CHAIR'S KEY ISSUES

ISSUES FOR REFERRING / ESCALATING TO BOARD / COMMITTEE / TASK & FINISH GROUP

ORIGINATING BOARD / COMMITTEE / TASK & FINISH GROUP:	People and Organisational Development Committee, 29 September 2022
CHAIR:	Richard Spencer - Non-Executive Director
LEAD EXECUTIVE DIRECTOR:	Adrian Marr, Director of Finance Deborah O'Hara, Deputy Director of People and Organisational Development

Agenda Item	Details of Issue	Approval Escalation Alert Assurance Information
1.4 Matters Arising	An update was provided from the September Performance Assurance Committee discussion in relation to strategic workforce transformation, retention and voluntary turnover for this Committee to consider. The Chief Executive would discuss with the Executive Team how workforce transformation could be taken forward and the timeframe. Retention would be considered in November.	Assurance
1.6 Emergent and Topical Issues	Notice had been received from the nursing union regarding potential industrial action. The BMA rate card discussions were highlighted, also raised at the Performance Assurance Committee.	Alert
2.1 WRES (Workforce Race Equality Standard)/ WDES (Workforce Disability Equality Standard) 2020/21 data national comparative report	The national benchmarking data relates to 2020/21 performance. The headlines, areas of best performance and those for improvement were set out, which acted as an input to the EDI annual reports. The annual reports detail future action planning. The Committee asked to see the 2021/22 comparative data when this is made available to the Trust.	Assurance
2.2 EDI annual reports	The reports for WRES, WDES, the Gender Pay Gap and Public Sector Equality Duty were reviewed for 2021/22. Clarity on movement in indicators from year to year was required in the Board report. The range of initiatives in place is clear and reverse mentoring was recognised as beneficial. There are many actions, commitments and dates identified for completion and the Committee questioned whether timeframes were realistic, had been tested and if this would lead to sufficient improvements at sufficient pace, recognising a previous inability to achieve all the ambitions in the 2021/22 plan. A number of stakeholders, the EDI Steering Group and Staff Networks had been involved and a Head of	Approval – separate item on agenda

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	EDI is in place to support this work. The importance of covering all protected characteristics was recognised. Auditing is undertaken on shortlisting/exit interviews, and it was suggested that a review of what is happening on a day-to-day basis would provide assurance. A first meeting of the EDI Data Group takes place shortly and this would feed into Committee. Progress was being seen on the Gender pay gap, whilst it is not where it needs to be and does make uncomfortable reading. Getting to the heart of the issues to confirm how further improvements can be made was important. The Public Sector Equality Duty report covers workforce and service user data for the period January to December 2021. All reports were recommended to the Board for approval and the process for ongoing monitoring and assurance was confirmed. EDI and inclusion forms part of the current leadership training roll out and is the core business of the organisation.	
2.3 Just and Learning Principles	Over 30 people have been trained and this is due to be extended early next year with Just and Learning ambassadors or champions. Embedding the principles in people management processes was required first and the presentation to POD earlier this year on staff experience reflected how the culture will feel different for staff and how this is embedded. Examples of embedding, such as the new leadership development programmes, were provided. The Committee questioned the impact and reference was made to a transformation project, training of mediators and bringing employees and managers together for mediation. A significant reduction has been seen in the number of formal disciplinary cases, which are low given the size of the Trust.	Assurance
3.1 Nursing and Midwifery Acuity	The review aims to ensure that correct establishments are in place to provide the safest care delivery to patients. There were no fundamental changes proposed. The Committee recognised more engagement with staff had been possible, the use of a common system and approach and appreciated the detail presented. Some additional suggestions were made for inclusion. The link with the Quality and Patient Safety Committee was questioned and, whilst there was no wish to see unnecessary duplication, it was particularly relevant to the data and when anomalies would be resolved. Clarity on the financial elements was required for inclusion in the report, which was approved for presentation to the Board in public in November 2022 as required.	Alert

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3.2 Workforce Safeguards Toolkit	A second review of compliance had been undertaken against the 10 indicators, acknowledging the further work required in the medical and AHP groups in the absence of national standards. The actions identified would be mapped to the relevant workforce groups and this would form part of the review of internal groups and reporting through the relevant operational and assurance Committees in the next six-monthly update. The report was recommended for presentation to the Board in public in November 2022.	Assurance
4.1 People Strategy quarterly update	Good progress was being made on the 27 actions. The Committee was advised of work to host the reservist programme on behalf of the Integrated Care Board. A roadmap for each of the four pillars of the strategy would be considered at a future Committee. Work on the digital strategy/ESR and how it links with the strategy was questioned and the Committee received confirmation that this was an enabler.	Assurance
4.2 Sub Group Key Issues Reports	Four reports were presented. The format and content of these reports was under review to ensure that the information included links to relevant strategies, risks and there was clarity on items for escalation. The Freedom to Speak Up Guardian is due to attend the Committee in November.	Assurance