

## 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>	22 <sup>nd</sup> August 2023
<b>Date of Board meeting for which this report is prepared</b>	August 2023

### Summary of key issues:

The meeting was held successfully in Herriot's Training Room.

A good, proactive meeting was held with a renewed focus for the Committee on a set of key priority areas for the business.

The new workforce report has been reviewed and the Committee agree it provides a useful set of measurements. We may need to focus a little more on the cost of contract/temporary staff and the impact on the business. The cost of hiring and retraining permanent staff should be considered however when looking at whether contract/temporary staff are really more expensive in a high staff turnover department.

Work continues to review the Organisational structure and working practices for porters. This may include biometrics for time logging. Conversations with staff and unions are ongoing to be able to come to a consensus for all concerned.

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

Work continues on streamlining the onboarding process with a new welcome pack available. There has been a continued positive response to recruitment adverts which is encouraging. It is the Senior Management belief that staff are happier and feeling more engaged generally. Staff turnover remains high at 20%. Also 37% of HIF leavers in the last 12 months have less than 2 years' service. Whilst these numbers are high for the NHS as a whole, it may not however be considered high for a business like HIF and work continues to find data that supports this view.

#### **Absence:**

Absence continues to run at a higher rate than would be liked at 6%. Interestingly in July the 31-35 age group have the highest sickness rate and musculoskeletal reasons being the most common reason.

#### **Succession Planning:**

It was agreed that Succession Planning would remain a topic on the Committee agenda, but that the Committee felt the Leadership Team had a process in place to manage this. Main Board Succession planning is owned by the Chair of the Main HIF Board, the CEO and agreement by our Shareholders.

#### **Appraisal:**

The number of staff appraisals being carried out had improved slightly.

**Inpulse and Staff Survey:**

It was suggested that the frequency of the surveys was leaving staff a little jaded and unsure of the benefits of the outcomes from the survey. The time between surveys may not allow any suggested new working practices enough time to bed in before being asked the same set of questions again in the survey. Leadership have been asked to consider if a longer time between surveys would be of benefit.

**Social Media:**

A new social media policy specific to HIF is being produced.

**Risk Register:**

It was agreed that a risk register is not required at the moment for this Committee. Any risks that are identified will be escalated initially by the Chair of this committee to the CEO and Board Chair and included in the HIF risk management process as appropriate.

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

**Are there any significant risks for noting by Board?**

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

**Any matters of escalation to Board for decision or noting**

It was agreed the next meeting of the P&CC would not be required until December. All members agreed that a meeting by Teams could be called between now and then if required.