

DRAFT

PC102/18 – PC122/18

PEOPLE COMMITTEE

**Minutes of the meeting held on 21 November 2018 at 9.30am in the Board Room,
Chesterfield Royal Hospital**

- Present:** Dr J Wight, Non-Executive Director (Chair)
Mrs L Challis, Non-Executive Director
Mrs J Stringfellow, Non-Executive Director
- In attendance:** Mrs Z Lintin, Director of Workforce & Organisational Development
Miss J Smith, Deputy Director of Workforce & Organisational Development
Mrs S Harrington-Pollock, Radiographer and SPC Chair
Mr J Thorpe, Foundation Trust Secretary
Mrs E Dean, Corporate Governance Officer (minutes)
- Apologies:** Ms L Andrews, Director of Nursing and Patient Care
Mr T Campbell, Chief Operating Officer
Dr G Collins, Medical Director
Dr H Phillips, Chair of the Trust
Dr M Simmons, Head of Practice and Professional Development

WELCOME, INTRODUCTIONS AND APOLOGIES

PC102/18 Welcome and apologies for absence

Dr Wight welcomed the attendees and introductions were made in support of the national #HelloMyName campaign. Mrs Stringfellow was welcomed onto the membership of the committee and to her first meeting.

The apologies for absence were noted.

PART A – MINUTES/ACTION

PC103/18 Minutes of the previous meeting (enclosure A)

The people committee received and approved the minutes from the meeting held on 19 September 2018 as an accurate record.

PC104/18 Action log (enclosure B)

The people committee received information on completed actions and noted the updates on the action log report.

87/18 Team around the patient and the medical workforce – it was noted that an update would be brought to the January 2019 people committee and then subsequently the board of directors in February 2019. Mrs Challis commented that it was important that the update focused on the whole team around the patient (including medical, nursing, therapy and

GC/LA

support staff) and detailed how the whole team was working together and should reflect clearly what action was required by the board.

88/18 Workforce Delivery Group: exit interviews - it was agreed that this action would remain open until the discussion had taken place at the December WDG meeting.

**ED
(to amend
action log)**

The people committee noted the updates.

PART B - STRATEGY AND PERFORMANCE

Part B1 **BAF Risk 4.1 Failure to develop and embed a sustainable and affordable workforce plan that delivers the right people in the right place at the right time with the right skills**

PC105/18 **SWeET update (enclosure C)**

The people committee received the SWeET update and the latest draft of the workforce strategy.

Essential training

Following a review (facilitated by SWeET) of essential training a proposal recommending a reduction in the frequency, target audience or duration of some aspects of the essential training portfolio was presented to, and approved by, HLT in November 2018.

The recommended changes were due to take effect from January 2019 and were expected to improve compliance levels. In addition the committee noted that LiA conversation sessions were looking at how to improve essential training compliance. Mrs Lintin informed the members that ways to recognise and record people's competencies evidenced in practice or via learning elsewhere were also being explored.

Mrs Harrington-Pollock acknowledged that the inability to be released from daily duties (particularly for ward based staff) during busy times i.e. winter months impacted on essential training compliance. It was suggested that informing staff that essential training would be monitored at appraisal could prompt people to check they were up to date and complete any outstanding.

An update on progress following the changes would be brought back to the committee in January 2019.

**MS
ED (for
agenda)**

Technology advanced learning

The new system to support the completion of training on-line was on track to be fully migrated by the end of March 2019.

Workforce plan tracker

The tracker reflected the divisional workforce plans and enabled them to stay on track. Divisional updates were provided to SWeET.

Workforce strategy

The people committee received the latest draft of the workforce strategy, which underpinned an aspect of the refreshed People Strategy, noting that all changes to text had now been made and just formatting was required to finalise it.

Mrs Stringfellow enquired whether all the four themes of the People Strategy had another smaller strategy underpinning them. Mrs Lintin responded that there were more detailed plans underpinning the strategy but not specifically other strategies. For example, Leading the Chesterfield Way was a core aspect of the 'Lead' theme of the People Strategy.

To avoid confusion the committee suggested that the workforce strategy be renamed to identify it more as a plan rather than a strategy.

With regards to approving the final document Mrs Lintin agreed to explore the appropriate forum to do this and would rename the document to identify it as a plan rather than a strategy. **ZL**

It was noted that the people committee were happy with the content.

Apprenticeship levy

The number of apprenticeships continued to increase. The commencement of higher level apprenticeships helped to make sure the Trust was making good use of the levy.

The people committee noted the SWeET update.

PC106/18

Workforce Delivery Group (enclosure D)

Mrs Lintin presented the minutes and action log from the October 2018 workforce delivery group meeting and highlighted the following key areas to the committee:

Newly qualified nurses – the recruitment trajectory remained positive; the proactive approach of keeping in contact with the new recruits had been the key to its success. The vacancy rate for permanent staff nurses was now minimal following the significant intake of newly and qualified nurses in September and on 1 October.

Work for us week – the careers event organised by the Attraction Group in collaboration with Derbyshire Community Health Services had been a successful evening with approximately 300 attendees. The feedback following the event had been extremely positive.

ED recruitment - the international recruitment in India for middle grade doctors had been successful and five doctors were due to join the Trust in early 2019.

The committee queried whether the doctors could commence in post earlier to help with the winter pressures. Miss Smith explained that there was a set process to follow for the overseas recruitment and therefore it was not possible to fast track them through. It was acknowledged also that a period of transition and induction would be required when they first commence in post.

Mrs Challis enquired what the timescales were and what plans were in place if the recruitment of some or all of the overseas doctors fell through. Mrs Lintin responded that she was certain that the winter plan already had contingencies in place but would clarify this with Mr Campbell.

The people committee noted the update.

Part B2 **BAF Risk 4.2 Failure to build staff experience and satisfaction via the priority themes of the Engagement Framework**

PC107/18 **Staff Survey (enclosure E)**

Mrs Lintin provided a progress report on the Trust-wide and local action plans in response to the 2017 staff survey results together with an update on response rates to the 2018 survey. The following areas from the report were highlighted:

Staff survey 2018 – Response rates for the 2018 staff survey had already surpassed that of the final response rate for 2017 with just under two weeks left until the closing date for survey returns.

Leading the Chesterfield Way (LCW) – The ‘We can all lead the Chesterfield way’ booklets and display boards had been introduced and were displayed around the Trust. The CQC gave positive feedback on these materials to support and embed the Trust’s LCW ethos and positive comments had also been received from other NHS organisations via social media.

Listening into Action (LiA): No meetings day – to improve senior leadership visibility the concept of having a no meetings day was explored via a LiA ‘big conversation’ drop in session. This idea had been inspired following a visit from the Director of HR from Leeds Teaching Hospital. A recommendation was subsequently made to the HLT and it was agreed that from January 2019 Thursday would be a no meeting day.

The committee noted that communication and guidance on this would be developed and distributed to staff. It was noted that the occasional high level meeting already planned around specific timelines and daily operational meetings would be allowed to remain as an exception.

The people committee noted the update.

Mrs Stringfellow shared with the committee her recent experience at corporate induction and expressed how impressed she had been with the whole induction day. In particular she had felt that the presenters were excellent and really portrayed a positive vibe and the values of the Trust.

The people committee welcomed the feedback.

PC108/18 **Equality, Diversity and Inclusion (enclosure F)**

Miss Smith provided an update on the Trust’s approach to enhancing equality, diversity and inclusion in accordance with mandatory standards.

It was noted that the Equality, Diversity and Inclusion annual report was received by the board of directors in September 2018, and progress on the

action plan arising from the report was highlighted to the committee.

Engagement with staff regarding equality and diversity – As previous sessions on equality and diversity had been poorly attended, Trudy Stringfellow, OD Lead would be setting up a group comprising of people from across the Trust that were passionate about this subject with a view to exploring better ways of promoting equality and diversity. Miss Smith informed the committee that she and Trudy had attended a networking event recently where they had gained some ideas to put into practice at the Trust.

BME Leadership mentoring - Miss Smith reported that there was little diversity at senior leadership level at the Trust. A pilot was therefore to be undertaken to develop BME staff to participate in recruitment and selection interview panels for senior leadership roles.

The committee noted that a recent leadership masterclass on unconscious bias had received positive feedback and attendees felt it had been a very thought provoking exercise. Consideration was being given to holding further similar sessions.

The people committee noted the update.

PC109/18

Appraisal season (enclosure G)

The people committee received an update on the appraisal completion rates since the implementation of the appraisal season. The committee was pleased to note that the completion rates had reached 87% which was the highest rate ever achieved at the Trust. The majority of the individual departments across the Trust had a completion rate of over 90%. It was noted that the lower ones included staff affected by the wholly owned subsidiary so could be attributed to the time taken to focus on the WOS consultation.

Following the conclusion of the appraisal season in September a review was undertaken to establish what had worked well and what areas could be developed when planning the 2019 appraisal season. The report provided identified the areas where development was planned.

Miss Smith reported that a recommendation would be made to the executive team for the appraisal season for 2019 to run between April and July; however theatre staff would probably have theirs earlier in the year when their schedule was less busy. It was noted that currently Royal Primary Care have their own system for appraisals and would transition over to the season approach.

Mrs Harrington-Pollock welcomed the increase in the appraisal rate and queried whether the quality of the appraisals was measured. Miss Smith explained that appraisal quality reviews were going to be undertaken in December. Mrs Challis commented that having a quality appraisal was referenced on the staff survey so hopefully the results from this would also help inform whether staff members were happy with their appraisal. It was important that the committee was assured that the quality of appraisals was improving.

An update on the quality of appraisals would be brought back to the **JS**

committee following the review and the results of the staff survey in March 2019. (ED for agenda)

The committee noted the update.

Part B3 **BAF Risk 4.3 Failure to engage, support and develop our leaders via the 'Leading the Chesterfield Way' Framework**

PC110/18 **People Strategy priorities (enclosure H)**

Mrs Lintin presented the update on the people strategy priorities from 2017/18 to the committee. It was noted that the format of the action plan would be altered for the new strategy to make it easier to read.

The people committee noted the update.

PC111/18 **Draft People Strategy 2019-2022 (enclosure I)**

Mrs Lintin presented the draft people strategy for 2019-2022 which focused on four key themes and incorporated the seven priorities previously identified:

BUILD – Building our workforce
DEVELOP – Developing our leadership culture and nurturing talent
ENGAGE – Engaging with our people
LEARN – Learning opportunities for all

Mrs Lintin noted that an earlier draft had been shared with HLT members, senior workforce and OD team and the chair of the people committee and comments received had been considered in this version.

The people committee was requested to review the draft strategy and provide feedback to inform the final iteration, which would be provided to SPC and HLT in December 2018 and the people committee in January 2019. ZL (ED for Jan agenda)

The overall feedback from the people committee was that the strategy had excellent content and infographics and was very engaging. There were just a few comments, as follows, that Mrs Lintin agreed to consider:

- More emphasis on the Trust values and embracing Leading the Chesterfield Way;
- Make some statements more positive, for example change 'we intend' to 'we will';
- Make reference to the more detailed information that underpins the strategy and where to locate it if required;
- Reference the health and wellbeing initiatives on page four of the strategy.

The people committee noted the draft strategy.

PC112/18 **Board assurance framework (enclosure J)**

The people committee received the board assurance framework and was requested to review the workforce risks and agree the level of assurance for each.

The committee was reminded of the assurance levels which had been revised to reflect those used by the Trust auditors:

Full Assurance - Risk management activities and controls are suitably designed, and operating with sufficient effectiveness, to provide reasonable assurance that the control environment is effectively managed.

Significant Assurance - Except for the specific weaknesses identified the risk management activities and controls are suitably designed, and operating with sufficient effectiveness, to provide reasonable assurance that the control environment is effectively managed.

Limited Assurance - Risk management activities and controls are not suitably designed, or not operating with sufficient effectiveness, to provide reasonable assurance that the control environment is effectively managed.

No Assurance - There are fundamental weaknesses in the design and operation of risk management activities and controls such that it is inadequate and likely to fail.

BAF risk 4.1 Assurance level

The people committee evaluated the information received and the discussions held in relation to BAF risk 4.1 and overall was significantly assured. This reflected that the committee was content with the work that was ongoing however noted that further actions were required to achieve essential training compliance and acknowledged that a risk remained regarding the ED doctor recruitment from India until they commenced in post.

The BAF risk rating would remain the same.

BAF risk 4.2 Assurance level

The people committee evaluated the information received and the discussions held in relation to BAF risk 4.2 and overall was significantly assured by the information provided.

The increase in appraisal completion rates and staff survey response rate was acknowledged as a fantastic achievement. The level of significant assurance however reflected that the committee recognised that more work to improve on equality, diversity and inclusion at the Trust and the evaluation of the quality of appraisals was required.

The BAF risk rating would remain the same.

BAR risk 4.3 Assurance level

The people committee evaluated the information received and the discussions held in relation to BAF risk 4.3 and overall was fully assured by the information provided.

The people committee agreed to recommend to the board of directors that the rating for BAF risk 4.3 be reduced.

The people committee had not identified the need for any BAF risk deep

**JT/GM
(for Nov
BoD)**

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dives nor any other issues for escalation to the board of directors or audit and risk committee.

PART C – OTHER ITEMS FOR ADVICE

There were no items for discussion under this section of the agenda.

PART D – COMMITTEE GOVERNANCE

PC113/18 High level risk report (enclosure K)

The people committee received and noted the high level risk report.

Mr Thorpe informed the committee that a small group comprising of himself, Mr Cowell, Datix and Risk Manager, Mr Outhwaite, Finance Director and Ms Andrews, Director of Nursing and Patient Care would be meeting to review the risk scorings to ensure that they appropriately reflected the risks and that scoring was consistent across the divisions.

PC114/18 People Committee terms of reference (enclosure L)

The people committee received the revised terms of reference noting that these had been approved by the board of directors at their September meeting.

Subject to the amendment of a couple of typos the committee approved **ED** the terms of reference.

PART E – INFORMATION ITEMS

PC115/18 Staff Partnership Committee minutes (enclosures M1-M2)

The people committee received and noted the staff partnership committee minutes from the meetings held on 13 September and 11 October 2018 for information, and Mrs Harrington-Pollock provided a verbal update from the November meeting which had taken place the previous week

Band 1 roles - The committee noted that from December 2018 the Trust could no longer advertise and recruit to band 1 posts, which meant that the people currently employed in band 1 roles (approximately 320 people) needed to be migrated to band 2s. Mrs Harrington-Pollock explained that work was being undertaken with the HR partners and central HR team to support the transition as this could affect job roles and extra pay for out of hours working which some of these staff were undertaking.

Issues raised by staff – Mrs Harrington-Pollock reported that it had been brought to her attention that some members of staff from a specific department had raised some concerns about manager behaviour. It was possible that their 'speaking up' had been prompted by the anti-bullying campaign across the Trust and might lead to more disclosures from staff. It was important to support both staff and managers in such instances.

PC116/18 SWeET minutes (enclosure N1-N3)

The people committee received and noted the SWeET minutes from the meetings held on 7 August, 4 September and 2 October 2018 for

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information.

PC117/18 Health and Wellbeing Committee minutes (enclosure O)

The people committee received and noted the Health and Wellbeing committee minutes from the meeting held on 20 September 2018 for information.

Miss Smith informed the committee that the charitable funds committee had agreed to fund a health and well-being lead post for a 12 month period. This position had now been recruited to internally and was due to commence in early December 2018.

PC118/18 Internal Audit client briefing (enclosure P)

The people committee received the client briefing for information.

PC119/18 Work programme (enclosure Q)

The people committee received the work programme and noted that a new one would be developed for the 2019 which would reflect the flow of the agenda.

PC120/18 PC meeting dates 2019 (enclosure R)

The people committee received the meeting dates for 2019, noting that the first two meetings (which fall on Thursdays) would need to be amended to reflect the 'no meeting day' agreement at HLT.

Mrs Dean agreed to email out alternative dates for the January and March meetings to the committee members. **ED**

PART F – COMMITTEE BUSINESS

PC121/18 Review of the meeting

What went well?

- Good discussion on the BAF and levels of assurance.
- Useful informative papers.

What could have been more effective?

- To have had more executive director representation.

PC122/18 Arrangements for the next meeting

Once an alternative date for the January 2019 meeting had been arranged, confirmation of this would be sent out to the committee members and attendees. **ED**