

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

**BOD 18(iii)/2023**

(Agenda item: 10)

# Board of Directors

**29 March 2023**

**Report from People, Leadership and Culture Committee**

**on matters to Alert, Assure or Advise**

**Executive Summary**

The **People, Leadership and Culture** Committee continues to meet four times a year. The last meeting took place in January 2023, agenda and minutes are attached.

**For Alert**

1. The Committee were alerted to the impact of the ongoing industrial relations issues which have affected the Trust over the last period and the significant impact this has on operational delivery and corporate (HR) teams in relation to the mitigations that needed to be put in place to protect patient safety and also lawfully make deductions to pay in relation to those who took strike action. Industrial action to date has included two sets of RCN strike action in December 2022 and February 2023. The Committee were alerted to the ongoing pressure this creates until such time the Government reaches a resolution with unions that it is in dispute with. [Subsequently to this meeting the government has made a new offer in relation to pay which is being considered by national unions of staff on Agenda for Change and are currently in talks with the BMA in relation to medics.]
2. The Committee were also alerted to the commencement of the NHS Professionals contract from 13 February 2023 whereby management of bank would transfer from an in house model to a supplier contract. A new Master Vendor Contract for agency resource with ID Medical would commence on the same day. These contracts along with others due to go live in the 2022-23 financial year will be key to further agency savings for 2023/24. The Chair requested further assurance on how much contribution these would make towards OHFT achieving the NHSE/I agency reduction target for 2022/23. Subsequent to the January PLC meeting it has been confirmed that the cost avoidance benefits will be realised from April due in part to the implementation issues related to of the NHS Professional contract. The full impact of the interventions on the 2022/23 target will be known at the end of March 2023. The April PLC will consider the full year impact of savings for 2022/23 along with a wider review of the IQRA programme. The Committee will also receive the proposed work programme for 2023/24 which will subsequently come to Board.
3. Lastly the impact of industrial action coupled with that of the recovery from the clinical systems outage which began in the summer of 2022 has impacted on the progression of longer term strategic interventions such as the development of a leadership development programme. Work has now re-started on this and will come to PLC for assurance in 2023/24.

**For Assurance**

The Committee wish to assure the Board that:

The Committee considered a number of assurance papers. These include:

1. Medical Wellbeing and Engagement. Data and progress reports were considered in relation to improving medical wellbeing and engagement; this included recent scores from a Medical Engagement Survey (2021) and the 2022 Staff Survey. It was agreed that the scope needed to be widened to include the engagement and wellbeing of medics. The CMO outlined that further work would be undertaken in collaboration with HR Colleagues. Further assurance will be sought from PLC in the coming period in relation to medical engagement.
2. Recruitment Deep Dive – The Committee reviewed the current model and performance of the Resourcing team and how the Trust currently operates in relation to vacancy filling. It was noted that progress had been made to reduce “time to hire” rates and stabilising the team which had been carrying a high number of vacancies. The Committee heard that the NHS models of recruitment were outdated compared to private sector and reactive rather than proactive in nature. National challenges in relation to a qualified supply of professions made the context challenging. Further assurance is sought in relation to mapping and reducing overlaps in the end-to-end recruitment process that hiring managers need to follow and also exploring how actions taken by hiring managers can be centralised to further reduce time to hire times.
3. The Committee noted the progress on statutory and mandatory training; PDR compliance and supervision compliance which have all been increasing steadily over the last 4-6 months. However, during the height of winter pressures which particularly affect the Community Directorate, pressure on services meant that requirements to complete mandatory training were temporarily suspended to minimise risks to patient safety which in part accounts for the plateau in progress over the winter months.

**To Advise**

The Committee wish to advise the Board that:

1. Historically the Committee has received workforce reports from the HR function in relation to performance of the HR Team. The focus is now being shifted to allow the Committee to focus on the strategic workforce challenges from a Trust wide perspective. The Managing Directors of Mental Health and Community both outlined what they believe their priorities are and further work to explore this will allow the Committee to shape its agenda for the coming period.
2. The Board is also advised that the Chair of PLC in her role as Trust Wellbeing Guardian is required to provide assurances that the requirements set out in the Wellbeing Guardian implementation guidance are being followed and suitably evidenced. This follows from a 2019 report which recommended a creation of the guardian role as “there is a need for Board level leadership to be responsible for the mental wellbeing of their staff”. Specifically Principle 9 of the above guidance sets out that…”The Wellbeing Guardian will provide suitable challenge to the Board to be assured that the organisation is working with system leaders and regulators, to ensure that wellbeing is given the same weight as other aspects in organisational performance assessment.” The Chair of PLC will therefore be writing to Chairs of sub committees to seek evidence that Wellbeing is positioned as a golden thread in relation to Committee work.

**Review of risks**

The January Committee examined the work that is underway to reshape Risk 1063. Historically this groups risks regarding appraisals, training and supervision together. The Committee was updated on the work that is underway to disaggregate these. The new risk(s) together with actions and mitigations are to be presented at the April 2023 PLC meeting.

**Recommendation**

The Board is asked to confirm that it is assured with progress and actions taken.

The Committee noted the progress made on the IQRA targets for 2023/23 and recommends that the programme of work for IQRA for 2023/24 is reviewed at a future Board meeting once it has been discussed at the April PLC meeting.

**Author and Title:**

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**Chair of People Leadership and Culture Committee**

1. ***Strategic Objectives/Priorities and strategic Board Assurance Framework (BAF) risk themes*** *– this report relates to or provides assurance and evidence against the following Strategic Objective(s)/Priority(ies) of the Trust [OR N/A – no Strategic Objectives/Priorities apply] (****please delete as appropriate****):*

*1) Quality - Deliver the best possible care and health outcomes*

*Strategic risk themes: triangulating data and learning to drive Quality Improvement; Demand and Capacity (Mental Health inpatient and Learning Disabilities); and Demand and Capacity (Community Oxfordshire).*

*2) People - Be a great place to work*

*Strategic risk themes: Workforce Planning; Recruitment; Succession Planning, Organisational and Leadership Development; Culture; and Retention.*

*3) Sustainability – Make best use of our resources and protect the environment*

*Strategic risk themes: planning and decision-making at System and Place level and collaborative working with Partners; governance of external Partners; Financial Sustainability; Governance and decision-making arrangements; Business Planning; Information Governance & Cyber Security; Single Data Centre; Business Continuity and Emergency Planning; Environmental Impact; and Major Capital Projects.*

*4) Research and Education – Become a leader in healthcare research and education*

*Strategic risk themes: failure to realise Research and Development potential.*