

minutes

Item 6.1.3c

E- Meeting of the People Committee

Minutes of the People Committee Meeting scheduled on Tuesday 8th September 2020

Meeting Participants:	N/A	
Committee Members:	Mark Jones (Chair) Bob Burgoyne (BB) Nick Brooks (NB) Sue Pemberton (SP) Ruth Dawson (RD) Vicki Wilson (VW) Dr Raphael Perry (RAP)	Non-Executive Director-Chair Non-Executive Director Non-Executive Director Director of Nursing and Quality Head of Education Acting Director of People & Culture Deputy CEO and Medical Director
Committee Attendees:	Laura Forrest (LF)	Executive Assistant (Minutes)
Apologies:	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 2nd September 2020 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.

A one hour Microsoft Teams meeting was convened on 8th September 2020 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.

Action

The Chair opened the meeting with a brief introduction which recognised the support and contribution that Sue Hodgkinson had made in support of the People Committee during her period as Interim Director of People and Culture and wished her success with her on-going career.

The Chair went on to explain that with the departure of the Interim Director of People and Culture and the on-going demands created by Covid19, preparation of the usual papers for People Committee had been challenging and a decision was made to produce an abridged agenda. The paucity of papers provided the Committee with the opportunity to agree as a Committee a preferred approach to enabling assurance in four key and interdependent areas:-

1. NHS People Plan - *Potentially to include considerations on the integration with the revised LHCH People Strategy*
2. Workforce Recovery Workforce Stream
3. BAME/Equality & Inclusion.
4. Robust performance measures

1. Apologies for Absence

All meeting participants were included in the e-meeting and in attendance at the Microsoft Teams meeting. No apologies were received and the meeting was deemed to be quorate.

2. Declarations of Interest

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

3. Minutes of the Meeting held on 9th June 2020

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

4. Action Log

Action 1- E&I Strategy Update

Business Cycle to be updated to show a Bi-Annual BAME Staff Engagement Update; first update scheduled for June 2020.

09/06/20 update: Revised date of September 2020 due to Covid-19 delay

08/09/20 update: Agenda item.

Action 2- Workforce Plan

12/03/2019: Trust to present a scope to assess the review bank rates to ensure equity within the Trust.

10/03/2020 update: The Chair expressed a desire to understand the review and details with clear measures at the next meeting.

09/06/20 update: Revised date of September 2020 due to Covid-19 delay.

08/09/20 update: Enhanced rates within the Trust reviewed at Finance Steering Group in terms of rationale for continued rates. Update will be presented at Finance Group then to execs or Ops Board. Action closed.

Action 3 - Learning Lessons to improve People Practices

Improvements to be made to Learning Lessons to simplify People Practices Action Plan.

09/06/20 update: Revised date of December 2020 due to Covid-19 delay.

Action 4 - 2019/20 Q3 Strategic Objectives

SH to present a talent management report at the next meeting.

09/06/20 update: Revised date of December 2020 due to Covid-19 delay.

Action 5 - Annual Workforce Plan

Share data by profession breakdown.

09/06/20 update: Revised date of December 2020 due to Covid-19 delay.

Action 6- Appraisal Update

Share 2019 results at the next meeting.

09/06/20 update: Appraisal window extended to 31st October 2020. Revised date of December 2020 due to Covid-19 delay.

Action 7 - Team LHCH Dashboard

Provide assurance in relation to mandatory training for bank staff at the next meeting.

09/06/20 update: Revised date of September 2020 due to Covid-19 delay.

08/09/20 update: Agenda item.

Action 8 – Approved Terms of Reference Annual Review

The Committee asked that monitoring of equality and diversity/BAME issues and actions be recognised in the 'Main Priority and Objective' to provide assurance of measures that address the issues that staff of an ethnic background face have been put in place, and clarity on what has changed on the ground. In addition, include a statement outlining how the Trust will help prepare the workforce to be able to respond quickly to a second wave and highlight the role of the Education team.

08/09/20 update: Agenda item.

Action 9 – Workforce Recovery Workstream

The Chair requested that this item be brought back to the People Committee in September 2020 to provide a robust update.

08/09/20 update: Agenda item.

Action 10 – Covid-19 Assurance Report

Reporting be provided at future People committee meetings to provide assurance on how we are supporting our staff from an ethnic background.

08/09/20 update: Agenda item December 2020

5. Approved Terms of Reference Annual Review

At the last meeting members of the Committee were concerned that the ToR did not sufficiently address the need to seek assurance that the appropriate actions on supporting our Black, Asian & Minority Ethnic staff (BAME) were being taken.

The Chair asked Committee members whether they were satisfied that the recent amendments to the ToR as presented in their pre-red addressed the Committee's responsibilities regarding the Trust's Black, Asian & Minority Ethnic (BAME) staff.

It was highlighted that further editing was required in relation to Executive Lead and Membership. No further comments or requests were made in relation to BAME.

ACTION: Further editing required in relation to Executive Lead and Membership.

VW/RD

6. Strategy

6.1 National Workforce Update

The Chair introduced this item and began by stating that it is not the role nor the intention of the People Committee to become involved with the planning for the roll out of the NHS People Plan, and as such is the domain of the appointed officers within the organisation to develop a proposal for Board approval. The Chair continued to state that the role of the People Committee is to seek assurance that the agreed implementation plan meets both national and local Trust objectives.

The Chair suggested that since there were to be two major People Initiatives being released to the Trust; the NHS National People Plan and the LHCH Strategy update, there is the potential for organisational complexity, which may confound the Organisation's ability to deliver the plans effectively.

It was agreed that given the extensive scope of the national and local people plan, it is critical that deliverables are clear, measurable and where possible consistent with existing organisational key performance data and critically meet NHS Provider expectations. It was suggested that where possible one set of performance measures be prospectively built that would address both plans.

The Chair proposed that the assurance considerations be communicated to the teams involved with leading the NHS and LHCH People Plans.

The Acting Director of People and Culture provided a verbal update which reminded the Committee of the previous Interim NHS People Plan and informed that the new NHS People Plan was published in July 2020, which outlines nine key areas of focus:-

1. Health and Wellbeing
2. Flexible Working
3. Equality and Diversity
4. Culture and Leadership
5. New ways of delivering Care
6. Growing the Workforce
7. Recruitment
8. Retaining Staff
9. Recruitment and deployment across systems

The LHCH People Strategy has been in need of a review, strategically paused until national direction was received in the form of the NHS People Plan. Following the publication of the NHS People Plan, the

Trust's intention is to carry out an assessment against the LHCH People Strategy to understand what is already being done, what actions are required and the impact. The aim is to have a joined up approach with one clear set of measurables.

The Acting Director of People and Culture expressed intention to seek engagement from the new Chief People Officer, who is due to join the Trust in November 2020, HR and Education; and provide a draft assessment at the December meeting.

ACTION: VW to provide a draft assessment of the LHCH People strategy at the December meeting.

VW

The Committee were assured that one set of measures would be provided which would address the nine key deliverables, with an update provided at Board of Director's.

6.2 Workforce Recovery Workstream Update (and ToR)

The Chair acknowledged the report being the first for review and asked for comments and feedback.

It was stated that the role of Education in the event of a second COVID-19 surge is that staff have the opportunity to maintain skills & experience, such as monthly shifts in SICU, competency skills being maintained and further developed, working with ANP's. The team have devised a programme of competency for cross working & clinical reconfigurations.

In addition a review of Education & Leadership Strategy against COVID-19, People Plan, People Promise, Workforce Recovery and Reset has been taking place, and re-engagement with staff would continue during September.

The Chair sought clarification in relation to the Agile Working Policy and it was explained that during the COVID-19 pandemic different ways of working were identified such as remote working; a concept for staff that work at a desk. Remote working has seen a benefit to staff wellbeing and accommodation pressures and therefore the agile working policy is has been developed to enable the Trust to adapt to the new way of working.

A challenge was raised in relation to the planned start and end date for the evaluation assessment of the financial impact to the workstream activities it was requested that be corrected prior to Board of Director's.

The Chair sought assurance in relation to the Equality and Inclusion targets. Assurance was provided that they were on target for completion by the end of September 2020.

6.3 Equality and Inclusion Update

The Acting Director of People and Culture provided an update which provided assurance in relation to risk assessments undertaken for COVID-19. Nationally, it had been highlighted that people of a Black, Asian & Minority Ethnicity (BAME) were at high risk to the effects of Covid-19 and NHSI requested that Risk Assessments were undertaken with staff within such category, with 100% completed by 31st August

2020. The Risk Assessment programme was expanded throughout the Trust with staff who were vulnerable for some other reason, 90.3% completed and all remaining workforce, just over 80% completed. Adjustments to job roles, ways of working and re-deployment were made where required.

Following on from the Trust's inclusion events and feedback received it was noted that Black, Asian & Minority Ethnic Staff (BAME) feel they are treated differently to others and do not like to be isolated as a 'group', this included LGBT and Disabled staff. Proposals are being developed in how to take forward and link to Workforce Recovery.

It was noted that Equality and Inclusion Steering Group is ongoing, along with WRES and DES Workforce Equality monitoring reporting within the Trust. It was mentioned that a lot of activity takes place within those areas to produce initiatives, linking in with the Carers Network. It was highlighted that the NHS People Plan would complement those areas and increase the focus.

The Chair acknowledged the 100% compliance on the Risk Assessments and redeployments.

Discussion took place in relation to Black, Asian & Minority Ethnic Staff (BAME), acknowledged as a high profile area of focus nationally. The Committee were reassured of progress due to staff shadowing executive team. It was requested that regular reporting be provided at each People Committee meeting in the form of specific actions and outcomes with regards to recruitment, training and development, set out with timescales and deliverables. A desire to increase the proportion of BAME staff in senior and executive positions was expressed.

It was agreed that reporting should be provided to the People Committee, captured within the Dashboard.

ACTION: VW to provide a report at each People Committee outlining specific actions and outcomes in relation to BAME staff with regards to recruitment, training and development, set out with timescales and deliverables.

VW

The Clinical Director and Deputy CEO shared with the Committee an overview of the North West BAME Assembly recently held, which displayed high enthusiasm and should support in steering a local way forward.

The Chair thanked the Committee for their input.

7. Dashboards – Workforce Intelligence

7.1 Team LHCH Dashboard

The Chair introduced the Team LHCH Dashboard informing colleagues that the data is based on quarter one, April to June 2020.

It was highlighted that the data presented excluded agency and bank usage and data in relation to Black, Asian & Minority Ethnic Staff (BAME) applicants for vacant roles. Clarification was given in that there had not been a significant amount of agency utilised due to appointments being

made. Bank agency has been utilised within Nursing due to the reconfiguration of Elm Ward which has generated vacancies.

It was stated that the dashboard underlines the need for clear and measurable deliverables in the NHSI and LHCH People Strategies.

Comments were provided on individual feedback forms, as a lot of dialogue had taken place in terms of measurable and key outputs, the Chair was satisfied with data and assurances received earlier in the meeting.

The Chair offered to work with the HRD and the team on the development of a new Dashboard.

8. Workforce Risks

8.1 Board Assurance Framework (BAF)

The Chair introduced the Board Assurance Framework report and opened discussion with desire to provide a more concise report.

The Chair invited the Committee to feedback as to whether anything had been missed and raised Brexit as a potential risk in terms of workforce in relation to overseas staff working within the Trust and potential recruitment challenges going forward. Concerns were acknowledged however assurance was provided that Brexit poses minimal risk to Workforce; the Committee were informed that a significant proportion of the Medical Workforce reside outside of the EU, and those staff within the EU on a permanent contract have applied for 'leave to stay', which has minimised the impact. The same applies with nursing staff.

9. People Delivery Group Minutes

9.1 *28th May 2020

Starred item for information

9.2 *9th July 2020

Starred item for information

10. Evaluation of Meeting

The Chair asked the Committee to provide comments in relation to the structure and content of the meeting.

The overall feedback from the Committee was that the meeting was efficient with the combination of the template in advance followed by a short meeting with focussed discussion.

The Chair informed the Committee that the next meeting would be longer in duration to provide the opportunity to delve deeper into the key measures and deliverables discussed at today's meeting.

Colleagues were thanked for their contribution and comments.

12. Date and Time of Next Meeting:

Tuesday 8th December 2020, 12.00 – 14.00, MS Teams