

Key Issues Report

Issues for referral to reporting Committee/Group

| | |
|--|---|
| Originating Committee/Group and meeting date: | People and Organisational Development Committee – 20 March 2024 |
| Chair: | John Humpston, Non-Executive Director |
| Lead Executive Director (as appropriate): | Kate Read |

| Subject | Details of Issue | Action* |
|-----------------------------|---|-------------|
| Chair's Key Issues | The Committee discussed the referral from Performance and Finance Committee relating to workforce productivity, and a report would be brought back to a future meeting regarding definitions and added value. | Alert |
| Emergent and Topical Issues | The Director of People and Organisational Development provided a summary of emergent and topical issues, including refreshed guidance around leadership competencies and the framework for Board members, with an initial focus on Non-Executive Directors and the Chair. The expectation is that the appraisal framework will be rolled out in September, however, there is unlikely to be substantial changes required. The appraisal process is due to begin for all Band 6 and above colleagues from April until the end of July, with an opportunity for a feedback led appraisal. The 360-degree appraisal for band 7 and above will also be launched. The appraisal will include information around personal contributions to equality diversity and inclusion as well as flexible working and leadership progression. Members questioned the collation of information and examples from appraisals. A report will be brought to a future meeting regarding talent management. Medical apprenticeships and the ESNEFT collaboration with Anglia Ruskin University has led to 20 placements to begin in September. ESNEFT is the only organisation to have taken this collaborative approach and the Committee welcomed this positive news. | Information |
| Hunnitots Nursery | The background was provided on this service based in Ipswich. The facilities had previously been run at a loss by the Trust but now operates at a profit. Ofsted had recently inspected the nursery and changed the rating from Good to Requires Improvement. A new action plan and new team have been put in place. Following feedback from a previous tendering process, a new location is being sought on the Ipswich site and a potential site has been identified and tendering the site to match current provision at Colchester would then be considered. The Committee discussed the proportion of investment in terms of numbers using the facility alongside the importance of the site. | Assurance |

| Subject | Details of Issue | Action* |
|--|---|------------|
| Workforce Performance Report Month 8 2023/24 | <p>Attention was drawn to the retention action plan, focused on flexible working for the immediate term. ESNEFT is working with the Integrated Care Board (ICB) to provide support across the system. Further detail was provided around workforce planning, with the 2023/24 plan being within 23 of the actual figure, which is positive. The workforce plan for next year has been submitted to the ICB, however this has been reduced slightly due to commitments within the ICB. In terms of recruitment this is at 2.7% at the time of the meeting and the Trust will be over established in student nurses and HCA programmes. For ESEOC 43% of the posts have been recruited. A 4% rise in scores for ESNEFT being rated as a place for training has been recorded, and the Committee received further detail about work experience, apprenticeships, leadership development and other accredited courses provided by the Faculty of Education.</p> <p>The Lead Director highlighted the large number of formal and informal employee relations cases with work required to process these in line with relevant policies. The Grievance Policy will be considered by the Staff Partnership Forum at its next meeting, and this is the last of a series of significant policies requiring review. In response to a query around different clinical reorganisations, and whether there are joint post possibilities or other options, the Committee heard that conversations have taken place with West Suffolk and ICS colleagues, however there may be more that could be done through collaboration, and this might require a more regional approach. The level of workforce planning was commended in comparison to other regions, with further detail provided about the upcoming national submissions.</p> | Assurance |
| Nursing Annual Skill Mix and Acuity Review | <p>The Committee received detail around the process of the acuity review and its purpose, alongside triangulation of data and professional review to assess the level of care provided to patients. For this year there is a Safe Care lead within the organisation, they received training from NHS England which has resulted in the process being updated. The Acting Chief Nurse provided further detail around the work undertaken on rostering and cleansing, alongside a concurrent review assessing where further support is required. New areas of work were described, providing training for children and young adults and trained emergency assessment unit areas and departments. The focus for the forthcoming year included utilisation of the red flags reporting data which ensures robustness, with training undertaken for all ward areas and monitoring is taking place monthly. Overall, the movement and changes in establishment are minimal, predominately around skill mix, and no additional monies were required as a result of the review for 2023. The Acting Chief Nurse advised that the community nurse team had undertaken the same process for the first time, and this is currently going through a second run of data. Initial feedback suggests that this may require additional nursing staff. Regarding mental health, the Trust logs patients who require enhanced observation, and the number of patients has increased. Redeployment has also been identified as an issue, with discussions taking place about how this can be managed going forward. The work undertaken was commended, with it being acknowledged that communication is essential in terms of outcome to the management team and the wider workforce. Members questioned whether the information had been reviewed with workforce transformation and time matters. The Acting Chief Nurse responded that this would be a good piece of work and a view could be taken about how this could be done, however there is work</p> | Escalation |

| Subject | Details of Issue | Action* |
|--|---|-----------|
| | underway on reviewing workforce. The Committee expressed thanks to those who had input into the report. The Committee recommended the report to Board for approval. | |
| Equality, Diversity and Inclusion Six Monthly Update | The improvements put in place were noted with an ambition to do more. The Director of People and Organisational Development provided detail of the four key work streams, in particular highlighting behaviour and culture for colleagues to take personal responsibility for actions. More work is required around recruitment, with a presentation to the steering group in April to help support colleagues to progress in their career, improving processes and equity. The Committee heard about the excellent work underway around the governance and active engagement in staff networks and the education and training underway. Further detail was also provided with regards to the sexual safety work, with the Trust signing up to the Sexual Safety Charter, which requires communications to colleagues to ensure that staff are aware of their responsibilities and accountability. There are currently two sexual harassment cases where staff are being supported. The Trust has also signed up to the race equality charter with several actions to take on board as part of implementation. A priority work programme would be set up for the charters to ensure progress and assurance on this matter. The Committee welcomed the work underway, and there was a suggestion regarding cross referencing the information from the staff survey, which would be reviewed. | Assurance |
| Freedom to Speak Up | The Freedom to Speak Up Guardian provided a report which included Q2 and Q3 data as reported to the National Guardians Office. There will be changes in terms of reporting from 1 April this year. For Q4 so far, 33 concerns had been raised which is slightly above average for the quarter. The report did not include data from the staff survey and the Director of People and Organisational Development provided detail about a statistical improvement in staff being confident to raise concerns and not suffer detriment. The Trust is below average for the peer group. A range of elements had been implemented after the staff survey, such as work on the people promise, recruitment of FTSU guardians and the round table event as well as training being conducted on civility, respect and psychological safety. More work is still required to improve confidence in speaking up, particularly for staff with protected characteristics. The Freedom to Speak Up Guardian advised that the increase in numbers of those raising concerns can be seen in two ways, either that the increase is concerning or there is more confidence in raising concerns, which is positive. A 50% return was demonstrated on feedback following concerns being raised and the sample size will increase over the course of the year. Appointment of the additional guardians is positive, however there remain challenges with those managers who do not understand the process and the need for support for an individual. The Committee further discussed matters around culture to assist individuals in raising concerns and the importance of feedback and the initial response. | Assurance |
| EDI Strategic Reference Group | The Key Issues report from the EDI Strategic Reference Group was received, with the Director of People and Organisational Development acknowledging the important work of the meeting and the assistance it provides. It was noted that the meeting had been highlighted by the ICB as excellent practice. | Assurance |
| Faculty of Education CKIs | The Director of People and Organisational Development summarised the information and provided a further update from the meeting held earlier in the day, which discussed the medical apprenticeships, alongside the | Assurance |

| Subject | Details of Issue | Action* |
|----------------------------|---|-------------|
| | next two years, with the significant amount of training and resource required for the Electronic Patient Record (EPR). | |
| National Staff Survey 2023 | The Committee heard that nearly 52% of staff completed the survey, over 6,000, with comparisons in the report from previous years, sectors and other regions. Across the NHS there has been an improvement with the significant increase for ESNEFT being positive. Notable changes include enthusiasm, inclusion and involvement and autonomy to make decisions around work. These were part of the cultural work and will continue. There is a difference between clinical and non-clinical in terms of burnout and finding work exhausting, with further work required around appraisals. Attention was drawn to the slide on discrimination from patients which had disappointingly declined, and there is more work to do in this area. It was also stressed that whilst there had been improvements there is still further work required, and improvements would support the quality and safety of care provided to patients. The recommendations and top themes were presented, with the Trust being a place to receive treatment a focus. 70 people have come forward as wellbeing ambassadors. The Committee also heard that the survey provider stated at the recent Executive Management Committee meeting that the results demonstrated that the Trust is responding well to current challenges. Further information was provided around the positive work across EDI networks and the joined-up approach with the Faculty of Education. In response to a query regarding further sense checks on staff, there is the NHS pulse survey, however there is a real risk of survey fatigue. There could be further work undertaken in more localised areas and there was the potential quarterly meetings with advocates and ambassadors, alongside future arrangements for appraisals. | Assurance |
| Board Assurance Framework | The Committee received an update on the BAF, in particular noting the monitoring of ESEOC recruitment, the vacancies in the EPR process and banding changes for healthcare support workers, with previous changes and future changes included within the report. | Assurance |
| Any Other Business | The Committee was provided with detail from the Deputy Director of Finance regarding national planning and in particular links to workforce, highlighting that the planning guidance has not yet been received. A recent national briefing provided further detail, which included the detail from the Spring Budget, providing assurance that the Department will agree any pay deals agreed next year and the industrial action risk will be maintained centrally. Further questions will be asked regarding the increase in workforce particularly where there are approved developments. | Information |

| | | | |
|-------------------|--|--------------------|---|
| *Key: | | Approval | Positive action required regarding an item of business or support for a decision |
| Escalation | Support/decision required by reporting committee to resolve an issue within its remit | Alert | Proactive notification of subject matter/risk that reporting committee is currently dealing with or mitigating which may require future action/decision |
| Assurance | Evidence or information to demonstrate that appropriate action is being taken within a reporting committee's remit | Information | No action required. Reporting to update on discussion within a reporting committee's remit |