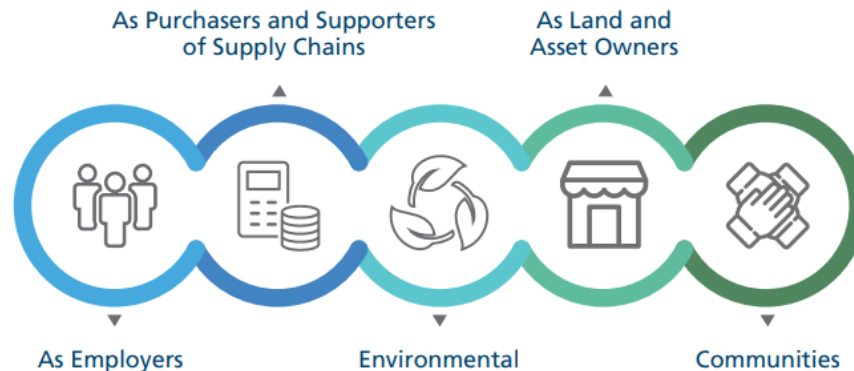




# ESNEFT Anchors Dashboard

**Sept 2022**



# Updates since last Dashboard

- Qualitative information has been fully updated.
- Quantitative data has been updated for:
  - Employers
  - Purchasers
- Quantitative metrics for Environment, Land and Assets and Communities are mainly annual and will be updated in future dashboards.
- We have been awaiting guidance on NHS national metrics as part of Anchor TOMS (Themes, Outcomes, Measures), however this no longer appears to be an area being worked upon; the Health Anchors Learning Network has published principles.
- We are working with the ICP to determine which metrics are appropriate, recommendation likely to go to ICP Anchors Board in November
- We are also part of a new East Of England “Measuring Impact” working group to define common metrics, first meeting will be in September



# Our commitment as Employers

For our workforce:

- ✓ We will **widen access to quality work**.
- ✓ Provide **stable employment**.
- ✓ Pay a **living wage**.
- ✓ Enable **career progression**.
- ✓ **Build a future workforce** e.g. increasing number and types of apprenticeships, engaging young people in career development.
- ✓ **Widen workforce participation** e.g. pre-employment programmes, work placements, volunteer work experience.

***This will contribute towards benefits for our area - indicators:***

Percentage of people aged 16-64 in employment (NOMIS 2020) – Baseline: Essex 76%, Suffolk 76.7%

Deprivation Score (Index of Multiple Deprivation 2019) Baseline: Essex 17, Suffolk 18.5



## Recruitment

- We will actively address local employment issues by ensuring we are as open and accessible as possible in our recruitment processes and that we ensure our communities understand how we recruit and the opportunities that we have.
- We will focus on supporting and increasing local employment opportunities to residents and actively targeting recruitment from within our most deprived communities.
- We will focus on providing more opportunities for inclusive employment, addressing both geographical areas and encouraging people who are furthest from employment, including residents with a mental health issues, learning, physical or sensory disability or who are care leavers through focused outreach programmes to consider roles within health, care, and our partner organisations.



## Training, development and progression

- We will help and encourage local people to work within health and care by ensuring that they are aware of the varied employment and careers the NHS and partners can offer including training and the skills transferability support we give. This will include delivering a targeted schools engagement programme, promoting apprenticeships and career programmes linking to Job Centre Plus, Further Education, local Adult Learning institutions and university partners.
- We will commit to supporting lower paid staff to reach their potential via inclusive personal and professional development, flexible working, transparent progression pathways and excellent management and mentorship.



## Volunteering, work experience & mentorship

- We will increase opportunities for local people to volunteer in our organisations; this will help to support an understanding of the opportunities for people in health and care employment and widen inclusion and diversity.
- We will work with local education providers to promote work experience opportunity and look to how we can support local people into health and care careers through an active mentorship scheme.
- We will encourage staff to volunteer in their communities and to act as "health career advocates" with local schools and exerting local influence where they can through these opportunities within their communities.



## Healthy Workplaces

- We will ensure all health organisations provide inclusive, healthy workplace wellbeing schemes that reach all staff especially those with highest needs.
- We will actively seek staff engagement to help us with this agenda to ensure we address issues that are most important to our workforce. Where possible we will look to influence our providers to adopt these same practices.

# Our action as Employers

## What have we done since the last Dashboard (Mar 22)

- A refreshed and new ambitious approach to our Talent for Care outreach programme that will interact with a 1000 school students across the coming academic year that is targeting schools in disadvantaged areas, under represented groups in the community, encouraging interest in AHP roles, encouraging applications to medical schools and making the most of a range of cutting edge simulation training equipment (e.g. robotic surgery simulation) and expertise we possess
- Providing the first 100 of circa 400 work experience opportunities across the Trust
- A series of masterclasses run out of the ICENI Centre that have involved a range of schools, including both those serving disadvantaged communities and grammar schools, that have focused on such things as AHP roles, roles supporting surgery and those in ophthalmology
- MoUs with both Suffolk New College and Colchester Institute that commit to working closely together on a range of work, including :
  - Investment in CI's health & care curriculum, both financially and through helping to shape it
  - Co-location of services
  - An ESNEFT Career Start programme to support 30 2<sup>nd</sup> year BTEC Health & Care learners from CI into roles at ESNEFT, piloted this year with a group of 15
- Established ourselves with the ESFA on the Register of Apprenticeship Training Providers to deliver apprenticeship training for our own staff as an employer provider of apprenticeships
- 18 young people participated in the Kickstart programme at ESNEFT. The national programme closed to applicants in March 2022, all ESNEFT participants will have completed by end Sept 2022 with 8 securing substantive roles at the Trust so far and 1 other securing employment elsewhere.



# Our action as Employers

## What are we going to do

- Work closely with the 2 Health & Care Academies on our patch to agree on added value activity, including a new Prince's Trust funded pre-employment post
- Provide work placements directly for around 70 BTEC level 2 and 3 students (soon to be T level) from each of the 2 FE colleges and work with ICS colleagues to facilitate similar work placements in other parts of health & care
- Continue discussions with ARU's widening participation leads at the School of Medicine, and others, around the potential for replicating BrightMed (supporting schoolchildren from disadvantaged communities ultimately get into medical school) in our geographical footprint
- Ambitious apprenticeship targets for the Trust that will take us from 200+ per year to between 500-600 per year in the next couple of years
- In early discussions with ARU about medical apprenticeships and the impact these might have within our disadvantaged communities

## Case Study

This August is an extremely exciting time for ESNEFT as it marks the relaunch of Work Experience following a 2-year pause as a result of the pandemic. We have recommenced with a brand new policy and process to ensure we are widening participation as well as focusing on the workforce need. August has been a dedicated month for students who are interested in medicine and/or applying to medical school. We also now have set months of the year where placements are reserved for secondary schools serving disadvantaged communities.

We are currently processing over 100 applications for work experience and have placed 58 students in 4 weeks! This includes placements in Medicine, Physiotherapy, Occupational Therapy, Ward placements, Radiotherapy, Clinics, Speech and Language Therapy and tours within Pathology.

Pre-pandemic we accommodated 260 placements for the whole academic year - our aim for the upcoming academic year is 500. We have had 10 evaluations returned to date; all students gave their placement 5 stars, stated they were either extremely or very likely to pursue a career within the NHS and all said they would consider working at ESNEFT specifically following their work experience placement.

# How we are measuring our progress as Employers

Have equity in employment, opportunity and progression :

Staff Group	No. of Staff	Flex Working		Gender		Age						
		FT	PT	F	M	Under 20	21 to 30	31 to 40	41 to 50	51 to 60	61 to 70	71+
Add Prof Scientific and Technic	337	62.61%	37.39%	71.51%	28.49%	0.89%	16.32%	29.38%	28.78%	18.99%	5.64%	
Additional Clinical Services	2197	48.75%	51.25%	82.84%	17.16%	1.87%	21.76%	24.17%	21.62%	21.57%	8.38%	0.64%
Administrative and Clerical	2493	61.77%	38.23%	78.82%	21.18%	0.80%	14.80%	20.22%	22.98%	28.52%	11.99%	0.68%
Allied Health Professionals	921	51.57%	48.43%	83.28%	16.72%		22.37%	29.10%	26.28%	18.68%	3.47%	0.11%
Estates and Ancillary	550	53.64%	46.36%	48.36%	51.64%	0.73%	6.91%	24.73%	25.09%	26.55%	13.45%	2.55%
Healthcare Scientists	326	80.06%	19.94%	59.51%	40.49%		17.79%	34.97%	22.70%	18.71%	5.83%	
Medical and Dental	1180	85.42%	14.58%	42.46%	57.54%		23.64%	29.15%	26.02%	17.20%	3.73%	0.25%
Nursing and Midwifery Registered	3620	55.36%	44.64%	90.30%	9.70%		18.73%	32.87%	23.15%	20.88%	4.34%	0.03%
Students	6	83.33%	16.67%	83.33%	16.67%		16.67%	50.00%	16.67%	16.67%		
<b>Total</b>	<b>11630</b>	<b>59.07%</b>	<b>40.93%</b>	<b>77.63%</b>	<b>22.37%</b>	<b>0.58%</b>	<b>18.59%</b>	<b>27.42%</b>	<b>23.60%</b>	<b>22.25%</b>	<b>7.12%</b>	<b>0.43%</b>

Staff Group	No. of Staff	Ethnicity				Disability			Sexuality		
		White UK	White Other	BAME	Unstated / Not disclosed	Yes	No	Unstated / Not disclosed	Hetero / Straight	LGBTQ+	Unstated / Not disclosed
Add Prof Scientific and Technic	337	80.12%	6.82%	11.28%	1.78%	4.75%	65.88%	29.38%	67.36%	3.26%	29.38%
Additional Clinical Services	2197	79.20%	7.83%	12.61%	0.36%	3.41%	67.55%	29.04%	66.86%	2.91%	30.22%
Administrative and Clerical	2493	89.93%	4.57%	5.33%	0.16%	5.62%	71.72%	22.66%	78.86%	3.05%	18.09%
Allied Health Professionals	921	85.23%	6.08%	8.58%	0.11%	3.69%	66.02%	30.29%	69.38%	2.61%	28.01%
Estates and Ancillary	550	61.27%	20.73%	17.27%	0.73%	3.09%	55.27%	41.64%	52.36%	0.73%	46.91%
Healthcare Scientists	326	61.96%	9.51%	28.22%	0.31%	3.99%	73.31%	22.70%	72.39%	2.15%	25.46%
Medical and Dental	1180	31.27%	12.88%	51.78%	4.07%	0.76%	29.24%	70.00%	54.58%	1.10%	44.32%
Nursing and Midwifery Registered	3620	63.01%	6.46%	30.19%	0.33%	3.09%	65.64%	31.27%	69.94%	1.77%	28.29%
Students	6	83.33%		16.67%			83.33%	16.67%	83.33%		16.67%
<b>Total</b>	<b>11630</b>	<b>70.77%</b>	<b>7.70%</b>	<b>20.80%</b>	<b>0.72%</b>	<b>3.58%</b>	<b>63.38%</b>	<b>33.04%</b>	<b>68.84%</b>	<b>2.26%</b>	<b>28.90%</b>



# How we are measuring our progress as Employers

Have stable employment in an organisation that is good to work for :

Q1 - June 22	Staff Turnover			Staff Sickness		
Staff Group	12 Mth Leavers	Avg 12 Mth SIP	Turnover %	FTE Days lost	FTE Available	Sickness %age
Nursing and Midwifery Registered	365	3,604	10.1%	4,906	94,375	5.2%
Administrative and Clerical	309	2,478	12.5%	3,901	54,261	7.2%
Additional Clinical Services	388	2,224	17.4%	1,772	64,024	2.8%
Allied Health Professionals	110	931	11.8%	832	23,034	3.6%
Estates and Ancillary	57	556	10.3%	739	13,124	5.6%
Medical and Dental	31	752	4.1%	628	32,644	1.9%
Add Prof Scientific and Technic	47	340	13.8%	381	8,747	4.4%
Healthcare Scientists	38	330	11.5%	261	9,053	2.9%
Students	0	5	0.0%	4	162	2.5%
<b>Total - June 22</b>	<b>1,345</b>	<b>11,220</b>	<b>12.0%</b>	<b>13,425</b>	<b>299,423</b>	<b>4.5%</b>
<b>Total - Feb 22</b>	<b>1,371</b>	<b>10,568</b>	<b>13.0%</b>	<b>19,430</b>	<b>306,481</b>	<b>6.3%</b>
<b>Movement</b>	<b>-26</b>	<b>652</b>	<b>↓-1.0%</b>	<b>-6,005</b>	<b>-7,058</b>	<b>↓-1.9%</b>

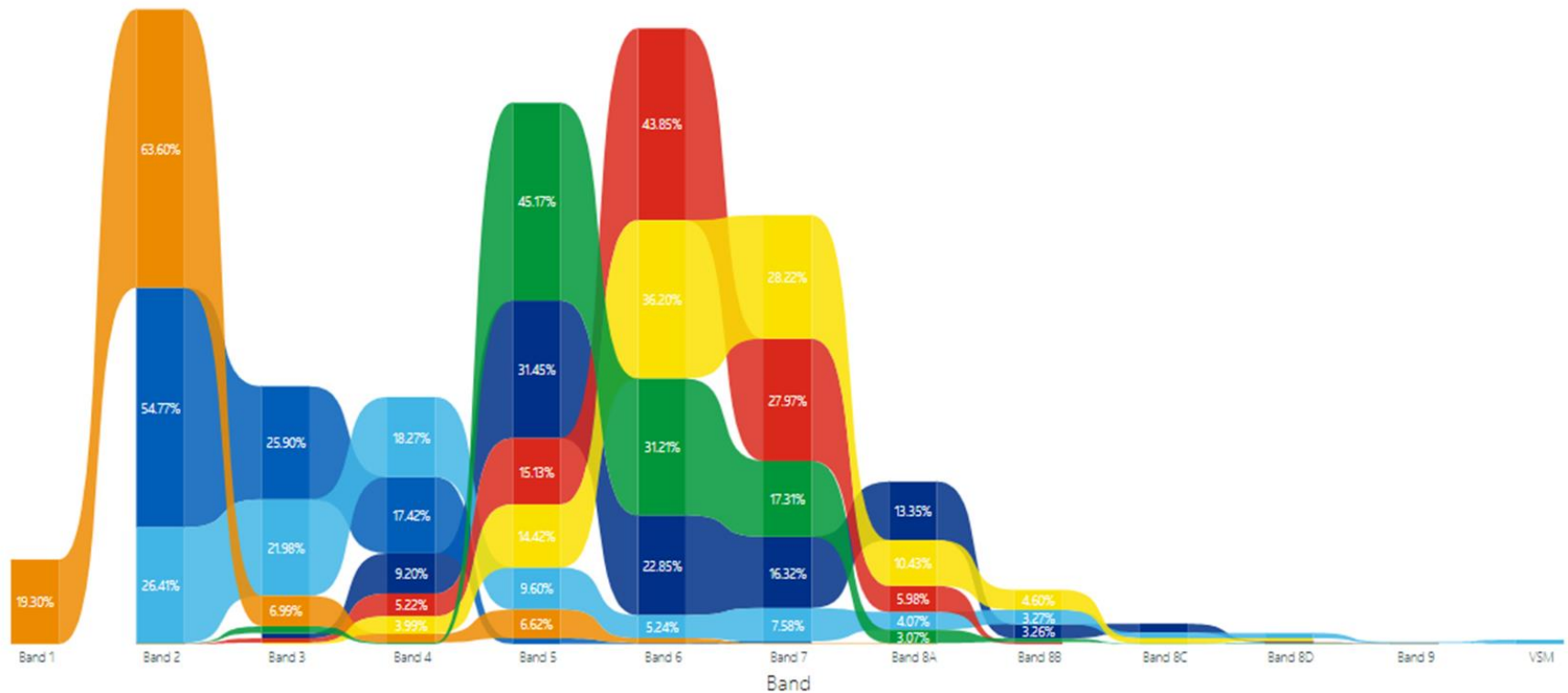




# How we are measuring our progress as Employers

Staff\_Group

Value ● Add Prof Scientific and Technic ● Additional Clinical Services ● Administrative and Clerical ● Allied Health Professionals ● Estates and Ancillary ● Healthcare Scientists ● Nursing and Midwifery Registered



Further Possible Metrics

1. Employees by Deprivation area ( by band?)
2. Training ?



# Our commitment as Purchasers



We will **buy locally**.



We will buy from **businesses that give local people good jobs**.



We will buy from **businesses that support community**.



## Local supply chains

- We will procure locally wherever possible, and it is deemed appropriate, from Small and Medium sized enterprises (SMEs) and microbusinesses.
- We will actively work with other local anchor institutions to understand opportunity and promote these to local business through engagement channels. This will contribute towards indirect local employment and support economic, sustainable growth within the local area.
- We will expect providers to support the similar workforce practices to those we espouse.



## Social and environmental value from procuring goods and services

- We will build social value into our supply chain contracts looking to increase 'additional value' from our providers that bring benefit to our communities.
- Through the social value offer, we will look to support inclusive employment opportunities to local people and seek wider value to areas such as environment, climate action and zero carbon.



# Our action as Purchasers

## What have we done last Dashboard – Mar 22

- From 1<sup>st</sup> April 10% Social Value criteria has been included within Tenders.
- We have delivered the ICS target of £1m social value contracting spend.
- Advice provided to at St Elizabeth's Hospice on Car Leasing, Salary Sacrifice, Oxygen supply & Frameworks. How to access frameworks via CCS and East of England Procurement Hub – available to charities

## What are we going to do

- Increase where appropriate local procurement as proportion of overall procurement which could increase number of jobs created in the community
- Work with ICS and East of England Anchors Group to develop Anchor procurement objectives.

## Case Study – Examples of Social Value in Tenders

1. Tacking Economic Inequality - How will you support local people to gain access to the employment opportunities that your contract will produce?
2. Equal Opportunity - Through the award of the contract what training opportunities will you offer and to whom? For example, entry-level employment, engaging the unemployed, specific priority target groups, existing workforce?
3. Fighting Climate Change - Have you set any specific environmental objectives to improve environmental performance during the duration of the contract? If so, what are they and how will environmental objectives be managed and verified?
4. Fighting Climate Change - Provide details on how you will reduce CO2 and Greenhouse Gas emissions during the project along with encouraging sub-contractors to do the same?

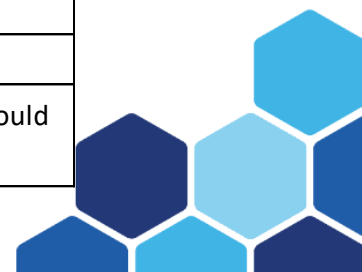
# How we are measuring our progress as Purchasers

## Spending our money with organisations that provide sustainability and social value

Number of new contracts in QTR highlight social value	5
Total value of new contracts in QTR highlight social value	£4.1m
Average length of contract awarded in quarter that highlight social value	2 years
Number of new contracts in QTR achieving Net Zero	This metric is in relation to Procurement Policy Notice 21 "Carbon Reduction Plans", which came into effect from Sept 21, as yet we have no contracts tendered that have required this to be included as this relates to contracts >£5m p.a. , but will update for the next Dashboard
Total value of new contracts in QTR achieving Net Zero	
Average length of contract - Net Zero	

## Spending our money locally to boost employment and economy

% of Suppliers that are local (In SNEE footprint, regional, and others)	30%
% of spend with local suppliers	34%
% of spend with SMEs (an annual turnover under £25m – Bank of England definition)	Data not yet available, new software should enable this in 2023



# Our commitment to the Environment



We will **work to reduce air pollution**.



We will **deliver the NHS commitments** on sustainability.



We will **provide leadership** through actions, partnerships, engagement and transparency.



We will work to **reduce the impact of climate change** on population health.



We will **encourage active and sustainable travel options**.



We will **promote environmentally sustainable practices** and support green growth and the green economy through our commitment to the environment.

## ***This will contribute towards benefits for our area - indicators:***

Fraction of mortality attributable to particulate air pollution  
(Public Health England fingertips 2018) – Baseline:  
Essex 5.5, Suffolk 5.3

Air pollution: fine particulate matter  $\mu\text{g}/\text{m}^3$   
(Public Health England fingertips 2019) – Baseline:  
Essex 9.6  $\mu\text{g}/\text{m}^3$ , Suffolk 9.4  $\mu\text{g}/\text{m}^3$



## **Environmentally sustainable practices**

- We will reduce our carbon footprint by improving energy efficiency and reducing waste and water consumption.
- We will influence sustainable practices in the local community, by advocating for schemes that reduce pollution.
- We will encourage active and sustainable travel options to and from our sites.
- We will work with partners to promote environmentally sustainable practices and support green growth and the green economy through our commitment to the environment.
- We will build social value into our supply chain contracts looking to increase 'additional value' from our providers that bring benefit to our communities.
- We will make better use of natural resources and protect the environment:
  - use of energy, water and consumables, including plastics
  - travel, which requires fossil fuels and contributes to air pollution
  - waste production and waste management

# Our action to the Environment

## What have we done since last Dashboard – Mar 22

- Initial meetings are currently taking place with Councillors for Colchester Borough Council and Ipswich Borough Council to discuss options of a collaborative approach with moving forward our Green Agenda.

## What are we going to do

- Sign up to schemes i.e.
  - The Conservation Volunteers (TCV) to establish Green Gyms – They undertake a range of activities in both urban and rural areas, from planting trees and wild flower meadows, to building stiles, clearing footpaths or creating new food growing projects to promote happy and healthy communities.
  - NHS Forest
  - NHS Ocean
  - Reverse Vending
- Working more closely with Colchester Council on possible joint purchasing to reduce energy costs, waste management opportunities and best practice
- Looking at the possibilities of Sharing Ground Source Heat pump at Northern Gateway,
- Look at the possibilities of sharing the North Colchester Fibre network

## Case Study

**TCV Green Gyms** - Unlike many conventional gyms, taking part in a Green Gym is free and a great social activity too, allowing you to meet new people and work together to transform your local area, while also learning new skills every week. Green Gyms will also help people in our local communities to regain confidence to return to employment.

**NHS Forest** - The NHS Forest inspires and supports healthcare sites in transforming their green space for health, wellbeing and biodiversity. This can mean beautiful gardens for rest and recovery; woodland, orchards and meadows that lock up carbon and create habitats for wildlife, and growing space for fruit and vegetables.

# Our commitment as Land and Asset Owners



We will **maximise use of our estate to support our staff**.



We will **share the use of land and buildings** we have to help our communities.



We will **work to support local housing** for key workers.



We will **use local business** wherever we can when we undertake building work.



## Best use of land and assets

- We will utilise and maximise the use of our estate to ensure that we can support our staff and local communities.
- We will do this through sharing our land assets to support need through concepts such as green space, encouraging community groups to use void spaces.
- We will work with our local planning authority partners to ensure that NHS land disposals, where possible, supports the delivery of housing for local communities including our own NHS staff (or essential public sector workforce).



## New development

- We will procure capital build developments and regeneration of estate projects in ways which support the creation of local jobs, skills, training and apprenticeships, with focus on young people and those facing disadvantage.
- We will seek to engage with local SME and microbusinesses either directly or via supply chains where possible and ensure that social value becomes embedded within these development schemes.



# Our action as Land and Assets Owners

## What have we done since last Dashboard – Mar 22

- Initial meetings are currently taking place with Councillors for Colchester Borough Council and Ipswich Borough Council to discuss options of a collaborative approach with how we manage our land and assets.

## What are we going to do

- Allotments
- Green Gyms
- Section 106 funding of the entrance onto the NAR
- Litter Picking
- Provision of additional bins
- Working more closely with Colchester Council on possible joint purchasing to reduce energy costs, waste management opportunities and best practice
  - Possibilities of sharing Ground Source Heat pump at Northern Gateway,
  - Possibilities of sharing North Colchester Fibre network
- Apprenticeship placements
- Older people as volunteers

## Case Study

- The Government likes ground source systems and offers a much higher rate of Renewable Heat Incentive than for other renewable technologies.
- Compared to direct electric heating systems, the running costs of heat pumps are extremely low, due to the fact that the only element of a simple GSHP requiring electric energy is the compressor. In reality, the heat energy output is approximately 4 times greater than the electrical energy required to power them.
- Ground source heat pumps don't produce carbon emissions, nor do they require the use of any fuels.



# Our commitment to our Communities



We will **increase opportunities for local people to volunteer in our organisations**; this will help to support an understanding of the opportunities for people in health and care employment and widen inclusion and diversity.



We will **encourage staff to volunteer in their communities** and to act as “health career advocates” with local schools and exerting local influence where they can through these opportunities within their communities.



We will **listen to our local communities** and work to do what matters most to them.



## Recognising our role as anchors and working together to support communities

- Each organisation will recognise their role in being a local anchor and commit to working within the anchor network and with system partners on this agenda so to maximise the collective influence we have in addressing socio-economic and environmental determinants.
- By embedding this anchor mission into our ethos through our organisational vision, values, culture, communications, behaviours, leadership, corporate planning and budgeting, we will seek to support inclusive, sustainable growth and the people and communities we are anchored within.
- We will listen to our communities to ensure that our mission addresses what matters most to them and work with them through our partnerships to make sure our influence supports positive change.
- We commit to work together through the Suffolk and North East Essex Integrated Care System Board to seek and agree best practice, to measure impact and hold each other to account.
- We will share best practice and learning as an active network of anchors within the system and with wider partners.

# Our action to our Communities

## What have we done since last Dashboard – Mar 22

- Developed a Community Diagnostic Training Academy at Clacton Hospital and the ICENI Centre that is helping 163 adults from across Tendring & Colchester into entry level roles at ESNEFT, including at the new Community Diagnostic Centre at Clacton, and other employers. 36 have already secured jobs from the initial programme that commenced in November 2021. 50% of participants are unemployed, around 80% are from Tendring.

## What are we going to do

- We are currently considering where and how to expand the Community Diagnostic Training Academy concept both geographically (e.g. Ipswich) and/or service-wise (e.g. pharmacy)

## Case Study

### Heart of Greenstead Programme

Colchester Borough Council holds overall responsibility for delivering the Programme. The authority was successful in bidding for £19.2M of the Government's Town Deal Fund and will use part of this funding to deliver the scheme. The Borough Council has identified an opportunity to tackle the inequalities and deprivation that exists within Greenstead through the delivery of the regeneration scheme. The success of the project will bring huge benefits and change for the people of Greenstead. A Project Programme Board has been established made up of various stakeholders, as well as a Project Delivery Group.