

Cover report to the Trust Board meeting to be held on 5 May 2022

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Report Title:	People and Culture Committee (PCC) – Committee Chair’s Report
Author:	Helen Stokes – Corporate and Committee Services Manager

Reporting Committee:	People and Culture Committee (PCC)
Chaired by:	Ms V Bailey – PCC Non-Executive Director Acting Chair
Lead Executive Director(s):	Joanne Tyler-Fantom – Acting Chief People Officer
Date of last meeting:	28 April 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 22 April 2022 (*involving Ms V Bailey PCC Non-Executive Director Acting Chair; Mr A Carruthers Chief Information Officer; Ms B Cassidy Director of Corporate and Legal Affairs; Ms G Collins-Punter Associate Non-Executive Director; Ms N Green Deputy Chief Nurse; Dr A Haynes Non-Executive Director; Mr J Melbourne Chief Operating Officer; Dr G Sharma Associate Non-Executive Director; Mr M Simpson Interim Director of Estates and Facilities, and Ms J Tyler-Fantom Acting Chief People Officer*). Full Minutes will be submitted to the June 2022 PCC and next public Trust Board thereafter.

Recommended for Trust Board approval

- **Junior Doctors Guardian of Safe Working quarterly update** – PCC endorsed the quarterly report from the Guardian of Safe Working, covering the period up to the end of February 2022. The Acting Chief People Officer provided assurance that all exception reports had been addressed, and noted that the number of those exceptions had decreased slightly since the previous quarterly report. Dr G Sharma Associate Non-Executive Director queried how many unreported exceptions there might be – in response, the Acting Chief People Officer advised that although that potential number was not known, UHL’s Guardian of Safe Working strongly encouraged exception reporting, and UHL was keen to have a culture which fostered reporting and openness. The Acting Chief People Officer also advised that 2 penalties had been applied by the Guardian.
PCC endorsed the Junior Doctors Guardian of Safe Working report as presented, and recommended it for Trust Board approval. A standalone report on this item features on the agenda for the public Trust Board on 5 May 2022 accordingly.

Discussion items

- **Strategic workforce plan** – PCC reviewed the draft UHL strategic workforce plan for 2022-2027, which was presented for discussion and assurance, and which provided a level of detail sitting below the overarching UHL People Plan. This iteration updated the Trust’s 2018 workforce plan, and aimed to provide some ‘horizon-scanning’ for the next 5-year period, and had also been discussed in detail and the April 2022 Executive People and Culture Board, including links to the digital perspective and skills requirements. The Chief Operating Officer noted the need for an enhanced understanding of how the Trust’s strategy documents aligned/fitted together. PCC took assurance from the work represented by the 2022-27 strategic workforce plan. In discussion on the specific content of that plan, PCC particularly noted:
 - the need to expand the section on digitisation, and look at that staff pipeline;
 - the key need to ensure that staff felt appropriately valued, which would benefit retention. This included ensuring that staff had appropriate IT resources, and PCC also noted the need for an integrated retention approach across all LLR parties. The Interim Director of Estates and Facilities outlined the work underway in Estates and Facilities to foster a positive working culture, and he also noted the need for Estates and Facilities ward staff to be seen as key integrated members of the clinical team. The Acting Chief People Officer welcomed these comments, and provided assurance to PCC that the Trust’s offer in terms of staff rewards/benefits/recognition was being reviewed;
 - a query on whether comments re: availability of GPs with a specialist interest were appropriately realistic;

- the ageing workforce profile particularly in the administrative and clerical staff group, and the need to ensure that those vital skills and experience were appropriately passed on and not lost;
- the importance of providing sufficient capacity for training and research activities;
- the need to recognise and understand the distinction between “management” and “leadership”, at all levels across UHL and in all staff groups. The PCC Non-Executive Director Acting Chair noted that there was no separate ‘management’ section in the strategic workforce plan and queried if that needed including, and
- queries from the Non-Executive Director Acting PCC Chair as to whether staff had been involved in the development of the plan, and how best to ensure that staff could recognise the strategy and its impact for them.

In terms of the next steps for the 2022-27 strategic workforce plan, the Acting Chief People Officer advised that she would discuss the document further with the Trust’s new Chief People Officer once she started in post.

PCC’s discussion on the 2022-23 strategic workforce plan is highlighted to the Trust Board for information.

- **Nursing and midwifery safe staffing and workforce monthly report** – the purpose of the report was to provide assurance that nursing and midwifery staffing levels were safe, continuously assessed, and that shortfalls were mitigated in order to provide the delivery of safe care to patients. Although the position had slightly improved, the Deputy Chief Nurse advised that challenges remained. The HCA vacancy position had deteriorated and work was now in place by the Corporate Nursing team to understand the monthly fluctuations and the reasons for current attrition rates. Dr G Sharma Associate Non-Executive Director welcomed the work outlined on international recruitment, and received assurance that EDI and subconscious bias training was provided to those staff. Particular discussion took place on the Birth Rate Plus position, and the PCC Non-Executive Director Acting Chair emphasised the need for clarity on establishment/budget/recruitment issues relating to Birth Rate Plus. The PCC Non-Executive Director Acting Chair also queried how often PCC would receive metrics for other staff groups, and was advised that detail on AHPs was being presented in June 2022. In terms of PCC being able to provide assurance to the Trust Board on safe staffing levels, the Deputy Chief Nurse advised that establishment reviews were undertaken twice yearly, while safe staffing assessments were monthly, and she confirmed that any patient harms directly related to safe staffing levels were reported accordingly. The PCC Non-Executive Director Acting Chair also noted the need for PCC to be explicit about whether it was accepting any risks presented (and taking assurance that mitigating actions were in place).
- **Consultant recruitment update** – the report and accompanying action plan identified some immediate actions which would further improve the Consultant recruitment and selection process, relating (eg) to the consistency of the recruitment pack provided. Dr A Haynes Non-Executive Director queried whether UHL sought views from senior trainees about remaining in the Trust, and the Acting Chief People Officer confirmed that more robust exit data of this type was now starting to be collected. With regard to appointment panels, 4 new lay chairs had been recruited, which would be discussed further outside the meeting by the PCC Non-Executive Director Acting Chair and the Acting Chief People Officer. Noting the key importance of first impressions and in light of the competitiveness of the market, the PCC Non-Executive Director Acting Chair requested that appropriate thought be given to the physical location of such interviews.
- **Reports for noting** – the following items were received and noted, with no substantive discussion:
 - March 2022 workforce and OD data set;
 - Off-payroll IR35 position, and
 - LLR workforce development overview (work experience and apprenticeships).

Matters requiring Trust Board consideration and/or approval:

Recommendations for approval:

- Junior Doctors Guardian of Safe Working quarterly update

Items highlighted to the Trust Board for information:

- 2022/27 UHL Strategic Workforce Plan

Matters referred to other Committees:

None.

Date of Next Virtual PCC Meeting:

Thursday 30 June 2022 at 11.30am via MS Teams