

Item 6.1.4.2

People Committee Meeting

Item 3

minutes

Minutes of the People Committee Meeting held on 19th June, 2018

Present:

Mark Jones, Non-Executive Director (Chair)
Ken Morris, Non-Executive Director

In Attendance:

Jo Twist, Director of Workforce Development
Dr. Raph Perry, Medical Director
Sue Pemberton, Director of Nursing and Quality
Tony Wilding, Director of Strategic Partnership and
Chief Operating Officer
Ruth Dawson, Head of Education, Learning and
Organisational Development
Vicki Wilson, Head of Human Resources

Julie Ryan, Executive Secretary (minutes)

1. Apologies for Absence

Nick Brooks, Non-Executive Director.

Action

The Chair welcomed Ken Morris, Non-Executive Director, to his first meeting of the Committee.

The Chair reviewed the purpose of the Committee by quoting the Main Priority and Objective from the Committee Terms of Reference, as follows:-

“The People Committee shall provide the Board of Directors with a means of independent and objective review of Team LHCH at its Best 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 2018/19 will be 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”.

The Chair noted that the Committee is an assurance committee, not an operational committee.

2. Declarations of Interest Relating to Agenda Items

There were no declarations of interest.

3. Minutes from Previous Meeting

The minutes of the meeting held on 19th March, 2018 were agreed as a true and accurate record.

4. Action Log

All outstanding items on the action log were included as items on the agenda.

5. Strategy

5.1 National Workforce Update

The Director of Workforce Development informed the Committee as follows:-

- **Public Sector Pay Award:** This has been agreed by the majority of trade unions and is to be considered by the National Council on 27th June. Once ratified, guidelines will be received from the Department of Health with implementation scheduled for July/August 2018.

The Chief Operating Officer noted that there is now concern with regard to a risk to the provision of Social Care services, e.g. nursing home provision, with staff being more attracted to work for the NHS, with a possible resulting impact upon the NHS's reliance on patient flow into nursing homes. There will therefore be a further challenge with regard to seeking parity in Health and Social Care.

The Director of Workforce Development agreed to share any information with regard to HMRC's consideration of minimum pay legislation following publication of this.

- **Certificate of Sponsorship Immigration Rules for Non-EU Staff:** The rules have now changed due to health provider pressure to allow doctors onto the national strategic list for tier 2 visits. This will support our longer term plans for junior doctor recruitment from non-EU countries.

The Committee noted the update.

5.2 Service Improvement/LiA Update

The Director of Workforce Development presented this report, which provided the Committee with an update on work undertaken and planned for the coming months.

The LiA Pulse Check Results Executive Report had also been circulated for information.

The Chair noted that this information had been presented at the last Board meeting.

JTw

There was discussion with regard to alignment/overlapping of LiA with the Staff Survey. The Director of Workforce Development noted that the next Staff Survey would be held in October 2018 and agreed to provide an update to the Committee in December 2018, focusing on the staff experience.

JTw

The Committee noted the report and the LiA Pulse Check results.

5.3 Annual Review of Team LHCH Objectives

The Committee received a report presented and prepared by the Director of Workforce Development, together with an appendix outlining the 'Team LHCH at its Best' Framework 2017-2020.

The purpose of the report was to support the continuation of the current objectives developed in 2017 to support the delivery of 'Team LHCH at its Best', proposing that the objectives remain current and relevant, but to introduce a further objective in relation to strengthening the Trust's commitment to speaking up safely.

The Chair proposed that this item be discussed in combination with item 6.1 - Team LHCH Dashboard - as this covers dashboard results for the strategic aims of Attract, Develop and Retain.

The Director of Workforce Development noted that, as part of the annual review of strategic objectives, it had been proposed to add a Freedom to Speak Up element to the objectives set out under 'Retain', in light of NHSI guidance received in May 2018 in relation to leadership and governance with regard to Freedom to Speak Up.

The Chair noted no specific objective for identifying, recruiting and developing staff to meet new/evolving capabilities needed to meet the challenges posed by a changing NHS environment. The Director of Workforce Development made reference to the development of a Workforce Model included in the CVD Modelling work, which will look very different going forward and falls under the third objective under 'Attract'. This was agreed.

The Chief Operating Officer highlighted an evolving landscape, e.g. a proposal for a single Liverpool cardiology service, bringing together certain parts of the workforce. This is at an embryonic stage currently but there is a need to engage with a changing world. This issue is to be discussed at a forthcoming leadership meeting.

The Committee noted the report and appendix and agreed to the addition of a further objective in relation to Freedom to Speak Up.

5.4 WFP Presentation (including Talent Management Plan Update)

A Workforce Planning 2018-19 presentation had been received.

The Director of Workforce Development advised that this document was submitted to, and approved by, the Board as part of the annual workforce plan, and highlighted as follows:-

- Talent Management focuses on the right people, in the right

roles, with the right values, with access to the right opportunities, exposure, stretch and development to reach their potential, whether in their current role or for a future role; and appraisal training for managers has therefore been amended to include emphasis on aspirations. This process will be piloted in the senior nursing team and plans are in place with regard to the Finance Team. All professions will then be mapped as regards identification of role models now and in the future, with the purpose of identifying any gaps, with this process due to be rolled out in September 2018 following closure of the appraisal system.

The Chief Operating Officer noted difficulty with talent management in the past due to differing views of the manager and employee being managed, together with subjective scoring. The Head of Education, Learning and Organisational Development advised that training is supporting managers to have more courageous conversations in this regard, noting the requirement for staff to understand that it is acceptable to be placed in the 'solid performer' box in an outstanding organisation, with those in the top box being particularly exceptional, and that it is also acceptable that some staff come to work, do the best job that they can, and do not have career aspirations. The Chief Operating Officer noted an expectation of 3% or less in the "exceeds" category.

The Committee noted the contents of the presentation and asked to see the final distribution of performance ratings at the September meeting.

5.5 E&I Strategy Update

The Committee received a report summarising key workforce information in relation to the Equality and Inclusion workforce agenda, together with the Workforce Equality Monitoring Report 2017/18 and BAME/Staff Survey/WRES Action Plan appendices.

The Director of Workforce Development noted that the purpose of this annual report is to demonstrate the Trust's compliance with the Equality Act 2010 and public sector specific duties.

Significant improvement was noted in the WRES (Workforce Race Equality Standard) Action Plan, with focus to be placed this year on the Disability Confident/Workforce Disability Equality Standard.

The Director of Workforce Development noted that the report is to be presented to the Executive Team for ratification and will be circulated to the Equality and Inclusion Steering Group, prior to being published on the Trust's internet page in line with legislation.

The Director of Nursing and Quality highlighted a lack of staff from ethnic minorities in senior roles within the Trust and the Head of Human Resources cited evidence that work is being done in this area, with regard to the provision of key skills and development opportunities.

The Chair noted consideration of black and minority ethnic (BAME) representation on interview panels, but asked about other minority groups also having equal opportunity as regards representation. It was noted that this is a difficult issue to resolve, with some protected

characteristics not being obvious, but that this will be considered as part of values based recruitment.

The Chief Operating Officer noted a need for clarity around expectations at interview panels.

In summary, the Committee agreed that staff should be trained with regard to being aware of unconscious bias in the interview process, noting that objective assessment will obtain the best candidate.

The Committee noted the contents of the report and appendices.

6. Dashboards

6.1 Team LHCH (including Workforce KPIs and Staff Survey Results Correlation)

The Committee reviewed the Team LHCH Dashboard 2017/18 – Summary of Performance for Quarter 4. The item was considered in conjunction with item 5.3 above.

Recruit Operational Plan:

The Director of Workforce Development advised that, in order to reflect generational profiles of the workforce, it had been agreed to increase the voluntary turnover target from 8% to 10%.

Ken Morris asked if steps were being taken to measure productivity of individuals. The Chief Operating Officer advised that work being undertaken on the model hospital includes the consideration of such measures but there is a need to ensure that like for like is measured, and that productivity would be an issue considered by the Integrated Performance Committee (IPC).

The Head of Human Resources highlighted as follows:-

- Recruit: Red rating for values based recruitment - this is to be a focus for the year.
- Retain: The CQUIN (equal to £19K) for Health and Wellbeing was failed due to the Trust not achieving the required 5% improvement on the Health and Wellbeing questions in the 2017 staff survey compared to the 2015 questions – this issue has been recognised and work will be undertaken to give focus to this issue prior to the next Staff Survey.
- A comparison was made between staff survey results, sickness and turnover in order to identify any themes or trends; however, as no obvious pattern was evident, this issue will be examined in further detail.

The Director of Workforce Development expressed disappointment that red ratings had not changed but stated that, due to a lot of work having been carried out with various teams, improvements are expected to be shown going forward, with LiA results having identified significant improvement in some areas.

- Work is to take place with regard to bringing all information

together, via workforce reporting measures and the dashboard.

The Chair noted very good results for Theatres with reference to previous issues.

The Committee noted the information provided.

6.2 Key Issues Paper from Workforce Development Group

The Committee received a report, prepared by the Head of Human Resources, setting out the key changes made with regard to improving the workforce governance structure, intended to improve links between the various groups and to ensure effective operation of those groups.

With regard to the Medical Education Group and increase in medical student numbers, with 20 more students being placed at the Trust, the Head of Education, Learning and Organisational Development noted the prospect of more students attending in the future and the requisite need to improve educational facilities.

Local Negotiating Committee: The Chair requested information with regard to the LNC Terms of Reference remaining outstanding due to the BMA seeking more information related to senior management representation. The Director of Workforce agreed to seek clarification of this.

JTw

The Committee noted the contents of the report.

HR Assurance Reports

6.3 Divisional Staff Survey Action Planning Progress Update

The Committee received Divisional Staff Survey Action Plans for Clinical Services, Medicine and Surgical Division.

The Head of Human Resources advised that these plans are developed by the HR Business Partners in liaison with divisional managers as regards appropriate areas to be addressed.

The Committee noted the action plans and the overview contained therein but, for the purpose of assurance, it was agreed that the actions and progress against them would be further considered at the next meeting.

JTw/JD

6.4 Employee Relations Annual Report

The Committee received a report providing a review of the Employee Relations activity undertaken within the HR Department over the financial year 2017/18.

There was discussion with regard to the multiple routes allocated to the Employee Relations cases and how these could best be brought together. The possibility of linking this in with Freedom to Speak Up was also discussed and it was noted that Freedom to Speak Up will be discussed at the next meeting.

The Director of Workforce Development noted an increase of 13 cases from last year (44 as opposed to 31), and a detailed database, linked to ESR, having been developed in order to further enhance the reporting capacity.

The Committee noted the contents of the report.

6.5 Retention Plan Update

The Committee received a report, prepared by the Head of Human Resources, providing an overview of progress made so far with regard to the development of a Retention Strategy.

The Head of Human Resources referred to the table providing an overview of the Trust's current offers in each area, including the identification of five work streams, together with areas for development, also highlighting a number of priorities defined within the strategy.

With regard to the development of key performance indicators for retention, it was noted that efforts will be focused on job roles where there is a significant investment in training or where roles are known to be hard to fill.

It was noted that a final draft of the Retention, Recruitment and Education/Leadership Strategies will be presented to the next meeting.

The Committee noted the contents of the report and the progress made with regard to the development of the strategies.

6.6 Sickness Plan Update

The Committee received a report, prepared by the Head of Human Resources, with reference to a review undertaken to understand the reasons behind an increase in sickness rates in 2017 compared to previous years, and to provide assurance around the management of sickness across the Trust.

It was noted that the Trust sickness target for 2017/18 is set at 3.4%, which was agreed as a stretched target in 2016/17, as the previous target of 3.6% was achieved across the Trust. It is planned to keep the Trust-wide stretched target of 3.4% for 2018/19.

It was agreed to include national percentages going forward in order to measure how the Trust is performing nationally.

With reference to a significant portion (25.7%) of the Trust's absence relating to anxiety, stress, depression or other psychiatric illness, the Director of Nursing and Quality asked what services other Trusts offer with regard to these issues and the Head of Human Resources agreed to investigate this issue.

The Director of Workforce Development noted assurance received from actions/plans in place in order to improve sickness absence going forward, and confidence that this year's sickness target will be met.

VW/RD

VW

VW

The Committee noted the contents of the report and requested that, in particular, the sickness absence component relating to anxiety, stress, depression or other psychiatric illness be monitored, and that the Committee be updated as regards progress made in addressing this issue.

VW

Education, Learning and OD Assurance Reports

6.7 Education Strategy Update

The Committee received a presentation prepared by the Head of Education with regard to the Education Strategy.

The risk element with regard to DNA rates was highlighted and there was discussion around possible reasons for this.

The Head of Education, Learning and Organisational Development advised that the current improved DNA rate is around 10%; however, this was 30% for a recent Leadership Master Class and 30/40% for Clinical Competencies training. It was noted that work has been undertaken with regard to the timing and length of education sessions, and the requirement to target sessions to suit the needs of different cohorts of staff.

The Committee noted the contents of the presentation and the hard work carried out by the Education Team with regard to this issue.

6.8 Trainee Doctor Action Plan and Review Update

The Medical Director provided a verbal update as follows:-

- The HENW Deanery is currently being re-structured - responsible for delay in taking matters forward. Unlikely to have full visits in future with the likelihood of there being targeted assessments going forward.
- The General Medical Council survey had highlighted surgical training as a problem area, with red ratings in a number of areas, e.g. workload and lack of educational supervisors.
- There are also issues with regard to the other three North West cardiothoracic providers, with a consequential review being undertaken of the North West as a whole – report awaited.
- A particular issue raised was with regard to surgical registrars placed on Critical Care being allowed time to undertake surgical training in theatre.
- Plans are in place to provide AMP support and other staffing contingencies in order to release surgical trainees from daytime cover in POCCU.
- A risk remains with regard to managing patients on POCCU at night, with a lack of daytime ITU training.
- The completion date for enhanced monitoring is not currently known but a targeted visit is likely to take place once the report and action plan are produced.
- General staffing is healthier with regard to the tier 1 rota.

- There are two new posts for General Practice trainees in the community.
- It is now easier to recruit following resolution of visa issues.
- With regard to ICU cover, there has been a change in the national curriculum for internal medical training, with there now being a requirement to undertake intensive care training for three months of the rotation; this had led to there being many trainees with little opportunity, and LHCH has therefore accepted four new posts for cover on Critical Care, and offered to take another four posts, but funding of this is currently uncertain.
- The Medical Education Group is meeting on a fortnightly basis.
- There was a high completion rate (almost 70%) of the GMC trainers' survey, and a possible increase of undergraduate throughput will attract people into posts.

In summary, it was noted that this issue will be discussed by the Board of Directors in July and that the situation has improved over the past year.

The Committee noted the update.

7. Governance

7.1 Workforce Risks

The Committee received a report with regard to a review of workforce risks, noting significant rationalisation of the risks recorded.

With regard to a lack of appropriate and available training rooms and resources, and inadequate accommodation and facilities for the Education Team (and two live workforce risks to staff safety, health and wellbeing associated with this – 546/6082), the Chief Operating Officer advised as follows:-

- Accommodation issue: A meeting has been arranged to discuss this and an appropriate plan and associated costs will follow.
- Education Centre: A plan is in place to put together a programme of work in this regard, linked in some part to charitable funds but also to revenue – definition and timescales for the plan to be established.

The Committee noted the contents of the report.

7.2 MIAA Payroll Audit

The Committee received and noted the contents of the Payroll Review Assignment Report 2017/18 prepared by the Mersey Internal Audit Agency.

7.3 MIAA Roster Audit

The Committee received and noted the contents of the E-Rostering Review Final Report 2017/18 prepared by the Mersey Internal Audit Agency.

8. Date and Time of Next Meeting

The next meeting will be held on 11th September, 2018, from 12.00 noon until 2.00 p.m. in the Research Meeting Room.