

Board of Directors

Item 6.2.4

Subject: People Committee Effectiveness Review and Annual Report
Date of Meeting: 26th April 2023
Presented by: Margaret Carney, Non Executive Director
Purpose of Report: To Note

BAF Reference	Impact on BAF
BAF 4, 5, 6	The report provides assurance on the scrutiny of the people agenda during 2022/23 by the People Committee as delegated through the Terms of Reference.

Level of assurance (please tick one)					
To be used when the content of the report provides evidence of assurance					
X	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

The People Committee has met 4 times during the financial year 2022/23 with good attendance demonstrated by members and regular attendees.

The committee's main priority is to review and scrutinise assurance that the Trust's strategic priorities for attracting, developing and retaining the best staff are identified, implemented and monitored. The work of the committee has continued to be focused on the delivery of the People Plan and development of the People Strategy and supporting strategies. This has included the overarching People Strategy; the Equality, Diversity, Inclusion and Belong (EDIB) Strategy; Learning and Development Strategy; and the Recruitment and Retention Strategy. Risks and issues have been escalated to the Board of Directors through the BAF key issues reports.

The effectiveness review has confirmed that the committee has met its objectives as delegated through the Committee Terms of Reference (TOR) and continues to operate effectively.

The delivery of the strategies will continue into 2023/24, and there will be continued focus on the actions and improvements around medical education. The ongoing development of the dashboard and KPIs, as well as the integrated reports will support the Committee in meeting the wide range of responsibilities. The development of the

wider integrated care system arrangements, collaboration and joint working will also be a consideration for the committee (this will be subject to the pace and scale of the ICS People agenda and priorities).

The Terms of Reference will be reviewed and updated in light of the effectiveness review.

The Audit Committee is asked to note the report, confirming that the committee has operated effectively during 2022/23.

2. Committee Effectiveness

The effectiveness of the Committee has been reviewed through:

- a. Review of TOR and workplan
- b. Desktop exercise to confirm alignment of agendas/ papers to TOR
- c. Survey responses
- d. Wider considerations (insight, assurance, foresight and hindsight)
- e. Workshop to discuss findings

2.1 Delivery of Objectives

The table below sets out how the Committee has met its objectives as delegated by the Board of Directors through its Terms of Reference.

Terms of Reference	Evidence to support delivery	Outstanding Issues/ Actions/ Escalations
<p>1. Excellence in Compassionate and Collective Leadership:</p> <p>(i) Receive assurance that Team LHCH at its Best and the emerging Developing People Strategy is being developed, delivered and will monitor effectiveness in supporting the Trust's Strategic Objectives and is aligned with the NHS Interim People Plan and NHS People plan (when published).</p> <p>(ii) Receive assurance that staff engagement and satisfaction levels are improving through developed Service Improvement and engagement methodologies, recognition and reward initiatives.</p> <p>(iii) Receive assurance that the Equality and Inclusion Strategy 2019-2021 is being delivered and measures that address the issues that staff of an ethnic background face have been put in place, with clarity regarding what has changed as a result.</p>	<p>The Committee continued to receive updates and monitored delivery against the People Plan alongside the development of the new People Strategy.</p> <p>National workforce updates included an LHCH focus in terms of implications and alignment of our priorities and the work being led locally.</p> <p>Delivery against the Equality, Diversity, Inclusion and Belong Strategy provided the Committee with assurance of the actions being taken to address issues.</p> <p>The Committee received and reviewed the staff survey results and the approach to developing action plans associated with these.</p> <p>The compliance with the workforce NHS Constitution pledges is being reviewed at the March 2023 meeting.</p> <p>As referred by the Board of Directors, the Committee took ownership of the oversight of the</p>	<p>The progress against the People Strategy and associated strategy updates will continue to be a key focus for the Committee.</p> <p>The Committee continue to have a focus on the GMC action plan and assurances, as well as the wider work being undertaken by the new Director for Medical Education.</p>

Terms of Reference	Evidence to support delivery	Outstanding Issues/ Actions/ Escalations
<p>(iv) Receive assurance reports on compliance with the Workforce NHS Constitution pledges</p> <p>(v) Receive external assurance reports from CQC and other regulatory / statutory bodies in relation to the workforce agenda and ensure that management responses / action plans are robust</p> <p>(vi) Consider urgent or material matters referred to and from other Committees or Board of Directors.</p>	<p>GMC survey action plan and assurances which is ongoing.</p> <p>The Committee ensured consideration of the BAF risks within its remit at each meeting.</p>	
<p>2. Attract:</p> <p>(i) Review Key Workforce Performance Indicators including sickness absence, bank/agency usage and expenditure, education and development, appraisal and staff turnover and ensure agreed targets are being met</p> <p>(ii) Receive assurance that the Trust is recruiting the right staff first time with the roll out of value based recruitment</p> <p>(iii) Provide assurance to the Board on compliance with relevant HR legislation and best practice including doctors and nursing revalidation.</p> <p>(iv) Review and monitor implementation of the Trust's annual workforce plans to ensure the Trust develops new roles and innovative ways of working to deliver appropriate, efficient and safe care 7 days a week</p> <p>(v) Monitor performance against relevant HR policies and procedures.</p> <p>(vi) Receive an annual report on all Employee Relations activity, including the Staff Partnership Forum, Local Negotiating Committee , Workforce Development Group and People Delivery Group</p> <p>(vii) Receive reports and action plans on the requirements of new and emerging guidance from</p>	<p>The Committee review the KPI dashboard at every meeting, including the indicators as set out in the Committee TOR. Assurance has been sought during the year in key areas including sickness absence and retention.</p> <p>The Committee were engaged in the development and approval of the recruitment and retention strategy which sets out a number of actions and priorities.</p> <p>The committee received the nursing strategy and confirmation of Divisional action plans to be delivered.</p> <p>The Committee received a number of annual reports including learning lessons to improve people practices annual report; and Employee relations annual report.</p> <p>The Committee has received updates on national guidance through the Chief People Officer's reports.</p>	<p>A number of KPIs continue to be scrutinised by the Committee including sickness absence, mandatory training and retention.</p> <p>The progress against the People Strategy and associated strategy updates will continue to be a key focus for the Committee.</p> <p>There has been a continued focus within the Trust on the management of employee relations.</p>

Terms of Reference	Evidence to support delivery	Outstanding Issues/ Actions/ Escalations
<p>regulators and external agencies that relate to workforce</p> <p>(viii) Receive assurance the Trust has a robust Job Planning process in place and that maximum value is being achieved.</p>		
<p>3. Develop:</p> <p>(i) Receive summaries of high level contractual agreements and associated risks from external agencies/ bodies including HENW, HEIs and other partnerships.</p> <p>(ii) Receive the 'Doctors in Training' annual survey and the Deanery annual visit results and monitor delivery of any action plans arising.</p> <p>(iii) Receive assurance that all staff are receiving an effective annual appraisal and that robust succession plans and talent management processes are in place.</p> <p>(iv) Receive assurance that the trust is providing the right education and development opportunities for all our staff to achieve their maximum potential and adhere to their professional standards</p> <p>(v) Receive assurance that the trust is developing a well led workforce with the right leadership behaviours and management skills to deliver Team LHCH</p> <p>(vi) Receive assurance that the Trust is supporting effective organisational change to deliver our priorities and ensuring our service are sustainable</p>	<p>As referred by the Board of Directors, the Committee took ownership of the oversight of the GMC survey action plan and assurances which is ongoing.</p> <p>The Committee received an update on the development of the LHCH Careers pathway.</p> <p>The national workforce updates included initiatives such as Scope for Growth of which it was confirmed that LHCH is an early adopter.</p> <p>Regular reports were received providing assurance on HR, OD and education activity. This included the leadership development programmes and appraisal compliance.</p>	<p>The Committee continue to have a focus on the GMC action plan and assurances, as well as the wider work being undertaken by the new Director for Medical Education.</p> <p>The launch of scope for growth and focus on talent management, succession planning and career pathways will continue into 2023/24.</p>
<p>4. Retain:</p> <p>(i) Receive the results and receive assurance against action plans in relation to the National NHS Staff Survey, Staff Friends and Family Test and other workforce satisfaction measures as agreed.</p> <p>(ii) Receive assurance that the workforce can be its best through offering Health and Wellbeing support, flexible working options</p>	<p>The Committee received and reviewed the staff survey results and the approach to developing action plans associated with these. The People Delivery Group was the mechanism to provide feedback and escalation against delivery of the action plans.</p> <p>The Committee were kept informed of the staff survey completion rates and actions being taken to maximise the response rates.</p>	<p>The progress against the People Strategy and associated strategy updates (including recruitment and retention) will continue to be a key focus for the Committee.</p>

Terms of Reference	Evidence to support delivery	Outstanding Issues/ Actions/ Escalations
<p>and creating a healthy workplace enabling good attendance.</p> <p>(iii) Receive assurance that staff are rewarded and recognised for their contribution and performance.</p> <p>(iv) Receive assurance against the delivery of key deliverables of the Trust Retention Plan.</p>	<p>The Committee had oversight of the Health and Wellbeing Framework and received updates on progress.</p> <p>Updates were received on the delivery of the Trust's retention plan.</p> <p>The Committee were also kept informed of the Industrial Action taking place.</p>	

2.2 Assessment of Effectiveness

Members and regular attendees were invited to complete a survey on the effectiveness of the committee. The responses received were overwhelmingly positive with confirmation of effective chairmanship, attendee contributions, assurances received and constructive challenge.

A number of areas were discussed at the workshop including reporting, committee workplan and relationships with other committees.

The full survey responses are provided in Appendix A.

2.3 Membership and Attendance

The attendance from members and attendees is confirmed below.

Members	8 th March 2022	7 th June 2022	20 th Sept 2022	6 th Dec 2022	%
Nicholas Brooks	✓	✓	✓	✓	100
Bob Burgoyne	✓	✓	✓	✓	100
Louise Robson*	N/A	✓	✓	✓	100
Margaret Carney	✓	✓	✓	✓	100
Regular Attendees					
Karen Nightingall	✓	✓	✓	✓	100
Sue Pemberton	✓	✓	✓	✓	100
Raph Perry	✓	X	✓	✓	75
Sarah Smith	✓	✓	✓	✓	100
Ruth Dawson**	✓	✓	X	N/A	67
Other Attendees					
James Greenwood	✓	N/A	✓	N/A	N/A
Val Davies	✓	N/A	N/A	N/A	N/A

Members	8 th March 2022	7 th June 2022	20 th Sept 2022	6 th Dec 2022	%
John Morris	N/A	✓	N/A	N/A	N/A
Fiona Altintas	N/A	N/A	✓	N/A	N/A
Peter Cook	N/A	N/A	N/A	✓	N/A
Steph Donnelly	N/A	N/A	N/A	✓	N/A
Emma Hill	N/A	N/A	N/A	✓	N/A
Phil Jones	N/A	N/A	N/A	✓	N/A
Clare Quarterman	N/A	N/A	N/A	✓	N/A
Rachael McDonald	✓	✓	✓	✓	N/A
Joan Mathews	N/A	N/A	N/A	✓	N/A
Justine Brislen	N/A	N/A	N/A	✓	N/A
Beth Williams-Lally	✓	✓	✓	✓	N/A

**Louise Robson joined the Trust in May 2022

**Ruth Dawson left the Trust in year

3. Actions

The following actions are to be progressed.

Action	Responsibility	Timeframe
1. Amend workplan: <ul style="list-style-type: none"> Within the Chief People Officer updates include specifics (e.g. job planning, revalidation, implementation of workforce plans, national/ system workforce updates etc.) as a reference point to cover TOR objectives. Add GMC survey and action plan updates. Add Director of Medical Education update (6 monthly). Add reporting group minutes. Consider opportunity to combine areas/ papers. 	KWh (in-conjunction with MC/KN)	April 2023
2. Amend TOR <ul style="list-style-type: none"> Amend wording around external assurance reports and other regulatory/ statutory bodies to 'as required'. Remove priorities and references to 2020/21. Add reporting groups (e.g. People Delivery Group; Equality, diversity, Inclusion and Belong Steering Group; Local Negotiating Group; Partnership Forum; and HR and Education Group) 	KWh	April 2023
3. Reduce the number of additional attendees with a focus on combined reporting through the Chief	KN	April 2023

Action	Responsibility	Timeframe
People Officer, and focussed attendance as required.		
4. Continue to drive forward improvement in reports including executive summaries setting out the assurances as well as the drivers, risks, and mitigations. To also include the look ahead, scenarios and contingencies.	KWh/ Execs	June 2023
5. Continue to develop the KPI Dashboard for the People Committee as part of the wider SOF development. This may also support bringing together some of the wider operational updates into one paper.	KN/MC	June 2023
6. To consider the role of the People Committee regarding the Volunteer strategy (currently being developed and subject to Board approval in 2023).	KN/MC	Sept 2023
7. To consider how cross referrals to and from other committees are made and recorded (relevant to all Committees)	KWh / NEDs	April 2023

4. Conclusion

The review has confirmed the ongoing effectiveness of the People Committee. During the year this has included the escalation of identified risks associated with:

- GMC Survey results and action plan, with assurance being sought across the year to ensure progress.
- Continued challenges in terms of retention, with the action plan being agreed and progress against these monitored.

In addition to the continued focus on progress against the People Strategy and associated strategies in 2023/24, the Committee will:

- Continue to seek assurance in respect of medical education action plans and improvements.

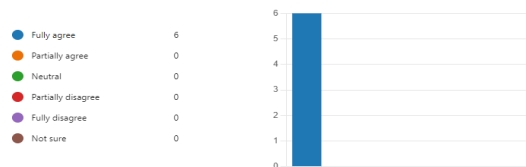
5. Recommendations

The Audit Committee is asked to note the report and confirm that the committee has operated effectively during 2022/23.

Appendix A – Survey Responses

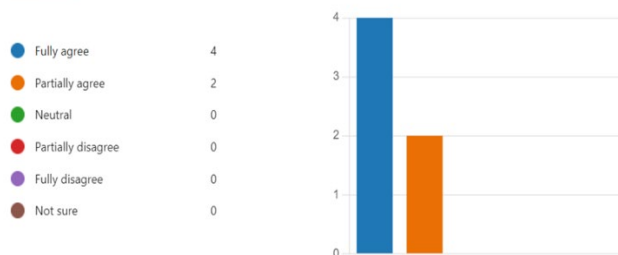
1. The work of the Committee delivers the aims and the purpose detailed in the TOR to provide the Board of Directors with a means of independent and objective review of Team LHCH at its Best Framework in line with the annual planning process. The Committee's main priority is to review and scrutinise assurance that the Trust's strategic priorities for attracting, developing and retaining the best staff are identified, implemented and monitored. Key priorities for 2020/21 will include receiving assurance regarding the development and the delivery of the Trust's emerging Developing People Strategy, monitoring of equality & diversity/BAME issues and the actions to resolve these, to continue to monitor the organisation's sickness absence levels, the use of bank and agency against the planned reduction, implementation of the recruitment and retention strategy and to ensure overall improvement in the quality of appraisals.

[More Details](#)



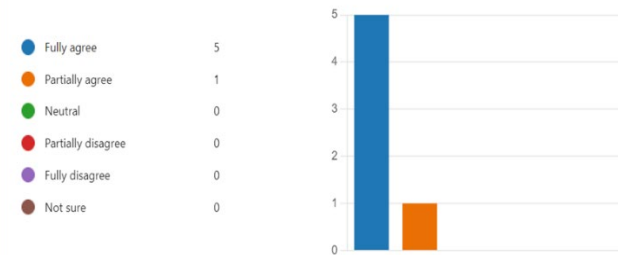
2. The Committee meets frequently enough to fulfil its objectives

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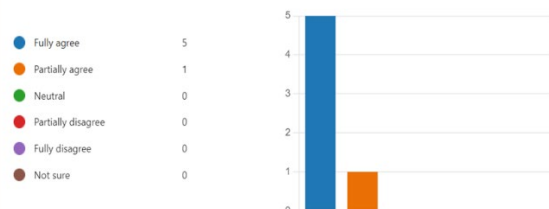
3. The committee receive relevant and timely information and data

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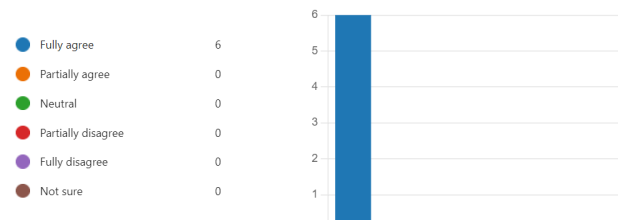
4. the committee has the right membership in terms of the balance of experience, knowledge and skills to fulfil its role

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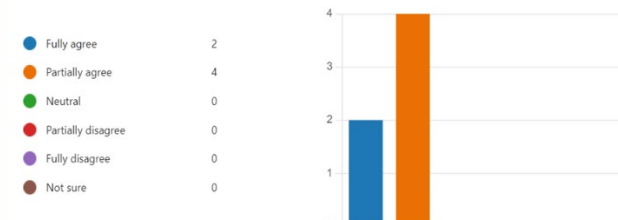
5. There is good attendance at meetings

[More Details](#)



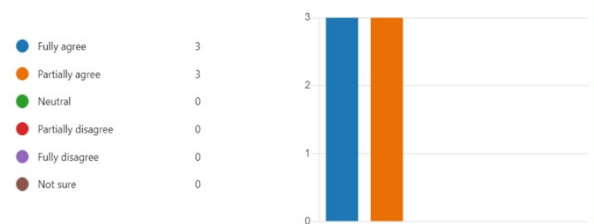
6. Meeting agendas are manageable in the allotted time

[More Details](#)



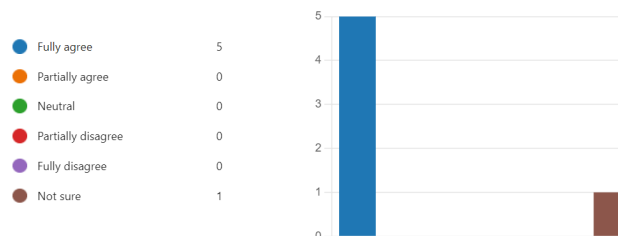
7. Papers sufficiently provide an executive summary, including assurance, risks, purpose and recommendations

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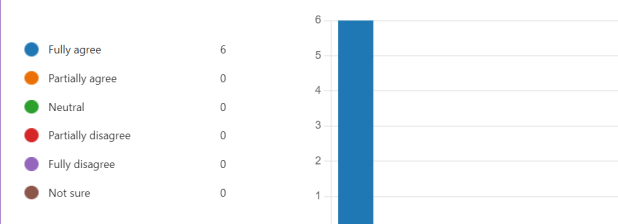
8. The chair is effective in keeping the focus of the meeting and allowing effective debate

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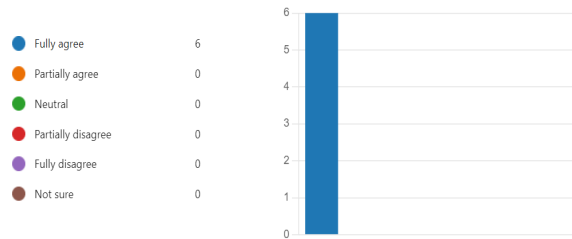
9. All committee members participate fully in meetings in terms of providing effective scrutiny, challenge and support

[More Details](#)



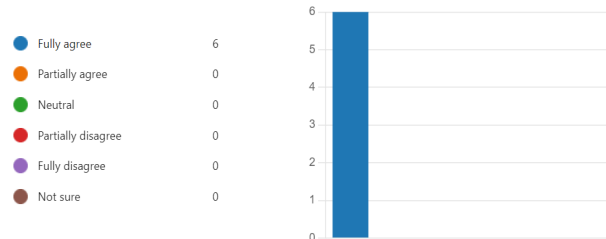
10. Different opinions are encouraged

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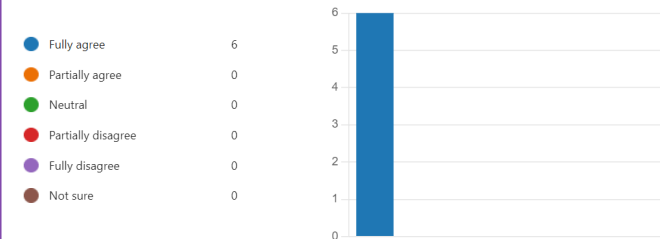
11. There is effective, open, honest and respectful communication in meetings

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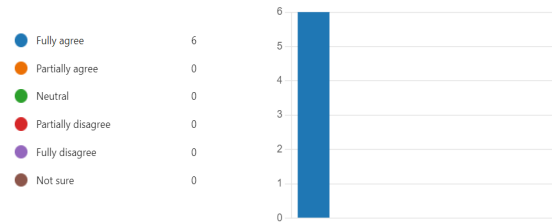
12. The committee is sighted on strategic and operational risks relevant to it's remit and purpose

[More Details](#)



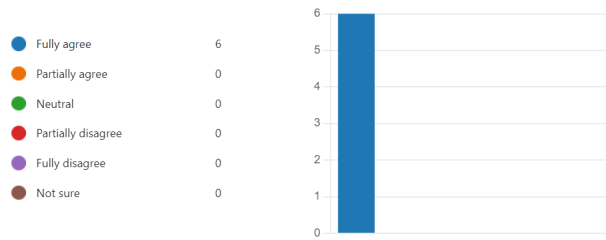
13. At the end of each agenda item there are clear outcomes, decisions and items for escalation or action

[More Details](#)



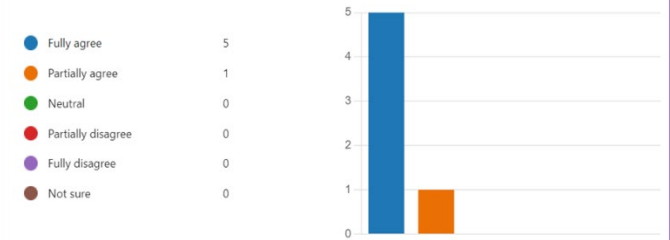
14. Actions are clear and there is a robust approach to delivering and closing agreed actions

[More Details](#)



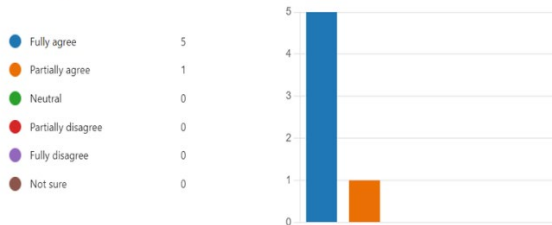
15. The committee provides clear and timely escalation to the Board of Directors

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16. The committee receive appropriate information and assurance from key reporting groups (People Delivery, Equality & Inclusion Steering Group and Local Negotiating Group)

[More Details](#)



17. Are there any areas that you feel are not needed in the workplan of the committee?

6 Responses

ID ↑	Name	Responses
1	anonymous	No
2	anonymous	no
3	anonymous	Not at this stage
4	anonymous	No
5	anonymous	None
6	anonymous	No

18. Are there any areas that you feel are missing from the work of the Committee?

6 Responses

ID ↑	Name	Responses
1	anonymous	No
2	anonymous	no
3	anonymous	System working impact on the People agenda
4	anonymous	No
5	anonymous	Perhaps keeping a view on overall workforce pressures in system
6	anonymous	No

19. What do the committee do really well?

6 Responses

ID ↑	Name	Responses
1	anonymous	Detailed discussion of current issues and forward looking with discussion of those issues that are to impinge on the Trust in the near future.
2	anonymous	The interaction between the NEDs and all members of the HR/Education team is invariably informative and respectful
3	anonymous	Engage across the HR service. Keep a focus on key risks. Challenge performance and contribute effectively to strategy development. Triangulate People issues across the various committees
4	anonymous	Have open debate
5	anonymous	Balance time for discussion/deep dives where assurance is needed eg GMC
6	anonymous	Keeps to time and looks to gain assurance

“The HR team is outstanding and its proactive approach leaves little scope for 'challenge'. The committee is well-sighted on all the important issues”

20. What are the opportunities to enhance the committee?

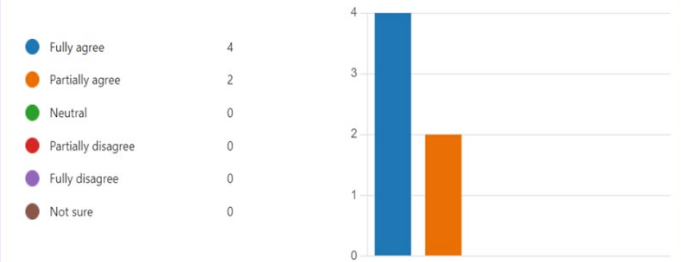
6 Responses

1	anonymous	There is a large representation of staff from HR. While it is a good aspect that they can comment on their sub areas of responsibility I often feel that the discussion drift on lober than they should as a number of them have their say on the topic rather than having a single definitive statement from the Exec lead,
2	anonymous	I think it works well and have no suggestions for enhancement
3	anonymous	Need to prioritise the workplan and agendas to ensure sufficient time is available to consider key risks.
4	anonymous	Exec summaries on all papers
5	anonymous	Perhaps making explicit issues which link to other Committees
6	anonymous	Fewer papers?

“People Committee issues cut across all other assurance committees and vice versa. I wonder if we pay enough attention to the big cross cutting issues and have effective joint assurance e.g. retention has IPC, Quality and People Committee implications. Would we benefit from a joint committee conversation or should that be a Board matter to bring all the strands together?”

21. The committee is clear about it's role in relation to other assurance committees

[More Details](#)



“Well structured agendas and well chaired”