

Annual Report from the People, Culture & Improvement Committee

Summary

This report provides a summary of People, Culture and Improvement Committee activities and assurance that the Committee has carried out its obligations in accordance with its Terms of Reference and work programme for 2022.

The time period is aligned to the annual governance timetable to enable consideration by the Board of Directors.

This report provides an overview of activities undertaken throughout the Trust and a summary of the work undertaken within the People, Culture and Improvement Committee activities from January to December 2022.

Background

The People, Culture and Improvement Committee meets 6 times per year and reports to the Board of Directors. Its Terms of Reference establish the following purposes:

- Review the BAF risks associated with workforce, culture and improvement and provide assurance to the Board that those risks are being effectively mitigated or managed in a controlled way.
- Provide the Board with assurance concerning all aspects of the Trusts workforce strategy and annual implementation plan, both in relation to delivery and impact.
- Where necessary, seek assurance into any areas of work related to workforce and culture on behalf of the Board.
- Assure the Board that the structures, systems and processes are in place and functioning to support the workforce in the provision and delivery of high quality patient care.
- Contribute to, oversight of and assurance from an SFH perspective, the People, Culture and Improvement Plan and plans of the Integrated Care System.
- In fulfilling its obligations the Committee will be mindful of the need to improve the diversity of the workforce so that it better reflects the populations which the Trust serves.
- The Committee shall review the Freedom to Speak Up agenda via quarterly assurance reports.

The Committee's membership is set out below:

- Non-Executive Director (Chair)
- Non-Executive Director
- Non-Executive Director
- Director of People
- Medical Director
- Chief Nurse

In routine attendance:

- Deputy Director of People
- Associate Director of People (Resourcing)
- Associate Director of People (Transformation)
- Associate Director of Improvement
- Associate Director of Transformation
- Head of People Partnering & Operations
- Head of Culture & Engagement
- Head of People Development
- Head of Communications
- Head of Medical Workforce
- Head of Corporate Nursing
- Community Involvement Manager
- Equality, Diversity & Inclusion Lead

2 Staff governors are also invited to attend as observers.

Other Directors and Managers have attended meetings in accordance with the People, Culture and Improvement Committee work programme and/or in response particular work being identified.

Meetings

Meetings shall be held not less than four times a year and where appropriate should coincide with key dates in the quarterly reporting cycle. A development session shall also be held not less than annually.

Attendance of core members (or a nominated deputy) at meetings during the period covered by this report is detailed below:

Non- Executive Director (Chair)	6/6
Non-Executive Director	6/6
Non-Executive Director	5/6
Director of People	5/6
Director of Culture and Improvement	4/6 (<i>left September 2022</i>)
Medical Director	1/6
Chief Nurse	1/6

Attendance of officers in routine attendance

Deputy Director of People	5/6
Associate Director of People (Resourcing)	4/6
Associate Director of People (Transformation)	6/6
Associate Director of Improvement	6/6
Associate Director of Transformation	6/6
Head of People Partnering & Operations	4/6
Head of Culture & Engagement	4/6
Head of People Development	2/4
<i>(left the Trust in October and role vacant until Jan-23)</i>	
Head of Communications	2/6
Head of Medical Workforce	6/6
Head of Corporate Nursing	2/6
Community Involvement Manager	4/6
Equality, Diversity & Inclusion Lead	3/6
Risk and Assurance Manager	6/6

3 staff governors attended 1 out of the 6 meetings during the year as an observer.

Work Programme

The Committee has received regular reports throughout the year in accordance with its agreed Annual Work Programme. Reports are received at each meeting from the Director of People, Medical Director and Chief Nurse in relation workforce risks and the Workforce Board Assurance Framework. In addition, assurance and highlight reports are provided on an ad hoc basis.

The Committee has also received reports on other specific risk-related matters, including:

- Safe Staffing for Nursing, Midwifery and Allied Health Professionals
- Staff Safe Staffing – Medical Staffing Report
- Communications Report
- Volunteer Report
- Employee Relations Assurance Report
- Leadership Update
- Culture and Engagement Update
- Raising Concerns Update
- Medical Revalidation Report
- COVID-19 and Flu Campaign
- Equality and Diversity Assurance Report

Horizon Scanning

The People, Culture and Improvement Committee identify and review any risks and work plans which are on the horizon. The following are the main areas identified:

- NHS People Plan
- Equality and Diversity national reporting including Workforce Race Equality Scheme, Workforce Disability Equality Scheme and gender pay gap.
- Industrial Action including strike action
- The future workforce
- NHS Pension Scheme changes and implications of the Annual and Lifetime allowance.

All of the above have been added to the appropriate action plans and any risks mitigation plans are in place.

Positive Stories

During the People, Culture and Improvement Committee meeting positive stories and achievements are shared and identified. Throughout the year these have included:

- Positive assurance from a 360 Assurance report on Equality Diversity and Inclusion.
- Development of an Involvement Charter to increase the amount of citizen engagement in key agendas.
- HSJ Award nominations for Workforce Initiative of the Year and Wellbeing and Engagement.
- Successful events regarding Clinical Audit Awareness Week in June 2022.
- A successful and well attended Menopause Conference on World Menopause Day.
- Festive 'thank you' where all staff were able to access a hot drink and mince pie in December 2022.
- SFH shared learning share via presentations with regional and national colleagues regarding the implementation of Just Culture at the Trust.
- Appointment of a Staff and Associate Specialist Advocate role.
- £20,000 funding secured to progress the Digital Innovation Hub in conjunction with Nottingham University Hospitals NHS Foundation Trust.
- The Trust has appointed an Associate Director of People (Transformation) to implement a Strategic Workforce Plan and associated tactical plans to take forward the Trust's workforce ambitions.

People Directorate

In 2022, there have been changes to the senior leadership structure within the People Directorate and the Culture and Improvement Directorate.

The Director of People and Director of Culture and Improvement secured roles at alternative NHS Organisations which resulted in a review of the People Directorate and Culture and Improvement Structure. The outcome of this review is the Training, Education and Development Department, including Organisational Development and Engagement have been realigned to the People Directorate. The Service

Improvement and Transformation functions have been aligned to the Director of Strategy and Partnerships.

In June 2022 the Trust successfully recruited to the Director of People, appointing the previous Deputy Director of People. The new Director of People has brought together the wider People Directorate (as outlined above) with a clear people strategy and vision in terms of empowering and supporting our people to be the best they can be.

In August 2022 the Director of Strategy and Partnerships commenced at the Trust. This is a new role to take forward the Trust's ambitions to be a leader within the local system and nationally regarding its vision for Healthier Communities for All. As a result the Director of

Strategy and Partnerships has brought together the Service Improvement and Transformation functions, and is currently in the process of implementing an Improvement Faculty within the Trust to support services on their journey of continuous improvement.

The People, Culture and Improvement strategy and agendas are vital to enabling the Trust to achieve its overall vision and the revised reporting lines and structures enable greater effectiveness and collaborative working. The agendas and workplans continue to be reported to the People, Culture and Improvement Committee.

Board Assurance Framework Risks

The People, Culture and Improvement Committee monitors the Board Assurance Framework (BAF) workforce and improvement risks.

The principal risks on the BAF reviewed by the People, Culture and Improvement Committee are;

Workforce capacity and capability

- Inability to attract and retain staff
- A significant loss of workforce productivity arising from short-term reduction in staff availability or a reduction in effort above and beyond contractual requirements

Improvement and innovation

- Lack of understanding and agility resulting in reduced efficiency and effectiveness around how we provide care for patients

The below graphs identify the current risk level, tolerable risk level and target risk level for each of the BAF risks.

Chart 1: Workforce capacity and capability

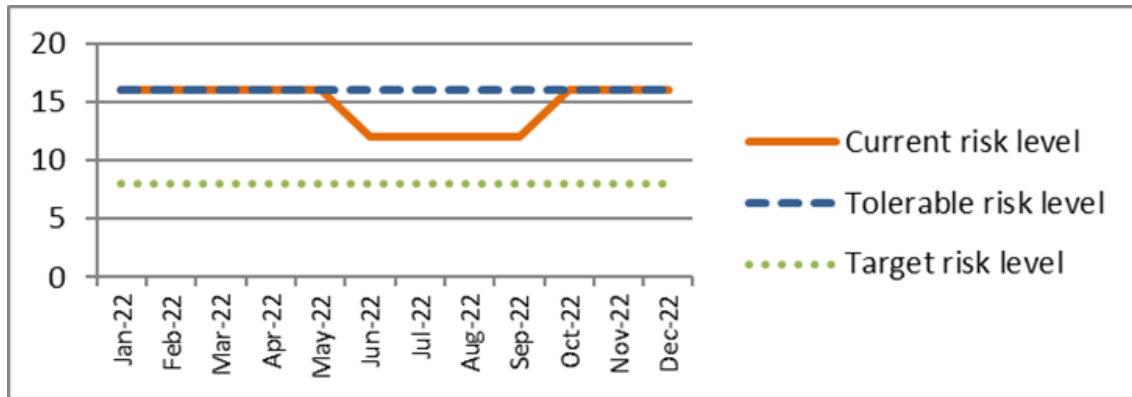
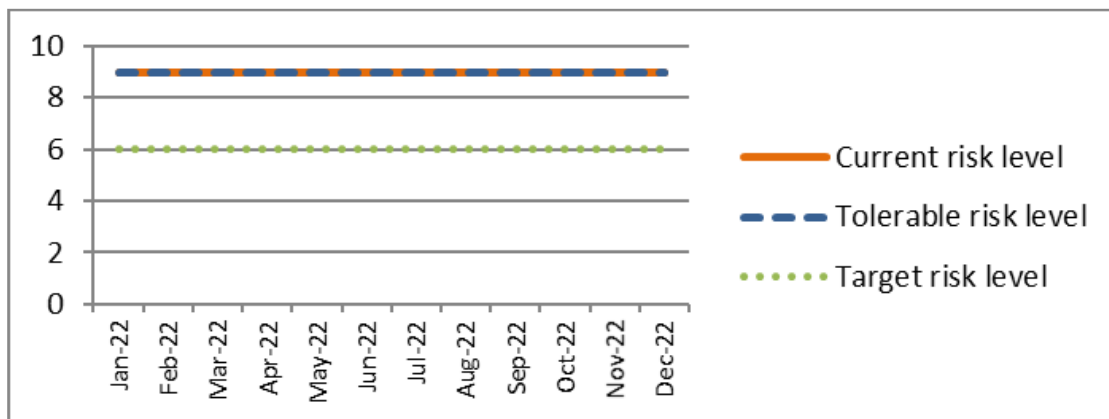


Chart 2: Improvement and innovation



People Culture and Improvement Strategy 2022-2025

The Trust introduced a 3-year People, Culture and Improvement Strategy for 2022-2025 which was implemented with effect from June 2022.

Our People, Culture and Improvement Strategy for 2022-2025 was built in support of National and SFH priorities. It builds on the firm foundations that have been established at Sherwood over a number of years. We believe this has been a positive step forwards for Sherwood and provides a strong platform to keep improving experiences for our patients and colleagues.

Our strategic delivery pillars reflect the NHS People Plan and People Promise but also support Operational Planning guidance:

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

To support the delivery of the action plans that fall out of the strategic delivery pillars we have established a new governance structure. The following Sub-Cabinets will report into People Cabinet, effective from February 2023:

- People Wellbeing and Belonging Sub-Cabinet
- People Resourcing and Development Sub-Cabinet
- People Transformation Sub-Cabinet

Safe Staffing Nursing and Medical

Nursing

The Chief Nurse has presented bi-monthly staffing report to provide an overview for Nursing, Midwifery and Allied Health Professional staffing and compliance within the Trust with the National Institute for Clinical Excellence (NICE) Safe Staffing, National Quality Board (NQB) Standards and the NHS Improvement Workforce Safeguards guidance.

The reports presented provided assurance of the staffing availability over the previous six months and process with assessing acuity and dependency for patients on ward areas.

The information and data presented will support the review of the Nursing and Midwifery establishment reviews for 2022/2023.

In 2023/2024 the Chief Nurse will present the Nursing and Midwifery establishment review to the committee and will continue to present reports to provide an overview and assurance regarding the staffing and safety compliance of the Nursing, Midwifery and Allied Health Professional workforce.

Medical

The Medical Workforce Report has been presented to the Committee twice yearly has highlighted the developments during the year and the key challenges. The change in the rota pattern and the investment in additional training and non-training posts in Medicine from August has considerably improved the junior doctor coverage on the wards and out of hours, making it a much-improved experience for the trainees and Clinical Fellows in Medicine.

Whilst the challenges of increased demand for the services remains post COVID, generally the Trainees and Clinical Fellows feel that they are supported and assurance has been provided to the committee in terms of the increased numbers of doctors as described above, the escalation process in place where there are concerns and the support that is in place in respect of the Guardian of Safe Working.

The numbers of medical vacancies have remained unchanged, however, new posts have been created during the year following the review of the Establishments in a number of areas post COVID. Task and Finish Groups have also been established

to support challenged services with recruitment to vacancies in the short term and their workforce plan in the medium term.

The Medical Workforce report and the annual NHE England (NHSE) quality assurance report for appraisal and revalidation have also provided assurance of the Appraisal and Revalidation process.

Overall, the reports from the Medical Director have provided assurance that the being undertaken in relation to the Medical Workforce provides safe and effective care to patients whilst supporting and maintaining the well-being of the Medical Staff across the Trust.

Equality and Diversity

The People, Culture and Improvement Committee has received regular reports with an update on the achievements, progress and developments in relation to the Equality, Diversity and Inclusivity agenda at Sherwood Forest Hospitals NHS Foundation Trust.

The committee has had assurance the Trust has met its statutory duties as outlined in the Equality Act 2010. The committee has also been presented with the following information prior to being published in line with statutory requirements

- Diversity and Inclusivity Report
- Workforce Race Equality Standards (WRES)
- Workforce Disability Equality Standard (WDES)
- Gender Pay Gap Report

Over the past year the Trust has celebrated some key Equality and Diversity events across the Trust including; the Trust's PRIDE events in conjunction with partner organisations across the system, Black History Month, Disability History month, Reach Out event. An engagement calendar has been developed for 22/23 to ensure areas of focus and celebration.

Other key achievements have been; Staff Networks relaunch with support now place for all chairs and members. This has resulted in an increase in membership and launch of Women in Sherwood network. Allyship training roll out across the Trust and launch of Project Search supporting placements for neurodiverse communities within the local area.

The Trust has really focused on our inclusion agenda as part of ensuring Sherwood is a Great Place to Work for everyone.

While assurance was obtained from the reports and evidence presented to the committee in 2022, it is recognised there is still significant work to be taken forward in relation to this agenda.

Key actions include increasing diversity reporting amongst all staff with focus within Divisions, continuing to grow the Trusts Staff Networks, continuing to ensure

compliance with reporting duties, and increasing knowledge of the Diversity agenda across the Trust.

Freedom to Speaking Up

Effective speaking up arrangements protect patients and improve the experience of NHS Workers. All staff but specifically all executive directors have a responsibility for creating a safe culture and an environment which workers are able to highlight problems and make suggestions for improvement.

The Trust's Freedom to Speak Up Guardian has provided assurance reports to the committee which highlighted in 2022 compared to 2021, there has been an increase in the number of concerns raised. The increasing number of concerns is positive and provides assurance about the effectiveness of the Freedom to Speak Up Guardian role and the Freedom to Speak Up Champions. There has also been an increase in the number of concerns raised by medical staff, which is positive as this staff group has traditionally not raised concerns via the Freedom to Speak up process.

The most prevalent findings from the reports presented is that 'bullying and harassment' and a bullying type behaviour from line managers or senior managers within departments was the most common concern raised by staff. As a result of this the committee has received reports and evidence from the Director of People about focused work in relation to the implementation of Just Culture, civility and respect to improve the experience of staff and empower leaders to lead in a compassionate way.

Freedom to Speak Up continue to implement a strategy which has been developed; this has been developed in line with the Trust vision and objectives and aligns to the NHS People Plan. The objectives of the Freedom to Speak Up strategy are;

- Create the right conditions for all our staff to speak up
- Enabling our leaders to connect with staff and be responsive
- Take learning and improve the quality of services for staff and patients.

The People, Culture and Improvement committee has received assurance throughout the year in relation to the Freedom to Speak Up agenda.

People and Inclusion

At each meeting the Director of People has presented an assurance paper on the people and inclusion agenda.

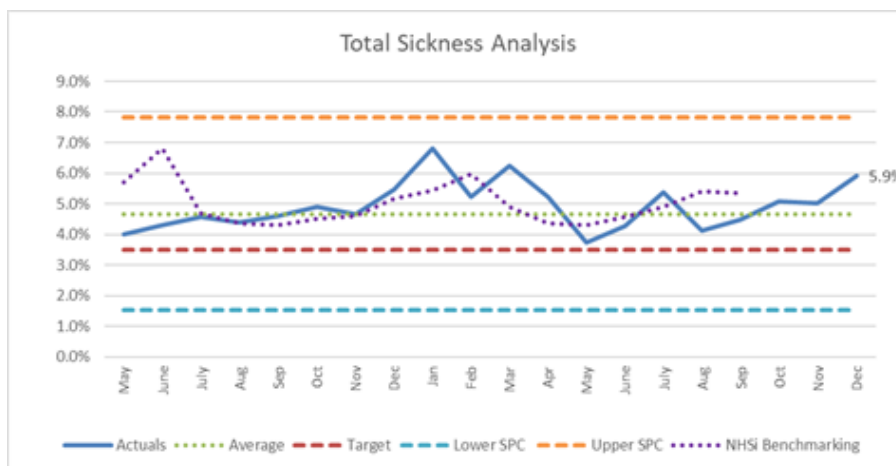
The papers presented have provided assurance that all Human Resources Policies compliant with best practice and employment law.

In addition, the committee been kept up-to-date regarding the COVID-19 pandemic and measures the government have announced a to support the reduction in the spread of the virus and also protect those who are extremely clinically vulnerable. This has included the implementation of self-isolation and self-shielding.

It has been recognised as a result of these national measures the Trust has experience an increase in workforce loss related to sickness and COVID-19 related absences. The committee have been assured the Trust has implemented all national measures which have been implemented in response to the pandemic and associated workforce loss and have also implemented support mechanism for staff who have absence.

The below graph highlights the sickness absence analysis which show the increased in sickness corresponds to the COVID-19 pandemic surge.

Chart 3: Total Sickness Analysis



Our Frontline Staff Influenza take up is reported at 62.6%, it is acknowledged that is lower than in previous years, however nationally the NHS are reporting lower figures, compared to regional figures (46.6%) and the campaign ceases on 28 February 2023.

Our COVID booster vaccination level sits at 44.0%, compared to regional figures (44.9%) we are marginally below the regional level.

To support the take up across SFH we are adopting different measures and where possible are taking the vaccines to staff. Actions we have undertaken are we are holding pop up clinics at different locations, delivering joint flu vaccines with COVID which are supported with clear communications. The committee had significant assurance in relation to the annual influenza and COVID campaigns.

The committee also received updates regarding the implementation of the Trust's Employee Assistant Provision (EAP), the completion of individual risk assessments and resourcing and were assured by the work facilitated to support the people and inclusion agenda.

Culture and Improvement

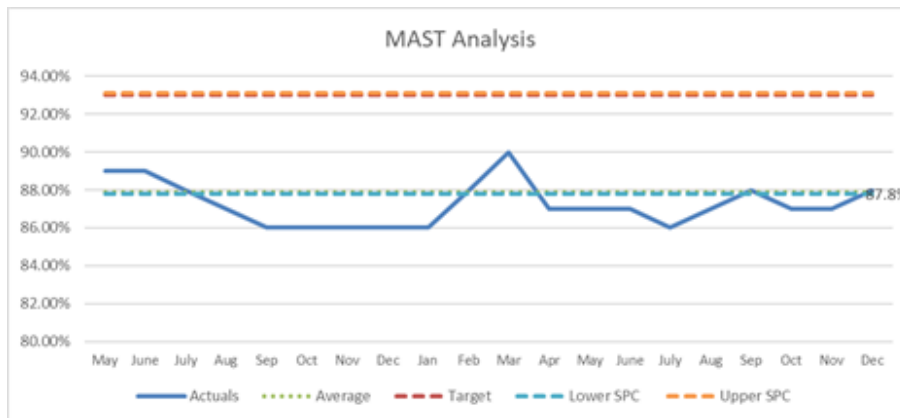
The committee has received regular reports and evidence from the Director of Culture and Improvement (until September 2022) and Director of People regarding culture, improvement and organisational development. These reports have given

assurance to the committee on key culture and improvement metrics and provided narrative on the actions which have been undertaken.

During the COVID-19 pandemic, some of the performance matrix have slipped, including appraisals and mandatory and statutory training, this is as a result of pausing elements of these matrix within the Trust to ensure core services and care to patients remains safe.

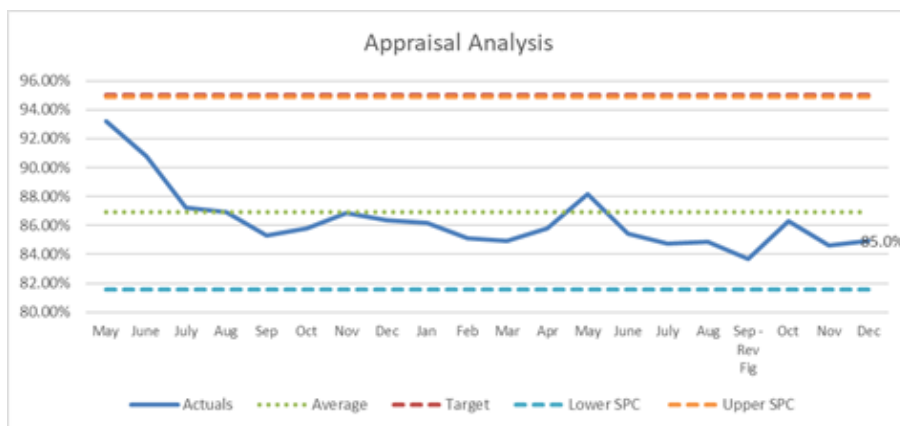
The below graph outlines mandatory training compliance from May 2021 to December 2022.

Chart 4: Total MAST Analysis



The below graph outlines appraisal compliance from May 2021 to December 2022.

Chart 5: Total Appraisal Analysis



The committee have been provided evidence of the welfare and well-being indicatives and programmes which have been implemented to support staff during the pandemic. This has been tailored around 3 key areas of support; Financial Wellbeing, Mental Wellbeing and Physical Wellbeing and Schwartz rounds continue to support all themes

Examples of some support interventions include visit and open appointments with Citizen Advice Bureau, Food Provisions, including Medirest offer of 50% off hot food at level 6 "Spice of Life" till 31st March 2023, Trust wide communication and focus on Financial

Wellbeing (Talk Money), Stress Awareness week focus, Resilience and mindfulness training implemented, National Grief week recognition, Domestic abuse training offered.

The effectiveness of these initiatives have been measured via pulse surveys and in the National Staff Survey and the results have shown a positive response to the support offered by the Trust.

It is important to note the effectiveness of the COVID-19 pandemic will be significant and therefore the focus on the welfare and well-being agenda will have an emphasis on physical health, healthy behaviours and mental and psychological well-being and support.

During 2022/23 the committee has gained assurance in relation to the culture and improvement agenda and noted the work which has been undertaken and achieved.

In 2023/24 the People, Culture and Improvement Committee will continue to be provided updates on the following areas related to culture and improvement.

- Training, Education and Development including Mandatory and Statutory Training and Appraisals
- Leadership Development
- Welfare and Well-being
- Improvement and Transformation
- Engagement, Leadership and Recognition
- Colleague Recognition
- National NHS Staff Survey

Conclusions

The Committee has a challenging and substantial work plan and agenda seeking assurance regarding the development, delivery and impact of the Trust's workforce strategy and plan. In addition, the committee's has also seen assurance regarding organisational development activity undertaken to promote and embed effective organisation culture.

Recommendation

Although 2022 has been a demanding and tough it is recommended the Trust Board takes the committee's update as assurance in relation to the work undertaken in relation to the workforce agenda