

Board of Directors - Open

Date: 13th January 2021

Item Ref: 12c

TITLE OF PAPER	People Committee – Summary Report to the Trust Board of Directors in respect of Significant Issues
TO BE PRESENTED BY	Heather Smith, Non-Executive Director
ACTION REQUIRED	For assurance

OUTCOME	To report items of significance discussed at the People Committee meeting held on: 25th November 2020
TIMETABLE FOR DECISION	None required
LINKS TO OTHER KEY REPORTS / DECISIONS	Minutes of the Committee
STRATEGIC AIM STRATEGIC PRIORITY BAF RISK NUMBER & DESCRIPTION	Strategic Aim: Improve our use of resources Strategic Priority: Transformation: changing things that will make a difference BAF Risk Number: 0005 BAF Risk Description: There is a risk that the Trust fails to deliver its People Strategy which could result in a failure to prioritise health and wellbeing, recruit and retain the right staff with the right skills, deliver and implement effective transformation of the workforce, develop a new approach to leadership and culture with equal opportunity for growth and development, This could impact on staff morale and engagement, sickness absence levels, recruitment and retention, quality of care and service user satisfaction rates.
LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	<ul style="list-style-type: none"> Trust Board Assurance Framework NHS Audit Framework
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	Timely reporting to the Trust Board of Directors
CONSIDERATION OF LEGAL ISSUES	None required.

Author of Report	Heather Smith
Designation	Non-Executive Director
Date of Report	5 th January 2021

1. Purpose

To report in a timely manner, items of particular significance discussed at the People Committee meeting held on 25th November 2020.

2. Significant Issues of Interest to Trust Board

Trust Board members will receive the minutes of the People Committee meeting held on 25th November 2020 in due course, however, the Chair of the Committee, by means of this report, wishes to notify Trust Board Members of the following significant issues.

- Committee received an expanded list of suggested qualitative and quantitative impact measures with regards to the actions undertaken within the People Strategy Delivery Plan. These will be developed incrementally and included in future reports.
- Committee received an update on Health and Safety matters. The Chair noted concern about the content of the report and in particular agreed that the fire door issue should be escalated to the Executive team for scrutiny.
- Committee received and noted the improved picture in terms of nursing leadership posts now being filled, but there remains more work to do in terms of general nursing recruitment. Beverley Murphy thanked HR colleagues for their excellent work to date in terms of operational recruitment processes.
- Committee received an update relating to workforce planning and new roles in place and requested an evaluative report on impact of these new roles for a future meeting.
- Committee received a verbal update on the work being undertaken to drive forward the actions and priorities regarding the OD Strategy, trust values and leadership training.
- Following receipt of an update on the Workforce Disability Equality Standard, Committee requested a further update for the July meeting, to include more assurance relating to measures of progress and highlighting of links with other People Strategy themes.
- Committee received encouraging news from the Freedom to Speak Up Guardian, who reported that issues raised are being acted on by management.
- Committee noted the useful suggestion made at JCF to introduce culture ambassadors into the Trust. HR colleagues are progressing this.
- It was noted that the ICS have used our Trust as an exemplar with regards to how it reports data. Committee acknowledged the hard work and dedication of the Workforce Information Team to reach this standard of expertise and recognised the advances made in terms of dashboard reporting to this Committee over the past year. There were some positive indicators in terms of the content of the Workforce data report, particularly with respect to staff retention statistics, sickness absence statistics and data on the cause of sickness absence as a result of Musculoskeletal problems.

3. Contact Details

For further information, please contact:

Heather Smith, Non-Executive Director
Caroline Parry, Executive Director of People
Helen Walsh, PA to Executive Director of People

Attached: Approved minutes of Committee dated **15th October 2020**.

People Committee

Minutes of the People Committee meeting held on Thursday 15th October 2020, via teleconference / Fulwood House

Members Present:

1. Heather Smith Non-Executive Director of the Board (voting) (HS) – Chair of Committee (the Chair)
2. Caroline Parry Director of People and Executive Director of the Board (voting) (CP)
3. Rita Evans Director of Organisational Development (non-voting) (RE)
4. David Walsh Director of Corporate Governance and Board Secretary (non-voting) (DWa)

In Attendance:

5. Sarah Bawden Interim Deputy Director of People (SB)
6. Liz Johnson Head of Equality and Inclusion, Bank and eRoosting (LJ) (part)
7. Aimee Hatchman HR Systems and Workforce Information Manager (for item 9) (AH)
8. Fleur Blakeman Improvement Director (FB)
9. Helen Walsh PA to Director of People and Executive Director of the Board (HW) (minutes)

Apologies:

Brendan Stone, Associate Non-Executive Director (voting) (BS)
Beverley Murphy, Director of Nursing, Professions & Operations / Executive Director of the Board (voting) (BM)
Karen Dickinson, Head of Education Training and Development (KD)

No	Item
1.	a. Welcome, introductions and apologies
	The Chair, Heather Smith welcomed members to the meeting and introduced Fleur Blakeman, Improvement Director. Apologies were noted. The Chair stated that the meeting isn't quorate, and added that, the only item that requires decision-making are the HR policies (item 10), for which we will seek Mr Stone's ratification separately.
	b. Declaration of interests
	No declarations of interest were noted.
2.	Minutes of the meeting held on 23rd September 2020
	a. Accuracy
	The minutes of the meeting held on 23 rd September 2020 were agreed as an accurate record. The confirmed People Committee minutes, dated 23 rd September 2020, will be available to Board members when they are submitted to the November 2020 meeting of Trust Board, along with the confirmed minutes dated 14 th July 2020 and the significant issues report from today's meeting.
	b. Matters arising / Action Log
	i. Disability briefing
	ACTION bfwd (minutes 14-07-20 pg.9) – to provide a specific briefing on disability to Committee in November. Confirmed for November meeting.
	ACTION Liz Johnson

	<p>ii. E, D & I Report to Board Development Session</p> <p>ACTION bfwd (minutes 23-09-20 pg.8) – Ms Johnson to present the E, D & I report to a Board Development Session.</p> <p>Mr Walsh confirmed that Equality, Diversity and Inclusion is included on the Board Development Programme for a future session.</p>	Liz Johnson
	<p>iii. E, D & I Report to Quality Assurance Committee</p> <p>It was noted previously that elements of the E, D & I report relate to training, and the quality of care for our service users.</p> <p>ACTION bfwd (minutes 23-09-20 pg.8) – Ms Johnson to join Quality Assurance Committee when Chris Wood presents his report to address quality gaps in data, and the E, D & I Action Plan to be updated accordingly.</p> <p>Ms Johnson added that she is meeting with Beverley Murphy - Director of Nursing, Professions & Operations Service whose remit includes Service User and Carer EDI.</p>	Liz Johnson
	<p>iv. Health and Safety Q2 report</p> <p>ACTION bfwd (minutes 24-07-20 pg.3-6) – To further develop the actions and risk register to take into account comments made by the Committee July 2020, including deadlines to the RAG ratings, specifically the amber and red areas, cultural and behavioural change aspects, percentages, and data to help describe the areas that are working well and the areas that aren't working so well. Date to be confirmed – likely November.</p>	Phillip Easthope
	<p>v. Joint report: Supervisions, Staff Survey, Training, sickness etc</p> <p>It was agreed at the June meeting to provide a report to Committee regarding the definition of what 'good' would look like and what 'outstanding' would look like so that we know what to aim for, and what the measures are, and to triangulate our data i.e. the feedback from supervisions and the outcomes of the staff survey, outputs from training, attendance, sickness. The Committee Chair requested that this formed the core of a future report to this Committee.</p> <p>ACTION bfwd (minutes 25-06-20 pg.7-8) – to provide a report to Committee. Date to be confirmed – likely March 2021.</p>	Linda Wilkinson
	<p>vi. Joint report / dashboard – analysis of the impact of actions</p> <p>ACTION bfwd (minutes 23-09-20 pg.3,4&11) – The Chair requested, at a future meeting, analysis of the impact of actions for each area of the People Strategy that Committee is focussing on – impact statements for each. It was previously noted that the focus of all reports to Committee needs to shift to tracking the impact of actions (this includes the Unacceptable Behaviours Policy, Nurse Recruitment Plan, Staff Health & Wellbeing, People Strategy, OD Strategy, LiA). CP previously reported that the Project Management Office could assist with this.</p> <p>UPDATE 15-10-20 consider how we will measure impact: implement a quarterly survey; temperature check via LiA; feedback from staff survey; support services / groups and, in particular, from the sessions being held as part of the H&WB month; also review what other Trusts are doing, and the Chair/Executive Directors to ask specific H&WB questions at virtual visits.</p>	<p>Caroline Parry Rita Evans</p> <p>input from Jane Barton Sarah Bawden Liz Johnson Fleur Blakeman</p>

	<p>vii. Fair and Just Culture</p> <p>ACTION bfwd (minutes 14-07-20 pg.7) – Fair and Just Culture.</p> <p>a. To provide more information to Committee on how we are supporting front-line managers to implement this cultural shift (date to be confirmed); and</p> <p>b. a reflective report in the future on whether the new Unacceptable Behaviours Policy is having an impact (see vi above).</p>	Sarah Bawden
	<p>viii. People Strategy and Delivery Plan to Council of Governors</p> <p>ACTION bfwd (minutes 23-09-20 pg.4) – CP to share the People Strategy and Delivery Plan with our Council of Governors, via Brenda Russell, ahead of their next meeting in December 2020.</p>	Caroline Parry
	<p>ix. Inequity / funding for training – Equality Impact Assessment</p> <p>ACTION bfwd (minutes 23-09-20 pg.4) – An Equality Impact Assessment to be carried out on how our internal funding is managed and a measured approach to external funding.</p>	Liz Johnson
	<p>x. Case management – training for managers</p> <p>ACTION bfwd (minutes 23-09-20 pg.7) – An update on the training for managers is required at a future meeting of Committee.</p>	Sarah Bawden
	<p>xi. People Committee Action Log</p> <p>Noted that the remainder of the actions on the People Committee Action Log are either complete, or on the agenda for today’s meeting.</p>	
People Strategy theme: Health and Wellbeing		
3.	Update on actions to address Staff Health & Wellbeing	
	<p>Committee acknowledged receipt of a spreadsheet highlighting the staff health and wellbeing part of the Delivery Plan. Mrs Bawden presented slides for this item and the following was noted.</p> <ul style="list-style-type: none"> • Making excellent progress against the milestones. Re-established the Staff Health and Wellbeing Group. Currently refreshing the terms of reference. The aim is that smaller peripheral groups will feed back to a core group. Following a query from the Chair, Mr Walsh confirmed that the core SHWB Group would report in to the People Committee. Mr Walsh also confirmed that all sub-Committees will, in due course, receive a report outlining the governance structure that sits underneath each of the Board sub-Committees. • Convened the Working Safely Group (originally a sub-group of Silver Command) to address COVID specific matters with some actions overlapping with the Staff Health and Wellbeing Group. • The Wellbeing Month will take place in November, developed in conjunction with the Listening into Action Team. There are many online sessions planned including – PhysioMed re Musculo-skeletal concerns, PAM Group (Occupational Health Service), coping with COVID session, support for mental health wellbeing and other taster sessions. 	

	<ul style="list-style-type: none"> • Measuring against our absence rate. Keeping people healthy and safe at work is our key objective. Introduced early intervention for staff with Musculo-skeletal, and stress, anxiety concerns. HR are sign-posting staff to all of the support in place relevant to their specific reason for absence. Following a query from Ms Blakeman, Ms Parry confirmed that face-to-face manual handling training has re-commenced but for limited numbers, and added that consideration will be given to potentially using Physio-Med to complement this training and expand what we are offering currently. • Regional and National work includes: Health and Wellbeing Festival 23-10-20 (regional staff experience and engagement team); linked to regional and ICS bids and initiatives for staff wellbeing mirroring and enhancing our own internal offer; staff mental health webinar 12-10-20 sharing practice. • Ms Parry added that we are awaiting to hear the outcome of the two bids for significant funding available to us via the South Yorkshire and Bassetlaw ICS which will include developing an Employee Assistance Programme (EAP) to assist staff with stress and psychological wellbeing. • Challenges ahead – we are seeing an increase in COVID-19 infection rates. Sheffield is currently Tier 2. Potential for increased number of staff absent / isolating, which is monitored daily. <p>Following a query from the Chair about how we can measure the impact that the actions are having, Ms Bawden replied that one of the indicators we can report on is our sickness rates and Ms Johnson reported that there are a number of relevant indicators in the staff survey defined by a specific set of questions. It was noted that a separate interim survey could be shared Trust-wide on a quarterly basis to establish more specific data that will enable us to measure impact. Ms Evans added that a temperature check, via the Listening into Action initiative, could also assist with measuring impact, as well as the research undertaken in respect of culture change. Ms Parry also reported that the intention is to obtain feedback from the ‘health and wellbeing month’ sessions which will provide qualitative and quantitative data. Ms Blakeman offered to provide examples from other Trusts, and the Chair added that she and the Executive Directors could ask specific questions related to health and wellbeing at each of the Trust-wide virtual visits they attend. Ms Bawden concluded that we also track the usage of our support services and groups that we can additionally obtain feedback from.</p> <p>ACTION – see vi above regarding a joint report to measure impact.</p> <p>Ms Blakeman acknowledged all the important pieces of work taking place in the Trust regarding the health and wellbeing agenda which will have a positive impact on patient care.</p>	
People Strategy theme: Recruitment and Retention		
4.	Monthly update on Registered Nurses Recruitment Plan	
	<p>Committee acknowledged receipt of the report.</p> <p>The Chair raised concern about the continued issues with nurse recruitment, and asked that Committee receive further assurance that we are doing all that we can to address the situation, in order to improve the quality of care we are able to provide.</p>	

	<ul style="list-style-type: none"> Initial investigations into cases are concluding in a timely manner, however, some cases are not being closed down as slower progress to hearing - due to COVID-19. We continue to see cases not moving forward as they are currently with managers to progress. Exploring this further to understand reasons. It was noted that the increase in grievances in August and September are primarily related to our handling of certain situations to do with COVID-19. They are supported management discussions at Stage 1 or Stage 2 of the process. May start to see a trend of these types of cases. The Unions were reluctant to conduct hearings face-to-face which mirrored the national picture. We are working in partnership with Staff Side to determine which hearings can take place virtually and which hearings would benefit from being face-to-face whilst following COVID-19 safety measures. Ms Parry added that Staff Side have been very supportive in working with HR to ensure cases are concluded more quickly and all parties understand the negative impact that delays can have on everyone involved. The Management Case Tracker is shared with Staff Side at the Joint Consultative Forum. Following a query from Ms Blakeman, Mrs Bawden explained that, regardless of COVID-19, the HR Advisory Team are constantly monitoring cases. We know that some managers struggle to complete investigations, so more training has been introduced, and independent investigators have been brought in to help speed up those processes. We have already found that the independent investigators are concluding cases faster, they're providing higher quality reports and are helping 'us' communicate better with staff who are part of these HR processes. Ms Blakeman thanked the team for their efforts to improve the situation. The Chair thanked Mrs Bawden for the presentation and concluded that casework management remains an area for attention, with an increase in the length and number of cases being an ongoing concern, and asked that the data be incorporated into the standard HR performance dashboard received by Committee at each meeting, so that progress can be monitored. The Chair added that the data (for BAME staff for example) should be presented as a proportion of our current workforce rather than just a percentage. <p>ACTION – Casework management data to be incorporated into the standard HR performance dashboard received by Committee at each meeting so that progress can be monitored and that the BAME data be presented as a proportion of our current workforce. See action also at section 9, pg.9.</p>	<p>Sarah Bawden Liz Johnson [Aimee Hatchman]</p>
Organisational Development		
6.	Update on draft OD Strategy and proposed values refresh	
	<p>Mrs Evans presented this verbal item and the following was noted.</p> <ul style="list-style-type: none"> The OD Strategy presented to Committee in September was well-received and noted that all actions were on track and that it included our progress around existing OD priorities and cultural diagnostic findings Also noted the positive comments about the connectivity with other Trust Strategies, such as the People Strategy. The OD Strategy is very much co-designed and work is underway to shape and develop it further. Three co-creation sessions have since taken place with a wide range of people from across the organisation, service users, carers and representatives from our Staff Network Groups Mrs Evans was due to present a session at Board Development but, due to a 	

	<p>tight agenda, OD colleagues will now engage 1 to 1 with Board members, which follows the joint Board session in August around cultural development. The collective feedback from 1 to 1s will take time which means the OD Strategy will now be presented to Trust Board for sign-off in December, instead of November, having been considered by People Committee 25th November (alongside a proposal for the values work as part of the wider transformation piece, whilst being mindful that not all of the Trust values will need updating).</p> <ul style="list-style-type: none"> Mr Walsh agreed to the OD Strategy being signed-off at December Board, and confirmed the Trust's decision to alternate the 'Trust Board Open meetings' with 'Trust Board Confidential, Strategy and Development meetings' with flexibility to consider 'open' business items at the latter if need be. <p>ACTION – To present the OD Strategy and proposed values refresh to People Committee in November, followed by Trust Board in December.</p>	Rita Evans
7.	<p>Listening into Action – review of progress</p>	
	<p>Committee acknowledged receipt of the report. Ms Barton presented the item and the following was noted:</p> <ul style="list-style-type: none"> The LiA project remains on track. A few delays due to COVID-19 but have found a work around. Initial proposal was to pursue the LiA model for up to 2 years with consideration being given to developing our own engagement model and strategy going forward, after the partnership with LiA ends in January 2021, whilst maintaining the principles and methodology of LiA. As part of this consideration Ms Barton is now leading on the work related to the Trust's involvement in the National NHS Staff Survey, and also the values refresh project. Ms Parry reported that we don't need to pursue the contract with LiA beyond the 2 year contract as we now have the capability and learning internally to take our own model forward. Ms Barton agreed that it was always the intention to broaden our own model and approaches once the contract had expired. It was confirmed that the Staff Engagement Strategy will be presented to People Committee in due course. The Chair asked what assurance looks like and how can we measure that the initiatives and activities are having an impact on our workforce and our ability to provide good patient care. It was noted that the results of the Staff Survey would be one indicator and the numbers of staff participating would be another indicator of how to measure the impact. Part of understanding what worked well is to know what didn't work well. The Chair asked that this be included in a future report to Committee. Mrs Evans reminded members that Committee had previously requested development of a set of Workforce and OD Metrics, which Mrs Evans confirmed is a work in progress. The Chair asked that Committee receive it, in draft, to be assured we are heading in the right direction. Ms Blakeman was pleased to note that LiA colleagues been able to reach out to staff and receive such positive feedback, and looked forward to Committee receiving the proposal for work to continue beyond January 2021. <p>ACTION – draft Workforce and OD Metrics to be provided to Committee. (see vi above regarding a joint report to measure impact).</p> <p>ACTION – a future report to Committee to highlight what has worked well and what hasn't worked so well with LiA, to enable Committee to enact assurance.</p> <p>ACTION – The Trusts Engagement Strategy and engagement model to be provided to Committee in due course.</p>	<p>Rita Evans</p> <p>Jane Barton</p> <p>Jane Barton</p>

Equality, Diversity and Inclusion

8. Black Lives Matter – feedback on the Big Conversation

Committee acknowledged receipt of the report.

Mr Wheatley presented this item and the following was noted.

- The inspiration for the Big Conversation initiative came from a number of areas – Black Lives Matter, the disproportionate effect from COVID for people with a BAME background, unfairness within society, and the bravery within the NHS to recognise it's having a hand in mirroring some of the problems of society.
- OD colleagues were made aware of a project being undertaken across the System with the Kings Fund which sowed the seed for tackling issues of racism and inequality within our own Trust first.
- Using the approach taking by the Kings Fund, OD colleagues worked with members of the BAME Staff Network Group to develop the Big Conversation initiative, which included a Discovery Phase (over 100 staff attended these sessions – one group for staff who identify as white and another for staff who identify as BAME – that aimed to promote psychological safety).
- Mr Wheatley read out some of the comments [from the Discovery Phase sessions] which were painful, honest and thought-provoking. Committee members thanked Mr Wheatley for presenting the comments in such a powerful and impassioned way.
- All of the comments gathered from the Discovery Phase will be taken forward to the 'co-creation of ideas sessions', where it will be agreed which ideas will be operationalised.
- Mr Wheatley has asked the Head of Psychology for psychological debrief sessions for those involved.
- Mr Walsh added that a report from the Freedom to Speak Up Guardian will be presented to Committee in due course which contains reference to racism.
- Mrs Blakeman commended both Rita Evans and Simon Wheatley on the development of the Big Conversation initiative.
- Mrs Blakeman suggested that a number of the topics for improvement, that had emerged from the sessions, could perhaps be tackled efficiently by appointing a Director lead to each, which would also provide assurance to the wider Trust that we are listening to ideas and improving 'business as usual' areas of the organisation, whilst working on the other areas of improvement.
- Ms Parry thanked colleagues for a fantastic piece of work and reported that we are ahead of other Trusts in the region, in the way we have acted quickly and our openness to improve.
- Ms Parry added that a small group from the BAME Staff Network Group have provided input into the People Strategy with a view to addressing some of the issues experienced by our processes. However, it was noted, that we must strive to continuously improve if staff aren't hearing or feeling it when changes are made.
- Mrs Evans reported that the model used could be translated to other areas of concern in the Trust, where there are systemic issues.
- Mrs Evans added that the very nature of the way that Mr Wheatley was able to present the comments clearly shows the human element of the issues being addressed, and indicates that we can be open to new ways of receiving information at Committees. Ms Johnson echoed this and welcomed this approach / model which has begun to have similar positive effects in engagement sessions with clinical colleagues and service users.
- Mrs Evans encouraged colleagues to book on to one of the Big Conversation sessions.

Performance Monitoring

9. HR Performance Dashboard

Committee acknowledged receipt of the report.
Ms Hatchman joined the meeting and presented this item. The following was noted.

- Sickness absence has increased compared to last month – which is likely due to the rise in COVID cases.
However, the 12 month sickness percentage is taking a downward trajectory and is lower than it was in Sept 2019.
- The top three areas of the Trust with the highest number of overall absence occurrences in Sept 2020 were: Birch Avenue, Woodland View and Substance Misuse.
- The increase in COVID related absences has also resulted in more short-term absences this month, which have increased by 1%.
- The top three areas with the highest number of long-term absence occurrences in Sept 2020 were: Birch Avenue, Woodland View and IAPT.
- No significant rise in the Trust headcount rate – 3 more people than last month.
- Trust turnover of staff is stable but there is now a statistically significant downward trend since March 2020, which is encouraging.
Ms Blakeman reported that this downward trend mirrors the national picture which is due to the uncertainty and instability related to COVID.
- Medical staff turnover is higher than other staff groups which is due to the rotational nature of the posts.
- The Trust’s vacancy rate has increased this month to 7.8%.
- The staff group with the highest number of vacancies is nursing at 11.73%. Medical has the lowest vacancy rate at 1.97%. Ms Parry reported that the Rapid Recruitment Group are investigating the reasons behind the high vacancy rate in nursing.
- The Trust’s PDR compliance rate is 99%, as at 14-10-20, which has increased by 7% since the end of the extended focal point window, and is above the Trust target of 90%, which is excellent news.
- The Chair asked that the dashboard, next time, includes data with regards to grievances / disciplinaries etc.
Mrs Bawden suggested that the correlation between the increase in casework and the increases in absence could also be analysed and reported on next time.
Ms Hatchman agreed and added that each section (vacancies, sickness absence, PDRs) can also be broken down into staff group percentages.
- Ms Parry reported that Freedom to Speak Up is another example where correlation of data with our casework data will help us understand any underlying issues and tensions as well as any cultural challenges.
- At the last meeting of Committee Ms Hatchman was asked to investigate the reasons behind the high number of leavers in non-Medical Support – which, Ms Hatchman reported was due to the aspirant nurse funding which had come to an end that had skewed the figures a little.
- Also noted last time that we must challenge the KPI rate (turnover for example) in order to drive ambition.

ACTION – Ms Hatchman to include data relating to casework on the next report and include the correlation between the increase in casework and the increase in absence as well as staff group percentages for vacancies, sickness absence PDRs etc. See action also at section 5, pg.6.

Aimee Hatchman

General Governance	
10.	HR Policies
	<p>Assurance document from Policy Governance Group</p> <p>Mr Walsh reported that the Policy Governance Group met on 12th October 2020 and approved the two extensions to review dates noted below.</p>
	<p>a. Stress Management at Work Policy – extension to review date</p> <p>Committee members <u>acknowledged</u> the recommendation from PGG in relation to extending the review date of the Stress Management at Work Policy, from 31st October 2020 to 31st March 2021.</p> <p>b. Back-care and Manual Handling Policy – extension to review date</p> <p>Committee members <u>acknowledged</u> the recommendation from PGG in relation to extending the review date of the Back-care and Manual Handling Policy, from 30th November 2020 to 31st May 2021. It was noted that, due to the Back-care Adviser not yet being in post, PGG extended the original request of 4 months, to 6 months.</p> <p>ACTION – Mr Walsh reminded Committee members that, due to the meeting not being quorate, that they are required to ratify these two extensions at the meeting in November. However, this won't hold up the next stage of the process for these two policies.</p>
	<p>c. HR Policy status</p> <p>Committee received the list of HR policies that indicates the status and review date of each policy. All Board sub-Committees receive the list of policies attributed to them. Executive Leads are also provided with an update on a regular basis which provides a good indicator to policy authors when to commence consultation in order to meet the various stages of the Policy Governance Process, before expiry of the review policy date.</p> <p>Mr Walsh reported that, since the change to Executive Portfolios, a number of policies are now ratified by a different sub-Committee – this largely relates to policies that go to Quality and Medical Committees. It was also noted that the Health and Safety Policies remain the responsibility of People Committee, in terms of ratification, but the Executive Lead for these policies is now Phillip Easthope.</p> <p>Ms Blakeman commended Policy Governance colleagues on a great piece of work, and, following a query from Ms Blakeman, Mr Walsh reported that he has experienced, at recent virtual visits to other areas of the Trust, that managers know that policies are available but struggle to locate them on the intranet. Work is ongoing to ensure each policy is titled correctly and filed correctly on the intranet.</p>
11.	People Committee Terms of Reference
	<p>ACTION bfwd (minutes 23-09-20, pg.10) – Mr Walsh to discuss further amendments with Ms Parry, Mrs Evans and the Chair and provide the final version at the November meeting of Committee, followed by Trust Board.</p>
	<p>Heather Smith - matters arising at November meeting</p> <p>David Walsh</p>

For information (to include audits etc by exception where appropriate)	
12.	Joint Consultative Forum briefing
	<p>Ms Parry reported that the Joint Consultative Forum (JCF) reports to People Committee as outlined in the newly approved Terms of Reference for JCF.</p> <ul style="list-style-type: none"> • The last meeting of JCF took place on 29th September 2020. • Dean Royles, Strategic Workforce Adviser for South Yorkshire and Bassetlaw ICS and Charlie Carruth, Unison Regional Officer and co-Chair of the Social Partnership Forum provided a helpful presentation on the work of the ICS. They described the ICS structure, how it works, the inter-relationship with our Trust and what they have planned for the future. • Staff Side very supportive of progressing casework, in a safe way, in terms of adhering to Government safety measures relating to COVID, and that the right support is in place for those involved. Looking at every option possible to enable hearings to take place safely. • Staff Side had raised concerns about some areas of the Trust that aren't adhering to the COVID safety measures, staff will be reminded about the protocols in place "hands, face, space" whilst being mindful it is ok to gently challenge colleagues if they aren't acting in a safe way. Staff Side support this message.
Any other Business	
13.	To note any other business within the scope of the Committee's Terms of Reference
	No further business was noted.
14.	Evaluation / Annual Planner
	<p>a. Confirmation of significant issues to report to Board of Directors (Nov 2020)</p> <p>Committee re-iterated that a number of key strategies are now in place (People; Organisational Development; Equality, Diversity and Inclusion) and that the focus needs to shift to tracking the impact of actions to implement these strategies.</p> <p>Significant issues to note were:</p> <ul style="list-style-type: none"> • A progress update was provided for a number of areas, specifically Health and Wellbeing, Casework Management, Listening into Action. The positive work was noted and a number of issues were raised. For example, there is a great deal of activity that has been going on to address health and wellbeing of staff. However, the Committee will need assurance that these actions are having impact. Possible ways to measure this were discussed (see vi above). Casework management remains an area for attention, with an increase in the length and number of cases being an ongoing concern. A decision was made to incorporate this data into the standard HR performance dashboard report received by Committee at each meeting, so that progress can be monitored. • Black Lives Matter – assurance received that the organisation is listening and reacting positively. The outcomes from the second stage of the Big Conversation will be presented at a future meeting. • Committee noted a statistically significant downward trend in terms of turnover of staff since March 2020, which is encouraging.

	<ul style="list-style-type: none"> Concerns were raised about continued issues with nurse recruitment, with Committee requiring further assurance that we are doing all we can. Feedback on the clarity of the report is to be passed on and a request made that tracking performance in terms of targets set for transactional HR processes is included, going forward. Current indications are that we should see significant numbers of new starters in the next report, which will be welcomed. Committee noted that in future it will aim to put the Board Assurance Framework as a more central consideration, determining for each agenda item how Committee can be assured that the relevant section of the Board Assurance Framework has been addressed. Committee noted that it would be beneficial to have three Non-Executive Directors as members of Committee to ensure quoracy going forward. 	
	<p>b. Determine meeting effectiveness</p> <p>Committee members reflected positively on the effectiveness of the meeting, noting that a move away from operational themes and lengthy reports in favour of a focus on the relevant element of the Board Assurance Framework is welcomed, which concurs with the remit of Committee.</p>	
	<p>c. Key agenda items for the November 2020 meeting of Committee</p> <p>Committee received the Annual Planner for information. Authors to refer to the annual planner which will be updated following a Committee debrief and agenda planning discussion.</p>	

HS CHECKED 16-11-20

Date and time of next meeting:
Wednesday 25th November 2020, 2.30pm-4.30pm
via teleconference / Fulwood House
Apologies to: Helen Walsh, PA to Executive Director of People
Helen.Walsh@shsc.nhs.uk