


### COVER SHEET

Meeting and Date of meeting	Trust Board Meeting 26 October 2023	
Title of paper	Progress update on our new People and Culture Group	
Accountable Director	Name	Vivienne Toal
	Position	Director of Human Resources and Organisational Development
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This paper sits within the Trust Board role of:	Culture	
This paper is presented for:	Information	
Links to Trust Corporate Objectives	<input type="checkbox"/>	Promoting Safe, High Quality Care
	<input type="checkbox"/>	Supporting people to live long, healthy active lives
	<input checked="" type="checkbox"/>	Improving our services
	<input type="checkbox"/>	Making best use of our resources
	<input checked="" type="checkbox"/>	Being a great place to work – supporting, developing and valuing our staff
	<input type="checkbox"/>	Working in partnership

	<p><i>The report author will complete this report cover sheet fully. The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the report. The expectation is that the Accountable Director has read and agreed the content (cover sheet and report).</i></p> <p><i>Its purpose is to provide the Trust Board/Committee with a clear summary of the report/paper being presented, how it impacts on the people we serve and the key matters for attention and the ask of the Trust Board/Committee</i></p>
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## 1. Detailed summary of paper contents:

This is the first progress update regarding our new People and Culture Group.

The group will initially oversee and support the implementation of our People Framework 2022-2025 to enable us to achieve our ambition.

***Our People 2022 to 2025 – A framework for:  
Transforming our workplace....  
Transforming our care.***



The purpose of this group is to provide support to the Trust Board (Trust Strategy & Transformation Committee once established) by obtaining assurance that:

- The Trust has plans with ambitious but realistic goals and targets relating to workforce, education, organisational development and culture, so as to enable the Trust to meet its Strategic Objectives.
- The plans to achieve those goals and targets are being implemented
- Our people are reporting that our plans are making a difference to their working lives.

It will support the delivery of the Trust's Vision, Corporate Objectives and Priorities, identifying the gaps in controls and the constraints that prevent their achievement.

The People and Culture Steering Group will support the Trust Board (Trust Strategy & Transformation Committee once established) by maintaining an oversight of 5 work-streams: Health and Wellbeing, Recognition and Inclusion, Workforce Development, Being Open and Inspire, Attract and Recruit.

Work is about to commence on the engagement process for the development of the Trust's new Vision and Strategic Plan. The four subgroups of the USI External Reference Group are due to come together in early November to discuss their role and contribution to the development of the Vision and Strategic Plan. As part of that discussion, the ongoing role of the Culture and Leadership subgroup will be clarified, including how they can assist with the work of this overarching People & Culture Steering Group.

## 2. Areas of improvement/achievement:

The People and Culture Group met for the first time on Tuesday 10 October 23 and was chaired by Vivienne Toal, Director of HROD.

The focus of this initial meeting was to:

- **Agree Terms of Reference** - The Group agreed the proposed terms reference with some minor amendments.

- **Agree membership of the group** – the group agreed that membership should initially consist of the Director of HROD, Deputy Director of HROD, 3 Executive Directors and Assistant Directors for the other directorates not represented. This will help increase awareness and support for the work supporting our people priorities across the Trust. Nominations for Assistant Directors will now be sought.
- **Receive an progress update from the Chairs on the work of the established work-streams:**

#### Health and Wellbeing

This work-stream is well established, however the membership may need to be reviewed to something wider as current membership includes those people that have wellbeing as part of their role. This work-stream has an action plan supporting our Health and Wellbeing Framework and regularly updates on progress.

#### Recognition and Inclusion

The focus of this work stream is linked to our ‘Belonging’ people priority and includes planning and overseeing work regarding our programme of recognition including our new ‘Our People’ Awards. It also includes initiatives and training supporting our EDI agenda including cultural competence training, promoting and implementing a Diversity & Inclusion annual calendar and promoting and growing staff networks. They had their first meeting on 5 October 23.

#### Workforce Development

This work-stream met on 13 September 23. It was recognised there is a significant amount of work to be done in this area and so the initial focus in 2023/24 will be designing a multi-disciplinary core skills for managers programme; to implement the Coaching Plan 23-24; and establish a task and finish group for Vocational Career Pathways.

The remaining 2 work-streams Being Open and Inspire, Attract and Recruit to be refreshed and or established.

- **Discuss and agree reporting requirements** – It was agreed the timing of this group meeting needs to come after the work-stream meetings with minutes and chairs reporting on progress. Each work-stream to provide a quarterly report comprising a Cover Sheet, Minutes and Action Plan.

### **3. Areas of concern/risk/challenge:**

- There is a significant programme of work planned and underway to help us achieve our ambition and realise our 3 outcomes of (1) a safe and healthier workforce (2) a workforce that feels connected, cared for, valued, respected and included (3) a reputation as an employer that people are proud to work for, supporting them to thrive and be their best in order to provide support and care for our population. However, the

challenge is whether all the plans and associated work and efforts is making a difference. We want our people to ‘feel’ the difference and get the best experience of work. All agreed attention going forward for all work-streams will be on considering and identifying if their work is making a difference.

- An area of concern is how to resource the work of this group and the associated work-streams. There is a real opportunity to increase visibility, ownership and momentum of our people priorities. Some of the Minister for Health’s £3m fund has been identified for health and wellbeing and recognition activities. However, consideration may need to be given to the potential for each directorate to contribute.
- The role of work-stream members has to be more than attending meetings and acting as champions. They will have a key role in helping to implement action plans and therefore will need time to commit to this work, which will need line manager support. At a time when our people are extremely busy and feeling under pressure commitment to this may prove to be a challenge. Ultimately, we need to see commitment from leaders at all levels that the work associated with our people priorities in driving forward cultural change is everyone’s business and part of their role and not seen as a ‘add on’. It is vital that front-line staff are involved and so consideration is being given to how to do this in a way that facilitates their release and minimises disruption to the service. One way might be to involve them in task and finish groups linked to the key pieces of work of each of the work-streams. Again line manager support is key to achieve this.

**4. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.**

Corporate Risk Register	Successful delivery of the actions associated with our People Framework is fundamental to reducing our people risk – by growing our workforce, improving their health and wellbeing, and ensuring their sense of belonging in our Trust. Ultimately, this supports the delivery of safe, high quality care.
Board Assurance Framework	
Equality and Human Rights	Our People Priority of ‘belonging’ seeks to achieve an inclusive and diverse workforce as a key outcome.