Agenda Item: 19c

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

Committee Chair's Assurance Report

Report to:	Board of Directors (in Public)
Date of meeting:	7 April 2021
Title of Report:	Assurance Report from the People Committee
Recommendation:	For assurance
Chair:	Simon Roberts, Non-Executive Director
Purpose:	The report summarises the assurances received, approvals, recommendations and decisions made by the Trust's People Committee at its meeting on **24 March 2021**.
Background:	The Committee meets monthly and provides assurance on the overarching strategy for People, workforce activity, staff experience and engagement, recruitment and retention strategy, culture and organisational development strategy, leadership, training and development within the hospital.
Item for Assurance:	**2020 National Staff Survey Results and Action Plan** The Committee received strong assurance, recognising this was a positive news story in terms of improved response rates and the tremendous progress and improvements seen over the last 12 months. The results will help the Trust to really focus on the areas QEH is still behind the national average in the year ahead and this is being addressed in the 2021/22 Staff Engagement Programme and Culture Programmes. Updates on progress against the Trust-level action plan will return to the Committee on a quarterly basis, following discussion at the monthly People Executive Group.
Item for Assurance:	**Medical Engagement Survey – Action Plan** The Committee recognised the very significant progress that has been made in this area and the further assurance this provides that staff engagement, culture and morale in the organisation continue to improve. The positive impact of improvements to staff engagement on indicators such as retention and vacancy rates was also acknowledged as part of the triangulation of workforce data. The Committee observed that there should be caution applied where there are very low numbers of respondents within specific staff groups, to avoid drawing conclusions based on small sample sizes. It was also requested that any learnings from the approach to the Medical Engagement Survey are applied to the forthcoming 2021 National Staff Survey. Quarterly updates on progress against the action plan will return to the Committee on a quarterly basis following discussion at the

	monthly People Executive Group.
Item for Assurance:	**Culture Transformation Programme** The Committee received good assurance from the comprehensive verbal update on the Culture Transformation Programme, with strong evidence of very practical and timely interventions in areas where there are 'culture hot spots' to co-create solutions with staff, with an increasingly nimble and flexible approach to this vital programme of work.
Item for Assurance:	**Medical staffing and job planning** The Committee received assurance and recognised the concerted effort with job planning, notably that with the exception of the small number (8) that will be progressing to mediation, that all job plans will be signed off by year-end. The Committee recognised that this progress is further evidence of the cultural shift in the organisation. The Committee also recognised that this hasn't been an easy journey, and challenged the trajectory for the coming year, also asking that evidence of learning from the process this year will be applied in 2021/22.
Item for Assurance:	**Significant risks and BAF report** The Committee were assured by the controls and mitigations in place for Strategic Objectives 3 and 6.
Item for Escalation:	**Workforce Metrics Report and Integrated Performance Report** The Committee recognised that the key workforce metrics are moving in the right direction for the first month in a long time. It also recognised the improvement since the last meeting with seriously overdue appraisals which have reduced from 87 to 40 within a month. However, the Committee remain unassured with regards to the overall performance of key metrics including sickness, mandatory training and appraisals. These will be subject to a root cause analysis and proposals for improvement in a fuller report will return to the April 2021 meeting. The Committee recognised the importance of pausing and reflecting on the progress made, and celebrating Team QEH's achievements over the last year, as part of the People Recovery Plan which sets out how we will move forward into the next phase of the Trust's improvement journey. The Committee discussed the importance of receiving the very latest workforce data at People Committee and agreed from the April 2021 meeting to receiving this paper two days prior to the People Committee to allow for the latest datasets to be discussed at the Committee ahead of the Board of the Directors.
Item for escalation:	**EU Exit – Workforce Impacts** With so many staff yet to submit their application for EU Settlement ahead of the 30 June 2021 deadline, the Committee was not fully assured as there remains some risk that the Trust will not know the outcome and status for QEH until very close to the deadline.

	Contingency planning to ensure there is no service disruption was discussed and plans are in place, with monthly updates to return to the People Committee in the short-term.

Attendance

Attendees: S Roberts – Non-Executive Director and Committee Chair
D Dickinson – Non-Executive Director
A Brown – Non-Executive Director
C Shaw – CEO
L Skaife-Knight – Deputy CEO
J Humphries – Director of People
C Castleton – Deputy Director of HR
E Tabay – Deputy Chief Nurse

Invitees: Dr G Raghuraman – Deputy Medical Director
Observers: J Dossetor, P Hipkin – Governors and A-J Weir, Head of Staff Engagement and C Kent, Head of Organisational Culture
Minute taker: Sam Gilder