

Report to:	Public Board of Directors	Agenda item:	16
Date of Meeting:	22 July 2024		
Title of Report:	People Committee Upward Report – 21st May 2024		
Status:	For discussion		
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Key Discussion Points and Matters to be escalated from the meeting held on 21 May 2024

ALERT: Alert to matters that require the board’s attention or action, e.g. non-compliance, safety or a threat to the Trust’s strategy

- **Pay cost reduction & workforce planning:** the Board is alert to the 2024/25 workforce submission and to the challenging commitments to deliver £19.4m pay cost savings and a reduction of 388 whole time equivalents.
- **Fit for Purpose:** following the review by AQUA and the listening exercise, a programme of actions to address challenges in the People Directorate has been co-developed by the function and is being implemented. The People Committee Non-Executive Directors will receive regular updates in private on progress and impact.

ADVISE: Advise of areas of ongoing monitoring or development or where there is negative assurance

- **FTSU (development):** A strategy/vision document regarding governance of the Freedom to Speak Up Service (FTSU) will be presented to the Board in September and will include a recommendation as to which Committee FTSU will report to on an ongoing basis.
- **People Plan/ Basics Matter (ongoing monitoring):**
 - Leadership management programmes are ready for use but given the organisational change focus, people and culture change management skills has the priority. A risk may be added to the Board Assurance Framework regarding change management capabilities and the need to develop the ability of our leadership teams to lead change whilst at the same time being impacted by change.
 - The Committee heard a frank but highly constructive Staff Story from a recent new joiner as to her mixed but largely difficult experience of joining the Trust. Developing and designing an employee’s first year is a focus area for this year’s People Plan and will include a toolkit to support managers with the induction of new employees and talent acquisition training for managers.
- **Appraisal compliance (ongoing monitoring):** Appraisal rates remain significantly behind targets. The Head of Coach House and Programme Lead for Improving Together presented a deep dive on appraisal compliance. A3 thinking has helped identify common concerns/ themes/ root causes and countermeasures (which include increased visibility of appraisal compliance rates for corporate teams, an appraisal policy and training and support for staff on how to carry out an effective appraisal).

ASSURE: Inform the board where positive assurance has been achieved

- **People Plan/ Basics Matter (ongoing monitoring):**
 - The People Plan Dashboard continues to evolve with the aim to merge it with the Integrated Performance Report and include trend/ forecast data.

- Progress continues across multiple programmes including: launch of the People Hub and the Halo case management system; getting pay right for new joiners and leavers; redesign of the parental leave process and policy; projects to enhance staff experience and engagement such as employee recognition and Joy at Work; discrimination; talent acquisition; wellbeing (noting an exception report around sickness absence due to anxiety, stress and depression which remains high); and temporary staffing (including the go live with the South West agency rate card).

RISK: Advise the board which risks were discussed and if any new risks were identified.

No items to raise this month.

CELEBRATING OUTSTANDING: Share any practice, innovation or action that the committee considers to be outstanding

No items to raise this month.

APPROVALS: Decisions and Approvals made by the Committee

No items to raise this month.