



**Agenda item 13b**

**People and culture committee report**

**Board of directors 25 May 2023**

|  |  |
| --- | --- |
| **Report title** | People & culture committee report |
| **Report from** | Vineet Bhalla, Chair |
| **Prepared by**  | Oyetona Raheem, Interim Company Secretary |
| **Link to strategic objectives** | Working together - We will collaborate with one another as individuals, in our teams, with our patients and our partners.Develop - We will practically apply our discoveries and global best practice to benefit our patients, staff and the services we provide. |

|  |
| --- |
| **Brief** **summary of report** Attached is a summary of the people & culture committee meeting that took place on 11 May 2023. |
| **Action Required/Recommendation.** The board is asked to note the report of the people & culture committee and gain assurance from it. |
| **For Assurance** | **✓** | **For decision** |  | **For discussion** |  | **To note** | **✓** |

|  |
| --- |
| **PEOPLE & CULTURE COMMITTEE SUMMARY REPORT – 25 MAY 2023** |
| **Governance** | * **Quorate – Yes**
* **Attendance – 75%**
 |
|  | ***Workforce Programme Update**** The committee was taken through an update on progress across key programmes. The overarching workforce planning project was accepted as a huge undertaking although there is a delay to the current programme due to changes in the HR team
* Discussion was held on the need to be clearer on the impact of any delays would have on other key initiatives such as Oriel and EPR.
* The committee queried a couple of examples of risk mitigation which didn’t align with the original risks (e.g. roster optimization). The committee asked the project team to review all mitigation against key risks.
 |
|  | ***Subgroup Updates***EDHR Steering Group* The Committee received a verbal report of the meeting of the group held the previous day including a review of the gender pay gap, staff network updates, activities of the newly appointed coaches, EDI agenda, recently held workshops and report of the RSM audit into EDI.
* A work-based project on EDI by a staff member had also been received. It was suggested that some of the outcomes of the project by the staff member should be shared with the committee in the near future.
* Clarification was sought on how the network groups will prioritise and activate new ideas, taking into account challenges with resource workloads. It was acknowledged that most of the co-chairs had day jobs which affects their availabilities. The idea of protected times was being considered. The criticality of the role of executive sponsors was also highlighted particularly in helping to balance of the voice of employees versus the strategic approach to the work of the Trust.

Health and wellbeingThe notes of the meeting of the group held on 28 April were reviewed and the committee noted that the planned areas of focus were:* Reviewing psychological support.
* Redesign and brand the health and wellbeing programme and then focus on promotion.
* Relaunch Hardship fund, funded by MEC, and with support from FinWell.
* Explore additional recognition mechanisms.
* Stress management training.
* Pilot an approach to Organisational Stress risk assessments.
* Develop an MSK pathway, recognizing it as one of the top 3 reasons for absence.

Workforce Transformation - Technical Workforce* The committee was taken through a presentation by Kerry Tinkler which highlighted the approach being taken for career development across key allied professions covering Healthcare Science (HCS), Allied Health Professionals, Pharmacy and Optometry.
* The presentation highlighted multiple pathways and discussed professional and competency based frameworks
* The content was presented at a recent Tech Conference held on 25th March 2023 which had been attended by over 100 delegates and was well received
* Discussion was held on the theme of making staff members feel valued and to understand the career paths available to them. Using case studies of individuals who had successfully progressed within the framework was suggested to help bring the content to life.
* It was equally important to publicise the framework widely amongst staff members particularly career paths for admin staff. An intranet page had been created and being developed for this purpose.
* Similar initiatives were already in progress (e.g. Nursing Career Framework). The committee discussed how there can be alignment on the approach and messaging across different staffing groups.
* The committee positively acknowledged the news that over 10 volunteers had successfully applied for roles within Moorfields.
 |
|  | ***Performance Metrics**** The committee received the performance metrics (KPI’s) report
* Vacancy Rate. Attention was drawn to the top 3 staffing groups with the highest vacancy rate, (Estates & Facilities, Nursing & Midwifery and A&C). Work continues to reduce trust vacancies with a focus on administrative posts, where there is the highest agency spend. Resourcing lead is working with the divisions to identify vacancy hotspots and introduce targeted recruitment initiatives. Recruitment events are being scheduled throughout the year.
* Sickness Absence. It was noted that Anxiety Stress & Depression is one of the top reasons for sickness absence. The Trust continues to promote the confidential counselling psychologist service, stress webinars, Employee Assistance Programme (Validum) who provide advice on a number of issues and the Chaplaincy service - spiritual and pastoral support. The employee relations team continue to deliver targeted sickness absence training to hot spot service lines and support managers with complex sickness absence cases (short and long term).
* Appraisal rate – The appraisal rate in month was 71%, below the trust target of 80%. L&D team continue to work with HRBP's to support divisions, non-compliance reminders are sent to the managers and the communication plan is being enhanced.
 |
|  | ***Staff survey**** The committee reviewed the staff survey report together with the draft action plan.
* Divisions have been asked to prepare their local action plans to address the issues by the end of May 2023.
* The need to ensure that the action plans were robust to bring about the desired improvements were discussed, whilst having the right balance between organisational objectives and local priorities
* The committee would like to see more granular data on staff survey and would like that areas where the trust had been rated very well should be widely shared.
* The committee agreed that having some divisional managers present their action plans to the committee would be helpful to both the committee and the individuals involved.
 |
| **Current activity** **(as at date of meeting)** | ***Freedom to Speak Up**** The committee reviewed the FTSU report which summarized the progress with the improvement action plan following outcomes of the external FTSU review including an explanation about governance and oversight arrangement and a summary of progress against key milestones. There continues to be an open question around whether an ambassadorial vs outsourced model would work best, or something in between.
* Discussions were held on the importance of training for managers on how to be supportive of staff at the lowest level in order to feel well engaged.
* The committee acknowledged that this is an area that needs improvement and clear action to build trust and confidence in the process. It was important to share with the public board where we need to improve on FTSU and what the trust was doing about it.
 |
|  | ***Risks**** The workforce risk register circulated was duly noted.
 |
| **Key concerns**  | * The people & culture committee report to board highlights **progress on the workforce transformation project, progress on developing action plans to address issues from the 2023 staff survey results, the importance of the latest FTSU report and the steps being taken to improve the data.**
 |
| **Date of next meeting** | * **19 September 2023**
 |