

# minutes

Item 6.1.2b

## E- Meeting of the People Committee

### Minutes of the People Committee Meeting scheduled on Wednesday 8<sup>th</sup> December 2021

<b>Meeting Participants:</b>	N/A	
<b>Committee Members:</b>	Margaret Carney (Chair) Bob Burgoyne (BB) Nicholas Brooks (NB) Sue Pemberton (SP) Karen Nightingall (KN) Dr Raphael Perry (RAP) Ruth Dawson (RD) Sarah Smith (SS)	Non-Executive Director-Chair Non-Executive Director Non-Executive Director Director of Nursing, Quality and Safety Chief People Officer Deputy CEO and Medical Director Head of Learning, Education & OD Head of HR Operations
<b>Committee Attendees:</b>	Laura Williamson (LW) Beth Williams-Lally (BW-L) Rachael McDonald (RMc)	Senior Executive Assistant (Minutes) HR & OD Manager Strategic HR Business Partner
<b>Apologies:</b>	None	

In accordance with the Trust's response to Covid-19, it was decided that face to face meetings were to be limited and therefore a system to enable business to be conducted by remote working was devised. The papers were produced as usual and in accordance with the business cycle and distributed on 2<sup>nd</sup> December 2021 by e-mail. A template was produced for each meeting participant to complete individually if they wished to make any comments following the review of papers.

## Action

A two-hour Microsoft Teams meeting was convened on 8<sup>th</sup> December 2021 between Committee members to discuss the comments and questions presented by e-mail. A summary of key issues raised, and decisions made are documented below as minutes of the meeting, and individual participant's comments have been retained on file in support of the minutes.

### 1. Apologies for Absence

All meeting participants were included in the e-meeting and in attendance at the Microsoft Teams meeting; there were no apologies to note.

### 2. Declarations of Interest

All meeting participants had been asked to declare any interests in respect of items listed on the agenda. No participants declared that they had any interests.

### 3. Minutes of the Meeting held on 7<sup>th</sup> September 2021

The minutes were approved as a true and accurate record of the meeting.

### 4. Action Log

All items listed on the Action Log were marked as agenda items, no individual updates were required and therefore not provided.

### 5. Strategy

#### 5.1 National Workforce Update

The Chief People Officer, Karen Nightingall (KN) provided the Committee with a verbal update which informed colleagues of the following areas of focus: -

Guidance for Mandatory vaccine has been released, which will be embedded into regulation from April 2022 onwards. Unvaccinated Trust staff would need to have their first vaccination by 3<sup>rd</sup> February to enable second doses to be given in April and remain in line with regulation.

Colleagues were informed that a small project group has been set up within the Trust with assessments carried out to understand the total number of staff that still require first doses. It was understood that 132 staff had been identified and it was anticipated that a small number would be clinically exempt.

Colleagues were informed that by 14<sup>th</sup> December 2021, the Trust would have a full clear position with dates for staff to have had their vaccination or provide exempt proof. CCG's have requested a return of complete status by 7<sup>th</sup> December 2021. The HR team are looking at developing a

Policy as part of the Vaccination as a Condition of Deployment (VCOD) Programme.

Colleagues were informed that exemption for pregnancy was included within the national guidance. Concerns were expressed and it was stated that pregnant staff have been encouraged to speak with pharmacy and risk. The benefit of having the vaccination during pregnancy, especially within the third trimester, was highlighted and would be promoted within the Trust.

It was anticipated that despite compliance, some staff may continue to refuse the vaccine and therefore potentially risk their jobs. It was stated that there are few reasons for exception such as a severe allergic reaction to previous vaccines or first dose vaccine, therefore those staff who may think they would be exempt may not. It was stated the opportunities for redeployment were extremely unlikely.

The Committee were given an update on the Cheshire and Merseyside (C&M) National 6 Statistics:

- C&M - 7%
- Southeast top tracking at 4.4%
- LHCH target 3.4%, tracking at around 4%

Additional focus within C&M has been in relation to turnover, which was reported to be tracking at 11% with some outliers tracking at 13%.

It was reported that staff retention remained a challenge within the Trust with staff departing the Trust between year one and year two of employment and the Trust beyond 10% turnover; a 'retention summit' meeting took place on 22nd November 2021 with Learning and Development and Senior Nurse teams which resulted in a number of actions aimed at improving retention. The actions were shared with the Committee which offered assurance that work was taking place to retain staff.

It was reported that 90% of staff had received their Covid booster and work was still to be done to drive flu vaccination uptake.

Nationally, there is an expectation for Trust's to sign up to the Wellbeing pledge which LHCH has done.

The Committee were informed that there will be recruitment in January 2022 for Chief People Officers within the ICS.

The Staff survey closed at 57% completion, in comparison to the rest of C&M LHCH, did well. Last year the Trust reach 65% completion. Early indicator results should be communicated from December onwards with completion results confirmed by March 2022.

Appraisals were at 93% with mandatory training at 95%.

There has been a further commitment to recruit 40 International nurses.

The Chair acknowledged risks in relation to vaccinations, retention and sickness and requested that colleagues remain close to each matter going forward.

## **5.2 Junior Doctor Engagement and Action Plan**

Medical Director & Deputy CEO, Dr Raphael Perry (RAP) provided a paper and presentation which informed colleagues of the results of the GMC Trainee Doctor Survey and subsequent actions.

Colleagues were reminded that the 2021 GMC survey results were released in August which demonstrated a decline for LHCH trainees since 2019; there had been no survey in 2020 due to COVID 19.

Specific areas showed a poor trainee experience which were presented at the previous People Committee. Colleagues were informed that the Director of Medical Education has been working with the divisions to address the gaps and improve overall training.

An extensive action plan has been developed and significant progress has been made in addressing the areas of concern identified by the Survey. The Plan also contains measures to assess trainee satisfaction and experience at regular intervals during their placements.

Colleagues were informed that there has been a clear response from all divisions with a desire to improve training and retain high quality trainees.

Director of Medical Education had held drop-in sessions in conjunction with junior doctor forum and medical education group. Feedback received was positive; still issues with departmental induction and planning in relation to out of hours admissions across the specialties.

It was stated that the next local survey would be mid-January 2022 and the next drop-in scheduled to be held before the Christmas break. The national training survey from November would report in January 2022 which involved all trainees.

It was recognised that the status had changed from partial to assured which was welcomed by the Committee as were the actions in place. It was expected that future surveys remain of high importance to drive improvement.

A further update was requested 6 months before the next GMC survey.

## **5.3 NW BAME Assembly Annual Report and Anti-Racist Framework**

Strategic Business Partner, Rachael McDonald (RMc) prepared a paper which provided the People Committee with a summary of the 2020/21 North West BAME Assembly Annual Report and Anti-Racist Framework which was published in October 2021. The paper also included a draft Anti-Racism Statement and Commitment to be considered and ratified by the People Committee before publication.

It was stated that Organisations should have a statement and commitment to become an anti-racist organisation, and the Committee

were invited to discuss the proposed statement outlined within appendix 3 with the aim to ratify.

It was highlighted that the use of the term BAME may not always be regarded as appropriate and it was questioned whether an alternative could be used. It was stated that the Assembly still were still referring to BAME, although increasingly criticised; it was suggested that further research could be done, and findings brought back to People Committee. It was stated that the use of the term Ethnic minority groups was on the increase, however a recommendation was that people should be asked their preference and allowing people to self-describe, although it was recognised that further work was required before moving towards that approach.

It was highlighted that within the Framework, it was outlined that there should be regular review of progress, and assurance was sought as to what the Trust has in place to review progress. It was stated that the intention was to work with the assembly to develop some actions and additionally engage with staff to further develop the plan; a staff network would be set up early in the New Year.

The Committee were directed to Appendix 3 in relation to the endorsement of Trust's position to enable the Trust to move forward with the network event. Colleagues were informed that strong language had been used which aligned with other organisations. The Committee were happy with the content and endorsement was provided.

Colleagues were informed that a network event will be held, communicated via corporate comms and publish the statement on the intranet and internet page front facing to attract diversity.

#### **5.4 Wellbeing Pledge Update**

The Committee were reminded that the Board of Directors signed up to the Wellbeing Pledge at its last meeting.

HR & OD Manager, Beth Williams-Lally (BW-L) provided a slide which outlined the Pledge, concerns and risks, three main areas of focus and timescales.

The Committee noted the contents of the report.

#### **5.5 HR, OD & Education Quarterly Assurance Report**

The Head of Learning, Education & OD, Ruth Dawson (RD) presented a paper which outlined the Trust's position in relation to targets and invited feedback and questions from colleagues.

No comments were received; the Committee noted the contents of the report.

#### **5.6 People Plan Delivery Update**

HR & OD Manager, Beth Williams-Lally (BW-L) provided a paper which outlined the key priorities in relation to People Plan delivery. The delivery plan set out the key actions and timescales for delivery of the people plan objectives. Key highlights from Q3, together with key actions for the upcoming quarter were provided within the paper.

The Chair acknowledged the activity and expressed concern in relation to the Trust's capacity to deliver against the plan and assurance was sought. It was questioned whether actions were on track or any areas of concern. Assurance was provided that actions were on track and no concerns with the ability to deliver to plan.

The Committee noted the contents of the report.

### **5.7 Be Civil, Be Kind Campaign Update**

HR & OD Manager, Beth Williams-Lally (BW-L) prepared a presentation which informed colleagues of the progress to date in relation to the work that has been taking place within the Trust to promote positive behaviour.

Colleagues were informed that the campaign was successfully launched on Monday 8<sup>th</sup> November 2022 and there had been lots of engagement at all levels; conversations took place with staff to educate on the importance of kindness and civility and the impact of behaviours.

Bite sized mandated learning modules will be introduced soon along with recognition nominations, appreciation cards and a pathway to address poor behaviours.

It was recognised that the campaign has been embed locally with some areas having used the civility charter as part of appraisals. It was suggested that 'Be Civil, Be Kind' be embed within the Trusts induction programme. It was also highlighted that the acting out of poor behaviours performed by Afta Thought was extremely powerful and would be helpful to have rolled out across the Trust.

Praise was given in relation to the delivery of the programme, engagement received and positive impact.

### **5.8 Staff Survey and Pulse Update**

HR & OD Manager, Beth Williams-Lally (BW-L) informed the Committee that the Staff Survey closed on Friday 26<sup>th</sup> November 2021 with a response rate of 57.9%; confirmation of the final response rate would be available on Friday 10<sup>th</sup> December 2021.

It was highlighted that as the 'Be Civil, Be Kind' campaign was not launched until November 2021 and the Staff Survey opened in October 2021 and closed in November, the impact may not be realised until the 2022 Staff Survey.

Colleagues were informed that as Staff Survey results would not be available until Q1 2022/23, it was felt that a pulse check would be beneficial to run in January 2022, especially given the concerns in relation to recruitment and retention and winter pressures; data would be received within four working days.

### **5.9 Digital HR Project**

The Head of HR Operations, Sarah Smith (SS) shared a presentation that outlined work that has been ongoing with iDigital colleagues in relation to transforming HR processes into an automated process to improve efficiencies across the Trust. It was explained that HR forms relied upon

manual intervention and an opportunity had been identified to create a digital SharePoint solution to replace current forms and processes with the aim to reduce time spent correcting errors in relation to manual processes.

It was highlighted that there would be 36 forms made available to access via SharePoint over three phases; the risks and benefits of the transformation were shared.

### **Benefits of the new system**

The new process for completing HR forms would present the following benefits:

- Easily accessible
- Reduction in errors
- improve efficiency and processes through automated workflows
- Reduction in processing time
- Simplification of HR processes
- Release staff time for other activities
- Elective data storage
- Minimise overpayments

The Committee were informed that phase one was launched in November 2021 and included digital versions of the following forms available through the HR page on the intranet;

- Contract change form
- Employee leavers form
- Parental leave form
- Return from maternity and adoption leave form
- Pay progression form

The project timeline was shared:

- Phase two form build and testing (further 12-15 forms will link in with Education) - December 2021 (in progress)
- Phase three form build and testing – January 2022
- Go Live – February 2022

Clarification was sought as to whether employees were able to track the status of submitted forms; it was confirmed that progress could be tracked on SharePoint and email confirmation would be sent to employees.

Assurance was provided to the Committee that lots of work and progress has gone into the development of the system.

It was noted that positive feedback had been received so far and praise was given to the team for the work undertaken so far.

### **5.10 People Strategy**

The Chief People Officer, Karen Nightingall (KN) provided a presentation which outlined the Trust's 3-year People Strategy.

The Committee were informed that the People Strategy was made up of the four pillars of the People Plan:

1. Looking after our people
2. Improving belonging in the NHS

3. New ways of working
4. Growing for the future

The strategy was also in line with the Trust's 3 P's.

The Strategic aims of the People Strategy were shared:

- Recruitment and Retention Strategy
- Education & OD Strategy
- Employee Engagement
- Equality, Diversity, Inclusion and Belonging (EDIB) Strategy
- Health and Wellbeing
- Workforce Analytics
- Be Civil, Be Kind
- Collaboration and Partnering
- Flexible and Agile Working

The importance of collaboration was highlighted in strengthening the Trusts position.

Further development of the People Strategy was required with input from People Committee and People Delivery Group with the aim to then socialise across the divisions in the form of focus groups in January and February 2022 to present again to People Committee in March 2022. It was noted that all strategies should complement each other.

It was suggested that the 'Be Civil, Be Kind' programme be included within the Strategy more explicitly.

The Strategy was received positively by the Committee; feedback was provided that the Strategy addressed all the Trust's priorities and aligned to the Trust's overall strategy.

**ACTION:** People Strategy to be brought back to the next meeting.

**KN**

#### **5.11 Equality, Diversity & Inclusion, WRES and WDES data**

Strategic HR Business Partner, Rachael McDonald (RMc) presented a paper which sighted the People Committee on the ongoing activity within the Trust; the paper had been presented to Board of Directors in September 2021 and there had been no new information to report since. The Committee were invited to share comments.

Clarification was sought in relation to the increase in non-BAME staff in relation to Bullying and Harassment; it was explained that the movement in response to the question was in relation to an increase in the White workforce answering the question.

It was questioned whether data could be shared from applications to appointment; it was agreed that having this data would be helpful and looked into.

It was highlighted that there is a significant Polish community in the North West, and it was wondered whether policies should be inclusive of non-native speaking population. Comments were acknowledged and it was explained that a refresh of the EDIB Strategy was due and would



take into consideration the needs of the wider community at the next 'think tank' session.

**ACTION:** Bring EDIB strategy back to future meeting June / September 2022

**RMc**

Further information was requested in relation to the completed action relating to increased diversity within the FTSU Framework. It was confirmed that a new guardian was appointed last year of a diverse background and Champions of other specialties across the Trust offer Diversity.

It was highlighted that the Inclusive Recruitment programme was behind schedule, and given the Trust's current statistics, would seem to be an important issue; a revised completion date was requested. It was stated that there had been changes of personnel within the Team which contributed to the delay in schedule; the Committee were informed of the new structure and the programme was in its final stages. It was noted that commitment to timescales that sit within the action plan was required.

## **6. Dashboards – Workforce Intelligence**

### **6.1 HR/Team LHCH Dashboard**

Temporary Head of HR Operations, Sarah Smith (SS) provided the Dashboard and there was nothing further to note.

The Committee noted the contents of the report.

## **7. Governance**

### **7.1 Board Assurance Framework (BAF) 2021/22**

The Chief People Officer, Karen Nightingall provided the Board Assurance Framework which highlighted risks 4,5 and 6.

The Committee noted the contents of the reports.

### **7.2 Review and Ratification of People Delivery Group Terms of Reference**

The Committee reviewed and approved the People Delivery Group Terms of Reference (ToR).

## **8. Evaluation of Meeting**

It was stated that the meeting was effective with timely updates and discussion.

The Committee were informed that conversations had taken place between the Chair and Chief People Officer in relation structuring the agenda for future meetings. It was suggested that it would be beneficial to highlight items that required more focus from the Committee to find a balance of assurance and time efficiency.

The Chair expressed appreciation for the well written reports and time and input to the meeting.

## **9. Date and Time of Next Meeting:**

Tuesday 8<sup>th</sup> March 2022, 12.00 – 14.00, MS Teams.

