

Board of Directors Meeting in Public

Subject:	People, Culture and Improvement Committee Report of the Committee		Date: 2 December 2021	
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 19 October 2021			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 25 November 2021. The Committee was chaired by Manjeet Gill, Non-Executive Director.</p> <p>At the meeting there was a discussion about the Job Planning Audit which has been completed by 360 Assurance. The audit's overall outcome was limited assurance in relation to the job planning process. The committee received assurance in relation to the actions being taken forward and progress will be reported through to the People, Culture and Improvement Committee via regular Medical Staffing reports.</p> <p>The Committee sought an update in relation to the Estates and Facilities performance reports. It was confirmed the Estates and Facilities Department has recently appointed a Head of Operational Estates and Facilities. This work is therefore being taken forward by the Head of Operational Estates and Facilities, who has been tasked with ensuring there is a regular report to be submitted to this committee in relation to key people matrix for the Facilitates and Estates workforce. The Committee are assured this work is being taken forward and looks forward to key work force information being presented at future meetings.</p>				

The **Board Assurance Framework (BAF)** was discussed. There has been a change to BAF narrative to ensure consistency in relation to PR3 and PR1 regarding operational grip on staffing gaps and the implementation of the Nursing and Medical Transformation Cabinets. The Committee received an update on PR5, specifically in relation to the EPMA digital system. It was confirmed actions are being taken forward to commission an external review of the EMPA project, with the aim of providing learning and future actions. The Committee received **assurance** regarding the risk rating and the committee endorsed the risk scores remaining unchanged.

An update was provided to the committee regarding the **Health and Wellbeing Winter Wellness Campaign**. There are 2 main strands to the approach; raising awareness and encouraging adherence through line managers to existing wellbeing resources, guidance and practice; and a bespoke campaign using a theme of boosting immunity and resilience. There will be a focus on different wellbeing themes every month which started in October 2021. The Committee was also informed the Trust has appointed a substantive Clinical Psychologist to support staff in relation to incidents and wider health and wellbeing. The Committee recognised the contribution Occupational Health has made to delivering core services with significant increased activity as a result of COVID-19 pandemic. It was also acknowledged the current Head of Occupational/Lead Nurse is retiring, the Committee offered thanks to the Head of Occupational Health/Lead Nurse for her dedication and driving the Occupational Health Service forward. The Committee was also informed the Trust has appointed a Health and Wellbeing lead to support the delivery and growth of the health and wellbeing offer. There was an update regarding the mandatory COVID-19 vaccinations and the Trust's approach to this piece of work. **Assurance was received** from the update report regarding actions and activities to support colleague's health and wellbeing over the remainder of 2021/2022.

At the committee on 25 November 2021 there was a workshop. The workshop presented the committee with the opportunity for a **strategic discussion about horizon scanning** in terms of the people agenda. A presentation and document was shared providing a detailed overview of the future landscape of the Nottingham and Nottinghamshire ICS People and Culture Function: Governance, Delivery and Resources. In summary it was identified that from 1 April 2022 the ICS will become a statutory and mandatory organisation and it was confirmed Amada Sullivan has been appointed as the Chief Executive of Nottingham and Nottinghamshire ICS. Recruitment will now commence in relation to the additional statutory roles. It was confirmed the provider collaborative will be Sherwood Forest Hospitals NHS Foundation Trust (SFH), Nottinghamshire Healthcare NHS Foundation Trust (NHC) and Nottingham University Hospitals NHS Trust (NUH). The workforce element of the provider collaborative is being identified as an accelerator because workforce is the biggest challenge for SFH, NHC and NUH. The key pillars of the ICS workforce plan are aligned to the NHS People Plan and provider priorities. Within the ICS there will be a People Assurance Committee which will feed into the ICB and will be Chaired by an ICS Non-Executive Director. A People and Culture Group will be developed to provide an overview of strategic and operational plans and the structures that feed into this group are yet to be confirmed. The Committee acknowledged Sherwood Forest Hospitals NHS Foundation Trust are critically placed to influence this agenda and a key component is to contribute to the system wide workforce planning, and wider HR and OD collaboration while also maintaining Sherwood Forest Hospitals NHS Foundation Trust identity.

At the workshop there was also a presentation and discussion about an overarching People, Culture and Improvement Plan for SFH which will be introduced from April 2022 for a 3-year period. The presentation provided an overview of the strategic intent to establish an inclusive joint people, culture and improvement plan, underpinned by an annual mobilisation plan which will support the provision of high quality and responsive services through the development of a formalised integrated People, Culture and Improvement offer. It was confirmed the document and strategic direction has been co-created in partnership with colleagues from within the People and Culture functions while also taking into account the NHS People Plan and the priorities in the organisation and the Nottingham and Nottinghamshire ICS. The key pillars of the strategic intent are;

- Looking after our people
- Belonging in the NHS
- New ways of working and delivering care
- Growing for the future

Work will continue to refine the People, Culture and Improvement plan with the aim of presenting back to the People, Culture and Improvement Committee in January 2022, with an annual mobilisation plan to be presented in March 2022.

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 throughout September 2021. 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. It was agreed that further conversation in relation to the AHP workforce gaps and escalations will be further explored at the January 2022 People, Culture and Inclusion Committee.

Recommendation

The Trust Board are **recommended to take assurance** regarding the activities and discussions points covered at the November 2021 People, Culture and Improvement Committee, **linked with aspects of People, Culture and Improvement.**