**Report to the Meeting of the**

**RR/App 32(ii)/2022**

(Agenda item: 27(f))

**Oxford Health NHS Foundation Trust**

**People, Leadership and Culture Committee**

**5th May 2022**

**Annual Report 2020/21**

**For Approval**

**Executive Summary**

The Annual Report summarises the performance and work programme of the People, Leadership and Culture (PLC) Committee during the period of April 2020 to March 2021. A total of four meetings were held during this period. Early meetings in this period were partially concerned with tasks such as drafting of ToR and review of numerous Trust policies relevant to the work of the Committee. Much of the Committee’s time was concerned with dealing with the immediate challenges presented by the Covid pandemic in relation to the impact on staff – both in terms of absence levels and also wellbeing. Nevertheless, some core work was also undertaken, as recorded in the report.

**Governance Route/Approval Process**

The People, Leadership and Culture Committee is asked to review and approve the Annual Report for presentation to the Board of Directors.

**Strategic Objectives/Priorities**

The work of the PLC Committee is broadly focused on delivering the strategic priority related to the workforce as set out in the OHFT Strategy 2021-2026. However there will be links and interdependencies to the other three priorities– Quality; Sustainability and Research and as such the membership of the Committee includes a number of the Executives who lead on these particular areas. The draft ToR are set out below.

**Recommendation**

The Committee is requested to approve the report.

**Author and Title: Charmaine De Souza, Chief People Officer**

**Lead Executive Director:**  **Charmaine De Souza, Chief People Officer**

**DRAFT TERMS OF REFERENCE FOR PEOPLE LEADERSHIP AND CULTURE (PLC) COMMITTEE**

The People Leadership and Culture Committee (PLC) is a Committee of the Board of Oxford Health NHS Foundation Trust.

The Committee is tasked with focusing on People, Leadership, Culture and Education issues that directly impact on the effective working of the Trust, the employment and wellbeing of staff and the culture of working within the Trust.

Purpose

On behalf of the Board of Directors the Committee will need to be persuaded that the strategic workforce issues of the Trust are understood; that plans are in place to deliver them, that appropriate financial resources are secured, and sufficient staff are employed and that they are appropriately selected, appraised and trained. The Committee will both challenge and support on workforce performance and seek assurance that relevant risks and mitigation actions are in place. It will also actively support the development of innovative enabling strategies for people, leadership and education to deliver cultural transformation.

The Committee will keep under review arrangements for monitoring staff attitudes and opinions and advise the Board accordingly. It will also give due consideration to issues of equality and diversity in all areas of work.

The Committee will keep under review arrangements to promote a positive culture for working and delivering healthcare to which every member of staff contributes and within which they are able to develop to their full potential. It is central to the concept of a public benefit corporation that all members of that community treat each other with respect, regardless of their race, disability, ethnicity, gender (including transgender), age, sexual orientation, or beliefs.

Assurance

The role of the Committee is to provide support to the Board with the Trust’s People Strategy and its Organisational Development Strategy with ownership of the Board, and policy and practice, to ensure that it is managing its People issues effectively in keeping with good practice and monitoring how people strategies contribute to improved organisational performance.

The Committee will seek assurance that:

* Relevant legislative, regulatory and stakeholder requirements have been met and where appropriate exceeded;
* Policies, metrics and procedures reflect best practice;
* That sufficient focus is given to regional People priorities and key requirements of the NHS National People Plan;
* There is effective management of the key risks the Trust is seeking to manage in the context of realising its People Strategy.

Forward Planning

The Committee will need to be satisfied that forward planning on People, Leadership and Education related issues are innovative, creative, stretching and consistent with the culture change transformation ambitions of the Trust and are in accordance with its values (Caring, Safe and Excellent).

The Committee will encourage and support the Executives to be bold and ambitious in its People plans to be the employer of choice that leads the way in the employment and well-being of a positive learning organisation with highly skilled and well-trained staff.

The Committee will challenge where appropriate and will seek clarification and commission further work where it does not feel that the Trust is being ambitious enough, where standards are failing to make sufficient progress or where there is evidence to suggest negative trends or behaviours.

As part of looking to the future, the Committee will also assess capacity and capability within the Trust to ensure plans are realistically resourced and achievable.

Membership

The Committee is chaired by a Non-Executive Director with at least two other NEDs attending as members. At least three Executive Directors including the HR Director and Director of Corporate Affairs/Company Secretary will also attend as members. Other Executive Directors will be invited to attend as appropriate to the business of the meeting. The CEO and Chair have standing invitations to attend any meeting.

Other Directors and senior managers may be asked to attend in support of agenda items or to provide further information required by the Committee. It was agreed in the October meeting that the Director of Communications and Engagement will be invited to attend.

The Board of Directors will review membership of the Committee annually.

The Committee shall appoint one member to be the vice chair of the Committee who shall exercise the powers and functions of the chair of the Committee in their absence.

Frequency of meetings

The Committee shall meet as required to fulfil its remit and will meet at least four times in each year. The Committee may consider urgent matters through correspondence.

An indicative timetable for business to be considered by the Committee is set out in an annual work-plan of the Committee. However, the agenda is not restricted to those items shown in the work-plan and can be changed at the discretion of the Chair of the Committee, to deal with any other governance matter.

Quorum

The quorum for the Committee is five members to include the Chair of the Committee (or the vice Chair of the Committee in their absence), one other Non-Executive Director and one Executive Director. Deputies will count towards the quorum and attendance rates. Attendance will be monitored as part of the Annual Report on the Committee’s performance to the Board of Directors and members are expected to attend at least 75 per cent of Committee meetings.

Links with other Committees and groups

The Committee will need to establish and develop links with other key groups involved with the wider People Agenda.

Governance, Reporting and Relationships

In addition to regular updates and feedback, the Committee will ensure that key issues requiring wider Board involvement and comment are referred in a timely and appropriate manner.

Minutes of the Committee meetings will formally be recorded and circulated to the Committee members within ten working days and be formally reviewed at the next appropriate Board of Directors meeting.

The Committee will from time to time undertake a review of its own performance and effectiveness as part of the overall review of the effectiveness of the Board and its Committees and report thereon to the Board of Directors.

The Chair of the Committee will submit an Annual Report of the work of the Committee to the Board of Directors to include reports on frequency of meetings, members’ attendance and any recommendations to address non-attendance or changes to membership, business conducted by the Committee (cross referenced to its remit) and consideration of sub-Committee(s) business. The purpose of the Annual Report is to ensure that the Committee is working to its terms of reference.

Limitations of Authority

The Committee shall be delegated the power of the Board of Directors to require the attendance of any member of the Trust staff.

Save as is expressly provided in the terms of reference, the Committee shall have no further power or authority to exercise, on behalf of the Board of Directors, any of its functions or duties.

For the avoidance of doubt, the Committee shall not itself be responsible for undertaking any operational involvement in the Trust’s governance (internal control) or risk management systems. Its responsibilities shall be limited to providing strategic leadership and supervision of the work of the quality sub-Committees or specific issues referred to the Committee, requiring Directors and managers of the Trust to undertake certain work, to receiving their reports (both verbal and written), considering such and reporting to the Board of Directors, thereafter.

Final Copy [MONTH] 2020

Approved by People, Leadership and Culture Committee and Board of Directors [MONTH] 2020

**People, Leadership and Culture Committee Annual Report 2020/21**

**For the period April 2020 to March 2021**

The People, Leadership and Culture Committee is a principal sub-Committee of the Board with responsibility for ensuring the effective planning and scrutiny of workforce matters. This Committee provides assurance to the Board on key workforce issues relevant to the Trust and in particular it scrutinises workforce decisions and policy, workforce metrics and matters pertaining to organisational development such as equality and inclusion and staff wellbeing. The Committee also ensures there is clear and strong governance arrangements in place to oversee the operational activity.

1. **Membership of the Committee and Frequency of Meetings**

The Committee is chaired by a Non-Executive Director with at least two other NEDs attending as members. At least three Executive Directors including the Chief People Officer attend. Other Executive Directors will be invited to attend as appropriate to the business of the meeting. The CEO and Chair have standing invitations to attend any meeting.

Other Directors and senior managers may be asked to attend in support of agenda items or to provide further information required by the Committee. Regular attendees, who are not voting members unless formally deputising and exercising the vote of their principal, include: Director of Education and Development and the Associate Director of Communications and Engagement.

The Committee shall meet as required to fulfil its remit and will meet at least four times in each year. The Committee may consider urgent matters through correspondence.

The quorum for the Committee is five members to include the Chair of the Committee (or the vice Chair of the Committee in their absence), one other Non-Executive Director and one Executive Director. Deputies will count towards the quorum and attendance rates. Attendance will be monitored as part of the Annual Report on the Committee’s performance to the Board of Directors and members are expected to attend at least 75 per cent of Committee meetings.

Four meetings took place in the 2020-21 year – these were in April, July and October 2020 and February 2021.

***Attendance by Committee members:***

|  |  |  |  |
| --- | --- | --- | --- |
| **COMMITTEE MEMBERS** | **TITLE** | **ATTENDANCE** | **ELIGIBLE ATTENDANCE** |
| Bernard Galton | Non-Executive Director (Chair) | 4/4 | 4/4 |
| John Allison | Non-Executive Director | 4/4 | 4/4 |
| Sue Dopson | Non-Executive Director | 4/4 | 4/4 |
| Mohinder Sawhney | Non-Executive Director | 1/4 | 1/4 |
| Nick Broughton | Chief Executive | 3/4 | 3/4 |
| Stuart Bell | Chief Executive | 1/4 | 1/4 |
| Mike McEnaney | Director of Finance | 3/4 | 4/4 |
| Marie Croft | Chief Nurse | 3/4 | 4/4 |
| Kerry Rogers | Director of Corporate Affairs & Company Secretary | 3/4 | 4/4 |
| Tim Boylin | HR Director (lead director) | 4/4 | 4/4 |
| Debbie Richards | Managing Director of Mental Health & Learning Disabilities | 4/4 | 4/4 |
| Vivek Khosla | Consultant, Forensic Services | 2/4 | 4/4 |
| Helen Green | Director of Education and Development | 3/4 | 4/4 |
| Tehmeena Ajmal | Service Director | 3/4 | 4/4 |
| Emma Leaver | Service Director | 1/4 | 4/4 |

A quorum has been achieved at 4 out of 4 meetings.

***Regular attendees of the Committee and their attendance:***

During the reporting period, the following officers of the Trust and other interested parties were invited to attend for all or part of some meetings:

|  |  |  |
| --- | --- | --- |
| **REGULAR ATTENDEES** | **TITLE** | **ATTENDANCE** |
| Hannah Wright | Temporary Risk Manager | 1/4 |
| Martyn Ward | Director of Strategy & Chief Information Officer | 3/4 |
| Simon Denton | Head of HR Operations | 3/4 |
| Roz O’Neil | Head of Health & Wellbeing / Stress Lead | 2/4 |
| Mo Patel | Head of Inclusion | 1/4 |
| Sigrid Barnes | Head of HR Systems & Information and Staffing Solutions | 2/4 |
| Zoe Moorhouse | Senior HR Business Partner | 2/4 |
| Mark Hancock | Medical Director | 3/4 |
| Shelly Masih | Executive Assistant to Director of Finance | 4/4 |
| Jill Bailey | Associate Clinical Director – Oxford Healthcare Improvement Centre | 2/4 |
| Victoria Drew | Case Manager, Performance Team | 1/4 |
| Lorcan O'Neill | Director of Communications and Engagement | 1/4 |
| Joanne Ryder | Consultant Counselling Psychologist, Clinical Lead | 1/4 |
| Stephen Marcus | L&D Lead for Leadership/Management Development | 1/4 |
| Tracy McAteer | Head of Operations | 1/4 |

The Executive Assistant to Director of Finance attended meetings during the reporting period to take a true and accurate record of the proceedings of the Committee.

During the reporting period, the following also attended to observe meetings:

|  |  |  |
| --- | --- | --- |
| **OBSERVER** | **TITLE** | **ATTENDANCE** |
| David Walker | Trust Chair | 1/4 |
| Chris Roberts | Lead Governor | 1/4 |
| Mike Hobbs | Governor | 1/4 |
| Alan Jones | Governor | 1/4 |

1. **Business transacted by the Committee**

A draft Terms of Reference were drafted and debated in the Committee. However due to changes in the Executive leadership these were not formally finalised. The draft Terms of Reference are attached in this Board report for consideration. It is anticipated that the new incoming Chief People Officer will work to finalise the Terms of Reference and bring them to a future PLC Committee meeting.

* 1. **Psychological Safety**

In April 2020, Marie Croft, Chief Nurse, introduced a paper entitled “Psychological Safety” and explained the reason for linking a few areas under this umbrella term. The Chief Nurse set out the links between developing this approach and the impact on patient quality and care. The Committee agreed that this would be a focus for the period ahead and that governance would need to be put in place to oversee this.

* 1. **Covid 19 HR response**

The Trust’s response to the pandemic was central to all the Committee meetings for the 2020-21 year as the Trust and wider health service responded to the challenges that came about – particularly in relation to staff safety and wellbeing. At the April 2020 meeting Tim Boylin, HR Director provided an oversight view of Trust activity in relation to the Covid-19 pandemic. The briefing covered redeployment rules, new ways of working, Occupational Health Team support for staff testing, Staffing Solution Team support with the central absence team, daily Staff Briefing, information available on Health and wellbeing staff support and the significant work the learning and development team were undertaking to retrain staff members to support the pandemic.

Updates on the Trust's response to the Covid-19 pandemic remained a regular agenda item for the Committee during the reporting period, including an update from Martyn Ward, Director of Strategy & Chief Information Officer, regarding the Trust’s Recovery and Opportunities programme arising from the crisis. This led also to further work developed by the HR team in relation to coaching and mentoring as part of a wider Trust “recovery” plan which the Committee considered during this period.

* 1. **Management Toolkit**

The Committee were presented with plans drawn up by HR and L&D colleagues in relation to the development of resources to support staff who were stepping up to management roles. Zoe Moorhouse and Vicky Drew explained that the Toolkit was set up as a collaboration between HR and L&D as both teams concluded that there was a gap in the Introduction of Management programme. The Committee supported this intervention in relation to support that that should be given to those in leadership roles.

* 1. **Equality Framework**

Tehmeena Ajmal advised that the feedback from BAME staff is that they wanted a clear statement that the framework will be developed as an anti-racist practice across the Trust, beneficial to all staff around delivery of the Trust’s values. It was agreed to establish a small core Race Equality and Action Group across the Trust to define terms of engagement and track progress.

* 1. **Improving quality, reducing agency (IQRA) Programme**

In October 2020 the HR Director informed the Committee that Matt Edwards had been recruited into the position of Director of Clinical Workforce Transformation working jointly to the Chief Nurse and HR Director. His role was to lead a programme of work to improve quality of patient care while at the same time reducing the high agency costs. In addition to this the intention was that he would also bring his expertise to support the work of the wider HR team in relation to retention and recruitment. The Chief Nurse advised the Committee that a significant amount of funding is available through international recruitment and therefore she will be looking at how best we can take advantage of this opportunity. Subsequently, Matt Edwards was redeployed to lead the national Covid-19 vaccination programme and the programme was paused for the remainder of the 2020-21 year.

* 1. **First Care absence management system**

In October 2020 Sigrid Barnes stated that at the start of the pandemic the team centralised the reporting of absence across the Trust in order to have a clear understanding of staffing levels which were critical to patient safety. In addition new reporting requirements were introduced during this period to report staff absence to regional and national teams and absences were required to be coded accurately for management information purposes. Whilst the local systems were adequate for a short period it became clear that a longer-term solution was required and a case was made to set up a supplier contract with Firstcare who are a well known supplier of absence support provision for health and other public sector organisations. The Committee supported the business case.

* 1. **Recruitment update**

The HR Director shared monthly recruitment activity data with the Committee in October 2020 and such reporting was later incorporated in the HR dashboard which formed part of the standard reporting pack for further meetings in this period.

* 1. **Staff Retention**

The Committee heard how retention work is picked up at the BOB level with common causes including stress, house pricing and other factors. With the economic crisis the country is facing, the staff are not leaving the Trust unless retiring. He advised that retention of staff is a main theme of the national People Strategy. The Chair recommended further updates on this theme are required for future meetings and discussion around recruitment and retention formed part of the discussions at the February 2021 meeting.

**2.9 Workforce dashboard**

The HR Director tabled the workforce dashboard in February 2021 which has subsequently been refined and acts as the key Trust report on workforce metrics.

* 1. **Staff Mental Health Hub**

In February 2021, the Committee heard from the Consultant Counselling Psychologist, Clinical & Professional Lead who provided an overview of the national guidance and funding available from the ICS in relation to developing mental health and wellbeing support for health and social care staff. The service was launched on 14th February 2021, operating across Oxfordshire and Buckinghamshire completing the IAPT Services for the patient population in these areas. The Committee welcomed this work and noted the positive impact that it would bring about to staff who had worked across the pandemic.

* 1. **People and OD Strategy**

In February 2021 the HR Director advised on progress regarding the formulation of the strategy, explaining that delays were due to the operational pressures. The Committee was advised that there had already been good OD work in terms of Wellbeing, Equality and Staff Support and Recruitment. The Chair of the PLC Committee was appointed as the Trust’s first Wellbeing Guardian. The development of this Strategy was subsequently paused on the departure of the HR Director from the Trust in March 2021.

**2.21 Staff Survey output**

At the February 2021 meetingZoe Moorhouse, Senior HR Business Partner, shared highlights and learning from the staff survey. The HR Director advised that HR Senior Business Partners were working with the directorates to help understand the survey data locally. The data has been shared with other groups. The Committee noted the data and proposed a more detailed discussion around this to be organised separately.

**2.22 Strategic and Corporate risks –** In February 2021 the Risk Manager attended the Committee to seek assurance that the key risks had been identified and were being appropriately managed to track progress. She explained that she had held a meeting with the HRD and Senior HR Managers who had agreed to create a select group of Senior HR Managers to look at People related risks to make sure they were aligned with the People Plan. The Chair of the Committee noted that it was important to hear from the Risk Manager at each meeting in relation to assurance that the key risks facing the Trust were being mitigated.

**2.23** **Policies –** the following Policies were approved by the PLC Committee during the reporting period:

**April 2020**

None

**July 2020**

None

**October 2020**

Disciplinary Policy

Investigation Policy

Grievance Procedures

Capability Policy & Procedure

Dignity at Work Policy

Alcohol & Drug - Policy

Protection of Pay Policy

Sickness Policy

Workplace Stress Prevention & Response Policy

Relocation Policy

Management of Over Under Payments Policy

Management of Concerns Policy

**February 2021**

\*Sickness Policy

\*Annual Leave & Bank Holiday Leave Policy

\*Other Leave Policy

\* The only amendments to these Policies were in reference to working with the First Care system implementation.

1. **Reporting**

All Committee meetings were formally recorded. The minutes were distributed to all Committee members and formally reported to the Board of Directors.

1. **Conclusion**

Whilst there were a number of important developments discussed during this period in relation to workforce issues, the overriding challenge facing the Trust was responding to the pandemic to ensure staff were kept safe and that support was put in place to deal with the mental health and wellbeing challenges that they were facing. As such the agenda and minutes of the Committee meetings reflect that much of the capacity of the HR and L&D teams was directed to operational matters. Key work to support the strategic intent of the function such as the People and OD strategy were paused and staff, including the newly appointed Director of Clinical Workforce transformation and the Improving Quality Reducing Agency programme, were redeployed to work on pandemic related activity. It should also be noted that the HR Director left the Trust in March 2021 and as such this report has been completed by the substantive Chief People Officer who took up post in October 2021.