

Cover report to the Trust Board meeting to be held on 3 November 2022

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| Report Title: | People and Culture Committee (PCC) – Committee Chair’s Report |
| Author: | Ms Ninakshi Patel – Corporate and Committee Services Officer |

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| Reporting Committee: | People and Culture Committee (PCC) |
| Chaired by: | Mr B Patel – Non-Executive Director and PCC Chair |
| Lead Executive Director(s): | Ms Clare Teeney – Chief People Officer |
| Date of last meeting: | 27 October 2022 |

Summary of key public matters considered:

This report provides a summary of the following key public issues considered at the People and Culture Committee virtual meeting held on 27th October 2022 (*involving Mr B Patel, PCC Chair and Non-Executive, Director; Dr R Abeyratne, Director of Health Equality and Inclusion, Ms V Bailey, Non-Executive Director; Mr D Barnes, Deputy Medical Director; Ms B Cassidy, Director of Corporate and Legal Affairs; Mr A Carruthers Chief Information Officer; Ms K Ceesay, Associate Director of People Services and Transformation [part]; Ms E Concannon, Freedom to Speak Up Guardian [part]; Ms L Gallagher, Workforce Development Manager [part]; Dr A Haynes Non-Executive Director; Ms J Hogg, Chief Nurse; Ms M Kalicharan, HEE AHP Workforce Project Lead Manager [part]; Ms B Kotecha Associate Director of System Leadership and OD[part]; Mr R Manton, Head of Risk and Assurance; Ms Linsey Milnes, Head of Health and Wellbeing and Staff Experience [part]; Dr G Sharma Associate Non-Executive Director; Ms C Teeney, Chief People Officer; Ms J Tyler-Fantom, Deputy Chief People Officer [part] and Ms S Zavery, Head of Equality Diversity and Inclusion [part].*

Full Minutes will be submitted to the December 2022 PCC.

Recommended items

- **Junior Doctor Guardian of Safe Working Reports – Quarter 1 2022/23, Quarter 2 2022/23**

The report provided update to PCC on Guardian of Safe Working Exception Reporting between March and April 2022 in line with 2016 Junior Doctors Contract. It was highlighted that Dr Jonathan Greiff would be stepping down from the role as Guardian of Safe Working and would be advertising for the role. It was noted that there was an increased rate of exceptions reported from current paper to previous one but PCC noted this is due to COVID. The Chief People Officer noted if the data incorporated all doctors in training such as international doctors and if it captures supervision/training time. PCC was assured that the data within the report is an accurate representation of all doctors including Junior doctors and Trust Grade Doctors. There is however more work to be done to understand the supervision and training time allocation for Trust Grade Doctors. In addition, the report noted the themes and assured PCC the work in progress.

PCC endorsed the Junior Doctor Guardian of Safe Working Reports and recommended it for Trust Board approval. A separate report on this item features on the 3 November 2022 Trust Board agenda accordingly.

- **WRES/WDES Update/ Development of Action Plans**

The report presented to PCC for assurance and an update on the development of the WRES (Workforce Race Equality Standard) and WDES (Workforce Disability Equality Standard) data sets that was submitted in EPCB August 2022. The key challenge in the discussion was improving the differential experiences of BAME and Disabled Staff and addressing the gaps arisen. There are four key areas to develop are developing Equality Data Capability, develop and embed EDI within recruitment services, deliver on programmes with interventions to enhance staff career progression and develop an inclusive culture which celebrates diversity. The PCC chair

noted the data sets and how it is presented for the local community as majority is international nurses ranging bands 5-6. The PCC Non-Executive Director Chair acknowledged the good work undertaken but mentioned more work needs to be done around reaching out to communities and influencing opportunities. PCC was assured that staff engagement has occurred by meeting with network chairs to look at the data and recognised where the further improvements are required. The Chief Nurse noted that an International Nurses Event with band 5/6 nurses would provide an opportunity to have further engagement to address gaps.

The Chief People Officer noted Black History Month and the staff story from Trust Board and recognised the need to focus more on areas. PCC was assured that the plans are aligned to people services priorities and continue the focus on areas where significant change has happened and stick towards a sustained and embedded way. PCC to receive updates regularly.

PCC endorsed the WRES/WDES Update/Development of Action Plans Report and recommended it for Trust Board approval. A separate report on this item features on the 3 November 2022 Trust Board agenda accordingly.

Discussion items:

- **Update on People Promise Exemplar Programme at UHL-** PCC was assured that the key priority areas discussed within the programme supported staff retention and experience and aligned with the people services priorities programme. It was noted that the Trust is part of the 23 other trusts taking part in the 12 month Exemplar Programme alongside NHSE/I. PCC was assured on the outputs supported through the exemplar programme in particular focus on improving the leavers process. PCC to receive updates.
- **Emerging Issues: Industrial Action-** PCC was presented with verbal update on the emergency planning and preparedness and The Chief People Officer reported that updates would be provided to the executive boards monthly. This work is taking place within UHL and across the wider health and care system.
- **People Services Work Programme –** PCC was presented with a refresh of the people services governance and introduced two further governance tiers to the structures. PCC was provided assurance against the existing risk by removing paper forms and introducing a system where medics to book, approve and paid electronically. In addition, a health and well-being benefits platform was introduced to allow staff to access health and well-being activities. The Chief Information Officer highlighted the current utilisation of existing platforms such as ESR can optimize better staff experience. PCC discussed points regarding the governance of pay structure in particular for bank staff and was assured that work around building a stable platform to stabilize pay. PCC was assured that the gaps are identified and supported the Trust's 2022/23 priorities.
- **UHL NHS Staff Survey –** PCC was provided an update on the NHS staff survey that is currently on 29% completed so far. PCC noted the plans discussed to continue on encouraging staff to respond such as creating support stations in restaurants and going to areas that particularly have a low response rate. Prize draw winners and staff survey cups would be going out weekly. PCC acknowledged the hard work and assured of the approaches taken to achieve the target. The Chief Executive to provide update.
- **Flu Vaccine and Covid-19 Autumn Booster –** PCC received an update on the programme for deployment of cold/flu and COVID vaccination arrangements for colleagues via vaccination hub and sighted on the progress of the vaccination programme. The Chief People Officer highlighted some of the issues that have occurred in the initial deployment phase of vaccination and talked through some of the mitigations that have been put in place to address these.
- **Fragile Services Workforce Risks –** The report provided an overview of services that may be at risk of full or partial failure in the next twelve months due to workforce constraints. PCC was presented with a current overview of current plans, strategy and deployment and the measures currently in place for oversight and escalation. PCC was assured on the mitigation of the risks by ongoing work supported through CMGs. **PCC** to be kept sight on progress and provide regular updates.

- **Strategic Workforce Plan 2022-27-** PCC was presented with assurance that a robust framework is in place for developed workforce plans within the trust. The report identified the transformation of pathways, roles and digitalisation that are key enablers that provided opportunities to meet the workforce challenges and mitigate workforce risks. PCC highlighted the importance of the digital agenda and transformation work. PCC was assured that the report aligned with the people's strategy priorities and working towards alignment with the clinical strategy. PCC recognises this is a work in progress and to be presented with a report after refreshed towards the end of 2023.
- **Freedom to Speak Up Quarter 2 – 2022-23 Update Report –** PCC was presented an 2022-23 report and highlighted F2SU activity in Q2 2022 which included the F2SU Annual Workplan 2022/23. PCC was noted the 55 concerns raised, slightly lower than previous quarter. Key themes that were shown around workers, safety and wellbeing and PCC was assured of an strategy plan that will be aligned with trust strategy developments. It was highlighted that the team currently has one whole time equivalent that covers 17,000 people within the Freedom to Speak up Service and PCC was assured that it is being addressed and will be continuing by strengthening the service. PCC will be provided report for Q2 and Q3 in January 2023.
- **LLR/UHL Inclusive Culture & Leadership Interventions –** The report presented to PCC the cultural competency work that was completed across the organisation. PCC was noted on the commitment and progress made by the following programmes highlighted within the report - Cultural Competency, Inclusive Talent management, Reverse Mentoring, BAME development programme and Active Bystander Programme. PCC to receive feedback in future PCC Meeting.
- **National Allied Health Professions Workforce Supply Strategy Implementation Project –** PCC was sighted to the project and informed that in October 2022, Health Education England provided funding to work on 18 month workforce strategy for Allied Health Professionals. PCC noted that the final approval of the strategy was submitted to Health Education East Midlands.

Consideration of BAF risks in the remit of People and Culture Committee:

- **Board Assessment Framework -** PCC was notified of the key next steps occurring early 2023 and considerations to be focused on for the next iteration. The Chief People Officer noted the industrial action and highlighted within the Risk Register. BAF to be discussed in next PCC meeting.

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- The PCC Non-Executive Director Chair noted the rescheduled future meetings from January 2023 onwards and recognised the long period from October meeting to next potential meeting at end of January. PCC proposed for the next meeting to remain on 22nd December 2022.
- The PCC Non-Executive Director Chair highlighted the challenges faced in the next coming months internally and externally and thanked staff for the tremendous work and encouraged taking a few moments to greet colleagues and patients.

Reports for noting – the following items were received and noted, with no substantive discussion:

- Workforce and Data Set – People Services
- Update on the Off-Payroll/IR35 Position

Matters requiring Trust Board consideration and/or approval:

Recommendations for approval:

None

Items highlighted to the Trust Board for information:

- Junior Doctor Guardian of Safe Working Reports – Quarter 1 2022/23, Quarter 2 2022/23
- WRES/WDES Update/ Development of Action Plans

Matters referred to other Committees:

None.

Date of Next Virtual PCC Meeting:

Thursday 22 December 2022 at 11.30am via MS Teams