



**Moorfields
Eye Hospital**
NHS Foundation Trust



**Agenda item 13a
People and culture committee report
Board of directors 21 March 2023**

Report title	People & culture committee report
Report from	Vineet Bhalla, Chair
Prepared by	Truda Scriven, Interim Company Secretary
Link to strategic objectives	Working together - We will collaborate with one another as individuals, in our teams, with our patients and our partners. Develop - We will practically apply our discoveries and global best practice to benefit our patients, staff and the services we provide.

Brief summary of report							
Attached is a summary of the people & culture committee meeting that took place on 2 March 2023.							
Action Required/Recommendation.							
The board is asked to note the report of the people & culture committee and gain assurance from it.							
For Assurance	✓	For decision		For discussion		To note	✓

PEOPLE & CULTURE COMMITTEE SUMMARY REPORT – 2 MARCH 2023

Governance	<ul style="list-style-type: none"> • Quorate – Yes • Attendance – 75%
Current activity (as at date of meeting)	<p><u>Staff Survey</u></p> <ul style="list-style-type: none"> • The results of the 2022 Staff Survey were presented. Over 1,000 colleagues had participated in the survey – c50% of the workforce. • It was noted that year-on-year, the Trust had: <ul style="list-style-type: none"> ➢ Improved against three themes: we are compassionate and inclusive; we work flexibly; and we are a team. ➢ Maintained against four themes: we are rewarded and recognised; we each have a voice that counts; we are always learning; and engagement. ➢ Deteriorated against two themes: we are safe and healthy; and morale. • The committee considered that key to making progress in the coming year was: <ul style="list-style-type: none"> ➢ Focus and alignment with Trust-wide and divisional action plans around key priorities based on staff survey results. Particularly, <i>we are always learning, we are rewarded and recognised, and we are safe and healthy.</i> ➢ Clarity on roles and responsibilities. ➢ Creation of capacity, capability and ownership by building line manager capability. ➢ Ensuring that senior leaders make engagement a priority. ➢ Continuing to increase the level of staff appraisals. ➢ Considering how mechanisms of ‘organisational recognition’ might be improved. <p><u>Freedom to Speak Up</u></p> <ul style="list-style-type: none"> • The report of the independent FTSU peer review by Jane Tomkinson OBE, Chief Executive and Karan Wheatcroft, Director of Risk & Improvement and FTSU Executive Lead at Liverpool Heart and Chest Foundation Trust, was presented. • The need to strengthen FTSU arrangements was recognised. The report’s recommendations and action plan were welcomed. The implementation of the action plan would be phased to ensure that it could deliver at pace. • The business case for adopting the new model would address resource requirements. Triangulation and alignment with culture and values would be important. Delivery of the model would be supported by a strategy, policy and communications plan. Model outcomes would be monitored and acted upon. • The high-quality report by Liverpool Heart and Chest NHS Foundation Trust was commended by the committee. • The learning from the outputs of current activities would be used to better inform the development of the FTSU model. • The committee would continue to oversee the development and implementation of the new FTSU model. <p><u>Workforce Programme Update</u></p> <ul style="list-style-type: none"> • The report highlighted the following: <ul style="list-style-type: none"> ➢ Specific actions regarding the EDI action plan and the health and wellbeing plan. ➢ The bullying and harassment pathway had been relaunched with bite size training. ➢ Industrial action planning guidance was being followed. ➢ The Leadership Academy had been opened. ➢ The <i>temporary staffing and reasonable adjustment</i> policies had been reissued. ➢ Rostering and temporary staffing improvement work continued. • The significant importance that the committee attached to <i>workforce planning</i> was reinforced.

	<p><u>Subgroup Updates</u></p> <p>Health and wellbeing</p> <ul style="list-style-type: none"> • A module had been designed to support the <i>leading with compassion</i> programme. It focused on the role of line managers in wellbeing conversations. • Other matters highlighted included: <ul style="list-style-type: none"> ➤ Menopause advocates had been recruited. ➤ A nutrition webinar had been held. ➤ A pilates membership had been launched. ➤ MSK pathways were being developed to move to preventative measures. <p>EDHR steering group</p> <ul style="list-style-type: none"> • The new EDI manager had started work and the Leadership Academy was launched in collaboration with Disability Rights UK. • Staff networks had been engaged on initiatives and actions were planned against each. • Careers sponsorship was recognised as a key part of succession planning. <p><u>Workforce transformation</u></p> <ul style="list-style-type: none"> • There were nine projects underway. • Discussion was on (i) the principles developed to underpin workforce planning (ii) the scope of practice and professional jurisdiction and (iii) how values were evidenced and demonstrably lived by leadership (a behavioural framework would be developed). • The committee asked that a deep dive into OD and workforce planning (<i>shape of the workforce</i> programme) be scheduled for a future meeting. This would be a wide-ranging review including training and education. <p><u>Performance Metrics</u></p> <ul style="list-style-type: none"> • Key external drivers and challenges affecting workforce performance data including recruitment and turnover were highlighted. • The internal focus was on appraisals and the management of staff sickness. <p><u>Risks</u></p> <ul style="list-style-type: none"> • The workforce risk register was circulated. • The executive would ensure that fire wardens were rostered in accordance with the site coverage required.
<p>Key concerns</p>	<ul style="list-style-type: none"> • The people & culture committee report to board highlights the results of the 2022 staff survey, the recommendation and actions from the FTSU report, and the workforce elements of the Excellence Delivery Unit programmes.
<p>Date of next meeting</p>	<ul style="list-style-type: none"> • 11 May 2023