**London People Board – Minutes**

**Monday 10th March 2025**

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| **Welcome and apologies** |
| The chair **MG (Marie Gabriel)** Welcomed Board members to the meeting. |
| **Review minutes from London People Board held on 13th January 2025** |
| Minutes approved |
| **Equality, Diversity & Inclusion Workplan for the year and responding to future incidents** |
| **Sally Scales (SS)** provided an update on the Board appraisal. This is soon to be published and are principles for good board appraisals  Appraisal should have a clear, fair and transparent assessment process which is linked to talent management  Appraisal should offer value to both the individual and to the organisation  **Gill Rooke GR** presented the Management and Leadership Framework. This consists of Code, standards, competencies and a curriculum.  This framework has been co designed through extensive collaboration with system colleagues.  They are currently at consultation with a view to implement in 25/26.  Gill also spoke about the HLM 360 and how this together with all the national programmes will be refreshed to incorporate the competencies and curriculum.  Discussion 360-Degree Appraisal System:  LPB welcomed the board appraisal approach which will be shared with them once it is formally published.  Ranjit Soor (RS) shared an overview of the leadership talent pipelines in the London region, specifically highlighting the aspiring Executive Director and aspiring Chief Executive tracks. The meeting noted that 26% (20 individuals) of the Executive Director pipeline and 20% (6 individuals) of the CEO pipeline are candidates are from non-white backgrounds. RS emphasised the need to position London as a leader in executive talent development and presented findings from an external review of the talent workstream, which outlined five key recommendations to strengthen the pipeline:   1. Enhance strategic leadership for executive talent support. 2. Develop robust governance structures. 3. Align talent management strategies with the region’s leadership needs. 4. Improve stakeholder engagement and commitment to the talent pools. 5. Co-design talent development opportunities to meet both internal and external expectations.   RS detailed efforts to create more inclusive and effective talent pools that will support the filling of senior leadership roles within NHS organisations. The team highlighted the ongoing need to integrate diversity and inclusion principles and foster regional collaboration to address the leadership gaps across London.  **Discussion**  **360-Degree Appraisal System**: There was consensus on the importance of simplifying the HLM 360-degree feedback model. Members discussed the need for the system to be flexible and relevant across different leadership levels. The proposal to involve a wider range of participants in feedback was supported, though there was a call for a more tailored approach to ensure it meets the needs of senior leaders at varying stages of their careers. The meeting suggested further development of the HLM 360-degree feedback model to make it more accessible and useful for leaders at all levels. Focus should be on simplifying the process while ensuring it provides meaningful insights for leadership development.  **Leadership Talent Pipeline**: Members acknowledged the progress made but noted that greater emphasis is needed on attracting diverse candidates from underrepresented groups. RS highlighted the challenges of reaching a broader demographic for senior leadership roles, especially within the healthcare sector. A focus on growing internal talent through targeted development programmes was identified as essential for ensuring sustainability and resilience in the leadership pipeline.  **Alignment and Collaboration**: The meeting discussed the need for a more cohesive approach to talent management across London’s NHS systems. Members noted the importance of collaboration between NHS organisations to ensure that talent pools are aligned with the region's leadership requirements. The integration of governance and succession planning was emphasised as a means to strengthen these efforts, ensuring the right talent is in place for critical roles as they arise. The meeting agreed an importance on more collaboration between NHS trusts to improve succession planning, ensuring there is a steady flow of qualified candidates for senior leadership roles.  **Actions**  People & Culture team to include board feedback into development of national appraisal programme |
| **4. Update on London Principles for Hybrid Working** |
| LS presented an updated resource pack to support hybrid working in London focused on the ongoing development of the principles guiding hybrid working models across NHS organisations. Emphasis was placed on defining a minimum expectation of in-office attendance and providing staff clarity on hybrid working expectations.  **Discussion**  The board discussed the broader implications of hybrid working, considering its impact on both staff and the wider community. The following points were raised:  **Staff Connection and Engagement**: It was recognised that bringing employees back to the office for two days per week can benefit staff by fostering a stronger connection to their teams and organisations.  **Logistical Considerations**: Practical issues around hybrid working were raised, particularly around childcare, commuting, and the broader societal impacts of reduced office attendance. Jazz Bhogal (JB) highlighted the economic impact on local communities, as well as the importance of connecting with local authorities to help staff engage with their surrounding environment.  **Flexibility Across Organisations**: The meeting acknowledged that the 40% attendance principle is intended as a general guideline rather than a policy. It was noted that hybrid working models vary across different parts of the NHS, with some organisations already operating on a higher frequency of in-office attendance.  **Communication and Encouragement**: A key takeaway from the discussion was the importance of clear communication. It was agreed that messaging around the hybrid working principles should be framed as good practice rather than a mandate. Scenarios or case studies could help illustrate how individuals might manage the transition to hybrid working, particularly in relation to childcare or other personal commitments.  **Actions**  Lizzie Smith (LS) to include CIPD report in hybrid working resourcing, circulate to board and include on LPB website. |
| **Update on Higher Cost Area Supplement (HCAS)** |
| Mark Watson (MW) updated the board on the work surrounding the Higher Cost Area Supplement (HCAS). A review of the HCAS scheme revealed that although there are established solutions for addressing the challenges of high living costs, trusts have struggled to effectively navigate these options due to financial constraints. Employers have been hesitant to fully utilise available tools, such as the London agreement on the Recruitment and Retention Premium (RRP), and instead, have turned to retention bonuses and other alternative schemes that may be less effective.  **Discussion**  It was discussed that the HCAS review is an attempt to explore solutions, but some pointed out that the main issue lies not in the absence of tools but in the reluctance or inability to implement them effectively.  The meeting agreed the issue of fairness is a concern. The conversation also touched on the impact of external market pressures, such as recruitment in high-demand areas like IT and cybersecurity, where pay premiums are common.  The discussion concluded with the understanding that any adjustments to HCAS and related pay schemes must be realistic within the current budgetary constraints and should be communicated effectively to all stakeholders involved.  **Actions**  MW to present these findings to Chief Executives to ensure alignment and avoid recurring discussions on the issue. |
| **Update on Sub Committee restructure** |
| LS updated the board on the restructuring of the current Sub Committees and highlighted the need to clarify and integrate different areas within the sub-group structure, particularly ensuring alignment with broader system-wide priorities.  **Discussion**  The meeting expressed concerns about the current sub-group structure, highlighting a need to streamline and focus efforts on key priorities rather than trying to encompass everything.  Leadership integration, particularly concerning neighbourhood teams, primary care, and social care, was raised. It was emphasised that these areas are crucial and should be addressed within the leadership framework, potentially under the "current leadership" heading.  The role of sub-groups and their alignment with broader workforce and leadership efforts. It's important to distinguish between formal sub-groups and working groups or forums, ensuring clarity in their purpose and scope.  LS highlighted the current governance structure including The Regional People and Workforce Committee, noting its relationship to NHS England’s internal governance and the importance of aligning the London People Board with this structure.  The meeting discussed external factors such as social care market risks (with potential business closures) and their impact on workforce planning, especially in health and social care.  The group agreed that the version presented was an accurate representation of the current governance and sub-group model which will need to be reviewed again in 6-12 months time as the LPB purpose continues to adapt and evolve. |
| **Women of Colour Conference -Board sign off** |
| The *Women of Colour Conference* was highlighted as an important event. It was acknowledged as a key initiative for leadership and talent development.  The board agreed this event is an example of positive action in addressing equity within workforce leadership.  The conference was linked to broader efforts to support underrepresented groups in NHS leadership.  **Decision**  Board sign off |
| **Any Other Business** |
| **London People Board Comms**  The meeting noted Michael Carden (MC) NHS England (London) Communications Manager, who will join board meeting to collect any information to be cascaded in the region through wider comms channels. |
| **Close** |