

Item 6.1.1a

## People Committee Meeting

### Minutes of the People Committee Meeting 10<sup>th</sup> December 2019

<b>Present:</b>	Mark Jones, Non-Executive Director (Chair) Bob Burgoyne, Non-Executive Director Nick Brooks, Non-Executive Director Sue Hodgkinson, Interim Director of People & Culture Sue Pemberton, Director of Nursing & Operations Ruth Dawson, Head of Education Vicki Wilson, Head of HR
<b>In Attendance:</b>	Rachael McDonald, HR Business Partner Jo Woodward, Exec PA (Minutes)
<b>Apologies:</b>	Dr Raph Perry, Medical Director

<b>1. Apologies for Absence</b>	Action
As above.	
<b>2. Declarations of Interest</b>	
None declared.	
<b>3. Minutes of Meeting held on 11<sup>th</sup> June 2019</b>	
The minutes of the previous meeting were noted and approved.	
The Chair welcomed Sue Hodgkinson, Interim Director of People and Culture to the Trust.	
The Chair outlined that the People Committee shall provide the Board of Directors with a means of independent and objective review of Team LHCH at its Best with a 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 2019/20 will be the continued monitoring of the organisation's use of bank and agency against the planned reduction, implementation of the recruitment map and ensure an overall improvement in learning, development and succession planning across the Trust.

Due to the last committee meeting being in June 2019, the Chair will keep discussions to matters of assurance only and will not review matters already covered by the Board.

#### **4. Action Log**

##### **Item 1- Workforce Plan**

Trust to present a scope to assess the review bank rates to ensure equity within the Trust.

**Update:** No update

##### **Item 2- Staff Survey Results 2018**

The incoming Interim Director of Research & Innovation to present at the September People Committee meeting to give an update on why the score was so slow within the Research department and whether any improvements had been seen.

**Update:** Staff survey to be discussed on the agenda. Follow up on staff survey action plans at next meeting at a divisional level.

##### **Item 3- Workforce Equality Monitoring Report**

Jo Twist to update the disability recruitment table on page 11 of the report and redistribute and publish the report.

**Update:** Closed

##### **Item 4- Divisional Staff Survey Action Plan**

Katie Toner to present an update on the Corporate division results at the September 2019 meeting.

**Update:** Closed

##### **Item 5- Sickness Plan Update**

Action Plan to be presented to the September People Committee on how the rise in sickness levels would be managed including a comparative with fellow Specialist Trusts.

**Update:** Closed

#### **5. Strategy**

##### **5.1 Interim People Plan to Support Team LHCH**

The Committee were asked to note the presentation which had previously been discussed at Operational Board, Executive Director's meeting and the Councillor of Governors.

The Interim Director of People and Culture requested the Committee note the themes and areas of focus in relation to strategic governance reporting and capacity of the teams. The committee is asked to note in particular the current workload of both the HR and Education departments impacting on capacity to complete key pieces of work.

Colleagues were advised Julie Weeks will be joining the team from The Countess of Chester to offer additional support as temporary Interim Head of Workforce Planning and Projects from January 2020 for a period of 4 months.

## **5.2 Interim NHS People Plan**

The Committee were asked to note and receive the paper and supporting appendices previously presented to the Board. The Committee were also asked to receive a standing item update within the strategy section of the agenda on progress against the NHS People Plan and the implication for the Trust's 'Developing People' strategy.

The Chair noted that the Committee will need to be clear on how to track quality and distribution of rankings; similarly for OD and Education strategy. The Operational Work Plan is a thorough 'and an all-encompassing list' but clarity is needed on how items are to be prioritised (e.g. Car Parking cf. Equality, and Diversity) and how the reports to the Committee will be structured for reporting and assurance purposes.

The Committee were in agreement with the People Strategy being a standard item on the agenda.

The Interim Director of People and Culture assured the Chair and the Committee that whilst the NHS is waiting for the imminent General Election results, there were currently no gaps foreseeable between LHCH and the National plan.

The Committee discussed how measuring performance as an assurance Committee with assurance given that national indicators should have a refreshed reporting structure by April 2020.

### **5.2.1 Interim People Plan Report**

## **5.3 Annual EDI Update**

The Committee were asked to receive the report and note the report has previously been presented to the Board. The paper is intended to provide an annual summary of key workforce developments in relation to the Trust's Equality, Diversity and Inclusion agenda and to demonstrate compliance with the Equality Act 2010 and Public Sector duties.

Colleagues were asked to consider how the People Committee best tracks and supports this important work. Given the relatively low number of BAME in our workforce, how robust statistically is the data with regards to trend analysis and why do we think that bullying and harassment is under reported and what are we doing to understand and address this. This was noted and consideration needs to be given going forward.

### **Workforce Monitoring Report**

The purpose of this report is to demonstrate compliance with the public sector specific duties. This report is refreshed annually and summarises equality monitoring data for the workforce at Liverpool Heart and Chest Hospital. The report reflects workforce data from 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019. The workforce profile within the report is reflective of previous years with no significant changes identified.

#### Summary of findings:-

- The Trust employs significantly more women than men. This is consistent with the NHS generally and with the previous year.
- Workforce numbers remain evenly spread between all age groups between 26-55 with peaks at 26-30 and 51-55
- At LHCH, 1.64% of staff stated lesbian, gay, or bisexual for sexual orientation. However it should be noted that over 16.12% of record fields within ESR are 'undefined' for sexual orientation which gives an incomplete view.
- The ethnic origin of the workforce is consistent with the North West with 87.4% of the population identifying as White/British with Asian or Asian British making up 6.2%.
- Currently 2.8% of LHCH staff state that they have a disability, however this is in contrast to the number of employees who self-identify as having a disability or long-term illness on the National Staff Survey where the percentage is much higher.
- In terms of religious belief, a high percentage of ESR records remain undefined. Christianity remains the most prevalent religion/belief reporting at 54.17% which is a slight increase from 53.25% the previous year. This remains lower than the demographic figure for Liverpool of 71%.
- 11.37% of staff stated "I do not wish to disclose my religion/belief".

This report has been published on the Trust's Internet Page for compliance.

#### **5.3.1 E&I WRES Updates**

This paper is intended to provide a summary of the 2019 Workforce Race Equality Standard (WRES) results and the actions identified to close the gaps and improve experiences of our BAME workforce. The People Committee were asked to review the WRES results reporting template and note the actions being taken to address and close the gaps.

#### **5.3.2 E&I Strategy Update Inc. Annual Equality Workforce, Data Publication and WREs Update**

Rachael McDonald, HR Business Partner, advised the People Committee there is a strong focus of understanding of E&I and improving patient and staff experience. Promoting partnership working will also be built on over the next 12 months.

Focus is to look at the staff network group and the option to have one inclusive group rather than have isolated groups with protected characteristics i.e. BAME. This approach is consistent with the feedback for staff members.

The Director of Nursing and Quality suggested maybe there had been a recent lack of focus; there is a need to engage and be visible to staff whilst also working on educating non-BAME staff about the reasons for the meetings.

#### **Action:**

Update to be given to People Committee every 6 months with the next

update scheduled for June 2020. Business cycle would be updated accordingly.

JW

The Interim Director for People and Culture asked the Committee to note that as National indicators not benchmarked against yet need to be progressive and seek next level of assurance to form part of the next update.

#### **5.4 Leadership, Education & OD Strategy Review**

Ruth Dawson, Head of Learning, Educations & Organisational Development, presented a paper which informed the People Committee on the progress of the development of the Education Strategy, incorporating the Leadership and Organisational Development (OD) plans. Staff engagement is taking place including focus groups, survey and one to one discussion. Thematic analysis is being applied to the data and the draft strategy will be produced for discussion and ratification by Executive Team.

The People Committee are asked to note and receive the paper, and agree progress of the strategy.

The engagement of staff in the development of an Education Strategy has been extended to include Leadership and OD plans. The OD plans will also include talent management and succession planning tools, in conjunction with the Leadership Academy's roll out in early 2020. As further data is collected, a draft strategy will be developed.

There are several emerging themes, some of which are quick wins which are being acted upon as they emerge.

The plan for the wider engagement and ratification of the draft strategy is recommended as follows:

- To be presented to Executive Team in January 2020,
- To be presented Ops Board in February 2020
- And to be presented as a final strategy to People Committee in March 2020.

#### **Action:**

The finalised strategy will be available in March 2020 with key deliverables presented to the People Committee to give clarity on how assurance can be given to deliver what is needed.

RD

#### **5.5 Overview of the new NHS Pensions Rules, Taxation & Options to support staff and service delivery**

The People Committee were asked to note the paper and the supporting appendices. The Committee received a verbal update on the current position, both locally and nationally.

The paper had also previously been presented to the Board. The Chair advised colleagues the People Committee could not progress this item at this stage. However, the Committee will receive the paper and note significant workforce issues to be dealt with by the Trust.

#### **5.6 Learning lessons to improve people practices**

The Interim Director of People and Culture presented the paper to advise the Committee about the content of a letter sent to Chief Executives and

Chairs on the 24<sup>th</sup> May 2019 from NHS England and NHS Improvement (NHSEI) requesting that Trusts need to learn lessons to improve our people practices. This builds upon other recent NHS Improvement (NHSI) guidance on developing a more compassionate and just culture.

The paper outlined the considerations for the Trust and the initial delivery plan that had been developed, which the Committee will monitor and receive assurance on a bi-monthly basis.

The paper and proposed action plan had also been presented to the Board and is considered a critical issue for the organisation.

**Action:**

Item to be added to the business cycle as a standard agenda item  
Training for senior staff, NED's and board members will take place around the chairing of appeals, investigation training and case management training.

JW

The Chair requested to track cases for assurance and ensure the process is implemented a dashboard of current cases is needed.

**5.7 2019/20 Q2 Strategic Objectives**

The Interim Director of People and Culture presented a paper which provided an update on delivery of the Trust's strategic objectives for 2019/20 (quarter two). Any changes to risks and/or gaps in controls and assurance have been reflected in the Board Assurance Framework (BAF) and this is considered separately on the agenda.

The People Committee were asked to note the reported performance against its strategic objectives for 2019/20 as set out in Appendix One.

**6. Developing People - HR**

**6.1 Annual Workforce planning process/sign off**

Vicki Wilson, Head of HR, presented a paper which provided an overview of workforce planning activities on-going within the Trust and our current position in relation to the submissions that all NHS providers are required to complete to support the Health and Care Partnership in submitting its Long Term Plan to NHS E/I.

The People Committee were asked to note the progress made in relation to the national requirements, and noted the ongoing progress with regards to annual planning for 20-21 and the refreshed approach in relation to workforce planning.

The Chair welcomed an interesting document and asked the Committee to receive and note the paper as way of assurance that a robust process is in place.

The Director of Nursing and Quality highlighted the continued risk regarding retention and recruitment and the need for exit interview information. If the Trust is now finding it difficult to recruit it would be beneficial to try and understand why.

**6.2 Staff Survey 2019 overview and next steps**

Vicki Wilson, Head of HR, presented a paper which provided an overview of the Trust's plans in relation to the national NHS Staff Survey

2019, which went live on Monday 7<sup>th</sup> October 2019 and closed on 29<sup>th</sup> November 2019. A number of actions in relation to communicating and engaging with staff throughout October and November were undertaken and the Trust achieved a response rate of 63% (subject to final confirmation w/c 9<sup>th</sup> December). This was an improvement on the 2018 response rate of 58.5%. The Trust's 2019 feedback reports are anticipated in February 2020. The HRBPs will work with clinical and corporate areas to develop action plans to address the feedback provided by our staff and a further update will be provided to People Committee in March 2020.

The Head of HR highlighted to colleagues a theme in relation to appraisals, succession and talent management. Leadership, education and skills education common comments in surveys. This has also been picked up by CQC in relation to staff surveys. The Head of HR highlighted to the Committee the difficulties for a small Trust to provide all the development opportunities desired whilst maintaining sufficient staff numbers to cover those released to training courses but the Trust is committed to improving in this area. A formal report will be presented to the Board in February 2020 to provide assurance a process is in place.

## **7 Developing People – Education & Leadership**

### **7.1 Career pathways**

The purpose of this paper is to inform the People Committee on the progress of the Nursing Career Pathway, and provide assurance that the Nursing Career Pathway is one mechanism to address the Nursing Challenge as outlined in the NHS Interim People Plan.

It was recommended that the People Committee will monitor actions and receive assurance at future meetings, including updates on the evolving document and evaluation in practice.

The Committee agreed the plan was a great road map to help map a personal development plan and offer support especially for new starters whilst also being a great retention tool.

#### **Action:**

The Director of Nursing and Quality requested Specialist Nurse (B8) and Research Nurse (B7) are to be included.

RD

## **8. Dashboards – Workforce Intelligence**

### **8.1 Team LHCH (including workforce KPIs and staff survey results correlation)**

The Committee were asked to receive the report and note the following key points.

- Value Based Recruitment roll out, looking at the values of the individual not just skills. Produce more structure and documents to be able to use however expected to be rolled out across all areas by Q4. Conversations needed around what is required.
- Improvement nursing vacancies is now a pressure. Big campaign for recruitment.
- Mandatory training for bank staff is a concern. New indicator will be added to monthly report.

- Resuscitation will be a paper which will be reported separately
- Retention and turnover within surgery clinical services being reviewed.
- Agency measures spend compared to the previous year. Picked up as part of annual planning.

## **HR Assurance Reports**

### **8.2 Retention & Winter plan updates**

A paper will be presented to the Executive Team to provide options for consideration to incentivise bank shifts for staff cover. Ward managers will explore all other options in the first instance but could use incentive if a shift cannot be covered. Data will be collected in relation to why bank shifts were required which may show if due to winter pressures or vacancies.

The People Committee were assured of the process to deal with winter pressures.

### **8.3 Supporting Attendance , sickness assurance – Update and action plan**

Deferred to next meeting

### **8.4 Variable pay review**

## **Education, Learning and OD Assurance Update**

### **8.5 Resus Review**

#### **Action:**

Options were currently being put together which has also been to QPFEC. The Chair requested this is circulated.

SH/RD

## **9. Governance**

### **9.1 Review of the Board Assurance Framework**

Paper has been presented to Board; the Committee agreed that they were updated and assured.

### **9.2 MIAA Audit Plan 2019/20 & People Committee Items for review**

Discussed under agenda item 6.2.

The Interim Director of People and Culture informed the Committee a meeting had taken place with MIAA. The Committee will be sighted on future meetings to ensure clarity is given. In 2020/21 there may be more items for the committee to consider. Governance should also have sight of the audit plan and the Interim Director of People and Culture will recommend to the audit committee.

### **9.3 MIAA Review – Staff Integrity Vetting**

Issues highlighted in the audit plan and a number of actions are complete. Outstanding action remaining in relation to the retrospective checking of staff files. The Interim Director of People and Culture recommended that the rating changed from moderate to limited



assurance, to assure the People Committee agency staff will be vetted.

Another meeting with MIAA is to be scheduled with outcomes presented to audit committee.

#### **9.4 HR, Learning, Education and Development External Review**

The Interim Director of People and Culture thanked the Director of Nursing and Quality for managing HR issues prior to coming to the Trust and also thanked the Head of HR, Head of Education and respective teams.

#### **9.5 Workforce Data sharing Memorandum of Understanding**

#### **10. Evaluation of Meeting**

- **Quantity of papers:** The Chair summarised that whilst it is understandable that given the long gap since the last People Committee and that as a consequence there would be a lot of papers the amount was still excessive and this is to be reviewed.
- **Quality of papers:** The Chair highlighted a lack of executive summaries needed to help the reader focus on what the team feel are the key issues.
- **Action:** The Chair and Interim Director of People and Culture to meet and discuss People Committee business cycle, Terms of Reference and Committee membership.

The Director of Nursing and Quality asked the Committee to note that 2020 is the year of the nurse with a lot of things planned at the Trust.

#### **11. Date and Time of Next meeting**

10<sup>th</sup> March 2020, 12:00-14:00, Research Meeting Room