

Report to:	Public Board of Directors	Agenda item:	15
Date of Meeting:	6 March 2024		
Title of Report:	Alert, Advise and Assure Report – People Committee		
Status:	For discussion		
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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

- **Workforce Planning:** Multiple controls have been introduced to limit the increase in establishment, including tightened controls on recruitment, bank and agency, rostering and overtime. Nevertheless, M9 data showed continued growth in both substantive workforce and use of bank. Agency usage decreased. For 2024/25 there is a clear national, regional and local directive around reducing pay cost. National Planning Guidance is still awaited for 2024/25 but the workforce team is completing the workforce planning template and is beginning to introduce the Calderdale Framework.

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

The Committee has seen evidence of significant progress across all eleven programmes of the People Plan, including the following, but monitoring will continue:

- **Fit for Purpose:** the People Directorate is now orientated into four teams (Capacity, Capability, Culture, and Programmes & Partnering).
- **Recruitment:** KPIs and customer feedback has indicated that Recruitment is not getting the basics right for new employees or hiring managers. A detailed action plan to deliver improvements was presented to the Committee.
- **People Hub:** a new team within the People Directorate will become a ‘one stop shop’ service for people and Medical Workforce related enquiries. A case management and workflow system (Halo, which includes a self-service portal), has been selected. Soft launch of the Hub is underway. Hard launch is planned for April. Divisional People Partners will be phased in over January and February. The Committee was advised that the People Hub should deliver a very significant step forward for staff experience.
- **Mapping Leadership:** recognising that the quality of leadership has significant implications for our ability to deliver our strategy and manage our risks, this programme involves mapping the RUH leadership/ managerial community; assessing their development needs; procuring/ creating development programmes; and increasing the visibility of leadership development content available at RUH/ BSW. The Committee reviewed a work plan to bring together the currently disparate leadership development offers and to deliver by the end of 2023/24 (amongst other things) clearly defined leadership cohorts; leadership development programmes for each cohort; enhanced visibility of external leadership programmes; and profession-specific pathway models for leadership development.
- **Dignity at Work:** launched in response to the 2022 Staff Survey, this programme aims to reduce violence, abuse and discrimination towards staff and ensure that colleagues have a safe, inclusive working environment. The Committee was

presented with feedback from pilot schemes and plans to launch a policy by March together with internal communications and training.

- **FTSU:** the service now reports into the Chief of Staff who will present a full response to The Guardian Service report to the Committee in March.

ASSURE: Inform the board where positive assurance has been achieved

- **Staff Survey 2023:** the Committee was presented with early insights into survey data. At 60%, the response rate was the highest ever for RUH and included a significant increase in responses from global majority colleagues. Improvements are reported across all 7 points of the NHS People Promise. The Committee discussed the many initial positive insights and areas that require more focus (including perceptions of not having enough staff, conflicting demands and unpaid hours/ overtime).
- **People Plan Governance:** a newly established People Plan Project Board will oversee all 11 programmes within the People Plan and report into the People Committee. The People Plan Dashboard continues to evolve and strengthen the Committee's sources of assurance.
- **Staff Networks:** the Committee was advised that to help grow the networks, protected time funding will be included in 24/25 business planning and divisional leadership teams will be reminded of the importance of releasing people to chair and attend network meetings.

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

- **BAF:** workforce risks have been updated and amalgamated. Work is ongoing to address gaps in controls and strengthen sources of assurance.

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

APPROVALS: Decisions and Approvals made by the Committee

- **Improving Together:** to support the use of Improving Together as a tool to deliver a step change in our transformation, Improving Together will report to the People Committee (and its Terms of Reference will be amended). Also, NEDs will have Improving Together refresher training.
- **Safe Working Hours:** a Chief Registrar will be asked to report to a future People Committee on themes raised at the Junior Doctors Committee regarding Junior Doctor experiences.