

Council of Governors - Cover Sheet

Subject:	People, Organisational Development and Culture Committee	Date: 14 th May 2019		
Prepared By:	Julie Bacon: Executive Director of HR & OD			
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 29 th April 2019			Approval	
			Assurance	
			Update	x
			Consider	
Strategic Objectives				
To provide outstanding care	To promote and support health and wellbeing	To maximise the potential of our workforce	To continuously learn and improve	To achieve better value
x	x	x	x	x
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		x		
Risks/Issues				
Financial	The right culture encourages financial prudence and best use of resources			
Patient Impact	The right culture support a positive patient experience			
Staff Impact	The right culture makes SFH a great place to work and aids recruitment and retention			
Services	The right culture support the delivery of outstanding care			
Reputational	The right culture improves the Trusts reputation as a place to work and to receive care			
Committees/groups where this item has been presented before				
Trust Board verbal update on 2 nd May 2019				
Executive Summary				
<p>The first meeting of the People, OD and Culture Committee took place on 29th April 2019. The committee is Chaired by Manjeet Gill and the vice-chair is Claire Ward.</p> <p>There were a number of items on the agenda for assurance, discussion and approval. Below are the main highlights:</p> <p>The workforce audit on recruitment and retention was received for assurance. It was noted that the audit received significant assurance and both recommended actions had been delivered.</p> <p>The Board Assurance Framework was discussed and it was recommended that the tolerable risk increases to 12 from 8 for principal Risk 3 – critical shortage of workforce capacity and capability. The current level of risk remains at a 16.</p> <p>The Maximising our Potential 2019/20 annual plan was approved. Progress will be monitored quarterly by the Committee.</p> <p>A discussion took place about culture in the ICS/ICP and how SFH can influence it. The debate centred on how we move away from an organisational focus to a place based focus and that the primary care networks will be crucial in this. Discussion also covered how to encourage a culture of creativity and innovation.</p>				

The committee received an **analysis of the free text comments from the staff survey** – 63 positive; 85 mixed; 213 negative (had over 1,000 last year). The main concerns expressed in the comments were about:

- workload, work pressure and staffing levels
- variability of management, favouritism, feeling undervalued, bullying and rudeness and lack of management support

The Committee felt that the recurrent themes of favouritism and cliques need to be addressed with particular relevance to diversity and inclusivity. And that the Trust needs a more open culture.

It was noted that there is a planned audit on recruitment decisions, taking into account declared personal relationships. This may reveal areas of concern in relation to appointments and promotions. Results will be brought to the committee.

The Committee received the **deep dive on Divisional sickness absence** which had been referred from the Trust Board. The report showed that the Trust was doing well compared to other Trusts regionally and nationally.

The highest sickness reason was for Anxiety / Stress / Depression/ other psychiatric illness in most areas. This was analysed further, which showed:

- only 20% work related (with 10 out of 17 of these episodes relating to people going through a formal disciplinary process
- 28% due to bereavement – noted as stress
- 52% was personal or home related

The Committee emphasised need for staff wellbeing initiatives and to support bereavement and staff mental health in particular. A report/presentation on wellbeing initiatives and access to the employee assistance programme (including counselling) will be discussed at the next meeting.

It was also agreed to re-publicise the different counselling options available and that they are available for a range of things including bereavement and relationship breakdowns.