

PEOPLE COMMITTEE

Friday 24th July 2020

TITLE OF PAPER	People Committee Annual Report to the Trust Board	
Confidential	NO	
Suitable for public access	YES	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED		
None		
STRATEGIC OBJECTIVE(S):		
Quality Of Care		Developing the right culture to ensure that we are able to be a learning organisation and culture of continuous improvement to reduce repeated harms and improve patient experience.
People		Being a great place to work and be a patient, where we listen, empower and value everyone. Supports Delivery of all People Strategy Objectives
Modern Healthcare		Delivering the most effective and efficient treatment and care by standardising the delivery and outcome of clinical services. WOD Committee focus on use of resources.
Digital		Using digital technology and innovations to improve clinical pathways, safety and efficiency, and empower patient.
Collaborate		Working with our partners in health and care to ensure provision of a high quality, sustainable NHS to the communities we serve.
EXECUTIVE SUMMARY		
	<p>As a formal sub-committee of the Trust Board, the People Committee is required to present its Annual Report to the Trust Board.</p> <p>The report summarises the key areas of activities over the last year to May 2020 in discharging its duties under its approved Terms of Reference.</p> <p>This report has been prepared by the Director of Workforce Transformation for presentation at Trust Board by the Non-Executive Chair.</p> <p>During the year from July 2019 to June 2020, six regular meetings took place, and one extraordinary governance meeting in April during the Covid response. At each meeting the Committee reviewed the Board Assurance Framework in relation to the Trust's strategic objectives and updated its terms of reference. The Committee understood that its purpose is to receive and review reports in order to secure assurance concerning the implementation of the Trust's People Strategy through six strategic themes.</p>	

	<p>The Committee received and discussed a wide range of reports reflecting the breadth of the people strategy, as well as regular items providing assurance on key metrics and workforce priorities.</p> <p>In March the Committee agreed to focus attention on the response to Covid. This included deferring some agenda items to meetings later in the year, shorter meetings and question from NED members submitted in advance of meetings. The Committee received monthly updates on the HR response to Covid.</p>
RECOMMENDATION:	The Committee is asked to receive and note the Annual Report from the People Committee
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	Engaged employees are key to delivering quality/safety in our services
Patient impact	Engaged employees are key to delivering quality/safety in our services
Employee	The Committee's function is to provide leadership, oversight and assurance on workforce & development issues that support the delivery of the organisational vision and strategic objectives. This report provides an overview of the activities in the last year.
Other stakeholders	
Equality & diversity	The committee has the additional responsibility of ensuring that any items (particularly the Trust's people policies and practices oversees issues related to the workforce) presented at the committee are discussed in the context of equality and diversity
Finance	The committee seeks assurance that the workforce budget is being planned, spent and reviewed regularly and prudently in line with the vision and strategy.
Legal	The committee receives regular reports on any employee relations cases that have reached a formal / legal stage. These are anonymised and are considered in a confidential Part II of the meeting. A regular report is received that assures the committee that all legal requirements relating to appointment and employment of workers are met. All employee information is anonymised to comply with the Data Protection Act 1998 and the Trust Information Governance guidelines.
Link to Board Assurance Framework Principle Risk	BAF 1.4 Workforce aligned with acuity and demand BAF 3.1 Inability to recruit and retain BAF 3.2 Valued and motivated staff
AUTHOR NAME/ROLE	Louise McKenzie, Director of Workforce Transformation
PRESENTED BY DIRECTOR NAME/ ROLE	Marcine Waterman, Non-Executive Director/Chair of People Committee
DATE	24 th July 2020
BOARD ACTION	The Board is asked to confirm that it is assured by the scrutiny provided by the Committee on workforce matters and associated risks.

**2019/20 ANNUAL REPORT OF THE PEOPLE COMMITTEE
TO BE PRESENTED TO TRUST BOARD SEPTEMBER 2020**

1. BACKGROUND AND SCOPE

The Committee is a formal sub-Committee of the Trust Board with defined Terms of Reference and as such is required to prepare an annual report on its work and performance in the preceding year for consideration by the Trust Board. This report summarises the People Committee's activity from July 2019 to June 2020.

2. STRATEGIC ISSUES AND OPTIONS

The Committee's function is to provide leadership, oversight and assurance on workforce and organisational development issues that support the delivery of the Trust's vision and strategic objectives, with a particular focus on delivery of the People objective.

3. MEETINGS, MEMBERSHIP AND ATTENDANCE

The committee meets bi-monthly. Meetings were held on the following dates and all meetings were quorate:

- 24th July 2019
- 25th September 2019
- 22nd November 2019
- 24th January 2020
- 20th March 2020
- 22nd May 2020

An extraordinary governance meeting took place in April to ensure focus on key issues during the Covid response. The meeting focused on staffing issues including staffing of wards; sickness; COVID related BAF changes.

- 24th April 2020

The membership of the Committee over the year is set out below along with the maximum number of meetings that could have been attended and actual number attended.

Name	Position	Attended	Max
Mike Baxter	Non-Executive Director	6	7
Jane Dale	Non-Executive Director	3	3
Andy Field	Chairman	5	5
David Fluck	Medical Director	3	7
Neil Hayward	Non-Executive Director	5	7
Andrea Lewis	Interim Chief Nurse	3	4
Hilary McCallion	Non-Executive Director	0	1
Louise McKenzie	Director of Workforce Transformation	7	7
Suzanne Rankin	Chief Executive	6	7
Tom Smerdon	Director of Strategy & Sustainability	3	5
James Thomas	Chief Operating Officer	6	7
Sue Tranka	Chief Nurse	1	3
Marcine Waterman	Non-Executive Director	6	6

The Committee is supported by members of the Senior HR Team who are invited to attend meetings but are not formal members of the Committee. Since September 2018 this included the four Assistant Directors of HR, and Head of Medical Workforce.

In addition, the committee invited the Deputy Chief Nurse - Workforce, Guardian of Safe Working, Freedom to Speak Up Guardian, Deputy Chief Nurse – Quality, Divisional Director for Women’s Health and Paediatric to attend to present items. Yvonne Obuaya, Associate Non-Executive Director was also in attendance.

4. TERMS OF REFERENCE, FORMAT AND PURPOSE OF COMMITTEE

The terms of reference were reviewed in September 2019 and approved by the Trust Board. The overall purpose remained unchanged which is to provide assurance in relation to the delivery of the Trust’s strategic objectives, and in particular the enabling strategy – the Trust’s People Strategy (2018-23).

The particular duties of this Committee are to receive and review reports in order to secure assurance concerning the implementation of the Trust’s People Strategy through its 6 strategic themes:

- i. Sustainable workforce – To plan the workforce through understanding current supply, forecasting future demand, and aligning with both the service and financial plan.
- ii. Recruit & Retain – To foster a strong and effective brand which differentiates us from others and ensures that everyone knows what a great place the Trust is to work.
- iii. Inclusive Culture – To build an organisation which is open & transparent, listens to its staff & patients, values its diverse workforce and empowers colleagues to enable continuous improvement.
- iv. Building A High Performing Workforce – To enable the Trust to be high performing through clear and accountable structures, with roles and responsibilities, workforce practices, processes and systems that are fit for purpose.
- v. Developing Our Talent – To develop the current and future workforce, providing education and training which drives innovation, skill and competency development and enables people to deliver services to the highest standards grounded in rapid advances in delivering care.
- vi. Wellbeing & Resilience – To create positive, supportive environments for colleagues, promoting health and wellbeing in order to be a great place to work.

The format of the Committee was agreed as having two parts with the main areas of focus in each as follows:

Part I

- The six strategic themes as above
- Horizon Scanning and best practice
- Regular assurance reports
- BAF and Risk Assessment

Part II – Confidential

- High Level Employee Relations Report
- Employee related decisions delegated by the Trust Board

5. THE COMMITTEE'S RESPONSIBILITIES AND PERFORMANCE DURING THE YEAR

The Committee agenda is structured to receive a number of regular reports along with a focus on a discussion item for the meeting, and the Committee has discussed a wide range of issues in line with the Terms of Reference over the last year, as follows:

5.1 Part I Regular Agenda items

Review of Workforce Risk Register and BAF

The Committee has reviewed the BAF at the start and end of each meeting to decide if any risk levels have changed as a result of work presented and reported to the Committee.

The strategic objective is: Being a great place to work and be a patient, where we listen, empower and value everyone; and the BAF was amended to address the risks against the three priorities which are:

- Retain and develop the people we have
- Attract new people to ASPH and to Surrey Heartlands
- Create a welcoming, nurturing culture and a pleasing safe and effective environment

Forward Planner

The Committee have introduced a forward planner which has provided an opportunity for the Committee to plan its work over the coming year, acknowledging that there may be unplanned issues that arise during the course of the year. The planner was adjusted to reflect the Covid priorities since March 2020, with some items deferred to meetings later in the year.

5.2 Part I Regular assurance reports

Guardian of Safe Working Reports

These are quarterly reports presented by Dr Pardeep Gill, the Guardian of Safe Working. The role is a required aspect of the Junior Doctor Contract and the reports described the issues around excess hours or lack of training time for junior doctors, and action taken to resolve issues. The role is to safeguard the contract and make sure the trust is applying the junior doctor contract safely and fairly, and the Committee were assured that issues raised in the reports have been considered in a workforce review, led by the divisional leadership team.

Equality, Diversity & Inclusion Annual Report

The Committee received an Equality and Diversity Annual Report based on 2018/19 staff data that showed progress in key areas for example the ratio of BME to White staff involved in disciplinary cases. The Committee approved an action plan to address the issues raised.

Nursing and Midwifery Revalidation Report

This was an annual report presented by Ellen Bull, Interim Deputy Chief Nurse – Quality, which provided assurance that there is a governance and oversight process for Nursing & Midwifery revalidation.

Workforce Metrics report

The report was presented at each meeting to provide a detailed review of the Workforce KPIs that are summarised in the Board Scorecard. The KPIs were agreed by the Committee.

The Committee has reviewed the bi monthly data and in particular scrutinised data in relation to workforce establishment, staff in post, recruitment and retention, turnover, vacancy, sickness, appraisal, mandatory training and safer staffing levels. Safer Staffing reports have

been included as part of the Workforce Report, which triangulate Nursing & Midwifery staffing metrics with patient safety indicators. Ward establishment review to ensure escalation matches demand, supported by closer management of escalation requests.

The report has included data on absence and testing during the Covid period.

Divisional Attendance at People Committee

This year the Committee decided to invite divisional leadership teams to attend the meeting on a rotational basis, with the intention of each division attending once per year. The purpose was to give both the divisional leadership team and the Committee the opportunity to have a structured and productive discussion around workforce issues and risks based on themes drawn out from the People Strategy and the Board Assurance Framework.

Women's Health & Paediatrics division attended the Committee in January 2020. Other attendances were prevented due to Covid, but are intended to resume.

5.3 Part I Discussion items have included:

Workforce Transformation Board

This programme had been set up to oversee delivery of the People strategy workstreams, reporting and engaging with TEC and progress reported to the Committee. The Committee received updates on progress during the year.

Appraisal audit and improvement plan

The Committee were updated on an audit of the appraisal process and the agreed implementation plan. The aim of the review had been to pare down the focus on paperwork, support a constructive conversation, and improve the training, which has had positive feedback. The Committee strongly endorsed an approach to make appraisal mandatory and to hold managers to account for completion of staff reviews.

Workforce Health and Well Being

The Committee were updated on work under the wider 'Great Place to Work' programme, linked to the overall ambition of the Surrey Wellbeing Strategy. This work has changed focus and emphasis during the Covid period ranging from the practical support in terms of food and wellbeing packs to staff, through to emotional support and psychological interventions with teams and individuals.

Culture Audit

The Trust's internal auditors carried out this audit to determine how successful the Trust has been at deploying the 2018 organisational strategy and to understand whether there were elements of the culture development that would benefit from additional focus. The findings were positive overall.

Clinical Excellence Awards

The review of protected characteristics had been requested by the People Committee and provided assurance that the Trust was running a fair, unbiased scheme. The outcome of the review was that the ethnicity indicator would be reviewed in the next application round.

Updates on operational work pre-Covid

The Committee was briefed on the tax implications of the NHS Pensions Lifetime allowance, and annual growth allowance and assured that the Trust had been able to mitigate the operational impact and were supporting staff. The Committee gave approval for a scheme proposed by NHS Improvement & NHS England to be implemented, enabling the employer pension contribution to be paid to staff who had opted out of the scheme as a result of the LTA/AA.

The Committee were updated on the accommodation strategy to support the rebuild of housing stock on the St Peter's site and identification of additional capacity.

A staffing and recruitment costs model was presented to demonstrate the financial impact of recruitment plans for Nursing & Midwifery and Medical Staffing, and in particular overseas recruitment, to analyse the effect on recruitment plans and budgets.

5.4 **Part II Confidential Section**

Employee Relations and Professional Referrals Report

The Committee received an Employee Relations and Professional Referrals Report at each meeting which includes a summary of employee relations activity and appraised the Committee of potential risk relating to employee relations cases, employment tribunals and referrals to professional bodies. The reports have been developed this year to show annual trends and analysis.

The Committee has overseen the work of a task and finish group on *Improving People Practices*, to review employee relations policies in light of national cases that identified inequities in treatment of BAME staff. Arising from this, the Committee were updated on a refresh of the core people management training programme, and the introduction of a lesson learned approach to complex employee relations cases.

6. The Committee during the Covid response

Since March the Committee agreed to focus attention on matters pertaining to the response to Covid. This involved deferring some agenda items on the Forward Planner to meetings later in the year, holding shorter meetings and an extraordinary meeting in April. In addition, some papers or reports were received by the Committee and Non-Executive members were invited to submit questions in advance of meetings, instead of discussion during the meetings to relieve the pressure of attendance on front line staff.

A Covid workforce strategy was discussed in March, which set out the proposed support to the Trust in terms of

- Workforce capacity and resource
- Guidance to staff and managers
- Health and Wellbeing
- Governance and assurance

The Committee received monthly updates on work undertaken in each of these areas to support staff and managers, reflecting the rapidly changing situation especially around staff in 'at risk' categories, and the external environment within Surrey and nationally within the NHS. The Workforce reports presented at each meeting included data on resourcing, staffing and testing.

6 Conclusion

The Committee has complied with its Terms of Reference during the period under review, and maintained oversight and governance during the year including during the Covid-response period.