

## **Board of Directors**

### **Item 6.2.4**

**Subject:** People Committee Annual Report 2021/22  
**Date of Meeting:** Tuesday 26<sup>th</sup> April 2022  
**Prepared by:** Karen Nightingall, Chief People Officer  
**Presented by:** Margaret Carney, Chair of People Committee

#### **1. Executive Summary**

The People Committee has met three times during the financial year 2021/22; the meeting scheduled for March 2021 was stood down due to Covid-19 pressures.

The Committee's main priority is to review and scrutinise that the Trust's strategic priorities for the delivery of supporting Team LHCH, initially through its Team LHCH at its Best Framework and more recently through the developing People Strategy, all of which are identified, implemented and monitored.

The Committee identified key priorities for 2021/22 which included assurance regarding the development and delivery of the Trust's People Plan, to continue to monitor the organisation's KPI's, the Education Strategy, Workforce plans, emerging Recruitment and Retention Strategy and looking forward to the future for a longer term People Strategy and refreshed EDIB strategy.

The Terms of Reference was reviewed, amended and approved by the Board of Directors in January 2021. The changes referenced and provided alignment with the emerging People Strategy and the NHS People Plan, which was published in 2020. However, further review and amendments are required in March 2022 to reflect further changes within the NHS.

The Business Cycle and Governance Structure is due to be reviewed in March 2022 and it is proposed that items be streamlined where appropriate.

This paper provides an overview of progress against each of the objectives set out within the Committee Terms of Reference and concludes that the Committee has met all of its objectives.

#### **2. Delivery of Objectives set by the Board of Directors**

A summary of progress against each of the agreed objectives is shown below.

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
(i)	Excellence in compassionate and collective leadership	<p>The Committee received a workforce dashboard tracking the deliverables of Team LHCH Framework at each meeting held</p> <p>The Committee has continued to place significant focus on Equality, Diversity and Inclusion and receives regular progress reports on the implementation of the Trust's E&amp;I Strategy aligned to the EDS2 goals and outcomes and WRES and WDES metrics. The Trust welcomed all the engagement sessions being undertaken with the workforce and EIA updates.</p> <p>The Committee has received updates on the development of the Leadership, Education &amp; Development Strategy with a view to approving and monitoring the strategy in 2021/22.</p>	<p>Refresh of workforce intelligence identified and being discussed at June 2021 meeting.</p> <p>Continue to monitor actions from equality analysis findings from the staff survey, BAME staff sessions and WRES data and WDES from April 2020, including the establishment of the inclusion group - EDIB.</p> <p>Review and analysis of 2021 staff survey results and robust monitoring action plan progress.</p>
(ii)	Attract	<p>The Committee has continued to pay attention on monitoring agency and bank usage data against planned spend and monitoring proactive turnover, recruitment and workforce plans.</p> <p>The Committee has continued to monitor the work being undertaken to reduce the reliance on using agency staffing by increasing the internal temporary staffing bank, and also improved utilisation of e-roster and on-going roll out across the Trust.</p> <p>The Committee received assurance on the workforce strategic dashboard and key workforce metrics and monitors where performance improvements are required.</p>	<p>Continue to monitor recruitment activity in line with recruitment plans, especially in known national "hot spot" shortage areas within the Trust, including Nursing, Cath Labs, Radiology, Anaesthesia and middle grades, to ensure this supports continued planned reduction in bank and agency spend and meets the workforce plan requirements.</p> <p>Monitor impact on the Trust work plans in relation to harmonising bank rates of pay, on call and WLI payments.</p> <p>Monitor the impact of the retention action plan, including future rotational schemes, to attract and retain staff.</p>

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
			To provide assurance on the activities being undertaken to refresh and revise recruitment processes and attraction methods.
(iii)	Develop	The Committee has been kept up-to-date with progress on the development of career pathways.	<p>The Committee needs to continue receiving assurance on the quality of appraisals and links to succession planning and talent management.</p> <p>The Committee needs to receive and monitor CPD funding allocations/provision moving forward.</p> <p>The Committee needs to receive assurance on the Apprenticeship position within the Trust, approve an Apprenticeship Strategy, as an enabling strategy and to monitor the number of apprentices joining the Trust and the impact on the levy.</p> <p>To monitor staff response and supporting actions in the NHS Staff Survey 2021 in relation to access to training and education.</p> <p>To monitor the impact of increased medical students and traineeships.</p>
(iv)	Retain	<p>The Committee received regular assurance on the work being undertaken to support Learning Lessons to Improve People Practices &amp; a Fair experience for all.</p> <p>The Committee received assurance on the actions being taken to address the risks</p>	To continue to monitor the Improving People Practices activity and to receive periodic updates on employee relations & correlation with Staff Survey, FTSU and other issues as assurance.

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
		<p>created by national pension's legislation, and the impact on activity and job plans.</p> <p>The Committee received updates on the retention strategy.</p> <p>The Committee received the draft Health &amp; Wellbeing plan</p>	<p>To continue to monitor staff health and wellbeing, sickness absence data and staff experience progress via highlight reports and key issues from the H&amp;WB steering group.</p> <p>To refresh the retention strategy.</p>
(v)	Risk	<p>The Committee identified and received assurance in relation to a number of key workforce risks during the course of its work.</p> <p>The Committee received assurance on the People Plan to support Team LHCH.</p> <p>The Committee received regular updates on the NHS People Plan.</p> <p>The Committee agreed to review MIAA reports status as a standing item.</p> <p>The Committee received assurance on the People risks within the Board Assurance framework.</p> <p>The Committee received assurance on the strategic objectives and associated delivery.</p>	<p>The Committee will need to review and approve the emerging Developing People Strategy.</p> <p>Continued focus and scrutiny on the implementation of a retention strategy, WFP, education and apprentice strategy, health and wellbeing plan and staff engagement, as these are key risks to the delivery of Team LHCH and key workforce KPIs.</p>
(vi)	Equality and Diversity	<p>The committee received assurance that a new EDIB strategy is being developed and that the EDIB belong inclusion group was launched</p>	

### 3. Membership and Attendance

<b>Annual Attendance for 2021/22</b>  <b>(attendance for this meeting not included)</b>	<b>Attendance (%)</b>	<b>Mar 21</b>	<b>Jun 21</b>	<b>Sep 21</b>	<b>Dec 21</b>
<b>Members:</b>					
Mark Jones (Chair)	100%	N/A	Yes	Yes	N/A
Bob Burgoyne	100%	N/A	Yes	Yes	Yes
Nick Brooks	75%	N/A	Yes	Apologies	Yes
Margaret Carney (Chair)	100%	N/A	N/A	N/A	Yes
<b>Attendees:</b>					
Karen Nightingall	100%	N/A	Yes	Yes	Yes
Sue Pemberton	100%	N/A	Yes	Yes	Yes
Dr. Raph Perry	75%	N/A	Apologies	Yes	Yes
Sarah Smith	100%	N/A	Yes	Yes	Yes
Ruth Dawson	100%	N/A	Yes	Yes	Yes

#### **4. Sub-Committees**

The Committee are asked to review the Governance Structure and sub-committees within the March 2022 meeting and key issue reports from each of the sub-committees has been added to the revised business cycle. The revised business cycle is also on the agenda at the March 2022 meeting.

#### **5. Conduct of Meetings**

A Committee work plan was agreed at the start of the year and has been delivered as planned. Minutes and action logs have been maintained and all outstanding actions followed up at each meeting. All meetings have been quorate and one meeting was cancelled (March 2021) due to Covid-19 pressures.

#### **6. Terms of Reference**

The current Terms of Reference are included in Appendix 1 and the following changes proposed:

- Change of priorities for 2021/22
- General review and formatting of the Terms of Reference

## **7. Recommendations**

The Board of Directors is asked to:-

- Note the contents of the report and confirm that the Committee has operated effectively during 2021/22.
- Approved the revised Terms of Reference (reviewed and recommended by the Audit Committee).