

Item 7.1.3.2

People Committee

Minutes

Date of Meeting: Monday 6th March 2017
Time: 08.30 – 11.00
Venue: Boardroom

Present: Mark Jones – Non-Executive Director (Chair)
David Bricknell, Non-Executive Director
Lawrence Cotter, Non-Executive Director

In attendance: Jo Twist, Director of HR
Sue Pemberton, Director of Nursing and Quality
Tony Wilding, Chief Operating Officer
Nigel Scawn, Associate Medical Director
Ruth Dawson, Head of Education and Development
Hayley Kendall, Divisional Head of Operations (Surgery)
Helen Turner, Executive Assistant

1. Welcome and Apologies for absence

No apologies recorded.

The Chair made a number of comments on the current climate and the period of change approaching

- STP/ Healthy Liverpool, which are not totally aligned, could be challenging for LHCH.
- The implementation of the Carter Report

With all the changes about to take place the March the Chair commented that March People Committee meeting was well timed:

- Staff survey and the theatre culture work which will, help make sure that there is a sound starting point for LHCH's team
- A check on the alignment of the LHCH People Strategy with the Carter Report.
- The staff engagement cycle and development activities that may help equip the LHCH team for potential organisational changes.

2. Declarations of Interests Relating to Agenda Items

None declared.

3. Minutes from Previous Meeting 6th December 2016

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

4. Action Log

The action log was reviewed and updated as follows:-

Items 1-6 completed and on the agenda

Item 7 complete and confirmed it was presented and well received at the February BoD strategy day. The committee commented the work was more advanced than expected.

Item 8 deferred until June Committee and will be included in the people strategy review

Item 9 to be presented at 28 March 2017 BoD meeting

Item 11(i) on agenda

Items 12 and 13 on agenda

Action 14 on agenda

Item 15 verbal update and formal report with Divisional plans to be presented at June 2017 meeting

Item 16 Further update at June 2017 meeting

5. Strategy

5.1 National Workforce Update

▪ Employment Tax Changes

The Director of HR briefed the Committee on the Employment Tax Changes and the potential impact on the Trust if the bill is given royal assent. In summary the new legislation mandates all contractors to pay NI and tax on the Trust payroll if they pass an employment test. An audit of the past 12 months highlighted six contractors who were not on the payroll and had done discrete pieces of work. Three are still working for the Trust and negotiations are on-going with them, overall the tax changes impact is not significant and as a result all agency staff will be employed through one central point giving the Trust greater assurance on agency usage and compliance with the new legislation.

Further workforce updates included:

- Gender pay working, a report to People Committee is expected in 12 months (March 2018), expected to impact minimally on the Trust.
- Tackling Bullying in the NHS, a collective approach to stamping out bullying by staff and patients. To be discussed at

JTw

- the next Partnership Forum
- New trade union for doctors HCSA has been formally recognised
- New industrial relations strike rules for the public sector - 50% of members have to vote and 40% have to vote yes to ensure strike action.
- NHSI have advertised for a People Strategy Director to lead Carter review recommendations.
- LHCH 6th in the country for reducing agency spend – NHSI quarterly progress report
- No progress on national Consultant contract renegotiations.

5.2 People Strategy Plan Update

People Committee noted the People Strategy plan update and the progress made especially in Education. A request was made for timeframes on the competency work in the context of high levels of junior staff employed by the Trust.

JTw

The Committee recognised that the low score for talent management and development was compounded by staffing changes but were assured that Organisational Development, talent management etc were priorities and were being expedited by the Head of Leadership and Organisational Development.

5.3 People Strategy/Carter Review

People Committee received and noted the report on the need to review and align the People Strategy with the Carter Review which as it stands does not include Carter recommendations.

Director of HR acknowledged there were many benefits to be gained from implementing the recommendations focussing on waste and duplication and the committee gained assurance that work on Carter was in traction in the Trust through the Business Transformation Group (BTSG)

The Chairman expressed his concern that the existing People Strategy was developed before the recommendations of not just the Carter Review, but also of the STP's (Shared Services etc) were known and as a consequence there may be a risk the Trust may not have a holistic approach to our workforce strategy at a time of significant change. Members of the Committee agreed that the Chair should raise the need for a full review of the People Strategy by the Board.

JTw

The reviewed and updated strategy will be submitted to 13 June 2017 People Committee and the 25 July Board meeting.

5.4 MIAA Payroll Review

The committee received and noted the review and commented that the audit gave significant assurance that payroll is fit for purpose and any improvements that were needed actions were already in place.

5.5 North West Streamlining Programme

People Committee received assurance against progress on the North West streamlining programme from the Director of HR that the Trust was on track with the work streams.

The committee noted and discussed the biggest risk for the Trust was the move from MyPact to OLM, the Trust being the only provider in the region not using OLM. An explanation of the rationale for the move was positively received, however assurance was requested that the current OLM system had significantly improved since its first iteration and that a clinician should accompany the Education team to review OLM at a fellow Trust.

JTw

It was also suggested that the savings from MyPact could be used to mitigate risk on the OLM install by using the money to fund additional resource.

JTw

The Committee also received confirmation that the North West programme was building on good practice from London and was a recommendation from the Carter Review. An assessment of the efficacy of the forum by the Director of HR was positive but traction was slower due to the need for Committee/ Board approval by all Trusts on any significant changes.

5.6 Theatre Cultures Work

A progress report on improvements made and on-going work to the culture in Theatres was received positively by the committee who commended the team on work done to date and the full and frank report.

While the review, through appreciative enquiry, has taken time improvements are beginning to embed; poor behaviour is challenged and morale is much improved. However, the committee were assured that the culture work is a long term piece of work and will become 'business as usual' and as a result of feedback for more autonomy will be led informally by Mr Manoj Kuduvalli and Dr Jonathan Kendall with 'light touch' support from the surgical triumvirate.

Discussion was also had on 'tracking' staff behaviour through appraisals across the Trust and that it was evident that this was not included, however the committee asked that this be actioned and progress reviewed at the June meeting.

The Chair is to discuss Consultant staff appraisals with the Medical Director.

Liz
Pritchard

Further evidence of improvements was through the improved uptake by Theatre staff in the staff survey, although a full analysis of the results is still due.

HK

The Committee asked that a further update on Theatres culture be brought to December's meeting

The Committee also acknowledged the outstanding work done on reducing agency staff and the move to 7 day working from Summer 2017

5.7 AHP/Nursing Strategy Update

SP/Jules
Wilkins

The Committee received the AHP/nursing strategy and noted the work taken forward by the Deputy Director of Nursing and Head of Therapies. The Committee asked that work done to date by Jules Wilkins be presented at a Board of Directors meeting. It was also agreed that the update be brought to People Committee annually rather than 6 monthly.

6. Collective Leadership

6.1 Annual Staff Survey Results

People Committee received the results of the annual staff survey of which the Trust had the highest response rate in the country and was also the top nationally in ten categories. Assurance was given that the five categories with red ratings were being scrutinised and would be dealt with through the divisional action plans.

The increase in violence on staff was generally thought to be due to an increase in reporting and increasing delirium in patients. Mitigating actions were in place through new plans of care; a new delirium policy; partnering with families and the partnership working with Mersey Care through the No Force First approach to review this. However further work and assurance was required to break down the incidents into patients, staff and relatives as perpetrator to focus mitigating actions.

JTw

Whilst the committee noted that the Trust's score was at the national average, levels of harassment, bullying and abuse were intolerably high in the Trust. A discussion ensued on bullying and it was recognised that there would be pockets of bullying in teams and that themes could be recognised through the FTSU reports. Continued assurance was required through channels such as the Theatre culture work; application of the national initiative, Collective Tackling of Bullying and the FTSU work.

JTw

Targeted work to improve staff satisfaction with their levels of responsibility and involvement and being able to contribute towards improvements at work was being focused on middle management Bands 5, 6 and 7 around communication and leadership development.

The Committee also commented on the positive improvement in the BME scores for accessibility of opportunities.

Next steps for the Committee's assurance were a review in June on:

- Further granular analysis on the staff survey
- Divisional actions plans including hot spots and targeted work accordingly
- Evidence of the change accountability focus from HR to the divisions.
- Progress update will be brought to People Committee in June 2017

JTw

7. Resourcing

7.1 Workforce Plans

The People Committee received and noted the workforce plans and were assured that increased demand would be through workforce remodelling and appropriate skill mixes and were confident that all workforce mitigations were in place. Encouragement of union engagement was a current focus of the Director of HR due to the level of organisational change happening.

7.2 Measure to Reduce Additional Sessions

People Committee were assured that measures were being taken to reduce additional sessions by the following actions:

- Conclusion of job planning process with AMDs and Consultants
- Any necessary additional sessions included in the annual plan

7.3 Nurse Staffing Levels

People Committee received and noted the paper on nurse staffing levels and noted that improvement work was in traction on Cedar Ward and was due to complete at the end of the month.

7.4 Vacancy Levels and Recruitment

People Committee recognised the improvements made in general ward vacancy levels and the still challenging nature of specialised vacancies to recruit to. Assurance was sought on the increased time to hire and it was confirmed that due to more aggressive recruitment drives it could include employees who still needed to complete university time or those recruited overseas and relocation time.

7.5 Bank and Agency Trust Wide Usage

The Committee recognised the achievement across the Trust of surpassing a challenging bank and agency reduction target. However it was noted that due to a delay in invoicing the January spend figure was inaccurate and the February figures would be higher. The Committee were also informed that agency use in February had been higher due to increased demand and complexity of cases. Assurance was given that a 'deep dive' was being undertaken to understand the loss of bank staff.

7.6 Organisational Change Register

People Committee received and noted the Organisational Change register, the pertinent change programmes were:

- ACS
- Estates

- 7 day Theatres
- 7 day Radiology

All of which were progressing to plan.

8. Dashboards

8.1 Workforce Strategic Dashboard

People Committee noted and discussed the strategic dashboard and sought assurance on the following areas

- Turnover was in amber due to the figures including all leavers who had a full time contract even if fixed term eg Junior Doctors, the true turnover figure was 7.9%
- Appraisal figures were down but the new Head of Leadership and Organisational Development was picking this up as a matter of priority. The Committee asked for assurance at its next meeting in June on the quality of appraisals and improvement in the number of appraisals taking place. It was felt that the number and quality of appraisals directly impacts on staff feelings of disengagement and disempowerment as reflected in the staff survey results. An appraisal and talent management review is scheduled for June meeting.
- Sickness had risen but the Executive assured the Committee it was being managed well and included a number of sensitive long term sickness cases.

JTw

8.2 Workforce Recruitment

People Committee received and noted the dashboard; the significant improvement from Quarter 2 to Quarter 3 and the increased turnover rate as reported in Item 7.4

9. Education and Development

9.1 Staff Engagement Cycle

The Director of HR submitted a report on a staff engagement cycle which will utilise the Listening into Action methodology and was welcomed and supported by the Committee and its alignment with the Kings fund building blocks. However there was concern that staff understand this is a continuation of the LiA work and not another discrete initiative.

JTw

9.2 Learning Needs Analysis

As per item 5.5 the Committee reiterated its support for clinician engagement in the transfer from MyPact to OLM system. Assurance was

sought that with the 'squeeze' on the organisation do staff have time for training? It was confirmed that this was an issue particularly in times of increased activity however the Education team were looking at other ways of providing training for example through work based learning; social media and educators within the divisions.

The Committee also asked for assurance on tracking local induction and the apprenticeships programme.

RD

9.3 Learning and Development Action Plan

The Learning and Development action plan was received by the Committee and were informed that the Practice Education Facilitator post was still an issue due to the allocation of HENW funding. A further update will be provided at the June meeting of the committee.

RD

9.4 Apprenticeship Levy Update

As per item 9.2 the Committee asked to be kept apprised of developments with the Apprenticeships programme and were assured that the Trust was engaged with the process, interest being shown by the Medical Engineering; Estates and the Support Services teams. Nationally, apprenticeships have a large profile with extensive advertising campaigns and the Trust will be targeting schools, colleges etc.

9.5 Medical Revalidation

People Committee noted the contents of the report and that it had been presented at the Board of Directors and had no further comments or questions.

9.6 Annual Summary of Nurse Revalidation

People Committee noted the contents of the report and that it had been a straightforward process that had been undertaken with support from HR, the Committee had no further comments or questions.

9.7 HENW Monitoring Report

The Director of HR gave an update on the HENW monitoring report which had previously been to Board. Lifting of enhanced monitoring is likely to be in November 2017, if HENW are satisfied improvements had been sustained by the Trust.

10. Wellbeing

10.1 Staff Constitution Pledges Compliance

People Committee noted the contents of the report and had no further comments or questions.

10.2 FTSU Guardian Compliance

People Committee noted the contents of the report and had no further comments or questions.

11. Governance

11.1 Workforce Risks

People Committee noted the workforce risks and that these had been addressed throughout the meeting. A correction was asked for on the Consultant Intensivists risk which showed amber rather than red although had a score of 20.

JTW

11.2 Annual Report for BoD

The Chair asked the Committee to respond via email any comments/queries on the report.

All

11.3 Revised People Committee Business Cycle 2017/18

People Committee noted the business cycle and had no further comments or questions.

12. Date of Next Meeting

Tuesday 13 June 2017, 1pm – 4pm, Boardroom