

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, 19 July 2023
CHAIR:	John Humpston - Non-Executive Director
LEAD EXECUTIVE DIRECTOR:	Kate Read, Director of People and Organisational Development

Agenda Item	Details of Issue	Approval Escalation Alert Assurance Information
Welcome and Chair's business	The Chair highlighted the substantial commitment demonstrated to our staff through the support to this Committee and the papers to be considered, the importance of confirming what is special and unique about working at ESNEFT, reflected in our staff and patients' views. The Chief Executive referred to the satisfaction in three areas to demonstrate improvement, recommending ESNEFT as an organisation to receive care, to be employed in or to receive training. The impact and ongoing challenges of the industrial action on patients and staff training was considered. The Armed Forces Covenant Gold Award had been achieved. An update was also provided regarding Advanced Clinical Practitioner roles across all professions following referral from the Performance and Finance Committee.	Alert
Board Assurance Framework	Following the Well Led Review revisions had been made to strategic risk 5, presented prior to full review by the Board in September. Board discussion is planned regarding risk appetite and further work would be undertaken to link risks to the Trust's strategic objectives and system working. Members questioned monthly monitoring of the workforce plan and how the Committee would confirm assurance and consideration of deep dives, whether there had been a cross-check with the business plan, reporting through the Accountability Framework and risk tolerance.	Assurance
Committee Terms of Reference	Very minor amendments were approved prior to presentation to the Board in September.	Assurance
Education and Learning Annual Plan Apprenticeships	Part of the People Strategy aim was to create a learning environment to deliver the strategic objectives and provide excellent patient care. The faculty of education was established in late 2021 and the achievements and plans were presented. This develops the "brilliant basics" concept with the main areas of focus being that all staff should have supportive learning environments, quality education/learner supervision, simulation-based education availability and mandatory training access and compliance. These are the underpinning skills	Alert

Agenda Item	Details of Issue	Approval Escalation Alert Assurance Information
Leadership development annual plan	<p>to ensure a pipeline of people from school to retirement that are engaged, motivated and supported who will choose ESNEFT as an employer and aspire to develop long careers to the benefit of the population we serve. The strategy and five-year plan are being developed and will be shared more widely on completion, focussed on provision of education and training for our current employees and development and education of the next generation of healthcare professionals. 10 strategic goals were described, as was the annual plan, Key Performance Indicators (KPIs) and current performance. Pride was expressed regarding the pipeline work and engagement with local schools, further education colleges and universities to encourage those previously not represented in our staff groups, and the work with children in year 9 upwards to consider a career in the medical field. Members questioned links to the national workforce plan and the Trust's digital strategy.</p> <p>A key objective is to maximise use of apprenticeships, repositioned as a structured training programme, including fully utilising the levy by 2028 and enabling higher education rather than individuals progressing through traditional routes. Progress regarding use of the levy was detailed with 342 staff currently on the programme, the pilot for healthcare assistants and evaluation, growth forecast and future plans. As a provider of apprenticeships this is monitored by OFSTED, with the outcome of a recent visit awaited. Members welcomed the achievements and ambition, questioned the ESNEFT view of apprenticeships and wider communication requirements</p> <p>The leadership portfolio now sits within the faculty and the 2023-28 priorities and progress were set out. This included programmes under development, alignment with apprenticeships, management masterclasses and increasing in-house provision. Members reflected on the progress made by the faculty, the structure of this programme, the huge increase in quality and consistency of the offer and access by staff during the last two years. Securing return on investment, demonstrating the difference to delivery of high quality, compassionate and safe care provided to the people that we serve may require more clarity. An update would be provided to the November meeting.</p>	
Appraisal, Talent Management and Succession Planning	<p>The approach and annual review of succession plans enables staff to be identified and potential future leaders or senior managers to be developed to fill business-critical positions, either in the short or the long-term. The four areas were described and as well as focusing on internal management the plan is to ensure that ESNEFT is an attractive place to work, recognising the importance of fairness, transparency and equity and measures of success were set out. This will ensure a process for monitoring and managing talent management across this large organisation with critical roles identified as part of the workforce planning process. Members referred to the fixed term nature of the Chair and Non-Executive Directors and the ability to plan - the responsibility of the Council of Governors - the ability to talk about the amazing roles in place to dispel some of the myths around leadership, questioned when conversations should begin with new consultants regarding the opportunities available, equality, diversity and inclusion issues and the balance of developing staff and open recruitment.</p>	Alert

Agenda Item	Details of Issue	Approval Escalation Alert Assurance Information
LGBTQ+ staff network update	The purpose was to ensure ENSEFT is supportive in a non-discriminatory environment for staff and patients. There are over 300 members, achievements were described, the benefits of an Executive sponsor, support from communications and the workforce team, appointment of an administrator and financial support. Positive feedback indicates that this is making a difference and sometimes the smallest symbols have the most impact. For the future, staff want to do the right thing and to support this the work plan includes more awareness sessions, felt to be essential, and Active Bystander training will be offered to provide the skills to challenge any unacceptable behaviours. The Committee welcomed the tremendous work being undertaken, the publicity material, thanked the network chairs for their energy and leadership and questioned whether more was required on building the data for those patients who wish to log their pronouns.	Alert
National Staff Survey Theme 2: Staff experience through the lens of equality, diversity and inclusion	The second of the four themes was presented in a concise summary which demonstrated how the Trust is addressing the concerns raised by our staff. The train the trainer will be rolled out over the next two months. Members questioned the national design of the survey questions and the opportunity for Trusts to provide feedback, links to speaking up, reverse mentoring feedback and staff confidence in raising concerns, which would be considered at the meeting in September.	Assurance
Research and Innovation Annual Report 2022/23	Statutory duties require reporting in this format, a great opportunity to highlight the achievements based on strategies set four years ago, with all goals surpassed. There is strong evidence that organisations enabling involvement in research lead to better outcomes for patients. The report demonstrated record numbers of patients involved in research, new academic collaborations, joint appointments and development of non-medical researchers, record levels of research income and new grant funding streams and a broad and exciting programme of innovation including artificial intelligence, robotic surgery, genomics, workforce development and training academies bringing more local people into work with our services. ESNEFT is out-performing organisations that are explicitly research focussed and new strands of commercial, academic in-house and partnership work have been developed leading to a more resilient financial position for research than was previously the case. There was no in-house research two years ago and the first physical research centre ever will be accommodated, the range of staff involved in research has diversified, there is support for the adoption of new technologies, the Trust is one of the leading centres for robotic surgery and a European reference site. There are massive opportunities for quality, safety and cost improvement relating to genomics and our advanced clinical skills and simulation training has a world-wide reputation due to the excellence of the trainers, equipment and facilities. Population health management has been hosted for the last 2½ years which represents external partners' confidence to invest in this provision to enable us to better respond to the needs of the population. Committee members gave thanks for this excellent and uplifting report and questioned how it could be shared more widely with staff and local people, the scope to commercialise products and expertise, next steps, how in-house research is sustained, and how we advocate to ensure equitable access for local people.	Alert

Agenda Item	Details of Issue	Approval Escalation Alert Assurance Information
Guardian of Safe Working	The role includes reviewing exception reports and chairing monthly junior doctor forums. A summary of the issues raised since November 2023 was considered together with recommendations to improve the rotas and work experience of junior doctors. Significant improvements were presented following previous concerns raised and current issues were described relating to both Colchester and Ipswich. The morale for this group of staff was described and the importance of the rota co-ordinator role. The Guardians were thanked for this critical role which has enabled relationships to thrive and provided assurance on the processes in place.	Assurance
Internal audits	An Internal Audit report was received to note the process for oversight of the five actions to be taken, which will report through the Audit and Risk Committee. Freedom to Speak Up would be a focus at the next meeting.	Assurance
Executive Assurance Reports	Reports were received from the Wellbeing Steering Group with one item for alert. A restructure of the Equality, Diversity and Inclusion (EDI) Steering Group had resulted in an EDI Strategic and Operational Group and the Terms of Reference were approved. The Faculty of Education Steering Group provided three items for information. Terms of Reference for the HR Matters Group were approved. A 12-month overview of the re-establishment of volunteer support following the lifting of pandemic restrictions was noted.	Alert