



ANNUAL REPORT TO THE TRUST BOARD
TRUST BOARD – 28TH JULY 2022

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		
People Committee 22 nd July 2022		
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. People Committee focus on use of resources.
Digital		Using digital technology and innovations to improve staff experience and resource allocation
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 2022 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 2021 to May 2022, six regular meetings took place. At each meeting the Committee reviewed the Board Assurance Framework in relation to the Trust's strategic objectives and received and discussed workforce matters in line with its terms of reference. The Committee understood that its purpose is to receive and review reports to secure assurance concerning the implementation of the Trust's People Strategy through its strategic themes.</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, recovery from the Covid pandemic and resilience of the workforce as we entered the period of restoration.

Dami Adedayo is the standing chair of the People Committee. During 2021/22, Dami was on maternity leave and so the committee was also chaired by Marcine Waterman and Arun Thiyagarajan during this time.

RECOMMENDATION:	The Committee is asked to receive and note the Annual Report from the People Committee
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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, diversity and inclusion
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	Louise McKenzie, Director of Workforce Transformation
PRESENTED BY DIRECTOR	Dami Adedayo, Non-Executive Director/Chair of People Committee
DATE	22 nd July 2022
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.

**2021/2022 ANNUAL REPORT OF THE PEOPLE COMMITTEE
TO BE PRESENTED TO TRUST BOARD JULY 2022**

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 2021 to May 2022.

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:

- 23rd July 2021 – chaired by Dami Adedayo
- 24th September 2021 – chaired by Dami Adedayo
- 26th November 2021 – chaired by Marcine Waterman
- 28th January 2022 – chaired by Arun Thiyagarajan
- 25th March 2022 – chaired by Arun Thiyagarajan
- 5th May 2022 – chaired by Dami Adedayo

The membership of the Committee over the financial year 2021-22 is set out below along with the maximum number of meetings that could have been attended and actual number attended.

Name	Position	Attended	Max
Dami Adedayo	Non-Executive Director	4	4
Jane Dale	Non-Executive Director	5	6
Andy Field	Chair/Non-Executive Director	1	1*
David Fluck	Medical Director/ Acting CEO	3	6
Andrea Lewis	Chief Nurse	5	6
Chris Kane	Non-Executive Director	1	4
Louise McKenzie	Director of Workforce Transformation	6	6
Suzanne Rankin	Chief Executive	4	4
Tom Smerdon	Director of Strategy & Sustainability	4	5
Julie Smith	Chief Executive	1	1
James Thomas	Chief Operating Officer	2	6
Arun Thiyagarajan	Non-Executive Director	2	2
Marcine Waterman	Non-Executive Director	2	2
Shashi Irukulla	Acting Medical Director	0	1

*It is noted that Andy Field was in attendance at several meetings but was only a member of the committee on one occasion to ensure that the committee was quorate.

The Committee is supported by members of the Senior HR and Nursing Teams who are invited to attend meetings but are not formal members of the Committee. In 2021-22 this has included the three Assistant Directors of HR, and Head of Medical Workforce, and the Deputy Chief Nurse.

In addition, the committee invited the Guardian of Safe Working, and Deputy Medical Director to attend to present items.

4. TERMS OF REFERENCE, FORMAT AND PURPOSE OF COMMITTEE

The terms of reference were reviewed in September 2021 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), which has been translated into delivery via the Workforce Transformation programme and informed by the NHS People Plan and Surrey Heartlands People Plan.

The 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 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 several 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

i) 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

In September 2020 the committee received a set of proposed BAF metrics related to the three strategic workforce risks, which have continued to be updated and reviewed in subsequent meetings.

ii) FORWARD PLANNER

The Committee have reviewed the forward planner at each meeting which has helped the Committee to plan its work over the coming year. The forward planner has been adjusted to reflect the impact of Covid, subsequent restoration, Surrey Safe Care implementation and other priorities, with some items deferred to meetings later in the year.

5.2 PART I – PLANNED ASSURANCE REPORTS

i) Workforce Transformation Programme

The committee have received regular updates on the programme, which had been set up to oversee delivery of the People strategy workstreams, reporting and engaging with TEC and progress reported to the Committee. The updates on Workforce Transformation have included a detailed focus on the workstreams of Workforce Systems and Culture Improvement programmes.

ii) Guardian of Safe Working Reports

These are quarterly reports and an annual report 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 annual report is submitted to Trust Board. 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. The reports highlighted the impact of Covid and this in some cases this had been increased consultant cover on Covid rotas, due to elective work being paused, and a resulting decrease in exception reports.

iii) Equality, Diversity & Inclusion Annual Report

The Committee received an Equality and Diversity Annual Report in September 2021 based on 2020/21 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.

iv) EDI Steering Group

The committee received a regular update from the Steering Group supported by minutes of the meeting. The committee was assured that the EDI agenda was being given a high priority, acknowledged that the programme of work is being prioritised.

v) Medical Appraisal and Revalidation Report

This was an annual report presented by David Fluck, Medical Director, who explained that revalidation is the process to assure patients, the public and other healthcare professionals that licensed doctors are up to date with their practice. It was noted that the annual appraisal process had been deferred by NHS England due to Covid and so there was some catching up in relation to this.

vi) Safer Staffing Audit

The audit had been carried out on the staffing establishment for wards and departments and reflected the reconfiguration and investment in surgery following the acuity and dependency audit, and the introduction of new roles such as Nursing Associate and the Patient Companion role.

vii) Workforce 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 bimonthly 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 updates and data on Covid and the Trust's response, and subsequent recovery. The report included absence, testing and vaccination take-up data. In the autumn the report highlighted the implications of VCOD (vaccine as a condition of deployment), the risks associated with this and the mitigating actions in place.

The report has updated the committee on the implementation progress of the new rostering / bank / agency system, the subsequent difficulties incurred and the progress to resolve these as part of the stabilization phase.

viii) 2021 Staff Survey Results

The committee received the report ahead of presentation at Board. The report noted 4045 staff invited, 1723 completed. 55% return rate which is an improved position. Some improvements, particularly health and wellbeing scores are very positive and reflect the work that has been undertaken locally within teams, within the Surrey Heartlands resilience hub, embedding wellbeing conversations and the respective HWB investments that the Trust had put in place. Colleagues positive about working for the Trust compared to the national (Picker) scores. Positive scores around believing that the Trust acts on concerns. Where appraisals have been undertaken, they have felt valued. Higher than normal numbers looking to leave the organisation, consistent with national results, and triangulates with our concerns around burnout. Areas to focus on include morale and continued focus on areas of health and physical wellbeing, pay and unpaid additional hours, concern around career progression and appraisal. Priorities identified have been linked to national people promise and themed about staff feeling safe.

ix) Divisional Attendance at People Committee

This year the Committee forward planner included the invitation to 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. Due to Covid, restoration of services and implementation of Surrey Safe Care, a number of attendances were cancelled.

5.3 PART I AD HOC ITEMS HAVE INCLUDED:

i) Strategy – People Objective review as part of Trust strategy refresh

The committee reviewed the People Objectives as part of the strategy refresh. Significant consideration has been given to how assurance could be gained whilst linking local objectives to that of the national strategies, NHS Architecture launch and the imminent launch of the HR and OD in the NHS programme. The committee considered the wider context of the community in which ASPH is based and how we can inform workplace planning going forward considering our responsibilities as an anchor institution in the population health and health benefits that we know employment brings.

ii) Internal Audit Report on Payroll

The committee received the internal audit report on payroll and noted that this is a standard audit on annual audit calendar – one issue identified in terms of processes for changes in pay and mitigating overpayments. Recommendations included and response from management team noting increasing range of interventions to offer assurance.

iii) Winter Preparedness

The committee received a report on winter preparedness that had been developed using a national tool that allows the team to audited itself via structured conversations around need of teams. This enables senior leadership team to be more visible across the hospitals and services. An action plan was developed including how to address specific issues e.g personal resilience of staff members when they are moved from one ward to another.

The committee noted that the Trust would widening out the learning and find a multidisciplinary approach for autumn for the next round of winter planning.

iv) Vaccination as a Condition of Deployment (VCOD)

In November 2021 NHS England announced that frontline healthcare providers in England will be required to ensure all workers, who have direct, face-to-face contact with service users are fully vaccinated against COVID-19, by no later than 01 April 2022. The plan was for this to apply to substantive, seconded or fixed-term employees, bank and agency workers, contractors, volunteers, locums, honorary contract-holders, students or trainees, or any other type of worker involved in the provision of a CQC regulated activity and who has direct, face to face contact with patients or service-users.

The Committee heard what the HR department was doing to reconcile the data and ensure that all staff affected were fully briefed on their options if they were not vaccinated. The committee heard how intensive the work had been and how this had derailed other improvement work within the HR function.

Following presentation of this report to the Committee the government policy changed and the legislation was not enacted.

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 included 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 included trends and analysis and reflect the BAME characteristics of staff involved in employee relations cases, following the work of the 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.

5.5 PART II DISCUSSION ITEMS HAVE INCLUDED

Emergency Department Consultation

The Committee were appraised of the consultation process underway to change the terms and conditions of the ED consultant job plans and discretionary remuneration.

6. CONCLUSION

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