

**People, Culture & Improvement Committee Chair’s Highlight Report to Trust Board**

<b>Subject:</b>	People, Culture & Improvement Committee Highlight Report	<b>Date:</b> 25 <sup>th</sup> July 2023
<b>Prepared By:</b>	Manjeet Gill, Non-Executive Director	
<b>Approved By:</b>	Rob Simcox, Director of People	
<b>Presented By:</b>	Manjeet Gill, Non-Executive Director	
<b>Purpose</b>		
	<b>Assurance</b>	

<b>Matters of Concern or Key Risks to Escalate</b>	<b>Major Actions Commissioned / Work Underway</b>
<ul style="list-style-type: none"> <li>Assurance by way of update reports were provided on industrial action, this included mitigations. However, factors such as uncertainty about future actions and goodwill means that there is a gap in control. This was reflected in the BAF ratings for PR3. The likelihood rating was increased to highly likely and gaps in assurance.</li> <li>The increase in the number of challenged services, presented risks and assurance was given on actions being taken to stabilise. Assurance was also provided through the quality Committee and reports to Board.</li> <li>The vacancy rate has increased from 6% to 7.7% in Quarter 1, due to investments made in key clinical services, assurance were provided to the approaches being taken to reduced the increased rates.</li> <li>The Freedom to Speak Up report presented positive engagement with the process and identified themes such as an uptick in colleagues with a disability, feeling they were not being treated appropriately and getting the support for an inclusive culture.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing assurance on recruitment and plans to address the fragile and more challenged services to reduce vacancy rates.</li> <li>Assurance to illustrate the work of the improvement faculty by way of the Theatres programme was welcomed.</li> <li>Further assurance and how that assurance was provided was requested for the Improvement work, in the following areas:             <ol style="list-style-type: none"> <li>The improvement and transformation strategies</li> <li>The patient and people focus – what were the strategic aims and measures to achieve these aims. Patient voice was one element.</li> <li>How hearts and minds were addressed, forms of engagement and buy in to achieve more clinically led efficiencies and improvements.</li> <li>The five improvement themes and 17 programmes, monitoring progress and impact.</li> <li>The smaller projects not part of the main programmes.</li> <li>The softer elements of the improvement work.</li> </ol> </li> </ul>

Positive Assurances to Provide	Decisions Made
<ul style="list-style-type: none"> <li>• The Step into NHS Careers event, leading to positive local interest, recruitment and more reach into the local community, to develop more tailored careers pathways.</li> <li>• Q1 reports on progress made in People Strategy; Trust Strategic Priorities; Strategic workforce plan; Culture and Engagement and Equality, Diversity and Inclusion.</li> <li>• Positive assurance on recruitment to the Pharmacy workforce, gave an excellent example of focus on evidence and creative ways to address vacancies. Myth busting and creativity was recognised, and assurance sought on how this learning could be transferable to other areas of vacancies.</li> <li>• An appraisal process that has been co-produced, with staff, and is now a tool, that is much more about supporting development and good performance was presented.</li> <li>• A Leadership programme that addressed all levels of leadership, including aspiring talent was positively received as helping to reinforce the culture and values of the Trust as well as develop future leaders.</li> <li>• An example of a tactical workforce plan was presented for the AHP workforce demonstrating future challenges to the occupation and solution in place to mitigate these.</li> </ul>	<ul style="list-style-type: none"> <li>• BAF agreed for PR3 with an increase in risk and gaps in controls highlighted, due to uncertainty of future industrial action and its impact, later in the summer.</li> <li>• The July update of PR5 was agreed, with a decision to request further plans to improve controls, presented to September's Committee.</li> </ul>
<p><b>Comments on Effectiveness of the Meeting</b></p>	
<p>Committee effectiveness discussion looked at the number of items on the agenda and whether we needed a six weekly meeting rather than bi-monthly to cover the range of assurance being sought. This was likely to increase as more detailed assurance was sought for improvement.</p>	