

## Board Committee report to the Board of Directors

<b>Committee Name:</b>	People and Culture Committee
<b>Committee Chair:</b>	Gary Barrett
<b>Date of last meeting:</b>	11th October 2022
<b>Date of Board meeting for which this report is prepared</b>	25 <sup>th</sup> October 2022

### Summary of key issues:

This is the first meeting of this Committee since March 2022 with a slightly new membership and a new Chair. The meeting was held successfully over Teams.

A good, proactive meeting was held with a renewed focus for the Committee on a set of key priority areas for the business. It was agreed that a risk register be created for this Committee as a number of key people related issues are currently impacting underlying business success.

Discussion with key discussion points outlined as below:

#### **Recruitment Retention and Leavers**

Work continues on streamlining the onboarding process with a new welcome pack and consideration of a process that casts a wider net to find candidates. An understanding as to why candidates do not join and why staff leave was reported on and discussed. It was agreed that current activities are appropriate for overseeing these areas of activity. Focussed recruitment days where a larger number of potential candidates are interviewed and identified have been successful. It is also being considered that potential candidates for roles with high attrition rates be onboarded in anticipation of leavers and or would otherwise have a need for costly contract staff.

#### **Absence**

Absence continues to run at a higher rate than would be liked. However, it was agreed that many of the issues found were not specific to HiF or HDFT. A detailed focus on each absence is still being tracked and actioned on as appropriate in the various teams and those measures believed to be appropriate.

#### **Succession Planning**

It was agreed that succession planning for this Committee would cover below Board and Exec level. Board and Exec level would be discussed and agreed at HiF Board level. This would be a fixed agenda item but given the need to focus on other People related issues we would ask a paper be brought and discuss at our first meeting of 2023.

### Appraisal

The number of staff appraisals being carried out are behind on target, but it is believed the numbers had improved recently.

### Pay and Reward

Keeping competitive in the market place remains an issue. However, it is believed that a number of softer additional benefits of working for HiF in a HDFT environment can be articulated to help bridge the gap in pure salary comparisons alone.

The following is an agreed list of focus areas and for ongoing review by the P&CC and form the basis for agendas and reporting.

#### Areas of current focus:

- Onboarding, Casting a wider net
- New welcome pack and streamlining of the current process
- Develop a unique culture that compliments the trust
- Provide a great place to work, focus on Health and wellbeing
- Borrowing best practice from NHS and other Trusts
- Building a P&CC risk register

#### Areas of ongoing review:

- Absence tracking and understanding
- Retention and Leaving reasons
- Pay & Reward
- Succession Planning
- Appraisal process
- Staff Survey
- Training Programme

### Risk Register

It was agreed a HIF P&CC risk register would be created.

With regards to policies and ongoing activity focus with the relevant teams the Committee are reassured by the work being done by the HIF leadership and staff.

### Are there any significant risks for noting by Board? (list if appropriate)

People recruitment, retention and absence remain priorities with a focus on well-being in the workplace to ensure HiF is a somewhere our staff want to work and believe it is a great place to work.

### Any matters of escalation to Board for decision or noting (list if appropriate)

NA