

Report to:	Public Board of Directors	Agenda item:	14
Date of Meeting:	1 May 2024		
Title of Report:	Alert, Advise and Assure Report – People Committee		
Status:	For discussion		
Author:	Paul Fairhurst, Chair of the People Committee		

Key Discussion Points and Matters to be escalated from the meeting held on 31 January 2024

ALERT: Alert to matters that require the board’s attention or action, e.g. non-compliance, safety or a threat to the Trust’s strategy

- **Restorative, Just & Learning culture:** work that began following a 2021 review has stalled and there is limited evidence that RJLC is embedded. The team is now looking to reboot the programme (including through leadership training). Work is needed to upskill the Executive Team to drive the cultural shift needed. It is suggested that the NEDs need immersion to enable effective interrogation and assurance.
- **Dignity at Work:** whilst the Staff Survey reported a decline in incidents of violence from patients (to the lowest since 2020 and better than the national average) incidents of abuse from managers and colleague to colleague have increased. Due to a lack of confidence in reporting incidents, the true picture is likely worse. Key to improvement will be to ensure that line managers are trained to manage conflict in the workplace and to respond in a supportive and assertive way.
- **Workforce planning:** the Board is alert to work to finalise the 2024/25 workforce submission and to develop and deliver plans to achieve the targets.

ADVISE: Advise of areas of ongoing monitoring or development or where there is negative assurance

- **Fit for Purpose (ongoing monitoring):** the programme to improve functioning of People Directorate (including through feedback from a recent listening exercise and a review by AQUA) is being monitored.
- **Basics matter (ongoing monitoring):** The Staff Survey indicates focus areas for 2024/25, including IT/ digital resources and skills.
- **Clinical skills training (ongoing monitoring):** clinical skills training has historically been delivered at RUH by subject matter experts; some training materials are outdated; assessment processes and support lacks standardisation; and the Trust lacks a centralised record of clinical skills compliance. The Interim Head of Clinical Skills is working closely with the nursing workforce team to address these issues. Clinical skills will be recorded on Learn Together and will link to Healthroster to provide assurance on the clinical skills of staff on shift. The team will investigate inclusion of mental health training. Action: Deputy Chief Nursing Officer to report back to the Chief People Officer.
- **Recruitment (ongoing monitoring):**
 - Vacancy Control and Agency Reduction Panel: VCARP has delivered significant benefits in terms of bank and agency cost. Work in progress to mitigate the impact of lengthened recruitment pathways/ hiring timelines.
 - Reservist Scheme: the scheme is being revived. It was launched in March 2022 in response to the COVID19 pandemic. It is designed to build a cohort of people who could support the NHS during times of significant pressure. National benchmarking has been undertaken and plans are being developed to deliver the BSW Reservist Scheme in 2024/25.

- Volunteering strategy: work is underway to develop the 2024-27 strategy. It will be presented to the People Committee in July. Ongoing governance will sit with QGC, subject to further discussion to ensure that the people aspects are effectively governed as well as quality.
- **Appraisals (negative assurance):** this is the only indicator where trackers are not showing improvements. We remain some way off where we need to be. Action: a deep dive will be scheduled, with the Improving Together team invited to join.
- **Workforce Planning/ Transformation Plan (ongoing monitoring):**
 - Finalisation of 2024/25 workforce submission; development of plans to deliver against those targets, including cultural and behavioural shifts and tools to support change (including Calderdale Framework and communications plans).
 - Focus will turn to equipping leaders with the change management skills and capabilities to lead through change.
 - Scott Harrison, Reporting Radiographer shared his perspectives on opportunities to better utilise the skills of the AHP Reporting Radiographer role and the potential for significant cost savings, activity/ income generation and service development with modest investment to protect time for reporting imaging investigations and expansion of the team. It was observed that, given the CMO had not previously been briefed on these opportunities, this might indicate ongoing issues with internal information flows. Action: Associate Directors for Capability & Planning and Programmes & People Partnering to consider Scott's insights as part of workforce planning/ transformation work.

ASSURE: Inform the board where positive assurance has been achieved

- **Basics matter:** considerable progress made against existing plans.
- **People Plan Governance:** programmes on a page have been developed for each of the 11 People Plan Programmes; The dashboard is continually being refined to clearly state project linkages to the People Plan and responsibilities for delivery and to enable clarity on individual responsibilities.
- **Workforce Planning:** we are currently projecting to deliver against the requirement that Whole Time Equivalent (WTE) position at month 12 2023/24 does not exceed our position at month 7 2023/24. This reflects the increased governance around workforce planning and improved cross-directorate working.

RISK: Advise the board which risks were discussed and if any new risks were identified.

None.

CELEBRATING OUTSTANDING: Share any practice, innovation or action that the committee considers to be outstanding

- **Dignity at Work:** excellent feedback shared with the Committee from a Cardiac Ward Sister regarding support she received from Will Smith, Dignity at Work Programme Lead and Interim Reservist Scheme Lead

APPROVALS: Decisions and Approvals made by the Committee

- None