

Board of Directors (in Public)

Item 5.1.4

Subject: People Committee Annual Report 2019/20
Date of Meeting: Tuesday 28th April 2020
Prepared by: Sue Hodgkinson, Interim Director of People & Culture
Presented by: Mark Jones, Chair of People Committee

BAF Ref	Impact on BAF
4	N/A

1. Executive Summary

The People Committee has met twice during the financial year 2019/20 (excluding this meeting). The meeting planned for the 3rd September 2019 was cancelled due to changes in executive leadership and some gaps in support during the summer and autumn period.

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 emerging Developing People Strategy, are identified, implemented and monitored.

The Committee identified key priorities for 2019/20 include receiving assurance regarding the development and delivery of the Trust's emerging Developing Strategy, to continue to monitor the organisation's sickness absence levels, the use of bank and agency against the planned reduction implementation of the recruitment and retention strategy and to ensure overall improvement in the quality of appraisals.

The Terms of Reference will need to be amended as the emerging Developing People Strategy is defined and aligned with the NHS People Plan, which is due for publication in April / May 2020. Therefore, it is proposed that the initial terms of reference (Appendix One) is reviewed and agreed by the Committee and a further revision is undertaken and reviewed by the Committee when the additional detail of the emerging Developing People Strategy and NHS People Plan is defined. This will need to be submitted for approval to a subsequent Board of Directors meeting.

The business cycle and governance structure has been reviewed and streamlined, releasing leadership capacity back into the organisation but also focusing on accountability,

engagement and delivery across the HR & Education Teams and across the organisation.

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&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 BAME workforce and EIA updates.</p> <p>The Committee received updates on the Nursing & AHP Strategies.</p> <p>The Committee received progress against the staff survey 2018 in the June Meeting and divisional action plans.</p> <p>The Committee received assurance on the approach for the 2019 Staff Survey at the December meeting.</p> <p>The Committee has received updates on the development</p>	<p>Refresh of workforce intelligence identified and being discussed at March 2020 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.</p> <p>Review and analysis of 2019 staff survey results and robust monitoring action plan progress.</p> <p>To approve the strategy with specific focus on the Staff engagement plan and</p>

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
		of the Leadership, Education & Development Strategy with a view to approving and monitoring the strategy in 2020/21.	PACT.
(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, Anesthesia 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> <p>To provide assurance on the activities being undertaken to refresh and revise recruitment processes and attraction methods.</p>
(iii)	Develop	<p>The Committee received assurance on progress against the Resus Review.</p> <p>The Committee has been kept up-to-date with progress on the development of career pathways.</p>	<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</p>

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
			<p>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 2019 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 & a Fair experience for all.</p> <p>The Committee received assurance on the actions being taken to address the risks 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 & Wellbeing Strategy.</p>	<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.</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&WB steering group.</p>

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			To refresh the retention strategy.
(v)	Governance/Risks	<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 Interim People Plan to support Team LHCH.</p> <p>The Committee received regular updates on the NHS Interim People Plan.</p> <p>The Committee received assurance on MIAA report in response to Staff Integrity & Vetting review.</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 strategy and staff engagement, as these are key risks to the delivery of Team LHCH and key workforce KPIs.</p>

3. Membership and Attendance

Annual Attendance for 2019/20 (attendance for this meeting not included)	Attendance (%)	June 2019	Dec 2019	March 2020
Members:				
Mark Jones (Chair)	100%	Yes	Yes	Yes
Bob Burgoyne	100%	Yes	Yes	Yes
Nick Brooks	100%	Yes	Yes	Yes
Attendees:				
Joanne Twist	100% of meetings applicable	Yes	N/A	N/A
Sue Hodgkinson	100% of meetings applicable	N/A	Yes	Yes
Sue Pemberton	100%	Yes	Yes	Yes
Dr. Raph Perry	33.3%	Apologies	Apologies	Yes
Vicki Wilson	66.6%	Apologies	Yes	Yes
Ruth Dawson	100%	Yes	Yes	Yes

4. Sub-Committees

The Committee are asked to review the governance structure and sub-committees within the March 2020 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 2020 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 (September 2020) due to changes in Executive Leadership and gaps in support.

6. Terms of Reference

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

- Change of priorities for 2020/21
- Minor changes to job titles
- 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 2019/20.
- Approve the proposed changes to the terms of reference.