeffreys	May 2018	In Progress

			revised Appraisal Process. A standard objective will be added to Actus.			
		Managers must also demonstrate that they have actively engaged in the PDR process of those they manage.	<ul style="list-style-type: none"> Appraisal completion rates, as recorded via Actus, monitored via OU score-cards. This is also being monitored at the Culture & OD steering group. NHS Staff Survey results will provide baseline of 'quality' of appraisals. The results are released and the current score for quality of appraisals is 2.60. 			Complete
10.8	Supporting & Development Managers	All managers should operate their own support network, requiring formalisation and deployment of a Project champion at Board level. NEDs and Governors could play a role	<ul style="list-style-type: none"> Action Learning Sets are to be set up as part of Q2 training and support for Exec, Senior Managers and Managers. 	Andrew Hartley (supported by Ignite)	June 2018	In Progress
		Creation of a mentoring system of experienced and less experienced managers.	<ul style="list-style-type: none"> To tie into the coaching sessions Exec, Senior Manager and Managers will have as part of the external training. 		July 2018	In Progress
10.9	Supporting Colleagues	All employees have an opportunity to discuss and share common workplace ails at team meetings	<ul style="list-style-type: none"> New team meeting structure established in Operations Directorate 			Complete

		(possible focus groups). If difficult to manage Trust-wide, these could be focussed on hot-spot areas	<p>[Teams A to F] (October 17)</p> <ul style="list-style-type: none"> • Creation of local Staff Engagement Champions & establishment of regular local Engagement Forums 			
		Evidence from these should feed into Health & Wellbeing Steering Group	<ul style="list-style-type: none"> • There is currently no Health & Wellbeing Steering Group established, although the Staff Engagement Forum could consider these findings 	Clare Irving	TBC	Outstanding
10.10	Understanding and tackling discrimination and sexual harassment	All managers to undertake a training activity on discrimination and sexual harassment at work with a requirement outlined in their individual PDR. Failure to undertake and pass this should mean failure of their PDR. It should also be covered in regular refresher course.	<ul style="list-style-type: none"> • Modular training to be delivered during Q2 18/19 (utilising external experts) including values & behaviours • Specific awareness/training included in Maximum HR proposal 	Ian Jeffreys (supported by Ignite)	July 2018	In Progress
		All managers should take a one-day training session on discrimination at work and sexual harassment to assist them in understanding conscious and unconscious forms of discrimination/harassment. This is best-achieved using focus groups – could work within the proposed	<ul style="list-style-type: none"> • Modular training to be delivered during Q2 18/19 (utilising external experts) including values & behaviours 	Ian Jeffreys (supported by Ignite)	July 2018	In progress

		manager network.				
10.11	Support systems and policy work	A critical review of policy and process to tackle B&H	<ul style="list-style-type: none"> • Review completed of all relevant policies. Revised polices now going through sign-off process. This is due for completion at the end of April 2018 	Ian Jeffreys	End of April 2018	In Progress
10.12	Other	Address the issues of bullying at Coxheath and Tangmere and sexual harassment in Kent.	<ul style="list-style-type: none"> • Investigations underway • Actions taken to date where appropriate & where evidence available • Kent is now complete • Tangmere/Coxheath we are awaiting further update. 	Ian Jeffreys	End of March 2018	In Progress