

**AGENDA ITEM 12 – REPORT OF THE PEOPLE COMMITTEE
BOARD OF DIRECTORS 7 FEBRUARY 2019**

Report title	Report from the people committee
Report from	Sumita Singha, chair, people committee
Prepared by	Helen Essex, company secretary
Previously discussed at	N/A
Attachments	N/A
Link to strategic objectives	We will attract, retain and develop great people

Executive summary							
Attached is a summary of the people committee meetings that took place on in November and December 2018.							
Action Required/Recommendation							
The board is asked to receive the report for assurance.							
For Assurance	✓	For decision		For discussion		To note	

PEOPLE COMMITTEE SUMMARY REPORT

13 November 2018 and 4 December 2018

<p>Committee Governance</p>	<ul style="list-style-type: none"> • Quorate – Yes • Attendance (membership) – 100% (for both Nov and Dec) • Agenda completed – Yes
<p>Current activity</p>	<p>Workforce strategy and planning</p> <ul style="list-style-type: none"> • Presentation of the context for the workforce strategy and the proposed framework for the strategy development. • Outline of the contextual challenges facing Moorfields and the NHS more generally and the workforce implications from the sub-speciality redesign workshops. • Discussion on the context and proposed framework included different workforce supply challenges at satellite sites, shortage of ophthalmologists nationally, use of locums, the need to change the skill mix of the nursing workforce and the changes to band 4 roles supported by education. • Discussion about the different medical and non-medical clinical workforce distributions across gender, pay band and ethnicity • The workforce has higher turnover rates in estates, admin and clerical staff and lower in medical and nursing. <p>Brexit</p> <ul style="list-style-type: none"> • Verbal updated provided on Brexit and the potential impact with what we currently know. • 11% of the Moorfields workforce is from the EU and the trust is providing help and support to EU staff living in the UK with advice and reimbursement of the settled status registration fee. <p>Recruitment & retention update</p> <ul style="list-style-type: none"> • It was reported that the trust currently reports a vacancy rate of 15.8% against a target of 10%. • A recent deep dive exercise into nursing vacancies has been undertaken and there is a reliance on bank staff to fill vacancies across the trust. • The admin review has commenced and there is a new admin structure which provides a number of opportunities. • The trust has participated in a number of open days and recruitment fairs to help fill vacancies and this is a cost effective part of our approach to recruitment which includes a variety of other recruitment channels and social media. <p>Equality, diversity and inclusion</p> <ul style="list-style-type: none"> • The committee received an overview and context for the Equality, Diversity and Human Rights approach and governance in order to align it with our strategic ambitions. • Discussion took place about some of the key achievements, including becoming a pilot site for the ‘national leadership for inclusion’ project and the learning disability apprenticeship scheme, establishment of equality networks and improvement of access for LD and dementia patients. • It was acknowledged that there is still more to do and a commitment to: <ul style="list-style-type: none"> – Advancing equality of opportunity and making equality everyone’s responsibility; – Valuing the diversity of our staff, service user, partners and carers and using it to build our knowledge about how to create solutions to complex problems;

	<ul style="list-style-type: none"> – Improving staff awareness of the key policies and practices supporting the principles of diversity and equality; – Recognising, challenging and eliminating discriminatory behaviour. – Showcasing pride in our diverse workforce <ul style="list-style-type: none"> • An audit by KPMG in March 2018 identified that Moorfields was meeting its Public Sector Equality Duty and responsibilities under the Equality Act. • However, it recommended that the trust improve its reporting framework and governance structure. • The next steps will be to develop the next iteration of the EDI and human rights strategy, set external benchmarks to help assess performance, develop clear targets for employment, work towards enabling inclusion and reducing discrimination and develop an evidence base and baseline data. • It was agreed to establish an EDHR group as a joint subgroup of the QSC and people committees to review both patient and staff EDI objectives. • A non-executive representative with specific responsibility to oversee the WRES and WDES to be identified. • The board will see an annual report on EDHR. <p>Staff survey action planning</p> <ul style="list-style-type: none"> • The committee reviewed the timetable for the 2018 survey and the recommendation that the trust adopts a three-year approach to staff survey action planning themes which will enable time for sustained change to occur. • The agreed themes reflect the ambitions of the trust strategy and are: <ul style="list-style-type: none"> – Fair treatment and inclusion – Valuing staff – Improvement and innovation – Team working • Another focus will be reducing internal variation between sites and professional groups in order to achieve consistency of staff experience across the trust. <p>Future committee items</p> <p>Staff networks (BeMoor, MoorAbility, MoorPride), focus on inclusion and the gender pay gap survey.</p>
Key concerns	<ul style="list-style-type: none"> • Concerns raised around the impact of Brexit on the salary differential between the UK and a global market • Strengthening of governance framework around EDHR required.
Key learning	<ul style="list-style-type: none"> • Recruitment and retention and where the trust ought to be targeting actions, regardless of Brexit • Understanding why doctors and senior nurses stay with the trust for a long time when this is not the case for junior nurses • How to utilise training opportunities for bank and agency staff to prevent gaps in service • Understanding the results of the staff FFT and the discrepancy between the percentage of staff that would be happy for their family to be treated at Moorfields and those saying it is a great place to work
For discussion outside committee	<ul style="list-style-type: none"> • Information about education and leadership training to be included in the workforce strategy • Workforce strategy to be presented at board in early February • Revised equality diversity system (EDS2) exercise to be conducted • Staff survey action plans (trust-wide and divisional) to be presented at TMC in March/April

	<ul style="list-style-type: none">• Non-executive lead for WRES and WDES to be identified
Date of next meeting	<ul style="list-style-type: none">• 12 March 2019