

Item 6.1.4b*

People Committee Meeting

Minutes of the People Committee Meeting 10th March 2020

Present:	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 Dr Raph Perry, Medical Director Julie Weeks, Interim Head of Workforce & Projects
In Attendance:	Laura Forrest , Exec PA (Minutes)
Apologies:	None

1. Apologies for Absence

No apologies to note

2. Declarations of Interest

None declared

3. Minutes of Meeting held on 10th December 2019

The minutes of the previous meeting were approved as an accurate record.

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: The Interim Director of People & Culture, Sue Hodgkinson reported that there had been a number of issues in relation to Bank rate of pay. Concern was raised in relation to Critical Care nursing staff and inflated Bank rates, it was noted that further discussion and review would be required to provide balance around variance.

The Chair invited Sue Pemberton to provide an update on pay inequality; the committee were informed that agency spend was virtually eliminated with a rise in Bank. It was noted that following the CQC inspection, improvements have been noticed, including quality. It was suggested that costs be considered against quality in the review with tact due to the different rates across the Trust, predominantly nursing.

Comment was made in relation to remuneration for bank not impacting benefits and it was suggested that Working Time Directive be taken into consideration.

The committee agreed the suggested approach was reasonable. The Chair expressed a desire to understand the review and details with clear measures at the next meeting.

Item 2- Staff Survey Results 2018

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

Update: Agenda Item

Item 3- E&I Strategy Update

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

Update: Agenda Item for June 2020

Item 4- Leadership, Education & OD Strategy Review

Final strategy to be presented to March 2020 People Committee.

Update: Agenda Item

Item 5- Learning Lessons to Improve People Practices

Business Cycle to be updated to show Learning Lessons to Improve People Practices as a standing agenda item seen at every committee meeting.

Update: Complete

Item 6 - Career Pathways

Nursing Career Pathways plan to be updated to include Band 8 Specialist Nurse and Band 7 Research Nurse.

Update: Update provided in section 8. Complete

Item 7 - Resus Review

Options paper which had been seen at the Quality and Patient & Family Experience Committee to be circulated to People Committee Members

Update: Paper provided. Complete

Item 8 – Evaluation of Meeting

The Chair and the Interim Director of People & Culture to meet to discuss People Committee Business Cycle, Terms of Reference and Committee Membership.

Update: Complete

5. Terms of Reference - Annual Review

The committee received the revised draft Terms of Reference in the pack. The Interim Director of People & Culture, Sue Hodgkinson, recommended a 6 monthly review as opposed to annual. The Chair asked for assurance on how that would fit in with Governance; assurance was provided in that the suggested timeframe had been proposed to the Director of Corporate Affairs, Lucy Lavan, who was satisfied with the recommendation to move from an annual review to 6 monthly.

The Chair asked the committee to think about what had been suggested and report back to The Interim Director of People & Culture with comments.

ACTION: Committee to report back to The Interim Director of People & Culture with comments in relation to timescales

All

Following a review of the proposed amendments to the ToR, the Chair made reference to the following sections, suggesting further changes or clarity:-

3) Main priority and objective: The committee agreed to raise up and include as suggested change.

6) Equality and Diversity: Should WRES and BME be specifically mentioned; further clarity was sought.

7) Membership: Should nominated deputies be named in advance and Head of HR, Education and Organisational Development now be included in the membership.

The changes were acknowledged and no concerns raised; document to be resent without track changes

ACTION: Draft ToR to be resent excluding track changes.

LF

6. Strategy

6.1 Interim People Plan to support Team LHCH

The Interim Director of People & Culture, Sue Hodgkinson (SH), presented a paper which provided assurance to the People Committee of the progress that has been undertaken since the December 2019 report on the Trust's Interim People Plan.

The Interim Director of People & Culture informed the Committee that significant progress has been made on the 41 actions identified within the plan, with 83% of the actions either being completed or in progress.

The committee were asked to note the number of areas not yet started due to the interim NHS National People Plan, all of which are in addition to business as usual activity.

The chair invited the committee to share their comments.

Concerns were raised in acknowledgement of the significant amount of work still to be done and in relation to the lack of engagement activities.

Assurance was provided in that the team will be working quickly with activities coming up in May 2020.

The Chair asked would it be better to wait until national clarity is received in May and adjust timings accordingly. The Interim Director of People and Culture noted that work has been based around the premise of a 6 month trajectory due to the Interim 6 month post and elements would be extended accordingly.

It was mentioned that from an assurance point of view, the timetable reflects decisions.

6.2 Interim NHS People Plan

The Interim Director of People & Culture, Sue Hodgkinson (SH), provided a verbal update informing the Committee of the current position in relation to the Interim NHS People Plan, which is due to be published 28th May 2020.

The Interim Director of People & Culture referred to the 5 core objectives:-

1. Making the NHS the best place to work
2. Improving out Leadership culture
3. Addressing urgent workforce shortages in nursing
4. Delivering 21st century care
5. A new operating model for workforce

The Committee were informed of the following changes that have happened:-

- What was originally core offer 'best place to work' has been changed to 'people promise' and will be launched

Assurance was sought as to what actions are being taken to support and the Committee were informed that there has been investment into infrastructure with 37 posts being offered from Band 9 to Band 4 levels. A complete set of Job Descriptions in relation to workforce KPIs and addressing behaviours are being implemented.

Anthony Hassall has recently been appointed as Chief People officer, who will lead Governance changes across the North West; a flavour of investment in relation NHS workforce and valuing and delivering initiatives around the People Plan.

6.3 Leadership, Education & OD Strategy

The Head of Education, Ruth Dawson (RD), presented a paper which provided an overview of the national & local drivers that have influenced the development of the first draft of the LHCH Education, Leadership & OD Strategy. The Committee were informed that an outline of the methods used to engage with staff from across the Trust, in all professions and at all levels has been shared.

The Committee noted the contents of the paper and were asked to share any comments.

Several key themes emerged during the engagement with staff:

- Communication
- Education for All
- Leadership
- Coaching & Mentoring
- Facilities
- Mandatory Training
- Widening Access

Assurance was sought and received in relation to measures.

6.4 Learning Lessons to improve People Practices

The Head of HR, Vicki Wilson (VW), presented a paper which provided an update in relation to 'Improving People Practices' (IPP) at LHCH. The paper highlighted the progress to date with delivery of the key recommendations, which detailed further the Trust's actions in ensuring that people practices being consistent with Trust values; reflective of LHCH as a responsible and caring employer and supportive of the ambition to be the best place to work.

The Committee were informed that good progress has been made in relation to improving people practices at LHCH. There is still further significant work to do to ensure proposed changes become more than just revised processes, and instead facilitate real cultural change, embedded throughout the organisation in the way people think and how best to manage and support staff. It was noted that effective monitoring and reporting will be key to ensure appropriate oversight.

The Committee noted the progress made and supported the contents of the report and action plan (item 6.4(a)) subject to the following:-

Clarification was sought in relation to the date under objective 6; 'Engagement with Staff Side Colleagues', which was confirmed as an error and should have read 29/02/20.

The Chair referred to objective 9; 'Executive Oversight of Cases' in particular 'establish a scrutiny panel' and asked the Head of HR to clarify who would populate the panel. The Head of HR informed the Chair and the Committee that an improving people practices group has been set up, with two meetings scheduled in March 2020 to discuss an appropriate way of sourcing a balance of senior representation, such as Head of HR, another Head of Department and Director of Nursing; including documentation.

It was questioned how the plan would be shared with staff; the Committee were informed that the first engagement session will take place on Monday 16th March 2020 and that communications would be sent via e-mail and staff intranet. Additionally, VW has e-mailed Heads of Departments asking for staff showing interest to represent.

Feedback was given in relation to the action plan; it was suggested that visually, improvements could be made such as less text and more colours to make the content easier to understand, in addition dates needed to be updated. VW noted the feedback and agreed to make

improvements. Laura Forrest (Executive Assistant) to support in updating.

The Interim Director of People & Culture referred to action 18; 'never event' was previously taken to Board to be replaced with 'HOLT'. Action to be updated to reflect the Board's decision.

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

VW/LF

6.5 2019/20 Q3 Strategic Objectives

The Interim Director of People & Culture, Sue Hodgkinson (SH), shared with the Committee progress against the 2019/20 Q3 strategic objectives, which from a Governance perspective provided oversight for the Committee.

The Chair noted, positively, that the quarter three items would be covered within the agenda.

The Director of Nursing and Quality sought clarification as to whether there would be a staff engagement plan coming up again, which was acknowledged and covered within the PACT update presented by the Head of Learning, Education & OD, Ruth Dawson (RD).

The Chair expressed thoughts on talent management and suggested it would be useful to see a report that tracked internal development. The Chair made reference to the potential challenge of doing so due to being a small trust.

ACTION: SH to present a talent management report at the next meeting in June 2020.

SH

6.6 NHS Staff Survey 2019 – Feedback & Action Plan

The Interim Director of People & Culture, Sue Hodgkinson (SH) / The Head of HR, Vicki Wilson (VW), presented a paper which provided assurance to the People Committee of the actions the Trust and the HR & Education Teams will be undertaking in support of the NHS 2019 Staff Survey results.

The Chair raised concerns in relation to the following paragraph in the report:-

'However, one of the findings of the HR & Education External Review and from the information gathering that the Interim Director of People & Culture has undertaken, it is has been recognised that the communication, assurance and follow-up process around the results received in 2018 was not as robust as previously approved by the Committee'.

The Chair questioned and sought assurance as to whether Managers understand the importance of their role in addressing survey results, and shared thoughts from staff perspective in that actions not taken would potentially devalue the survey.

The Interim Director of People and Culture informed the Committee that Claire Scrafton, Deputy Director of HR at St Helen's and Knowsley Teaching Hospital hadn't identified robust communication from the 2018 results when completing the LHCH HR review; it was found to have been started but a gap with completion.

Discussion took place in relation to Divisional action plans where it was noted that action will have been taken in areas of concern, however not necessarily in the form of a robust action plan as there was no visible assurance documented. It was found that Managers have and do react appropriately however, Governance needed to be tightened. Assurance was received that action was taken and plans were followed through, it was a matter of Governance that was absent. It was agreed that moving forward, a paper trail will be crucial in meeting compliance, which will need to be captured during rollout.

The Interim Director of People and Culture informed the Committee that People Delivery Group is the core mechanism to take forward staff survey plans. People Delivery Group has evolved from Workforce Planning Group; in 2018 the group struggled to gain momentum due to lack of attendance. People Delivery Group which took place on 6th March 2020 saw good attendance, commitment and positive feedback. Further scrutiny of 2019 Staff Survey results and action plans will take place at the next People Delivery Group on 14th April 2020.

The Chair acknowledged feedback and expressed the importance of such a group noting it would be needed as national plans rollout. It was said that the focus should be key findings of the staff survey; concerns were raised in relation to 'drilling down' into areas.

Discussion took place in relation to the Staff Survey free text comments; some disturbing, some contradictory and some trends. A key theme highlighted was insufficient staffing levels. The Director of Nursing and Quality made reference to the increase of sickness absence which would have had an impact on staffing.

The Interim Director of People and Culture informed the Committee that the free text feedback has not been shared with Ward Managers; the intention is to theme responses to share with managers but felt sharing full details with the Committee was important. It was acknowledged that sharing comments may deter staff from commenting.

The Chair expressed satisfaction of clarity and to the tracking implemented going forward and sharing with the wider organisation in April 2020.

7 Developing People – HR

7.1 Annual Workforce Plan

The Head of HR, Vicki Wilson (VW), presented a paper which provided an overview of workforce planning activities ongoing within the Trust and the current position in relation to the NHS Operational Planning and contracting submission 20-21 (People Planning).

As part of the Operational Planning and Contracting Round 2020/21, in-year workforce returns are required and the first draft of the workforce

return for the operating plan is to be submitted by 5th March 2020. There will then be an opportunity to refine the workforce plans ready for final submission on the 29th April 2020.

The Committee were sighted on the approach and key timescales for both regional and national submission at the last meeting and therefore, the focus this time was on the high level workforce assumptions, to be reflected in the operational planning submission.

The projected workforce changes were acknowledged and the Chair welcomed the approach of HR Business Partners being attached to the annual planning group and triangulation. The Chair did however raise concerns from an assurance perspective as to whether recruitment and retention targets can realistically be met in order to deliver the extra establishment numbers detailed in the paper.

Discussion took place in terms of data by profession which the Head of HR agreed to share with the Director of Nursing and Quality.

The Chair queried the numbers within the report relating to the Division

ACTION: VW to share breakdown (after SP and RAP have seen it).

VW

ACTION: VW send data by profession report to SP.

VW

The Interim Director of People and Culture informed the Committee that feedback had been received from Chris Samosa, STP Workforce Lead, in relation to the information provided by the Head of HR (VW), in that it was one of the best narratives submitted and was satisfied with the content. The Interim Director of People and Culture assured the committee that the position was strong.

8. Developing People – Education & Leadership

8.1 Appraisal Update

The Head of Learning, Education & OD, Ruth Dawson (RD), shared a paper which outlined the options presented both for the facilitation of the appraisal process and for the appraisal timeframe, which had previously been presented to the executive team on 25th February 2020.

Previously raised concerns were in relation to the reporting of appraisals; recommendations were to continue with the current appraisal system and current window timeframe which was agreed by the Executive Team, alongside the inclusion of medics and bank staff into the reporting mechanism from April 2020.

The Chair referred to the section of the paper that stated 'one of the eleven themes within the National NHS Staff Satisfaction Survey is Quality of Appraisals', noting that the paper primarily focussed on process (ESR reporting), whilst important should not be the main focus.

Discussion took place in relation to ESR Appraisal challenges such as timing out after 10 minutes (now 60 minutes) and that staff felt having a window added pressure. RD informed the Committee that the reason for continuing with ESR was due to providing stability and quality; the appraisal system has changed every year for the last four years.

The Committee were informed that questions are under review and consideration will be given to include Health & Wellbeing and promoting FTSU; subject to change each year to reflect what is pertinent in the Trust at the time. The Committee were assured that questions will address quality such as Health and Wellbeing.

The Committee were informed that one of the benefits to continuing with ESR would be having ownership of the process and staff in teams having more responsibility.

The Interim Director of People and Culture commented on the flexibility of ESR and the robustness in terms of availability. IT have provided assurance that ESR is in a much better position this year.

The Chair asked for sight of the 2019 results at the next meeting in June 2020, noting it would be helpful as a reference point.

ACTION: RD share 2019 results at the next meeting in June 2020.

RD

8.2 Update on PACT

The Head of Learning, Education & OD, Ruth Dawson (RD), provided the Committee with a verbal update on the progress of the Trust's review of PACT values and behaviours.

The Committee were informed that the Interim Director of People and Culture held four engagement sessions with staff at the end of last year, facilitated by the Director of Nursing and Quality. The purpose of the sessions was to explore staff thoughts and ideas on the Trust's PACT values and behaviours.

Feedback was received in December 2019 and initial adjustments have been carried out to update PACT; the focus is to make sure the updated PACT values and behaviours reflect the 'People Promise' and other themes within the Interim People Plan. It is estimated that the new condensed version will be completed by the end of March 2020 in a final draft for sign off; a further update will be provided to the People Committee once the testing has been completed.

Discussion took place in relation to staff engagement events and the current approach.

9. Dashboards – Workforce Intelligence

9.1 Team LHCH (including Workforce KPIs and staff survey results correlation)

The Head of HR, Vicki Wilson (VW), presented the Team LHCH Dashboard which provided a summary of performance in quarter three. The committee acknowledged the paper as read and were invited to share comments.

Bob Burgoyne (BB), talked about ESR in relation to appraisals and how many development opportunities arise; assurance was provided that a plan is being developed to understand how development opportunities can be identified.

The Interim Director of People and Culture (SH) proposed to present a paper at the meeting in June which would give the opportunity to look back over data.

The Chair raised concerns in relation to the following:-

- Absences; turnover does not seem to be improving
- Measures on recruitment against target of increase in applicants; a key target but no measures
- Talent management and succession planning for E&I; not scored over a three year period

The Chair sought clarity in relation to the following:-

- Agency spend measures; which spend is being measured 'recruit' or 'workforce'
- Mandatory training

SH informed the Committee that following an assessment of the Dashboard, it has been noted that changes required. The Dashboard is historical with some sections relevant, others not.

Discussion followed in terms of whether the Dashboard was an appropriate tool; the Chair noted the need to handle quality measures and also the challenge in doing so.

The Director of Nursing and Quality, Sue Pemberton (SP) pointed out that in light of the recent Staff Survey Results, the target attached to NHS being the best place to work was set at 76% and suggested the target should be 80%, which was acknowledged and agreed by the Committee.

SP also raised a concern in relation to mandatory training for bank staff not being completed and stressed the importance of compliance. SH agreed and offered to provide assurance at the next meeting in June 2020.

ACTION: SH to provide assurance in relation to mandatory training for bank staff at the next meeting in June 2020.

SH

The Chair summarised discussion and noted that two meetings have taken place in the last year therefore now the time to triangulate with other data sources.

The Committee were in agreement that it was time for change.

9.2 Workforce Intelligence Review

The Interim Head of Workforce and Planning, Julie Weeks (JW), introduced herself to the Committee and gave a presentation on the progress that has been made on workforce reporting.

The Committee were informed that the primary drivers for getting the Trust to review were:-

- The Developing Workforce Safeguards Document NHSI October 2018
- ICP and Regional Structures and plans for the future

- Assurance from Ward to Board
- Emergency planning and continuity
- Mixed methodology and confusion of line managers
- Lack of joined up - clarity

Discussion took place in relation to the link to finance and the use of data from Dr Foster. Feedback from the Committee was positive.

9.3 Assurance Reports - Supporting Attendance, Sickness Assurance – Update and Action Plan

The Head of HR, Vicki Wilson (VW), presented a paper which provided an update in relation to the Trust's sickness absence position and actions being taken to deliver significant and sustained improvements.

The Committee were informed that the Trust's sickness absence level based on 12 months up to January 2020 was 4.66% (against a target of 3.4%) with all divisions currently being broadly similar (between 4.6%-4.8%).

The reasons for absence have remained consistent, in particular with regards to the overall predominant cause; stress/anxiety/depression accounts for over 30% of Trust sickness absence. The NHS Employers Sickness Absence Savings Calculator suggests potential for the Trust to save (cost avoidance) over £600k if it were to reduce sickness absence from the current levels to the Trust target of 3.4%.

Assurance was sought as to how sickness will be tracked and how stress levels will be dealt with and supported. The Interim Director of People and Culture assured the committee that support has been given to areas that have not had to deal with conversations of a sensitive nature previously and are more assured of what is required.

10. Governance

10.1 Review of the Board Assurance Framework

The Interim Director of People and Culture, Sue Hodgkinson (SH), presented the BAF and informed the Committee that the framework will be changed considerably for 2020/21, referenced but not explicitly; the team have recognised the need for a refresh.

The Committee were sighted that BAF will be readdressed, recognising changes.

10.2 Review of Business Cycle 2020/21

The Interim Director of People and Culture, Sue Hodgkinson (SH), shared the 2020/21 Business Cycle which was received by the Committee with no objections.

The Committee were informed that key changes linked to item 10.3 governance structure and stressed the importance of receiving assurance from other groups/committees.

10.3 MIAA Audit Plan 2019/20 & People Committee Items for review

The Interim Director of People and Culture, Sue Hodgkinson (SH) advised that all actions from 2019/20 audits had been completed and that

discussion had taken place with internal audit to recommend areas to be considered into 2020/21. These were being taken to Audit Committee for consideration and approval.

10.4 HR, Learning, Education & Development External Review

The Interim Director of People and Culture, Sue Hodgkinson (SH) advised that the Trust had commissioned an external review, which was undertaken by Claire Scafton, Deputy Director of HR at St Helens & Knowsley Teaching Hospital NHS Trust. The findings of the review had now been received and the team were working through the review in detail. A report will be provided to the Board in due course on the recommendations and the actions to take forward.

The Chair was in support of this and it was agreed that an update would be provided to a future meeting.

10.5 Draft Reporting Structure

The Committee received the People Governance Structure presented by The Interim Director of People and Culture, Sue Hodgkinson (SH).

The Chair was in support of the structure presented.

10.6 Committee Annual Evaluation

The Chair presented an evaluation of the Committee which provided an overview of progress against each of the objectives set out within the Committee Terms of Reference. The evaluation concluded that the Committee had met all of its objectives.

The People Committee has met twice during the financial year 2019/20 (excluding 10th March 2020). The meeting planned for 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 which included receiving assurance in relation to 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 was proposed that the initial terms of reference (Appendix One) be reviewed and agreed by the Committee and a further revision

undertaken and reviewed by the Committee when the additional detail of the emerging Developing People Strategy and NHS People Plan has been defined. This will need to be submitted for approval to a subsequent Board of Directors meeting.

The Business Cycle and Governance Structure was reviewed and streamlined, releasing leadership capacity back into the organisation but also focussed on accountability, engagement and delivery across the HR & Education Teams and across the organisation.

The Chair noted support of the People Delivery Group and the Interim Director of People and Culture assured the Committee that a People Governance & Performance Committee had been set up in addition to look at risks which will bring more benefit in the future once established.

11 Evaluation of Meeting

The Chair thanked the Committee for their input, noting that the next meeting in June will be a different one in terms of reporting, actions and progress.

11. Date and Time of Next meeting

9th June 2020, 12:00-14:00, Research Meeting Room