FREEDOM OF INFORMATION REQUEST

1. **Have you got a specific strategy, policy or action plan in place to address the issue of bulling and harassment at your trust which was highlighted through the staff survey results over the past few years?**

No

If no, does the Trust have plans to put one in place this financial year?

We are working with our Staff Health & Wellbeing Steering Group to put together a plan in respect of bullying and harassment, this will include a campaign about promoting positive working relationships in line with the new Trust values that are currently being rolled out.

2. **Did you take any specific actions at your Trust in the last 3 years to identify the main causes of harassment or bullying at work?**

Yes

If yes, what actions were taken, what were the causes and what actions were taken to remove these causes?

Analysis of staff survey results beneath Trust (macro) level – revision of Dignity at Work policy, introduction of Peer-to-Peer listening service and Bullying Harassment Advisors.
Rewrite of Managing Employee Performance policy – training is being developed to support the new policy; this will include a section on management vs. bullying/harassment.

3. **Do you encourage any <u>preventive</u> measures at your Trust to reduce occurrences of workplace bullying and harassment?**

Yes

If yes, please outline what preventative measures are taken.

We provide training to all employees on equality and diversity. Also, our policies promote early intervention via informal action in cases of bullying. As mentioned above, we are working on a campaign that focuses on promoting positive working relationships.

4. **Do you have any specific procedures in place for reporting an incident when the alleged harasser or bully is a senior leader, supervisor or someone acting on behalf of the employer?**

Yes

If yes, please outline what reporting procedures they are.

Yes, employees can raise complaints using the Trust's Dignity at Work and Grievance policies. The Trust also employs Freedom to Speak Up Guardians who can be contacted to raise such issues.

5. Do you have a freedom to speak up guardian?

Yes

If yes, who are they, please provide their title and contact details.

Please note individual staff details are exempt under Section 40, Personal Information (where disclosure may contravene the Data Protection Act) unless permission to release is given or the information is already in the public domain.

Also, is there an executive lead outside of the HR team?

No

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6. Does your Trust examine the leadership styles most often used in your workplace, and how that can affect the prevalence of bullying and harassment?

No, not routinely; this is planned for 2018-21.

If yes, when did you examine it last time and what type of leaders did you find to have?

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7. Please quantify how many staff have been funded by your trust in the past 3 years to attend any Leadership and/or Management course to strengthen the leadership at the trust?

2016/17

ILM First Line Management (6 day course)	£633 each	30 delegates
ILM Team Leadership (4 day course)	£466 each	30 delegates
CMI Management (1 year course)	£500 each	5 delegates
Quality Management (1 year course)	£650 each	2 delegates
Developing Leadership (3 month course)	£788 each	2 delegates
Leadership in Health (3 month course)	£1,000 each	3 delegates
Operational Management (3 months)	£1,000 each	1 delegate

Total Spend   **£42,346**

2017/18

ILM First Line Management (6 day course)	£633 each	30 delegates
ILM Team Leadership (4 day course)	£466 each	30 delegates
Leadership in Health (3 month course)	£1,000 each	2 delegates
Developing Leadership (3 month course)	£788 each	2 delegates
Operational Management (3 months)	£1,000 each	1 delegate
CMI Management (1 year course)	£500 each	8 delegates
Leadership in Action (1 year course)	£1,356 each	15 delegates

Total Spend   **£61,886**

2018/2019

ILM First Line Management (6 day course)	£633 each	15 delegates
ILM Team Leadership (4 day course)	£466 each	15 delegates
Clinical Leadership (3 months)	£335 each	2 delegates
Developing Leadership (3 month course)	£788 each	2 delegates
Leadership in Action (1 year course)	£1,356 each	30 delegates

Total Spend   **£59,411**

Nye Bevan 3 delegates
Elisabeth Garret Anderson 1 delegate
Mary Seacole 1 delegate

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8. **Do you also know how many management/ leadership courses were funded as a result of supportive, remedial measures following an investigation into bulling and/or harassment?**

2 in the past 3 years (same time period as Q7)

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9. **Do you proactively assess managers' and workers' competencies and skills to combat workplace bullying and harassment?**

No

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10. **Are you actively promoting awareness and recognition of bullying in your workplace?**

No

If yes, what initiatives have you put in place in the last 3 years? (interested not so much in targeting and focusing upon bullies but about creating a culture that makes the actions of bullying and harassment very unwelcome).

We have previously, through the use of bullying and harassment advisors. We are working on a campaign to launch with the Trust's new values that will raise awareness of positive working behaviours.

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11. **Do you have any operational frameworks in place that support the culture, values and behaviours of the Trust and what will not be accepted?**

Yes

We Care, We Communicate, We Collaborate, We Contribute - our Trust values framework has a defined outline of standards of behaviour with which it is expected our staff comply. Furthermore there is a Leadership charter to provide a further layer of guidance and support the expectations of our senior managers. Our appraisal system allows for assessment and measurement of success and we have policy means of managing poor conduct in this regard, as mentioned earlier in this response.

12. What specific actions have been taken in the last 3 years to build a culture of respect in your trust?

The implementation of bullying and harassment advisors. Revised equality and diversity training. A peer to peer listening scheme.

13. Have you made available any tools for staff to use to report bullying (anonymously or not). This does <u>not</u> include reporting it through the normal channels e.g. through a line manager.

Yes

If yes, please outline what tools they are.

We implemented a scheme of bullying and harassment advisors. These were trained employees who could offer first line advice and signpost to methods of resolution. Due to low take-up, we have disbanded this scheme and are reviewing new support methods as part of our staff health and wellbeing group.

14. What policies do you have in place related to managing bullying and harassment? Please provide copies.

Dignity at Work Policy
Grievance Policy and Procedure
Raising Concerns (Speaking Up) Policy

Also have those policies been updated in the last 3 years with any <u>substantial changes</u> to strengthen it in view of the recent survey results?

Yes

15. Do your Trust use selection tools, such as written tests, performance tests and/or psychological tests to identify the right individuals for the job at your trust? This does <u>not</u> include the standard face to face interviews.

Yes

If yes, please outline what tools you have in place and how they are applied.

Nursing candidates are subject to numeracy tests and HCA candidates have a picture test. We do not undertake psychological or psychometric testing although this is planned for 2018-21

16. Does your recruitment process and appraisal processes link to the behavioural framework for managers and how is this monitored?

Yes

Our appraisal process is linked to our Trust values however, this is currently under review because; a) the Trust values have changed; and b) the new pay deal will impact the appraisal framework going forward.

Re recruitment, we are looking to implement values-based interviews as part of our HR strategy over the next three years.

17. Is your Occupational Health team involved in the <u>proactive</u> prevention of bullying and harassment in the workplace seeing this as part of promoting and maintaining the health and wellbeing of staff?

Yes

If yes, in what way are they involved in preventing bulling ad harassment in a proactive manner?

Yes, the Staff Health & Wellbeing Steering Group is led by occupational health. Tools to prevent bullying and harassment fall within the remit of this group.

18. Do you review and check the effectiveness of preventive measures taken? (If any).

Yes [delete as appropriate]

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19. Do you have a system through which employees can provide regular feedback to make it relevant and effective?

Yes [delete as appropriate]

If yes, what system do you use?

Feedback forms to the Staff Health and Wellbeing team

20. Is your mandatory training on Equality and Diversity face to face led or e-learning? Please advise.

If face to face, what content is included specifically in respect of bulling and harassment? (Headings only)

Our training is face-to-face. Subjects include; Equality Act, Protected Characteristics, Types of Discrimination, Harassment and Victimisation.

21. Does your Trust Clinical and Corporate Induction programme include Equality and Diversity?

Yes

If yes, what information specific to bulling and harassment is given to new staff? (Headings only)

Yes, the E&D mandatory training module is delivered at induction.

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22. Do you have any Non-Executive Directors who act in the capacity of 'Bullying and Harassment Advisors', or any similar roles that offer an independent support to staff feeling bullied/harassed?

No, but previously we did.

If yes, please explain the roles of those individuals.

We previously had a bullying and harassment advisors scheme but this was disbanded due to low take up. We are now focusing on implementing the campaign around positive working relationships, which will include information on how to speak up when behaviours of bullying or harassment are identified.

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23. Do you Trust undertake a regular risk assessment in relation to work-related stress?

Yes

If yes, which department is responsible for completing it and how are the findings acted on? When was the last time this was undertaken?

Yes, managers are required to undertake risk assessments for their departments on an annual basis. They are also required to undertake individual assessments when instances of stress (including work related stress) are identified.

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24. What was your training compliance with regards to the Equality and Diversity training in 17-18 (by staff group) please?

	Meets Requirement	Does not meet requirement
Add Prof Scientific and Technic	89%	11%
Additional Clinical Services	89%	11%
Administrative and Clerical	93%	7%
Allied Health Professionals	95%	5%
Estates and Ancillary	93%	7%
Healthcare Scientists	95%	5%
Medical and Dental	88%	12%
Nursing and Midwifery Registered	90%	10%

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25. What percentage of staff completed an exit interview in 2017-18?

19.69% of leavers completed an exit questionnaire

Do you know how many staff left your trust in 2017-18 due to bullying and harassment being

the main reason?

0 – all former colleagues who cited bullying and harassment did so as one of three main factors leading to their decision to leave the Trust.

26. Sharing Lessons Learnt:

Do you believe your acute Trust has taken any unique steps to combat bulling and harassment that have proved successful and that you would be happy to share with other acute NHS trusts?

Yes

If yes, please outline what they are.

The Trust's Peer-to-Peer network has received overwhelmingly positive feedback and continues to grow as an initiative.