

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, 20 September 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
Emergent and topical issues	The conversations on Freedom to Speak Up and Raising Concerns remain a focus. The longer-term workforce plan will be considered in November and January. The Fit and Proper Persons Test framework requires implementation with effect from 30 September to include self-attestation, led by the Trust Secretary. The impact on patients and service provision of the current industrial action and the level of planning was recognised to enable urgent and emergency care to be maintained. Some discharges have been delayed and all staff have done an incredible job including administration and wider clinical teams. Some urgent work is being undertaken and recovery prior to the next period of action was highlighted. Members questioned the impact on other staffing groups and thanked the Executive Team and colleagues for all that was being done to manage this.	Assurance
Board Assurance Framework	One strategic risk is aligned to this Committee, BAF5, Workforce, recruitment and retention. It is maintained through the workforce plan and reviewed monthly with today's focus on staff experience. Members welcomed the much-improved document whilst questioning whether there were gaps in control regarding workforce staffing models and the skills and experience mix, taking into account bed planning models. This would be worthy of a longer discussion, linked to the acuity review, and would form part of the full review of the work programme and timetable for consideration. Members also questioned where discussion on the cultural element of staff retention appears, with further update to section (e), the retention strategy, to be considered later in the meeting.	Assurance
Workforce Disability (WDES), Race Equality (WRES) Standard and Gender Pay Gap annual	Annual reports and action plans are to be approved by the Board and published on the website by 31 October. <ul style="list-style-type: none"> WDES – the number of staff disclosing a disability has risen, there is significant improvement again this year in the non-disclosure rate and increased accuracy of data due to changes in internal processes. There is a change in reporting, with inclusion of ill health processes, which will have an impact on the outcome data. This demonstrates increased staff confidence. The previous action plan has been updated and priorities identified. Work will continue on the disclosure rate, the reasonable adjustment passport, ESable, and training is much broader than just race. Members thanked the team for the progress being made and sought a better 	Alert

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reports and action plans	<p>understanding of the link between disabled staff and formal capability processes with the data demonstrating that these staff are six times more likely to encounter this. The network’s role in action planning was also questioned and a request was made for better visibility of the direction of travel. A detailed explanation of the complexity was provided. A task and finish group has started to review the policy, the passport and the access to work processes, and managers require more support.</p> <ul style="list-style-type: none"> • WRES – The data remains broadly similar to previous years. The new Medical Workforce RES was also considered, with both elements included in the action plan. Disappointment was expressed at the increased relative likelihood of white staff being appointed from shortlisting compared to the global majority and work continues to support recruitment and selection. More staff from the global majority also experience bullying and harassment than their white colleagues, and the importance of all staff understanding more about equality, diversity and inclusion (EDI) was highlighted. This is now included in Band 7 and above appraisals. A more regular review of the data, working on inclusive advertisements, cultural ambassadors sitting as observers on panels, all aim to provide more assurance on non-bias processes. There has been a good response to the EDI bitesize training, and this would be circulated to Non-Executive Directors. Members acknowledged where more was required and acknowledged the work on leadership, cultural transition and open discussion at Committee. It would be useful to understand if there were any teams or departments that should be prioritised and whether there was analysis by groups, such as apprenticeships, ensuring that new staff are supported from an early stage. Concern was expressed about the use of comparative groups when these may not be the same as the previous year, and whether a smaller more focussed target would be more appropriate. Progression of staff into Band 6 posts and above was a concern. There was a need for a national review. The focus should be on supporting colleagues who already work at ESNEFT. It was proposed that data supports a future deep dive on who is accessing development. • Gender Pay Gap – The national data submission for 2022/23 is not required until 30 March 2024 and the annual report previously considered was based on 2021/22 data. This had been reviewed and remains an accurate reflection of the submission in March 2023. ESNEFT compares favourably with regional benchmarks, with more work to do. 80% of the ESNEFT workforce are women and there is commitment to a list of actions. Much is focussed on flexibility with a launch planned for early 2024. <p>The reports were recommended to the Board for approval.</p>	
ESNable Staff Network	<p>The chair of the network and her leadership, commitment and knowledge were welcomed. The network relaunched in January 2023 and supports staff with a disability, long-term condition or those with caring responsibilities. The objectives for 2023/24 included developing network membership, raising awareness and sharing knowledge, supporting ESNEFT with its wider EDI aims, being part of the work on reasonable adjustments, planned events for Disability History Month later in the year and opportunities being provided for members to be empowered to take</p>	Assurance

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	<p>appropriate action to ensure their own physical, mental and practical needs are met. The network's achievements were detailed.</p> <p>Members commended the chair on their energy and enthusiasm, the logical approach and practical actions. Questions were asked regarding the inclusion of volunteers, whether there was more to do in linking with academic institutions about how individuals can work effectively in the NHS with a disability, the breadth of membership, and the support and protected time available to progress this. The network is a safe space for members to raise issues and take these forward, the use of language and terminology is being considered and how an appropriate link can be made with data on the numbers of staff who are disabled or have a long-term condition. The priority actions, barriers to progress and how the organisation responds to a member of staff were discussed.</p>	
People Strategy six monthly update	A progress update detailed 18 open actions, all linked to the pillars of the strategy, and those that were not on track were explained. Ongoing monitoring includes monthly reporting to the Executive Management Committee (EMC) Operational. From a Non-Executive Director perspective this provided significant assurance on progress. Stream 10 on ensuring the recruitment process is unbiased was considered and whilst as presented it felt like more of an external focus, discussion today had confirmed that internal processes were more of a priority. Understanding of job planning and its importance has improved and this links to the Medi Rota work which is progressing.	Assurance
Staff Survey results Theme 3 – Confidence in Raising Concerns	This had been considered by EMC and the Staff Partnership Forum (SPF), setting out plans against one of the four themes to address the outcome of the 2022 survey. Results were disappointing in this regard and the ESNEFT results were lower than comparators and not where we want them to be. Confidence ratings are at odds with people's perception. The presentation set out the approach and immediate actions being taken to encourage staff to speak out.	Assurance
Freedom to Speak Up (FTSU) annual report and self-assessment	The Board is hosting the National Guardian during October to support the continued development of FTSU processes and to use this as an opportunity to learn and improve. The national policy has been adopted with a local slant, working with the Lead FTSU Guardian and SPF to hear the voices not normally heard through the many ways in which concerns can be raised. These are all listed within the policy and on the intranet. The Trust has increased the reach of the Guardian with seven Assistant FTSU Guardians. Four expressions of interest have also been received including a training grade doctor. They will be trained alongside existing Assistant Guardians. Wellbeing champions, previously mental health first aiders, will also support staff through the process and managers will be supported to ensure clarity on the part that they play when a concern is raised with them. Active bystander training is being reviewed, the annual self-assessment has been drafted and the action plan revised to consider areas for improvement and develop a six/12 month plan for delivery. Peer reviews are to take place with West Suffolk and the Norfolk and Norwich University Hospitals to share best practice and a round table discussion later this month is seeking additional ideas on how staff can be supported, and an eye-catching poster has been	Assurance

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	<p>developed to highlight all the ways that staff can raise concerns. This is the start of a longer process with improvement unlikely to be seen in the 2023 staff survey.</p> <p>Members welcomed the strong, clear and positive paper and presentation. The Lead NED appreciated the opportunity to input into the improvements and the practical actions to be taken. The Board can issue statements about its approach, but fear of detriment does hold staff back. More thought could be given to sharing the experience of those who have raised concerns which has resulted in a positive impact, making life better for patients and other staff. How staff can feel secure to raise concerns and effective and more frequent measurement of progress were also raised to deliver a cultural shift. The self-assessment tool is a living document to take this work forward, with the focus proposed as less about the data and more about the direction of travel, as the metrics may take some time to improve.</p> <p>The Committee summarised that the most significant elements of the Guardian's six-monthly report confirmed the discussion about staff reluctance to raise concerns. It was a good update on the issues being dealt with, similar to six months' ago. Members also questioned plans for the Raising Concerns Steering Group. ESNEFT is slightly ahead of national statistics on the number of cases being brought relating to patient safety and bullying and harassment and this will be raised through that Group. Appropriate Terms of Reference will be formulated following the round table discussion.</p>	
Staff engagement plan	<p>An ambitious People Strategy is in place and a structured action plan has been introduced. Staff survey results feed into this, driven by the four themes, and this will be updated following the 2023 survey. Much work has taken place to ensure a greater connection with all areas of the Trust prior to this year's survey being released. The workforce engagement strategy links directly to staff experience and the ambition is to deliver the best care to our patients and their families. The plan detailed key aims to deliver the strategic objective to ensure our staff feel valued and supported and are able to contribute to the development of their role and the services they provide for the benefit of our patients. We must all work together to achieve the People Promise at ESNEFT: we are a team, we are safe and healthy, we are always learning, we are compassionate and inclusive, we work flexibly, we are recognised and rewarded, and we each have a voice that counts. The focus on onboarding was described, a new corporate induction is being implemented, a revised feedback-led appraisal is in place and 360-degree reviews launch in November. There is focussed work on EDI, a growth in the number of mediators and a commitment to a just and learning culture rather than progressing to a formal grievance. This is supported by the health and wellbeing framework, promotion and training. It introduces more interaction with managers and staff with Trust values at the heart of all that we do. Linked to this was a review of retention, looking at why staff are leaving. Almost 20% do so due to work/life balance and the support to Healthcare Assistants/Support Workers is leading to improvements in the data. There have been over 1100 requests submitted to date for flexible working and the retention team is being expanded to achieve a successful outcome for our staff.</p>	Assurance

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	<p>Members welcomed the excellent report, questioned the review and response to staff exit data, how best practice and improvements are shared with teams, the optimum turnover percentage with some change in staff recognised as appropriate and healthy, and whether there were themes in the comments made regarding work/life balance bearing in mind the flexibility offered. Significant assurance was provided, and the aim was for a 6.5% voluntary turnover. The link between organisational development and the Trust's faculty of education was recognised.</p>	
<p>GMC Annual Survey and Medical Appraisal and Revalidation results</p>	<p>The Faculty of Education had not yet considered the results in detail, and this would be represented to a future meeting, with Board discussion in October to be reconsidered. It had been discussed at EMC.</p> <p>The Annual Report for Medical Appraisal and Revalidation was presented for information, having been considered by the Board in public on 7 September. Generally wellbeing is good and low scores are formally followed up. The number of appraisers was highlighted, and the actions taken in relation to the small number of doctors whose appraisals were incomplete or missed. Assurance was provided on the clear process in place.</p>	<p>Assurance</p>
<p>Key Issues Reports</p>	<p>Two reports were received:</p> <ul style="list-style-type: none"> • The Armed Forces Group, confirming that ESNEFT had been recognised for its work through the Defence Employer Recognition Scheme Gold Award to be presented at a ceremony on 28 September. This was a fantastic achievement. Veteran Aware re-accreditation had also been secured and the support from the people team was acknowledged. Members welcomed the update, reflected on the positive discussion at the Council of Governors and asked if staff networks could achieve this success with similar dedicated staff. It was recognised that this would be part of business planning. • The Wellbeing Steering Group, with one item for alert regarding the physiotherapy pilot funded by SNEE. There had been good uptake and impact whilst there was currently no ongoing funding. A reset of the group was currently being considered. 	<p>Alert</p>