

Report to:	Public Board of Directors	Agenda item:	16
Date of Meeting	2 November 2022		

Title of Report:	People Committee Chair's Update Report
Status:	For information
Sponsor:	Sumita Hutchison, Non-Executive Director/Chair of the People Committee
Author:	Catherine Soan, Executive Assistant and Anna Mealings, Non-Executive Director
Appendices	None

Purpose
To update the Board of Directors on the activity of the People Committee held on 10 th October 2022.
Background
The People Committee's purpose is to monitor the Trust's activity to achieve its True North goal 'to be an outstanding place to work where staff can flourish', and to provide assurance to the Board that the Trust is discharging its strategic priorities and statutory responsibilities relating to its people and their development. The Committee will also deal with any matters within the people and organisational development agenda as delegated to it by the Board.
Business Undertaken
<p>2021 Staff Survey Update</p> <p>Last year we heard themes around staffing levels, the experience of black and ethnic minority colleagues, reporting of violence and abuse, exhaustion and burnout and the quality of annual appraisals. In the last 6 months staffing levels have increased, a zero tolerance approach has been taken to racism, appraisals have been redesigned to include talent and health and wellbeing. In addition a Head of Equality, Diversity and Inclusion at band 8 has been appointed. We have observed that physical violence towards our staff from patients and other employees is significantly under reported. A survey was conducted to understand root causes of the unwillingness to report violence and abuse and a perceived inactivity when it is reported, was the highest scoring reason for not reporting it. A working group to look at tackling incidents of violence has been established and the risk and assurance team are supporting staff with managing incidents in a more effective way.</p> <p>A dashboard is in development to enable Divisional, Specialty and Department teams access consistent real-time data for thematic review of incidents. Discussions with dementia leads on how to support staff was underway. We have also conducted a survey to understand the root cause of burnout and exhaustion. Our people have described the volume of work, lack of rest spaces, conflicting demands, not being valued and additional unpaid hours as contributing factors. In response, we had introduced the provision of overnight food and meal deal options, we have assessed and are improving the environment and the Education Centre have offered the cleaning team space to rest.</p>

The 2022 Staff Survey was launched on 3rd October. Colleagues are given 15 minutes protected time to complete the survey and the OD team will visit areas to assist with this. We are sharing weekly progress updates and offering prizes.

Fusion Network Update

The co-Chair of the Fusion Network, Uzo Ibechukwu presented an update, he highlighted that attendance was an issue and this was consistent across the networks because the time was not protected. The Chair/s were undertaking their roles in their own time and there was a risk of losing them because of this. The Chair and members of this Committee want to highlight to the Board the incongruity of what we say is important (inclusion and diversity) and our actions (relatively small level of investment in this space). We (the Board) are asking people to take on meaningful roles to help us become a place where all our staff can flourish at the same time we expect individuals, such as the Chairs of Fusion Network groups, to do their fulltime roles, which is often more than 40 hours a week – as an example. Are we clear on what role we want the Fusion Networks to play? What does good look like for the RUH? If so, we willing to acknowledge the time this requires?

International Recruitment Update

The Trust had been recruiting international nurses since 2018 and on the date of the meeting, 399 international colleagues had started at the Trust. Covid had presented some challenges with our international recruitment, however, numbers had increased and by the end of the year we will be back on trajectory. CPD money had been identified to pay for Clinical Practice Educators to support our overseas nurses.

The Trust has been recognised nationally with a pastoral care award.

Given that international nurses are a significant and important part of Trust the Committee asked for a further session to get a better understanding of what the experience is like from an international perspective – across the entire employee lifecycle (recruitment, onboarding, development, experience in the broader Bath community).

Digital Talent Programme Update

The Committee noted that the initial phase was complete. Strong foundations had been built with new ways of working to deliver more value with less work, reinvesting into value adding activities. Some of the improvements outlined included:

- Offer letter templates being reduced from 16 to 1
- Digitalisation of offline paper offers
- New digital onboarding
- Inclusive manager recruitment training
- New candidate communications
- Streamlining of the vacancy approval process and improved data collection. Previously, time to hire was an average of 12.5 weeks, it was now 8.4 weeks.

Phase 2 of the programme will run until the end of December and workstreams were progressing. It was acknowledged that this had been a culture change for the organisation and that it was possible we had not invested enough resource into the programme.

Improving Together Update

The Committee received an update on the plan for the next 12 months whereby any staff member, with line management responsibility will be invited to participate in training to develop and strengthen their leadership skills. In parallel, we will be implementing the tools and routines of Improving Together one step at a time across the whole organisation, this means that every ward/department will be part of this programme over the next 12 months.

The Committee received a presentation on how Improving Together had been implemented in Urgent Care and the positive impact it had made on a disparate team coming together.

Key Risks and their impact on the Organisation

At the time of the meeting, the Trust had been under significant operational pressure and it was recognised that we are asking staff to do more and that it is hard for people to feel they matter under those circumstances. This had an impact on the health and wellbeing of our colleagues. There was concern that the cultural changes we were putting in place were not being felt across the organisation due to the current pressures.

There was a risk, as described above, that unless Staff Network Chairs are given protected time, they will be unable to continue with the role.

Key Decisions

The Committee approved the new description of People BAF Risk 3 and requested that resilience is incorporated into the new BAF.

Exceptions and Challenges

None identified.

Governance and Other Business

The meeting was convened under its Terms of Reference.

Future Business

The Committee conducted business in accordance with the work plan. The Committee agreed they would like a future report on how we tackle physical harm to staff via a digital solution.

Recommendations

It is recommended that the Board of Directors note this report and discuss the Fusion Network Update.