

Council of Governors

Subject:	People, Culture and Improvement Committee Report of the Committee		Date: 8th February 2022	
Prepared By:	Deborah Kearsley, Head of Operational HR			
Approved By:	Manjeet Gill: Non-Executive Director and Committee Chair			
Presented By:	Manjeet Gill: Non-Executive Director and Committee Chair			
Purpose				
To provide a summary of the key discussion areas and decisions taken at the People, Organisational Development and Culture Committee held on 31 January 2022			Decision	
			Approval	
			Assurance	X
			Consider	
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
x	x	x	x	x
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		x		
Risks/Issues				
Financial	Improving productivity and workforce utilisation and impact			
Patient Impact	Maintain safe staffing levels and a good patient experience			
Staff Impact	Improve working lives			
Services	Staffing levels impact service and bed availability			
Reputational	SFH recommended as a great place to work			
Committees/groups where this item has been presented before				
None				
Executive Summary				
<p>The most recent People, Culture and Improvement Committee took place on 31 January 2022. The Committee was chaired by Manjeet Gill, Non-Executive Director.</p> <p>The committee discussed positive stories from the last 3 months, and overwhelmingly it was acknowledged the staff approach and flexibility to help maintain outstanding care to patients and staff during the recent COVID-19 Omicron variant. Other elements which were noted including the work to support international recruitment of nurses and the commencement of the culture collaborative work.</p> <p>In terms of horizon scanning the following have been highlighted as work to be taken forward over the coming months;</p> <ul style="list-style-type: none"> • Leadership support circles to be launched • Launch of Race Anti-Racism Scheme to be launched • Implementation of vaccination as a condition of deployment (VCOD) • Staff survey results to be published 				

A paper was presented in relation to the COVID-19 vaccination as a condition of deployment for all healthcare workers (VCOD). The committee was provided with an overview of the legislation which means that staff delivering CQC regulated activity will need to have received both doses of an approved COVID-19 vaccination and the regulations will be implemented on 1 April 2022. This means that colleagues must have had the first dose of the vaccine by 3 February 2022 for the second vaccine to be administered before 31 March 2022. The paper provided an overview of the work completed to date in relation to recruitment process, agency workers, third party providers, volunteers etc. The committee were also provided an overview of the process for staff who remain unvaccinated on or after 3 February 2022 and assurance was provided that the Trust process aligns and mirrors the national guidance which has been published by NHS England. The committee acknowledged the work which has taken place to take this work forward and **took assurance from the paper regarding the Trust approach** in relation to implementing the legislation.

A further assurance paper was presented regarding the Quarter 3 update in relation to the **People, Culture and Improvement programme** of development. The committee recognised the progress made and the significant amount of work undertaken to deliver the programme during a challenging 12 months. Areas of achievement include continuing to deliver a health and wellbeing agenda including the implementation of additional resources in Occupational Health and the appointment of a dedicated health and wellbeing lead. In addition the people directorate have continued proactively with healthcare worker recruitment and international nurse recruitment. A supplementary paper was presented to provide assurance in relation to key workforce matrix around our people, with the ultimate ambition of achieving a culture of continuous improvement. The committee raise a concern regarding the disparity in relation to recruitment timescales for divisions. The disparity is as a result of international recruitment, which has greater lead in times. Work is being taken forward to separate international recruitment to provide an accurate picture in relation to recruitment timescales. In addition a report will be provided to a future committee to outline recruitment timescales for professions within divisions. The committee had a discussion about the approach to appraisals at the Trust and it was recognised work is still being taken forward to review the Trust's approach to appraisal to make them fit for purpose and meaningful in relation to colleagues learning and development. It was highlighted that work continues in terms of the culture work which will link into the results of the staff survey when published, nevertheless work continues to embed a positive staff culture, leadership/staff development and a culture of service improvement. Again, the **committee acknowledged the work to achieve the matrix under a backdrop of working to support colleagues during the fight against COVID-19.**

The committee received a brief update on the **Staff Survey**. The National Staff Survey 2021 ran from 6 October 2021 to 26 November 2021. There was a 66.4% response rate, which compares favourably when compared to 2020 which had a 61% response rate. It is anticipated the data from the National Staff Survey will be published at the end of February 2022 or early March 2022. Once the results are published the committee will be provided with a paper to outline the results and actions.

An assurance paper was presented to the committee regarding the **2022 - 2025 People, Culture and Improvement Strategy** progress update. It was highlighted the strategy has been developed collaboratively and has been reviewed by both the People and Culture & Improvement Teams. The paper outlined clear milestones have been developed with

supporting activities, and these are aligned and support NHS national guidance including the People Plan, People Promise, NHS Long Term Plan, and NHS Operating & Improvement Plan. The strategy identifies delivery pillars, which tie into the People Plan headers, which have been translated into a People, Culture and Improvement Vision. The committee recognised the importance of measuring progress and achievements of the strategy, hence assurance was provided that Key Performance Indicators and success measures have been incorporated into the strategy, however further work is required to define measures. The committee will receive regular updates and progress reports in relation to the strategy, its development and implementation. The committee received **assurance** from the document presented and progress made in developing the strategic priorities for 2022-2025 and encouraged wider engagement as part of the development of the strategy.

At the meeting a People, Culture and Improvement Committee Annual Report was discussed. It was recognised by the committee that the last 12 months have been challenging and there has been a substantial workplace/agenda for the People, Culture and Improvement Committee. However overall the committee has received **assurance** regarding the development, delivery and impact of the **Trust's workforce strategy and plan**. In addition the committee has received assurance in relation to the organisational development activity which has promoted and embedded an **effective organisational culture**.

The committee review its **terms of reference** which have been amended due to changes in personnel. In addition the work plan for the committee was **reviewed and approved**.

A Review of Committee Effectiveness was presented and discussed. The review incorporates a self-assessment tool which is designed as a practical resource to assist the Trust's committees in demonstrating their good governance practices and identifying areas for improvement. The review is based on the National Audit Office (NAO) self-assessment checklist for audit committees. The committee was **assured** by the assessment and is confident that there are measures in place that evidence all elements of the review have been **fully met**.

An update was presented to the Committee in relation to Consultant Job Planning audit and associated actions. Previously an audit outlined there was limited assurance regarding the Consultant Job Planning service at the Trust. The paper presented provided an update on the actions taken to address the concerns. The paper provided evidence that the job planning round for 2022/2023 has commenced, and all team and individual jobs plans are currently being reviewed. Evidence was also presented that the frequency of the reconciliation between the allocate job planning system and ESR has been increased to quarterly, hence reducing risk of pay errors. In addition processes are now in place to ensure the Divisional Management Teams and specialties are aware of the current position in terms of job planning, therefore giving an oversight and allowing for early interventions if required. The committee received **assurance the risks and actions as identified by the audit are being taken forward**.

The committee received a report regarding **Freedom to Speak Up** in the Trust. The report highlighted that the number of colleagues raising concerns via FTSU continues to increase. Common themes include the emotional impacts of work experiences, mandatory vaccinations, quality and safety in the current pressures and the impact of persistently

working in a prolonged state of flux. The importance of FTSU continues to grow in the organisation and a number of developments have been implemented over the last 3 months including the FTSUG attending Trust orientation, collaborative working with medical managers to support medical FTSU concerns, extensive communication activities, collaborative working with OD and HR, FTSU surgeries and FTSU Champions being embedded which provides invaluable intelligence. The **committee received assurance** regarding the importance of FTSU and the work taken forward in relation to this important agenda.

A report was shared with the committee to provide assurance relating to the Nursing Staff including the nursing and midwifery workforce plan. The report highlighted the acuity of patients remains high with significant demand on patient flow and capacity, with patients requiring enhanced observations remaining a key theme. The report evidenced that staffing resource is being significantly flexed across all services to meet patient demand and provided assurance that minimum staffing numbers have been maintained across all ward areas. Therefore it was acknowledged that despite the fragility nationally and locally the care hours per patient day is stable and there are robust recruitment plans in place to mitigate risks and reduce the vacancy rate further. The committee received **assurance** from the report in relation to there being good **oversight of the service, risk and actions are in place to mitigate risks.**

An assurance paper was presented to the committee in relation to employee relations at the Trust. The committee acknowledged the work in relation to embedding Just Culture principles and congratulated the People Directorate as the Trust has had zero suspensions in 2021. The committee received assurance in relation to employee relations management at the Trust.

The **Board Assurance Framework (BAF)** was discussed. There was a detailed discussion regarding PR3 in relation to strategic workforce loss, particularly as a result of the vaccination as a condition of deployment (VCOD). The risk has been highlighted but there are gaps in terms of the impact of the risk relating to specific specialities/professions, mitigations are currently being developed and it is proposed a detailed plan is developed once data has been verified in line with timescales of the legislation. The committee also highlighted that there is a risk as the last 12 months have been particularly difficult, colleagues are tired which may impact on retention, along with the changes to the NHS pension and the reinstating of the abatement rule. As a result the committee agreed to increase the risk score for PR3.

Recommendation

The Council of Governors are **recommended to take assurance** regarding the activities and discussions points covered at the January 2022 People, Culture and Improvement Committee, **linked with aspects of People, Culture and Improvement.**