



Agenda item 14

Report of the people committee

Board of directors 26 May 2022

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| **Report title** | Report of the people and culture committee |
| **Report from** | Vineet Bhalla, chairman, people and culture committee |
| **Prepared by**  | Debbie Bryant, Committee manager/EA |
| **Link to strategic objectives** | We will have an infrastructure and culture that supports innovationWe will attract, retain and develop great people |

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| **Brief** **summary of report** Attached is a summary of the items discussed at the people and culture committee meeting that took place on 18 May 2022.  |
| **Action Required/Recommendation.** Board is asked to:* Note the report of the people and culture committee and gain assurance from it.
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| **For Assurance** | **✓** | **For decision** |  | **For discussion** |  | **To note** | **✓** |

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| **People & culture committee summary report – 18 January 2022** |
| **Governance** | * Quorate – Yes
* Attendance – 100%
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| **Discussion points** | 1. **Subgroup updates**
2. **Workforce transformation**
* The highlight report is for the existing transformation group but will move across to the wider Trust transformation initiative.
* The Trust wide programmes will be specific. The next level will come from each of the project workstreams as they will have workforce needs identified and that is currently being assessed. The final level will be around unforeseen events from people, policies and processes. A mechanism to respond to those will be required and all of this mapping work is underway.
* Clarity was sought on the role of the workforce transformation subgroup going forward. A reporting mechanism will still be required. Some items will be tracked via the Trust transformation programme and others to the People committee
* The Trust transformation governance review is underway and will develop a proposal for the programmes to report to the transformation board, then decide the sub board committee’s guidance.
* Workforce and people will have an overarching board but there will be a business-as-usual route.
1. **EDHR Steering group**
* There were no escalations to the committee
* The biggest discussion at the EDHR meeting was the EDI strategic objectives, using WRES/WDES data, staff survey feedback and staff networks. The challenge from the group was there was a lot for the first year so will engage with colleagues to help define and propose a delivery plan for discussion at the July meeting.
* Key goals for the patient element around these objectives was not clear. The focus has been colleague experience, but Ian Tombleson has been asked to join with updates on the accessible information standards project. There are no defined objectives for patient experience but should be part of the wider transformation.
* The role of the staff networks was discussed and what support they were getting to be engines of change. There is now an EDI coordinator who is the secretary for those. A campaign has been launched for new Chairs and increasing membership.
* The committee agreed there was a need to invest in the leadership and give credibility through action. The staff networks are a part of, not instead of, the Trust doing EDI work.
* Patient experience would go through the quality excellence area of the Trust Transformation programme
* Parul Desai, Consultant in public health has been asked to link in with the workstream to see if equitable care is being delivered. DNA data will also be used to determine if specific work needs to be done to capture specific types of patients.
1. **Health and wellbeing**
* There were no escalations to the committee.
* NHSE has launched a health and wellbeing diagnostic framework. VB is the health and wellbeing guardian for the Trust and self-assessment on performance and maturity will be required around seven different themes. The intention is for it to be completed by the end of the month, but it is not clear on the route to validate that assessment.
* The work will benchmark and support the H&WB action plan.
* VB has met with other guardians doing similar work and added that the central team have done extensive work on developing training kits and material for specific areas such as line manager conversations.
* The Trust learning and development team are building a module into the leading with compassion for new managers to give them the skills for conversations and signposting. It will also be important to capture other colleagues.
* Executive walkabouts have had feedback from Admin staff who have raised specific issues. It is important to communicate what the forums are for admin staff to access support. Often this group of staff do not feel they are part of a team and work needs to be done to improve their experience.
* The report highlighted that the Trust are moving across to a single occupational health provider as part of the NCL shared service. This is due to happen in August 2022.
* A focus on the admin teams to be actioned with an update at the next meeting.
1. Workforce programme update
* The Workforce Programme is structured around three main pillars: Getting the Basics Right, HR Improvements, Workforce Transformation. Various project metrics and their RAG status were presented across these key pillars. The workforce risk register showed a top risk of equality & diversity inclusion as already discussed.
* The committee appreciated the level of transparency and clarity and agreed it was important to see the ‘getting the basics right’ (GTBR) information but asked how the prioritisations fit with any enabling investments like IT systems, the management executive as a whole and the Trust transformation programme.
* There are live conversations on the executive priorities, around cost pressures and consideration around de-prioritising or developing resource to go faster. Some things can be chipped away at while others require a big transformation.
* There is a requirement to look across the transformation work as a whole and see the implication on workforce for all of it. Having Oriel as a target helps with what has a lead in time.
* It was agreed this committee should have the strategic discussions then the board will have a view on what is proposed. It must be driven by the Trust transformation and the work should fall out of that.
* The committee considered a more regular update on workforce being presented to the board. Items may need to be raised sooner than a quarterly update from the People committee. It was agreed once the priorities are clearer, the board can be appraised more often
* All of the work needs to link across to education.
* The ‘See me first’ initiative was raised. The rationale is to have a conversation as a board to be clear on the statement. It will link to the new values and equity. Need due diligence to make it more meaningful.

Performance metrics* The workforce performance data was presented including the positive areas where the Trust had performed well or was above target.
* A particular area where the Trust are doing less well is in employee relations. The grievance process can be protracted, sometimes management do not have capacity to complete investigations or are trying to manage the formal resolution pathways. It is hoped the leading with compassion training will support managers with difficult conversations.
* Staff turnover was another issue. Looking now at the workforce plan and a retention plan for each division. Refreshing the exit interview process. In the staff survey, 51% have said they will leave in the next few years. Work is ongoing with finance colleagues re vacancies and occupational codes, but a deep dive is planned to agree recruitment plans. The helpdesk has a high volume of tickets, the operations review will separate out the helpdesk challenge. Some of it is attributable to people leaving but also system accessibility.
* Over payments have been reduced by £120K and the number of cases of late leavers has gone down.
* An issue was raised around private organisations attracting staff for weekend work which means they are often unavailable from their normal work which is a problem that could grow. NCL organisations have similar experiences. A proposal is planned to tackle the issue jointly.
* SD reiterated that the current payroll provider contract is not suitable. The improvements shown are from the hard work of the Trust team. Financial wellbeing has also been a focus and how to support staff. Getting pay correct is a basic function.

Recruitment* the recruitment deep dive highlighted positive and negative exceptions, and the key priorities were explained.
* NCL have offered a shared recruitment service, the Trust will decide in September after a review if that is the way forward.
* The vacancies in the recruitment plan should include operating department practitioners (ODP) as well as nurses and it is important to get that message out. Only international recruitment is focused on nursing specifically.
* New application figures were shown for the Friends of Moorfields volunteers. The numbers have varied since October 2021, but the Friends of Moorfields are attracting more students. The administrative work to on-board them involves pre-employment checks the same as employees.
* The Trust had 283 new employees in the last year. The diversity status, sexual orientation, gender and age of those 283 were shown. 88 did not state their ethnicity, work will be done to try and target that figure and determine that. The disability status had 9 unspecified it is difficult to provide support if that information is not shared.
* The project implementation for various projects within recruitment were shared such as staffing Brent Cross.
* Once staff are ‘onboarded’ and have the Trust induction then local induction. They are passed on to their managers. It was agreed there should be the opportunity for new staff to feedback what went well for that process. Obtaining the candidate experience and the managers of the recruitment journey.
* A question was raised on how the time to hire was monitored. The gap between hiring and onboarding should mean keeping in contact with the candidates and the hiring managers.
* The learning from diagnostic hubs was highlighted as it was a different way of recruiting. Most of the staff had not worked in the NHS before. This created the opportunity to shift the culture and process. People feeling confident was key.
* Degree course applications have now risen rapidly showing less experienced staff applying then converting. The next stage is to have a career coaching conversation on how to retain those staff.
* The Brent Cross project showed the development of the technicians and the confidence in the roles. There are personal stories shared on EyeQ. They also want to develop their careers.
* There was a discussion on career mentoring and career pathways. There is now resource and an external resource lined up to get that underway. Hoxton will be the primary site. The plan is to launch a career pathway visual and focus on the tech assistant and healthcare assistant post as the core, that can develop into a range of healthcare careers. This will join up with education to understand the demand on that career pathway.
* There was added discussion on the sense of teamwork and identity at the hubs. It would be nice to take that and transfer it throughout the Trust.

Education update* The highlights on the findings of the strategic review were presented.
* There are issues that have hindered joint working, but the focus is now on enablers and ensuring the programmes being delivered are what are required, including long and short courses and their effectiveness and quality based on student feedback.
* A new joint education forum has been set up.
* Commercial courses remain online and have made a profit which was unexpected due to the pandemic. Other courses are coming online and there has been better engagement from staff to support those programmes. There is now a finance share arrangement for those teaching on the course.
* Marketing work will start, with Clare Feasby leading, to ensure the courses being delivered are what is needed. Work is also underway with the workforce teams on enhanced and advanced practice training, that will form a workstream to be built into the new strategy and cover the education requirements across the workforce.
* There is now a more positive attitude to a hub of education, education previously worked in silos but there will be a more joined up approach to talk, across the organisation.
* An education committee will be formalised as part of the workforce transformation programme and the governance will be decided with the Company secretary.
* The committee made the request to see the alignment of education with workforce for the next meeting.

Staff survey – approach to engagement and executive responsibility for the staff survey.* Staff engagement is a collective responsibility of the executive. It is easy to get too focused on action planning and not taking up the actions themselves. There is a Trust wide action plan.
* There have been engagement sessions with colleagues with 100 attendances combined. The headline feedback was cynicism on any action being taken. Lack of communication and silo working as well as the feeling of a lack of involvement on how or why Trust decisions are taken. Local line managers play a significant role, and they need to be involved so there is a feedback loop.
* Another action is to increase the participation rates. Staff need to see there is a commitment to listen and respond. There is more to be done to hear from colleagues in different parts of the organisation.
* There appears a clear differential in the engagement of clinicians vs non-clinicians, something that will require more focus.
* VB asked Carolyn to draft a terms of reference for a subcommittee on engagement. The admin and clerical staff would be a key focus.
* The committee were reminded of the ‘Pathway to excellence’ scheme that is a large piece of work on nursing engagement and to ensure that links up.
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| **Key concerns**  |  |
| **Discussions outside the committee** | * VB and SD to have a session on engagement and determine a term of reference for a subcommittee.
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| **Date of next meeting** | * 20 September 2022
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