

CHAIR'S KEY ISSUES

ISSUES FOR REFERRING / ESCALATING TO BOARD / COMMITTEE / TASK & FINISH GROUP

ORIGINATING BOARD / COMMITTEE / TASK & FINISH GROUP:	People & Organisational Development Committee (POD)	DATE OF MEETING ISSUE RAISED:	29 July 2021	
CHAIR:	Richard Spencer, Non-Executive Director	LEAD EXECUTIVE DIRECTOR:	Kate Read, Director of People & Organisational Development	
Agenda Item	DETAILS OF ISSUE:	FOR APPROVAL / ESCALATION / ALERT / ASSURANCE / INFORMATION?	RISK REGISTER / BAF REFERENCE	PAPER ATTACHED
Director of People and Organisational Development (OD) Report	<p>The Director of People and OD informed the Committee that a programme had begun within one department with the support of an external consultancy (BRAP) to improve staff experience and identify wider learning points for the Trust.</p> <p>The Committee were advised that an all-day event would take place on 30th July with the support of the Executive team to help shape the requirements for the new senior leader development programme planned to be launched in the Autumn.</p>	Information		
Terms of Reference (TOR)	A draft TOR was shared and subsequently approved outside of the meeting, having given a final opportunity for comments from POD committee members. This is attached for approval by the Board of Directors.	Approval		

Deep Dive: Education, Training & Leadership	<p>The Director of People and OD provided an overview of the Education, Training and Leadership Development strategy which forms one of the 4 elements of the People Strategy approved by the Board.</p> <p>The Committee were advised that the education strategy for nursing and AHP staff was still in development and would be presented at POD in September 2021.</p>	Information		
Faculty of Education (FoE)	<p>Peter Bishop, the Director of Medical Education, set out an ambition and strategy for transforming the quality of education and learning for all ESNFT staff through the establishment of an integrated Faculty of Education.</p> <p>The Committee noted that an interim organisational structure for the new Faculty was in consultation, and this would be overseen by a FoE Leadership Team and Steering Group.</p> <p>The Committee supported the direction of travel, and asked for further assurance that there were robust operational plans to underpin it, which tracked progress and outcomes. Consideration should be given to whether a dedicated Dean post might be needed to drive the transformation, in particular to ensure a strong emphasis on integrated learning is delivered.</p>	Information		
Apprenticeships and Talent for Care	<p>Sharon Wyatt, the Assistant Director of Learning, and Peter Cook, the Head of Innovation and Strategy at The Iceni Centre, provided an overview of the proposed strategy to significantly increase our utilisation of apprenticeships and the apprenticeship levy, growing our number of apprenticeships from 66 in 21/22 to 488 in 26/27. Having considered the options and benefits/risks, the recommendation was for ESENFT to do this as an 'Employer Provider'.</p>	Information		

	<p>The Committee were advised that apprenticeships could be used to train new and existing employees in a variety of skill sets which would be important to meeting the future needs of the trust, such as research scientists, operations managers, team leaders, and assessor coaches.</p> <p>The Committee was supportive of the approach but asked for greater assurance that the capacity impacts on staff supporting those undertaking apprenticeships would be fully scoped. The Committee asked for further assurance that there were robust operational plans to underpin the strategy.</p>			
Appraisal and Succession Planning	<p>The Committee was advised that after staff consultation, a revised approach to staff appraisals will be launched in September, supported by a 'toolkit' for managers. This seeks to improve the quality and value of appraisals to the individual and ESNEFT, incorporating performance, wellbeing, and career development. A new approach to Talent Strategy and succession planning is also under development, with the intention of launching this to staff in parallel.</p> <p>The Committee noted that linking annual appraisals to pay progression is likely to improve compliance, and asked for a report back later in the year as to whether the new process was achieving its aim of making appraisal conversations more meaningful.</p>	Information		
Leadership Development	<p>The Committee was provided with an outline of the work underway to improve our ability to develop leadership skills at all levels of the organisation. A 5-level framework has been developed, which shows that few staff, at any of these levels, are currently engaged in leadership training.</p> <p>A re-launch of the management/leadership development programme across the 5 levels is planned for the Autumn. This will leverage existing leadership development resources from</p>	Information		

	<p>ESNEFT (e.g. leadership passport), the NHS Leadership Academy, and apprenticeship management programmes.</p> <p>In addition, a new Senior Leadership Development Programme is being planned for launch in November which will be targeted at the top 460 leaders in ESNEFT. This was approved in principle by the Board in April 2021.</p> <p>The Committee supported the direction of travel, and asked for further assurance that there were robust operational plans and governance to deliver greater staff uptake of leadership training options, which tracked progress and outcomes.</p>			
Mandatory Training	<p>The Committee received a paper on completion of mandatory training by training area and by department, together with plans to improve compliance. Performance will be managed through the DAMs, and monitored via the Performance Committee.</p> <p>C</p> <p>It was noted that training compliance suffered during the peak of the pandemic when some mandatory training was suspended, creating a backlog which now needs to be addressed. Training requiring face-to-face classes have capacity constraints due to limited training space and the need for social distancing. Mitigations were in place to partially address this, but these would not be sufficient to ensure the Trust standard of 90% compliance by year end. It was further noted that attendance rates at class-taught mandatory training was poor, with a high drop-out rate.</p> <p>The Committee felt the paper gave assurance that we understand the backlog in mandatory assurance and the forecast recovery plan within the constraints set out. The Committee felt more consideration should be given to the risks to ESNEFT of particular training modules being non-compliant so that these could be given greater priority, and to resolving the issue of non-attendance.</p>	Information		

<p>Library Services</p>	<p>The Committee received and approved a strategic framework for the delivery and development of library services at ESNEFT for 2021-24. The service supports all staff and students, both clinical and non-clinical, with knowledge services.</p> <p>The aim of the strategy is to deliver the HEE policies which aims to make library and knowledge services easy to access, supported by a specialist team, in order to improve patient healthcare. The paper gave the Committee assurance that the proposed Library Services strategy is consistent with the Trust Strategy, and had taken account of major risks.</p>	<p>Information</p>		
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