

Report to:	Public Board of Directors	Agenda item:	18
Date of Meeting:	4 September 2024		
Title of Report:	Alert, Advise and Assure Report – People Committee		
Status:	For discussion		
Author:	Paul Fairhurst, Chair of the People Committee		

Key Discussion Points and Matters to be escalated from the meeting held on 18 July 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:** a joint meeting of the People Committee and Finance & Performance Committee was held in private to discuss plans, programmes and risks related to the target to deliver £19.4m pay cost savings and a reduction of 388 whole time equivalents (WTE).

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

- **People Directorate Fit for Purpose (ongoing monitoring)**
 - The Committee noted the progress on organisational change within the directorate in response to the AQUA report, including (amongst others) the publication of a cultural improvement plan and the creation of Task & Finish groups across the directorate to co-produce solutions to the issues raised. The Committee recognised the significant progress made and noted that the Chief Executive will retain close oversight of the implementation and impact of those plans. It will take time for the plans to embed and the impact to be evidenced.

ASSURE: Inform the board where positive assurance has been achieved

- **EDI Annual Report**
 - In line with the other acute Trusts in B&NES Swindon and Wiltshire (BSW), RUH has moved to a single annual report (in July each year) covering all equality, diversity and inclusion (EDI) matters including (amongst others) our progress against the 6 High Impact Actions under the NHS England EDI Improvement Plan; Workforce Race Equality Standards; Workforce Disability Equality Standards; and pay gap data for ethnicity and gender. The consolidated report provides a more holistic overview of the Trust’s total EDI activity in response to statutory, legal and local requirements/initiatives. It includes a single action plan listing all our organisational EDI activity.
 - The Committee noted the generally positive picture of improving experiences for Global Majority and Disabled staff but discussed areas requiring more targeted interventions and noted the related action plans.

<ul style="list-style-type: none"> • People Plan/ Basics Matter (ongoing monitoring): The Committee received exception reports in relation to some of the eleven elements of the People Plan including (amongst others) <ul style="list-style-type: none"> ○ Getting pay right for leavers: improving the user experience by amalgamating leaver forms into one and building them into Halo (the HR portal) ○ Sickness absence: redesigning the Employee Assistance Programme to enhance support to staff dealing with anxiety, stress and depression ○ South West Medical Card Rate: aligning all 19 NHS Trusts across the South West to the same agency rates, to go live on 1st September 2024 ○ Annual leave: evaluating a programme for staff to buy and sell annual leave. That is only feasible if leave entitlements move to a financial year basis. An Executive Team decision was pending at the date of the Committee meeting.
<p>RISK: Advise the board which risks were discussed and if any new risks were identified.</p>
<p>No new risks identified</p>
<p>CELEBRATING OUTSTANDING: Share any practice, innovation or action that the committee considers to be outstanding</p>
<p>None</p>
<p>APPROVALS: Decisions and Approvals made by the Committee</p>
<p>The Committee reviewed and approved its Terms of Reference and Workplan.</p>

The Board is asked to NOTE the content of the report.

People Committee Terms of Reference

1) Introduction

The RUH Board have agreed to establish a Sub-Committee of the Board known as the People Committee.

The purpose is to obtain assurance for the Board that all issues relating to the RUH workforce are being addressed and that workforce risks are being mitigated and/or managed.

The Committee has no executive powers other than those specifically delegated in these Terms of Reference.

2) Objectives

To provide assurance to the Board on the overall delivery of the Trust's People Plan and to ensure alignment between RUH's People Plan and the You Matter Strategy. The Committee will receive assurance to the Board regarding delivery of the RUH People Plan. In particular, it will receive information about the delivery of the eleven People Plan Programmes and their effectiveness in achieving the Trust's strategic objectives set out in the People Plan, including exception reporting and 'deep dive' reports as required.

3) Membership

The Committee shall be appointed by the Board of Directors and shall consist of:

- A Non-Executive Director (Chair)
- Two other Non-Executive Director's
- Chief People Officer
- Chief Operating Officer
- Chief Strategic Officer
- At least one of the Chief Nursing Officer or the Chief Medical Officer, or their deputies will attend every scheduled meeting of the Committee.

In the absence of the Chair of the Committee, another Non-Executive Director will perform this role.

In the absence of an Executive Director, their deputy will be invited to represent them.

Meetings of the Committee shall also be attended by:

- Deputy Chief People Officer
- Head of Corporate Governance
- The Associate Directors for People will attend as required.
- Other managers / RUH colleagues will attend when invited (with agreement of the Chair).

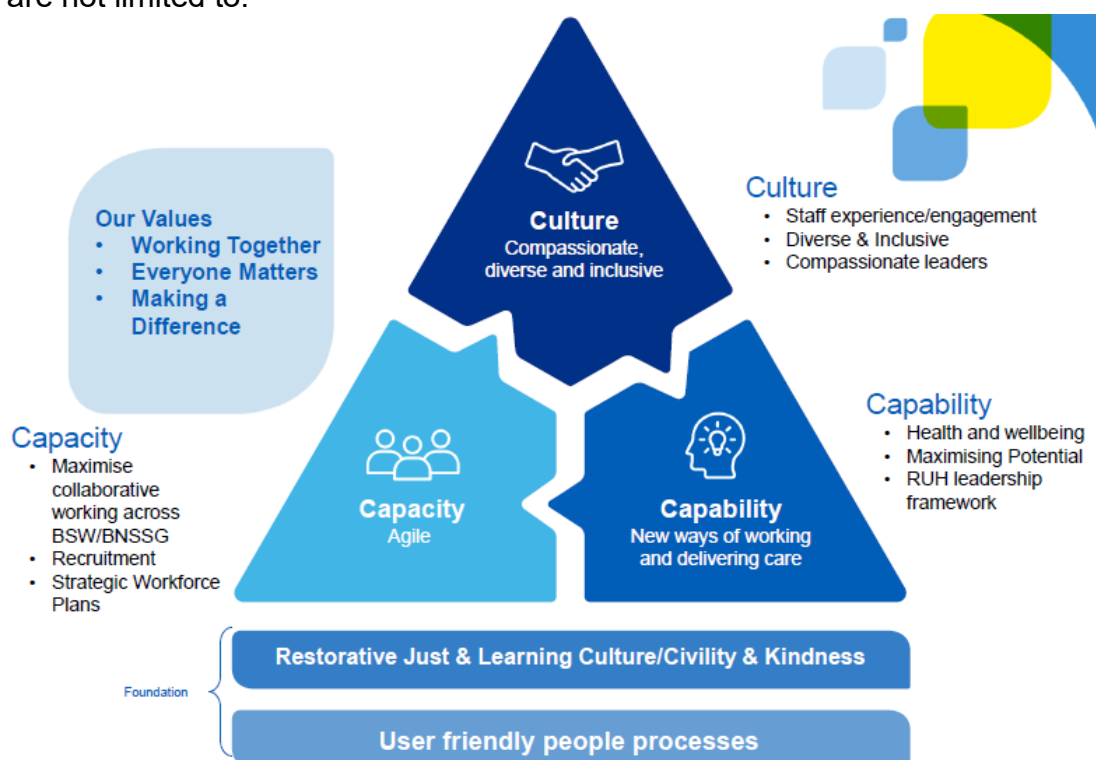
4) Quorum and attendance

- 4.1 Business will only be conducted if the meeting is quorate. The People Committee will be quorate with four members present, at least two of whom must be NEDs.
- 4.2 Members will be required to attend a minimum of four meetings per year and will be required to send a Deputy if they cannot attend.

5) Roles and responsibilities

The Committee will:

- 5.1 Advise the Board on the People agenda, considering relevant best practice and alignment with strategic objectives and values.
- 5.2 Monitor, and receive assurance on, the key areas of the People Plan which will include but are not limited to:



- 5.3 Agree a schedule of ‘deep dive’ reports into programmes and associated projects as required.
- 5.4 Define refine and monitor an agreed set of people-related Key Performance Indicators and oversee the ongoing development of the People Plan Dashboard.
- 5.5 To undertake high level, exception-based monitoring of the delivery of the People Plan to ensure that the RUH is operating in accordance with its objectives and where it is not, assure itself that appropriate action is being taken by the Executive Team.

- 5.6 Seek assurance on 'read-across' and linkage between the RUH People Plan and the RUH Transformation Programme, particularly on issues related to the workforce.
- 5.7 To assess the factors, across BSW, that contribute to the risk of failure to deliver the People Plan and monitor the effectiveness of action plans to address these.

6) Reporting

- 6.1 The Chair of the People Committee will ensure that the Board is fully sighted on areas of compliance and non-compliance and will report on the activities of the Committee to the next Public Board meeting.
- 6.2 The Chair of the People Committee will make recommendations to the Board on any area within the Committee's remit where disclosure, action or improvement are needed.
- 6.3 The Chair of the People Committee will liaise with the Chairs of other Board Committees where necessary to ensure that cross-committee issues receive adequate oversight (by, for example, arranging to attend other Committee meetings).

7) Frequency

The Committee will meet at least six times a year. Additional meetings may be arranged as required.

8) Other Matters

- 8.1 The Corporate Governance team will be responsible for providing administrative and governance support to the Committee, including:
 - Agreement of the agenda with the Chair / Vice-Chair / Chief People Officer
 - Collation of the papers which will be disseminated five working days in advance of the meeting.
 - Arranging for minutes and actions which will be disseminated five working days after the meeting.
 - Accessing advice to the Committee as required.
- 8.2 The Committee will undertake an annual review of its performance against its Terms of Reference and work plan to evaluate the achievement of its objectives. The outcome of this review will be reported to the Board.
- 8.3 These Terms of Reference will be reviewed at least every year as part of the process of monitoring the Committee's effectiveness.

Terms of Reference approved by the People Committee on: 18 July 2024

Ratified by the Board of Directors on:

Author: Roxy Milbourne, Interim Head of Corporate Governance Document Approved by: People Committee	Date: July 2024 Version:	Page 3 of 3
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