

**Council of Governors**

<b>Subject:</b>	People, Organisational Development and Culture Committee Update		<b>Date: 18th February 2020</b>	
<b>Prepared By:</b>	Deborah Lister, Head of Operational and Lee Radford Deputy Director of Training Education and Development			
<b>Approved By:</b>	Manjeet Gill: Non-Executive Director and Committee Chair			
<b>Presented By:</b>	Manjeet Gill: Non-Executive Director and Committee Chair			
<b>Purpose</b>				
To provide a summary of the key discussion areas and decisions taken at the People, Organisational Development and Culture Committee held on 6 <sup>th</sup> December and 27 <sup>th</sup> January 2019. The Governor Observers will provide verbal feedback of the meeting			<b>Decision</b>	
			<b>Approval</b>	
			<b>Assurance</b>	<b>X</b>
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care to our patients</b>	<b>To support each other to do a great job</b>	<b>To inspire excellence</b>	<b>To get the most from our resources</b>	<b>To play a leading role in transforming health and care services</b>
<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
		<b>x</b>		
<b>Risks/Issues</b>				
<b>Financial</b>	Improving productivity and workforce utilisation and impact			
<b>Patient Impact</b>	Maintain safe staffing levels and a good patient experience			
<b>Staff Impact</b>	Improve working lives			
<b>Services</b>	Staffing levels impact service and bed availability			
<b>Reputational</b>	SFH recommended as a great place to work			
<b>Committees/groups where this item has been presented before</b>				
Board of Directors 9 <sup>th</sup> January and 6 <sup>th</sup> February 2020				
<b>Executive Summary</b>				
<p>The People, OD and Culture Committee took place on 6<sup>th</sup> December 2019 and 27<sup>th</sup> January 2020. The committee was chaired by Manjeet Gill Non-Executive.</p> <p>Governor observers were Roz Norman and Jackie Lee, who will verbally feedback their views and comments to the Council of Governors</p> <p>There were a number of items on the agenda for assurance, discussion and approval. Below are the main highlights:</p> <p>The Committee recognised the progress that had taken place in a number of areas including; recruitment, the <b>flu jab up take</b> and the launch of the Trust's <b>Health Hero Programme</b>. This programme has been designed to empower staff in the organisation, to sign post colleagues for support with various health and wellbeing subjects. An update was provided on the <b>Interim People Plan</b>, it was confirmed the full People Plan will be</p>				

launched later this year. It was identified there will be key aspects of the plan to take forward including; a Core Offer to staff, a Leadership Compact and the development/utilisation of alternative roles.

The Committee recognised achievements including a **Highly Commended** from NHSi regarding the recently published Meaningful Use Standards, and associated levels of attainment there are to assist in developing and using e-rostering and e-job planning software. In addition, the Trusts Occupational Health had achieved the **highest level** of Flu Vaccination update at **83.5%** achieving the National CQIUNN target ahead of the February 2020 deadline. An item regarding **Education Partnerships** was presented demonstrating the work that has been achieved over the past 12 months in regards to development and expanding current education placements, partners and work experience provision at the Trust that has resulted in over **1,400 students** having placements at the Trust, over **150 work experience placements** and around **4,000 students in local schools** being visited.

The Committees **Terms of Reference** were updated to include a revised membership, these were agreed by the committee.

The **Board Assurance Framework** was discussed and a number of proposed minor changes were agreed. It was also agreed that current risk of 16 was still appropriate. Further discussions on ICP and ICS effectiveness took place and it was agreed that the Director of Culture and Improvement and Director of People would review this as part of the Trust's BAF refresh which is currently taking place.

An update on the **Maximising Our Potential Strategy** was presented to the group. The committee recognised there has been a significant amount of work completed to deliver this plan. A discussion took place regarding the 2020/2021 strategy and it was suggested associated action plans should be more focused, reduced in number with more ambitious targets. It was highlighted that many of the successful actions achieved in 2019/2020 should become business as usual, but will continue to be monitored. The full NHS People Plan will also provide a framework for the workforce vision of the Trust and next iteration of the Maximising our Potential Strategy in 2020/2021.

Quarterly reports regarding aspects of **Culture and Leadership** and **Training and Development** including apprenticeships were presented providing assurance in aspects that underpin the Trusts Workforce Strategy "Maximising our Potential".

The committee was provided with an assurance items regarding aspects of **Workforce, OD and ICS/ICP developments** demonstrating of how SFH's Maximising our Potential Workforce Strategy is aligned to the ICS People and Culture Strategy.

A quarterly report regarding **Equality, Diversity and Inclusion** was presented providing assurance in aspect of this agenda. The committee recognised the work undertaken to support this agenda, but recognised this was an agenda which required additional focus and would be an integral aspect of the workforce vision of the Trust in 2020/2021.

The **Medical Education Assurance Report** was presented, providing an overview of the showcasing the on-going work to being undertaken to support Doctors in Training and

Medical Students. The Committee noted the work that has on-going to support this workforce within the Trust.

The quarterly **Raising Concerns Assurance Report** was provided identifying key points around the agenda in recent months. A revised Freedom to Speak Up Self Review Tool has been completed and the Trust has taken positive steps in developing our culture in a way which encourages others to speak up. Areas which require improvement are the development of a FTSU strategy, evidencing what individual executives responsibilities are as part of their appraisal. A revised Speaking Up Policy in line with National Guardians Office guidance has been developed and implemented. In quarter 2 there have been 29 concerns raised which is the highest numbers received, therefore supporting the effectiveness of the Freedom to Speak Up Guardian role within the Trust.

The **Quarterly Communications Report** was presented, providing an overview of the key achievements and celebrations of how the Department has delivered the objectives and underpinned by the Trust Strategy and showcasing its on-going work throughout the first 6 months of 2019/20 report. The Committee noted the outstanding work that has been achieved.

**A Deep Dive into Sickness Absence** was presented to the committee. It highlighted the Trust benchmarked positively with Trust of a similar size and also regionally. The top reason for sickness absence in the Trust is Anxiety/Stress/depression and other psychiatric illnesses. The deep dive revealed the majority of these absences were due to personal reasons. The Trust has developed a number of mechanisms to support staff who are experiencing Anxiety/Stress/depression including an Employee Assistance Provision, training for Managers regarding mental health and a new Staff Counselling offer.

The second most popular reason for sickness are MSK issues which have also been highlighted as an area of concern in the feedback from the 2019 staff survey. It is recognised the Trust has an aging workforce, where by individual may have worked in physically demanding roles for a significant number of years. The Trust has developed an MSK offering via Occupational Health which has evidenced a positive impact.

**A deep dive into MSK related absence** was presented as requested from the October Trust Board. In particular, the paper provided a deeper analysis into the increasing levels of MSK related absence. It also compares our Trusts sickness absence with other local and national NHS rates, that performs in the Upper Quartile against peers local and nationally. The reasons for sickness absence are explored in more detail. In particular, the report contains further analysis of absences associated with MSK and associated actions in 2020. The Committee noted the progress to date regarding a challenging agenda.

An **Employee Relations** assurance report was presented to the committee to provide oversight of the current employee relations cases within the Trust and actions being taken in accordance with Trust Policy.

An update was provided to the committee regarding **Pensions and Taxation**, this provided information about the Annual Tax Allowance Policy 2019/2020 and the committee were provided with the draft letter and frequently ask questions in relation to this policy.

