

NED LED DEVELOPMENT SESSION – PEOPLE COMMITTEE

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Chair - People Committee

Contents

- How does People Committee get its assurance
- Strategic Context - Overall People Strategy
- Key risks – Board Assurance Framework
- Key Metrics – Strategic Oversight Framework

LHCH People Vision

“To be an employer of choice that attracts, develops and retains exceptional talent providing a safe, inclusive, people-centred culture, with patients at the heart of everything we do”.

People Strategy

Recruitment & Retention Strategy

- Align our recruitment activity to our workforce plans.
- Brand LHCH as an employer of choice.
- Optimise technology to improve our recruitment processes.
- Recruit the best candidates with aligned values and skills.
- For the candidate to have a positive recruitment experience
- Improve employee retention

Learning & Development Strategy

- Growing for the future, supporting the learning and development of our people.
- Support new ways of working to innovate and attract/ retain talent.
- Work collaboratively with local partners, extending our widening participation programs.
- Apprenticeship first approach to 'grow our own' talent.
- Design and develop new appraisal program that is meaningful and adds value
- Build inclusive leadership capability to attract and retain the best talent and develop the best leaders to support our people.
- Implement clear and concise career pathways for effective succession planning and talent management, introducing scope for growth program

Culture & Wellbeing Strategy

- Patient and employee safety being at the heart of everything we do.
- Design a workforce that's fit for purpose and fit for the future.
- Promote a positive culture of civility & kindness; 'Be Civil Be Kind'.
- Looking after our people by aligning the NHS people promise, health and wellbeing framework and introduce 'live well, work well events'.
- Provide opportunities to learn, grow and succeed.
- Enhance the employee experience.
- Create a resilient workforce and make LHCH a greater place to work.
- Maximise efficiencies and become data driven utilising technology.
- Continuous engagement with employee voice and staff surveys.

Equality, Diversity, Inclusion & Belonging Strategy (EDIB)

- Celebrate and support diversity, inclusion and the belonging of our people and build an inclusive culture through our staff inclusion networks.
- Encourage people from diverse backgrounds to access and develop their NHS Careers and ensure the workforce is representative of the communities that we serve
- Develop and improve our equality performance and increase diversity within our board and senior leadership teams
- Commit to a more concerted and systematic approach to reducing health inequalities and addressing unwarranted variation in care, particularly within underrepresented groups.

Key Risks – Board Assurance Framework

- BAF 4 Challenges in recruiting, developing, retaining and ensuring the wellbeing of a high quality, diverse and inclusive workforce would affect our ability to deliver world class care
- Currently rated only Partial Assurance - Controls are still maturing – evidence shows that further action is required to improve their effectiveness
- Key Controls
 - Approved Strategies – People Strategy, Recruitment and Retention Strategy, Culture and Wellbeing Strategy, Equality, Diversity, Inclusion and Belong Strategy, Learning and Development Strategy
 - Workforce Planning and Leadership and Succession Planning
- Board Assurance Internal
 - Quarterly Assurance reports on delivery against the strategy action plans
 - Minutes and reports from working groups e.g. EDIB Steering Group and People Delivery Group
 - Workforce Dashboard and KPIs
 - Annual Executive and NED succession plans reported to respective Remuneration Committees.
 - Annual Workforce Plan
 - Improving People Practice bi-annual report to People Committee

Key Risks – Board Assurance Framework

- Board Assurance External
 - Staff Survey Results General
 - Staff survey results on WRES (Workforce Race Equality Standard) and WDES (Workforce Disability Equality Standard)
 - MIAA (Internal Audit) – Reports
 - NHS benchmarking on absence and turnover data
 - National reporting on diversity data and information
 - CQC Inspection
 - Annual Workforce planning submitted to ICS.

Key Metrics – Strategic Oversight Framework

- Key metrics mirror the strategies and risks
- Three “Drive” metrics
 - Staff Survey
 - Retention
 - Sickness
- Four “Watch” metrics
 - Appraisals
 - Mandatory Training
 - Long Term Sickness
 - Short Term Sickness
- Currently developing a separate EDIB Dashboard which will influence future drive and watch metrics

Key Metrics – Strategic Oversight Framework

Questions