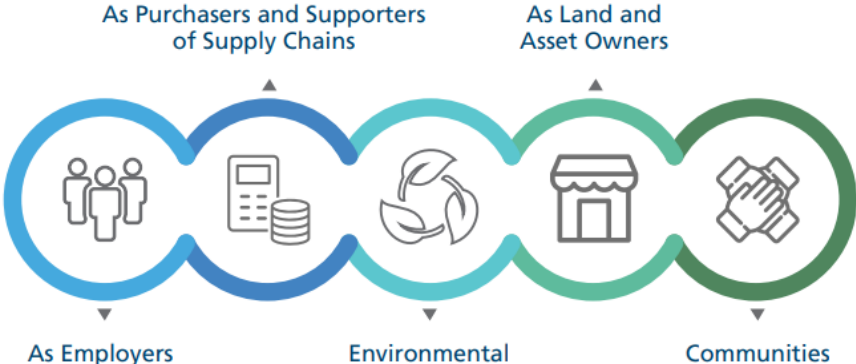




East Suffolk and
North Essex
NHS Foundation Trust

ESNEFT Anchors Dashboard

Jan 2023

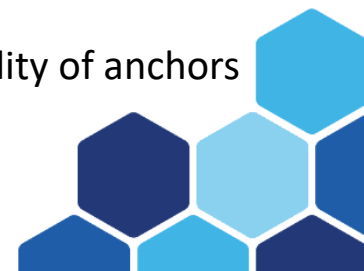


Updates since last Dashboard



East Suffolk and
North Essex
NHS Foundation Trust

- 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.
- The ICB have produced a draft set of metrics to be implemented initially by NHS providers, recommendation likely to be agreed early in New Year.
- We are also part of a new East Of England “Measuring Impact” working group. We have identified 3 key projects:
 - Work with national team to develop an initial logic model and/or mapping of some key anchor activities to the national framework for ICS outcomes
 - Describe/develop a broadly consistent approach for implementing, learning from, and measuring intentional anchor interventions
 - Review the North West Region Anchors Framework on the role/responsibility of anchors at different levels and potentially adapt/adopt across East of England



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 - Sep 22

In line with our new inspiring Outreach Academic Planner and our aim to engage with 1000 students as well as accommodate 500 work experience opportunities we have to date:

- Hosted our first ever ESNEFT Careers Fair. The fair consisted of over 20 stands all representing a different career within the NHS both clinical and non-clinical. We had a footfall of over 500 students from across North Essex and East Suffolk in attendance, 180 of which were students from 7 schools in disadvantaged areas
- Delivered AHP focused Masterclasses for one of our targeted schools in the Tendring community. The students were introduced to 10 different AHP careers across the 2-days experiencing speciality talks and practical sessions for each. 24 students were in attendance and have all been offered a work experience placement with ESNEFT in 2023
- Attended job fair for Ukrainian refugees with Ipswich job centre. Assisted applicants with completing application forms and have provided additional support to successful candidates with pre employment requirements
- Held Health Care Support Worker Taster days – 4 days across the organisation. Worked with ICB outreach colleagues to support interested applicants with protected characteristic to attend.
- Since launching our new work experience policy and process in August we have accommodated 175 work experience opportunities (*Sep-Dec 22 109 accommodated*) with a further 129 applications currently being processed. We have provided experiences in numerous exciting departments across ESNEFT including (to name a few); Medicine, Physiotherapy, Occupational Therapy, Dietetics, Ward placements, Radiotherapy, Clinics, Speech and Language Therapy, Robotic Surgery, tours within Pathology, Orthotics, Paediatrics and A&E as well as an opportunity for 26 Film and Media students
- We had our first cohort of Health and Social Care BTEC students from Suffolk New College commence their clinical work placements in November (7 students). Our second cohort (21 students) with SNC will commence in January 2023 and our first cohort with Colchester Institute in March (21 students). A new process has been developed to enable these students to take part in a variety of 'hand-on' duties to enhance their experience and meet course requirements
- Various exciting meetings including tours of our labs have taken place with Pathology and both Colchester Institute and Suffolk New College. This has resulted in laboratory tours for 27 students to take place in February leading onto the potential of 6 work placements for T-Level students in Laboratory Sciences and 10 work placements for Level 3 Applied Sciences and/or Forensic Science students

Our action as Employers

What are we going to do

- In collaboration with ARU's School of Medicine commence 5-year programme (replicating BrightMed) in September 2023. Specifically for students living and/or studying in disadvantaged areas who have a keen interest in medicine (meet WAMS criteria). Discussions to repeat programme for other professions in line with workforce need
- Continue to expand T-Level / BTEC work placement opportunities using a system-wide approach with the ICS to accommodate in NSFT, Social Care, Primary Care and AHP services alongside our current acute placements
- Working closely with the ICS provide two events for students aspiring to apply to medical school and their parents. Events to be run at the University of Suffolk and the University of Essex with approx. 160 students in total. Continue discussions re insight days
- AHP masterclasses scheduled for April, June and July focusing on our 'target' schools
- ICB wide recruitment "bus" – travelling to 3 locations across the ICB to promote opportunities in the local area
- Continue to work with local DWP offices across the area and attend career events & return to work sessions
- Initial discussions with The Prince's Trust on possible working together options

Case Study

On the 29th November we hosted our first ever ESNEFT Careers Fair at the Colchester Stadium. There were 21 stations all representing a different career within the NHS including; *IT, Finance, Analytics, Clinical Coding, Procurement & Commissioning, Midwifery, Nursing, Medicine, Paediatrics, Physiotherapy, Occupational Therapy, Diagnostic Radiography, Therapeutic Radiography, Pathology, Dietetics, Pharmacy, Simulation Centre, SALT, Estates & Facilities, Theatres, HR, ESNEFT apprenticeships, Volunteers Services and EMBRACE.*

Each station had an exciting interactive element to fully engage the students - the atmosphere for the entirety of the day was electric! We had a footfall of over 500 students across North Essex and East Suffolk in attendance arriving at different time slots throughout the day. We had the pleasure of a visit from Sir David Behan, chair of Health Education England who engaged with both staff and students and even took part in our VR activity. Film and Media students from Colchester Institute filmed/documentated the event as part of their college project. Not only were the students and college thrilled to be offered this opportunity, ESNEFT will be able to use the content for promotional purposes in the new year.

The event was a huge success and we have received outstanding feedback from staff, teachers and students. We will be running two ESNEFT Careers Fairs in late 2023 at a Colchester and Ipswich venue aiming for an even larger footfall.

How we are measuring our progress as Employers

Anchor Ambition - Local People have stable, fulfilling jobs that pay them at least a living wage, and offer them opportunity to learn, grow and progress. By achieving this ambition people would have stable employment in an organisation that is good to work for and 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	325	63.08%	36.92%	73.85%	26.15%	0.92%	19.69%	27.38%	28.00%	17.85%	6.15%	
Additional Clinical Services	2218	49.50%	50.50%	83.27%	16.73%	1.89%	20.33%	24.53%	21.78%	22.81%	8.16%	0.50%
Administrative and Clerical	2534	62.08%	37.92%	78.97%	21.03%	1.26%	13.93%	20.21%	23.01%	28.53%	12.27%	0.79%
Allied Health Professionals	935	52.62%	47.38%	82.46%	17.54%		24.39%	29.09%	26.42%	16.68%	3.32%	0.11%
Estates and Ancillary	566	53.00%	47.00%	49.65%	50.35%	0.88%	6.71%	23.50%	25.62%	25.09%	15.55%	2.65%
Healthcare Scientists	329	79.33%	20.67%	60.18%	39.82%	0.30%	16.41%	36.17%	21.58%	18.54%	6.99%	
Medical and Dental	1224	85.70%	14.30%	41.99%	58.01%		25.41%	27.78%	25.90%	16.58%	4.08%	0.25%
Nursing and Midwifery Registered	3681	55.66%	44.34%	90.25%	9.75%		18.53%	34.04%	22.63%	20.08%	4.70%	0.03%
Students	9	77.78%	22.22%	77.78%	22.22%		44.44%	33.33%	11.11%	11.11%		
Total	11821	59.50%	40.50%	77.67%	22.33%	0.70%	18.48%	27.62%	23.44%	21.90%	7.42%	0.43%

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	325	79.69%	5.54%	13.23%	1.54%	4.92%	71.69%	23.38%	74.15%	2.77%	23.08%
Additional Clinical Services	2218	77.55%	8.52%	13.62%	0.32%	4.60%	74.57%	20.83%	74.30%	3.29%	22.41%
Administrative and Clerical	2534	89.74%	4.66%	5.45%	0.16%	6.99%	79.24%	13.77%	83.46%	3.31%	13.22%
Allied Health Professionals	935	83.64%	5.88%	10.16%	0.32%	5.24%	75.94%	18.82%	79.47%	2.99%	17.54%
Estates and Ancillary	566	60.78%	20.49%	18.02%	0.71%	3.18%	62.54%	34.28%	60.07%	1.24%	38.69%
Healthcare Scientists	329	62.01%	9.12%	28.27%	0.61%	4.56%	81.76%	13.68%	78.72%	3.04%	18.24%
Medical and Dental	1224	30.23%	13.24%	52.86%	3.59%	2.12%	56.70%	41.18%	70.59%	1.63%	27.78%
Nursing and Midwifery Registered	3681	61.78%	6.49%	31.49%	0.24%	3.69%	75.88%	20.43%	79.43%	2.50%	18.07%
Students	9	77.78%		22.22%			88.89%	11.11%	77.78%		22.22%
Total	11821	69.66%	7.84%	21.83%	0.66%	4.56%	73.79%	21.65%	77.33%	2.73%	19.94%


How we are measuring our progress as Employers


Anchor Ambition - Local People have stable, fulfilling jobs that pay them at least a living wage, and offer them opportunity to learn, grow and progress. By achieving this ambition people would have stable employment in an organisation that is good to work for and have equity in employment, opportunity and progression.

Staff Group	Staff Turnover			Staff Sickness		
	12 Mth Leavers	Avg 12 Mth SIP	Turnover %	FTE Days lost	FTE Available	Sickness %age
Nursing and Midwifery Registered	375	3,682	10.2%	5,226	96,036	5.4%
Administrative and Clerical	317	2,513	12.6%	2,656	64,965	4.1%
Additional Clinical Services	385	2,219	17.4%	4,007	55,441	7.2%
Allied Health Professionals	95	958	9.9%	1,050	23,494	4.5%
Estates and Ancillary	56	559	10.0%	804	13,365	6.0%
Medical and Dental	27	769	3.5%	786	33,730	2.3%
Add Prof Scientific and Technic	39	339	11.5%	542	8,509	6.4%
Healthcare Scientists	32	332	9.6%	268	9,008	3.0%
Students	0	6	0.0%	0	246	0.2%
Total - Nov 22	1,326	11,377	11.7%	15,339	304,794	5.0%
Total - June 22	1,345	11,220	12.0%	13,425	299,423	4.5%
Movement	-19	157	↓-0.3%	1,914	5,370	↑0.5%



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 – Sep 22

- Implement 10% Social Value criteria for inclusion within Tenders since 1st April 2022
- Exceeded the ICB target of £1m social value contracting spend
- Attended the local Colchester Schools Career Fair

What are we going to do

- Review potential for an ICS/ICB collaborative procurement model inclusive of Anchor procurement objectives
- Transition to new national procurement system Atamis which will enable transparency of contracting across ICS and opportunities for collaboration
- Move spend to the local NHS Supply chain hub within Suffolk where appropriate

Case Study – Examples of promoting & delivering Social Value in tenders

Diabetes Youth Transition Service (Ref 1962)

Supplier: 4YP, Theme: Wellbeing - is promoted within our service provision to community patients through a designated member of senior management and a staff training programme focused on mental and physical wellbeing. This measure forms part of the KPIs for the contract management and will be monitored via quarterly review meetings.

Water Treatment Services (Ref 1751)

Supplier: NALCO Ltd, Theme: Fighting Climate Change – our service offering will reduce water use as well as energy use (to heat the water) and so it will reduce the Trust's carbon footprint. This can be expanded further if the trust wishes to uncover additional green projects associated with the boilers to reduce energy use, we can also help quantify the impact of any changes with our energy saving tools and software. This measure forms part of the KPIs for the contract management and will be monitored via quarterly review meetings.

How we are measuring our progress as Purchasers

Spending our money with organisations that provide sustainability and social value

	Qtr - July to Sept 22	YTD - to Sept 22
Number of new contracts in QTR highlight social value - July to Sept	4	9
Total value of new contracts in QTR highlight social value	£0.5m	£4.6m
Average length of contract awarded in quarter that highlight social value	1 year	3 years
Number of new contracts in QTR achieving Net Zero	These metrics are 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 – Sep 22

- Regular meetings are 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.
- Additional Electric Vehicle (EV) Charging points installed on the Ipswich site
- National funding for a Reverse Vending Machine RVM has been approved for the Ipswich site.

What are we going to do

- Currently refreshing our Green Plan for 2023-2026
- Sign up to schemes i.e. NHS Forest, NHS Ocean & Reverse Vending Machine for the Colchester site
- Additional Electric Vehicle (EV) Charging points to be installed at Colchester following construction of new HV electrical supply.
- Royal Horticultural Society (RHS) Healing Gardens
- Re-lamp Ipswich Hospital, non clinical areas (LED Lighting)
- Air Scavengers to be installed within Maternity Services to neutralise emissions from Entonox.

Case Study


Reverse Vending Machine (RVM) – RVM is a highly efficient recycling machine that is used by the general public to deposit empty single-use beverage containers in return for a monetary or non monetary reward. Once the machines are filled, the compacted bottles and cans are collected for onward recycling. RVMs provide a simple and effective solution to prevent beverage container waste from polluting our land and oceans.

RHS Healing Gardens - Co-creating gardens within NHS settings supports the NHS strategic shift towards social prescribing and preventative health interventions, as well as contributing towards the NHS 'Net Zero' strategy, which aims to tackle the climate crisis in ways that include developing the green infrastructure of our hospital sites. The garden programme also links to the RHS Sustainability Strategy, which states that within the decade, the RHS aims to become net positive for nature and for people, encouraging and enabling gardeners to do the same.


Metric – Staff Travel


Staff Travel Data	Feb-22	Dec-22	Var	Comments
Employees	11,597	12,096	499	Whilst the overall employees has increased from Feb 22 to Dec 22, the average distance to work has reduced by ¼ mile and there are now 10 fewer employees who live more than 100 miles from work
Average distance from home to work	8½ miles	8¼ miles	¼ mile	
Number who live within 1 mile of work	2,665	2,702	37	
Number who live within 5 miles of work	7,166	7,452	286	
Number who live more than 100 miles of work	78	68	-10	

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 – Sep 22

- Blue Bird Lodge, Aldeburgh & Felixstowe Hospitals have now been transferred over to ESNEFT from NHSPS
- Working with local contractors & suppliers on a range of building projects.
- Regular meetings are taking place with Councillors for Colchester Borough Council and Ipswich Borough Council to discuss options of a collaborative approach on how we manage our land and assets, including the Optimisation of the Public Estate

What are we going to do

- Progressing the potential purchase of the old St Clements Social Club and land at Ipswich – the plan is to create an IT training centre and provide some facilities for community use for local residents. Legal negotiations and exchange of contracts to complete by May 2023
- Tier Scooter Hub scheme – Colchester Hospital
- Working more closely with Colchester Council on possible joint purchasing to reduce energy costs, waste management opportunities and best practice
- Apprenticeship placements
- Increase our Volunteering scheme

Case Study

- **Tier Scooter Scheme** – Shared e-scooters are part of Essex County Council's Safer, Greener, Healthier campaign, and part of the UK's nationwide e-scooter trials. The scheme has successfully been implemented in the City of Colchester providing easy, accessible and affordable mobility services for all. The scheme helps to reduce emissions which will not only benefit the environment but also support a sustainable future. Over the next few months we are planning to install a hub on the Colchester acute site.

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 – Sep 22

- Our request to HEE for funding of £400k to expand the successful Diagnostic training Academy model (see opposite) was approved (02/12/22).
- 4 Special Education Needs students from Suffolk New College commenced a 12-month internship at ESNEFT within Gardening, Procurement (materials management) and Housekeeping
- Guaranteed interview scheme for students in the Community diagnostics training academy continues. Currently 36 have been offered employment

What are we going to do

- The replication or adaptation of the Clacton to model to deliver -
 - An Armed Forces Community Employment Programme.
 - Replicating the Community Diagnostic Training Academy programme in Ipswich.
 - Replicating the Community Diagnostic Training Academy programme in Newmarket
 - Developing a pilot General Practice Training Academy in north Essex
- Work with the SEN school/college in North Essex to provide masterclasses and replicate the 12-month SEN internships as done with Suffolk New College

Case Study

In September four SEN students from Suffolk New College commenced internships at ESNEFT. The students have moderate learning difficulties so working closely with HRBPs, the college and departments the students have been placed in areas which suitably accommodate their needs; gardening, procurement (materials management) and housekeeping. To date, the internships have been a huge success and the students are flourishing! Two students have already been rotated to different departments to further develop their skillset. The students will be with us for 12-months and full support will be provided to help the students gain employment at ESNEFT at the end of their internship.

We recently received feedback from the Director of Transition, Foundation and Inclusive Learning at SNC after visiting the students on site *'thank you for supporting our learners, I visited them this morning and was so pleased to see how happy they were and how much they were learning. I really appreciate all you have done to make their placements happen'*