

minutes

Item 6.1.4a

E- Meeting of the People Committee

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

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| Meeting Participants: | N/A | |
| Committee Members: | Mark Jones (Chair) Bob Burgoyne (BB) Nick Brooks (NB) Sue Pemberton (SP) Karen Nightingall Vicki Wilson (VW) Dr Raphael Perry (RAP) Steven Colfar Ruth Dawson | Non-Executive Director-Chair Non-Executive Director Non-Executive Director Director of Nursing and Quality Chief People Officer Head of HR Deputy CEO and Medical Director Assistant Director of Education & OD Head of Learning, Education & OD |
| 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 1st December 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 two hour Microsoft Teams meeting was convened on 8th December 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 by welcoming Karen Nightingall, Chief People Officer to the Trust and the People Committee.

The Chair reminded colleagues that at the last meeting, partly due to the paucity of papers and challenges the Trust faced, the Committee focussed on four key and interdependent areas:

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

The Chair stated the Committee would continue to focus on those areas and would follow the *similar* format of June and September meetings so as to strive for efficient use of time whilst addressing a number of key topics that had previously been postponed which merited discussions. Therefore, two hours had been allocated to pre-empt the additional content resulting in the meeting exceeding one hour in duration.

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. No participants declared that they had any interests.

3. Minutes of the Meeting held on 8th September 2020

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

4. Action Log

Action 1 - 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.

08/12/20 update: Agenda Item

Action 2 - 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.

08/12/20 update: Agenda Item

Action 3 - Annual Workforce Plan

Share data by profession breakdown.

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

08/12/20 update: Agenda Item

Action 4- 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.

08/12/20 update: Agenda Item included within the HR, OD & Education Quarterly Assurance Report.

Action 5 – 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

08/12/20 update: Agenda Item

Action 6 – 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 - Further editing required in relation to Executive Lead and Membership.

08/12/20 update: Agenda Item

Action 7 – National Workforce Update

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

08/12/20 update: Agenda Item

Action 8 – Equality and Inclusion Update

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.

08/12/20 update: Agenda Item

5. Terms of Reference Review

The Chair presented the draft Terms of Reference and reminded colleagues of the further amendments that had been requested at the last meeting and subsequently actioned:-

- Removal of the Interim Director of People and Culture, Sue Hodgkinson, replaced with *Karen Nightingall, Chief People Officer*
- Within section 3. Main Priorities and Objectives, the following additions were made within the key priorities for 2020/21:-
'Monitoring of equality & diversity/BAME issues and the actions to resolve these'
- Within section 4. Duties and Responsibilities, 4.1. Excellence in Compassionate and Collective Leadership – 4.1.3 *'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'*.

The Committee were reminded that the proposed amendments would be presented at the Board of Directors Meeting in January 2021 for final ratification and will also be the focus of the review with the Governors in February 2021.

The Committee approved the proposed changes.

6. Strategy

6.1 National Workforce Update

The Head of HR, Vicki Wilson (VW) provided the Committee with a verbal update which informed colleagues of two key areas of focus:-

1. All HRD's have received a letter from the National Chief People Officer in relation to the improving people practices agenda, requesting each organisation focus on their Disciplinary Policies ensuring they are published and made public by end of March 2021. It was noted that LHCH Disciplinary Policy required a review and that proposed changes should be discussed, agreed and minuted at Board level by end March 2021, along with the Improving People Practices review.
2. The National Team are commissioning a review of the HR and OD function which is progressing and have awarded the tender to CIPD who will carry out stakeholder engagement with HR professionals with a HRD from the North West involved in the group. It was explained that the purpose is to align the HR profession within the NHS to put in place structure and standards to gain national consistency.

The Chair mentioned the Imperial College Hospital case as an example of how disciplinary procedures and improving people practices may be realised. Discussion took place which highlighted concerns in relation to inadequate training and experience of the people conducting investigations and disciplinary hearings; the length of time between cases can cause an issue.

It was agreed that the Trust should ensure that people involved in undertaking any form of disciplinary investigation should have adequate briefing, training and experience to enable them to conduct interviews with competence.

The importance of the grade of individuals conducting such meetings was stressed. It was suggested that management at senior level should be trained which would also provide the opportunity to build up experience.

It was also suggested that the Trust needed a multifaceted approach. It was acknowledged that Imperial's policy would be useful for comparison and the work the HR team have conducted already around improving people practices would stand the Trust in good stead in undertaking the review. The Chief People Officer proposed offering an aligned HR support, every step of the way providing strong professional HR advice.

The importance of the Trust embedding pastoral care being was highlighted, particularly for those on long term suspension; a complex role which would require adequate training for the person(s) appointed. The Chair summarised what the Committee was looking for in terms of assurance in relation to the Policy document and submission to Board:-

- Adequate briefing and training, including the Board
- Operated at senior level
- Strongly considered professional HR input
- Pastoral care for people on suspension

The People Committee will for assurance purposes use the National Workforce Updates to track steps that the Trust has taken to ensure best practice in supporting staff involved in disciplinary cases.

6.2 Q2/Q3 Strategic Objectives Update

The Chair introduced this item and welcomed the clarity that the report provided and highlighted a few areas within the document where clarification was sought.

The Chief People Officer, Karen Nightingall (KN) presented a paper which provided the Committee with assurances in relation to the progress made against the corporate objectives for quarter 2 and invited any questions.

Concerns were raised in relation to Equality, Diversity and Inclusion (EDI) not being featured as one of the key objectives, especially given the issues around BAME staff. Comments were acknowledged and it was explained that the objectives had been set as part of the People Partnerships/Corporate Strategy which overarches the People Plan in early 2020. However, it was agreed that the objectives would be redefined to embrace and reflect the engagement of EDI that has been carried out already within the Trust, ongoing.

Further assurance was provided that an update on the activity in relation Equality, Diversity and Inclusion activity the Trust has been undertaking would follow in item 6.4. In addition, the Board Assurance Framework (BAF) has been updated to reflect EDI activity within the Trust.

The Chair agreed that the objectives document was in need of a refresh to provide assurance, particularly to external bodies, to ensure the document reflects what is being done within the Trust.

It was also highlighted that the WHO column was blank and should reflect which lead actions had been cascaded to.

ACTION: KN to revisit the objectives to update and reflect what is being carried out in alignment with the People Plan.

KN

ACTION: Include initials of lead in the WHO column to reflect who is responsible for each action/objective.

KN

6.3 Workforce Recovery Workstream Update

The Chair introduced this item and commented that whilst the People Committee benefit from the Board reviews of the Recovery and Reset programme, the Committee would continue to review for assurance purposes the HR components of the plan.

The Chief People Officer, Karen Nightingall (KN) presented a paper and appendices which provided the Committee with an update in relation to the Workstream.

It was noted by the Chair that in Appendix 1, thirteen milestones had been missed or where about to miss their deadlines which raised concerns as to whether there was an issue with resources; impact of the second wave of Covid-19, or were the time lines simply over ambitious. It was stated that from an assurance perspective it is important to know whether there are any challenges that could impact the overall delivery of the Recovery and Reset programme.

The Chair's comments were acknowledged and it was stated that there had been challenges due to Covid-19. The Committee were informed that the Workforce Recovery Workstream was progressing delivery of its objectives in line with the milestones but some deadlines would have to be re-forecast based on available resources and priorities. It was highlighted that although progress had been made in relation to Health & Wellbeing (H&WB) and EDI during the Covid-19 period, which have been very well received across the Trust, further work was required. The Committee were informed of the requirement to re-shape some H&WB and EDI roles within the Trust to ensure rigor for 2021.

It was stated that despite the Trust not having officially designated resources for H&WB and EDI, there has still been a lot of work undertaken; recently, MerseyCare were appointed for additional Psychological support for staff as a result of the Covid-19 Pandemic. The Trust would like to be in a position where staff offers can be articulated in a more structured way; some of the milestones were perhaps ambitious given the change in personnel.

Further discussion took place in relation to recovery and reset and the Chair sought clarification of the challenges across the Board, noting that any amendments to the plan should be linked with the Chief Finance Officer due to interdependencies across the Organisation.

For assurance purposes, the Chair summarised discussions noting that it was agreed that milestones would be revisited at People Committee in March 2021 and there would be a re-structure of some HR roles, using the People Plan as a core framework to address issues.

6.4 Equality and Inclusion Update

The Head of HR, Vicki Wilson (VW) presented a paper accompanied with appendices which provided the Committee with a comprehensive review of the status of the Trust's EDI progress.

It was highlighted that significant progress had been made in some areas despite delays due to Covid-19; an action plan has been created which highlights areas still requiring focus.

Concerns were raised in relation to bullying and harassment which appeared to be an ongoing issue with little improvement. Assurance was provided in that the People Plan has a section 'belonging in the NHS' and the Dashboard that is being developed will include a number of measures enabling impact to be monitored in terms of staff experience and actions taken to address issues.

Discussion took place in relation to the percentages detailed in appendices two; some colleagues found it quite difficult to interpret and it was requested that the data be shared in future with both numbers and percentages.

ACTION: Convert WRES data into Dashboard as numbers, in addition to percentages.

VW

A request to view data in relation to proportions of minority and disabled applications that are shortlisted, rather than data of those shortlisted which lead to appointment. It was stated that the information can be retrieved from NHS Jobs and therefore agreed to share more detailed breakdown on shortlisting.

The Chair asked for the following point from the report to be expanded on:-

'Development of our people strategy and action plan will help drive some of this work forward, but as the agenda expands rapidly, capacity is likely to become a challenge with EDI roles currently being a 'bolt on' to other substantive role and with an additional risk of single point of failure'.

It was explained that the Trust's current EDI lead is Business Partner Rachael McDonald who has undertaken the responsibility for EDI within the Trust as an extra role. Colleagues were reminded that the Business Partner role has its own responsibilities and as EDI expectations and profile have increased, the need for dedicated resource has become necessary.

Assurance was received that a plan is in place to address the risk outlined in relation to EDI.

The Chair expressed gratitude with regards to the Integrated EDI action plan noting the report being a very useful document, which identified the source of challenges.

The Chair highlighted the RAG rating and the number of red indicators related to issues such as representation on Board and above band 8; the Chair informed the Committee that discussions had previously taken place between Non-Executive Director colleagues and it was understood that such would be reviewed at Board with the Council of Governors.

The Committee were informed that Leadership offers had been reviewed internally and externally; a paper has been prepared to be shared with Senior Leaders within the Trust for comments and feedback to ensure that all required detail had been captured.

6.5 HR, OD & Education Quarterly Assurance Report

The Head of Learning, Education & OD, Ruth Dawson (RD) presented the HR, OD & Education Quarterly Assurance Report and invited colleagues to ask any questions.

It was highlighted that apprenticeships should read 66 in the paper submitted in the pack.

The Chair commented on the positive detail provided within the report and welcomed the document as an aid of providing assurance to the Committee. The Chair also expressed particular fondness of the Nursing Competency Model; HCA to Consultant Nurse, and the new activity detailed within the report.

Discussion took place in relation to Appraisals and the percentage split of BAME and non BAME employees. It was noted that a lot of other Trusts across Cheshire and Merseyside took the decision to pause their appraisals due to Covid-19. The Appraisal window completed on 31st October 2020 with 55% completion. However, since the paper was written, the latest appraisal data was 87%; the results had highlighted an issue with objective completion which was due to Covid-19 challenges, not the lack of support from colleagues and line management. It was noted that training and development data would be reviewed in relation to the 'ask'.

The Director of Nursing and Quality stressed the importance of widening participation in relation to recruitment due to the demand for succession within the Trust of developing within and attracting candidates externally with programmes such as HCA Apprenticeship into nursing. It was noted that the Trust has struggled filling nursing vacancies.

The Chair expressed concern in relation to the low uptake for resilience training, especially as the Trust had introduced a virtual training offer and sought clarification as to why. It was explained that in addition to the resilience training sessions the Trust offers, MerseyCare had fulfilled some of that with their role as part of the Trust's resilience offer, which a lot of staff have taken advantage of. It was also highlighted that regional resilience hubs were due to be introduced. The Chair explored further in relation to clinical staff, was assured that there were no concerns and that the Trust has sufficient cover, internally and externally.

It was stated that Health & Wellbeing would be reviewed by the end of the year to ensure there will be an offer available for the whole workforce; an approach whereby staff will be able to choose what suits them, encouragement to staff to access support that's most appropriate for them.

It was highlighted that accessing virtual training can be difficult for some staff due to limited appropriate areas or inadequate equipment; the Trust are looking into other options to further facilitate virtual training for staff.

The Chair closed discussions with a brief summary confirming assurances received, clarity and thoroughness of the report, and welcomed further updates at the next meeting in March 2021.

6.6 Learning Lessons to Improve People Practice

The Chair introduced this item and noted that some discussion had already taken place earlier in the meeting where the Imperial College Hospital case was highlighted.

It was understood that the work on Learning Lessons to Improve People Practices was delayed due to the Covid-19 pandemic and the Committee welcomed the ongoing ambition of the team to “facilitate real cultural change, embedded throughout the organisation in the way we think and how we manage and support our people”.

The Chair also welcomed the updated action plan, and acknowledged that the team were responding to the learnings from Imperial College Hospital case as prescribed by the NHS Chief People Officer England.

The Committee were invited to share further comments in relation to the paper shared; no further comments or discussions took place.

7. Dashboards – Workforce Intelligence

7.1 Team LHCH Dashboard

The Chair introduced the Team LHCH Dashboard which was based on data extracted from quarter two, July to September 2020. The Chair stated that as Committee members benefit from a weekly update from the Chief Executive (CEO), which includes HR data duplicated in the Dashboard; whilst the Dashboard still remained important, it was not deemed necessary to review as part of meeting discussions. The Committee had previously noted the contents of the report and the Chair informed colleagues that comments would be invited as a continuation of the Dashboard in item 7.2.

7.2 Outline Plans for Revised People Committee Dashboard

The Head of HR, Vicki Wilson (VW) and the Assistant Director of Education & OD, Steven Colfar (SC) prepared a paper which detailed proposals for the revised People Committee Dashboard.

The Chair asked the Committee members for their comments in relation to the proposals outlined in the paper and it was suggested that a draft Dashboard be circulated for feedback to assist the HR Team in the development of the new format before the final document is presented at the next meeting in March 2021. The Chair’s suggestion was welcomed.

It was agreed that the data produced for the weekly update meetings attended by the NED’s provided additional assurance but given the anticipation that those reports would cease at some point next year, a revised draft Dashboard would be produced and shared with committee members prior to March 2021.

ACTION: Draft Dashboard to be circulated to provide an opportunity for feedback to assist with the final version.

VW/SC

8. Workforce Risks

8.1 Board Assurance Framework (BAF)

The Chair introduced the Board Assurance Framework report and stated that any concerns had been raised during the meeting but invited colleagues for any further comments. It was agreed that matters of concern had been discussed already and therefore there were no further comments.

9. 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 had addressed matters effectively and colleagues were satisfied of the actions agreed to provide further assurances.

12. Date and Time of Next Meeting:

Tuesday 9th March 2020, 12.00 – 14.00, MS Teams