

Cover report to the Trust Board meeting to be held on 7 July 2022

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Report Title:	People and Culture Committee (PCC) – Committee Chair’s Report
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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):	Clare Teeney – Chief People Officer
Date of last meeting:	30 June 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 30 June 2022 (*involving Mr B Patel, PCC Chair and Non-Executive Director, Ms V Bailey, Non-Executive Director; Mr A Carruthers Chief Information Officer; Dr A Haynes Non-Executive Director; Mr J Melbourne Chief Operating Officer; Ms E Meldrum, Deputy Chief Nurse; Dr G Sharma Associate Non-Executive Director and Ms C Teeney, Chief People Officer*). Full Minutes will be submitted to the August 2022 PCC and next public Trust Board thereafter.

Discussion items

Board Assurance Framework – PCC was presented with the first iteration of the refreshed 2022-23 Board Assurance Framework (BAF) for the strategic theme ‘Looking after our people, developing workforce capacity and capability and a compassionate and inclusive culture’. The Head of Risk Assurance provided a brief update on the role of PCC in relation to the BAF and advised that PCC was responsible for seeking assurance on behalf of the Board that the five strategic risks (appendix A of additional paper 1 refers) allocated to the Committee were being appropriately managed. In discussion, the following comments were made: -

- i. consideration be given by the Chief People Officer to whether the risk re. ‘Significant Board turnover in the last 2 years’ should continue to be included as a strategic risk on the BAF;
- ii. the Chief People Officer to consider whether the gaps in controls and the key next steps for the strategic risk ‘failure to recruit, retain and redesign the workforce’ adequately reflected the issues discussed in relation to transactional services;
- iii. it was noted that the current risk ratings would be determined following a Trust Board Development session to agree risk appetite (scheduled for November 2022);
- iv. the Chief People Officer to consider whether the strategic risk ‘failure to implement / embed flexible and agile working’ should be reworded to ‘failure to embed’;
- v. the Head of Risk Assurance to re-order the risks (i.e., a suggestion that risk 5 ‘Failure to recruit, retain, redesign and transform the workforce’ should be re-ordered as risk 1);
- vi. a deep-dive discussion on the ‘looking after our people’ risks to be included in the PCC work programme;
- vii. the Chief People Officer, in conjunction with the Deputy Chief Nurse, to consider the inclusion of ‘nurse education and training arrangements’ in the controls section in the ‘failure to recruit, retain and redesign the workforce’ risk’;
- viii. the CPO to give consideration to cross-sector working in any further iteration of the flexible working policy;
- ix. PCC to give consideration to setting an agreed threshold for looking after our people risks based on the current risk rating score, and
- x. noted the huge progress made, however, noted the need to optimise the framework.

The Head of Risk Assurance acknowledged the comments made and highlighted that the BAF was a dynamic document. It was agreed that the Head of Risk Assurance would, in conjunction with the Chief People Officer and the PCC Chair, make the necessary updates to the BAF and one of the following actions would be taken.

If the Chief People Officer and the PCC Chair:-

- (a) were content with the updated BAF then it be circulated to members outwith the meeting and included on the agenda for the August 2022 PCC meeting, for review in order that it could be presented to the

September 2022 Trust Board, for approval, or

(b) felt that a further discussion with members of PCC was required, then an additional meeting of the PCC be scheduled prior to the August 2022 PCC meeting for this discussion.

- **People Services Priorities** – the Chief People Officer presented a report with details of her reflections and suggestions of one month of being in post at UHL. These have been informed further to consultation/feedback from a number of colleagues and forums, review of workforce performance metrics, WRES/WDES information, staff survey results and attendance at a number of listening events and meetings. Members were advised that the current operating model of transactional services had significant issues and PwC were undertaking an audit review looking at the end-to-end process to determine the improvements that could be made. Work was underway to understand the impact of in-work poverty of the workforce and external agencies had been engaged to assist with this work. Dr A Haynes, Non-Executive Director noted the need for these issues to be reflected in the 2022-23 BAF. In response to queries from Non-Executive Directors regarding the audit process, the Chief People Officer's observation was that there had been a lack of joined-up discussion and the audits previously undertaken had not focussed on the right things. In relation to Equality, Diversity and Inclusion, members noted that UHL's workforce did not reflect the communities it served, and the Chief People Officer noted the need for the governance structure to be reviewed. The Director of Health Equality and Inclusion also commented that there was a need to address health inequalities. In discussion, the Chief People Officer undertook to provide a detailed update on workforce priorities for 2022-23 to Trust Board in August 2022.
- **National Staff Survey Results** – the report provided an update on the commitments that were made in response to findings from the NHS Staff Survey results from 2021. The Chief People Officer assured the PPC that work would continue to progress on all commitments and an update would be provided to staff in July 2022 via the Trust-wide communication route. In response to a query from the PPC Chair in respect of whether there was a way to track how many staff accessed their emails, the Chief Information Officer advised that currently assurance could not be provided regarding whether staff had read the email that they had received. In discussion, the Chief People Officer undertook to explore the different ways for staff to access the 2022 NHS staff survey.
- **Non-Medical Casework Report** – the report provided an overview of non-medical casework activity for the period 1 April 2021-31 March 2022. It specifically provided an update on the disciplinary conduct cases opened and closed during this period including the outcome of these cases. The Chief People Officer noted the need for a review of the approach to case work management in order that minor cases could be resolved informally without the need for a formal investigation. It was also suggested that consideration be given to collecting data on protected characteristics, particularly race/ethnicity, as national data indicated BAME colleagues were more likely to enter a disciplinary process. The Chief People Officer acknowledged the comments and noted the need for a change in approach to managing casework as this had a direct impact on staff.
- **SAS Charter and Maximising Potential Programme** – the report provided assurance regarding the implementation of the 2021 SAS contract and progress towards meeting National SAS charter. Dr N Morgan, Associate Medical Director brought members' attention to the elements within the SAS charter areas that were yet to be implemented and provided an overview of the plans in place to achieve those. The Committee welcomed the update and supported the recommendations listed in the report.
- **LLR/UHL Cultural Competency Programme** – members were advised that the cultural competency pilot project had been commissioned jointly across the NHS Midlands region involving partners from LLR ICS, NHSE&I and the Leadership Academy - Life Long Learning (Midlands) across health and care. The report provided an update on the work being undertaken in the area of cultural competency and how it underpinned the priorities for the Trust's people strategy. It was suggested that consideration be given to making it sustainable given that a number of such programmes had been piloted in the past. The Chief People Officer undertook to discuss this matter with the Chief Operating Officer.
- **Reports for noting** – the following items were received and noted, with no substantive discussion:
 - May 2022 workforce and OD data set.

Matters requiring Trust Board consideration and/or approval:

Recommendations for approval:

- None

Items highlighted to the Trust Board for information:

- People Services Priorities

Matters referred to other Committees:

None.

Date of Next Virtual PCC Meeting:

Thursday 25 August 2022 at 11.30am via MS Teams