**London People Board – Minutes**

**Monday 13th January 2025**

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| **1.** | **Welcome and apologies** |
| The chair Nnenna Osuji (NO) Welcomed Board members to the meeting. | |
| **2.** | **Review minutes from London People Board held on 13th November 2024** |
| Minutes approved | |
| **3.** | **Equality, Diversity & Inclusion Workplan for the year and responding to future incidents** |
| Yinka Iwu (YI) outlined the progress made on the Equality, Diversity, and Inclusion (EDI) workplan, highlighting key achievements and areas for further focus:   * **Review of Priorities**: The team have reprioritised its work to identify areas requiring greater acceleration. This includes evaluating the existing race strategy and considering what additional steps are needed to address broader systemic inequalities. * **Evolving the EDI Steering Group**: The current EDI steering group requires evolution to remain fit for purpose in the face of emerging challenges. YI proposed strengthening the group’s structure and remit to ensure it can better support system-wide EDI efforts. * **Alignment with National Developments**: There is a need to align London’s EDI workplan with national guidance, particularly as new policies and frameworks are introduced. London is well-positioned to pilot initiatives ahead of wider implementation, creating an opportunity to influence and shape the national approach. * **Workforce Representation and Inclusion**: Progress has been made in diversifying senior leadership and embedding inclusion into workforce planning. However, more work is required to ensure inclusive practices are adopted across all organisations. * **Future Incident Response**: YI noted the importance of ensuring the system is equipped to respond effectively to incidents involving discrimination or inequality. Plans include developing a standardised response framework to support affected staff and address underlying issues.   **Discussion**   * NO commended the progress and emphasised the opportunity for London to lead on piloting new EDI initiatives, reinforcing the region’s role as a driver of national change. * Marie Gabriel (MG) noted the importance of aligning the workplan with national priorities, ensuring that London’s efforts contribute to and influence the broader EDI agenda. * Karen Broughton (KB) welcomed the review of priorities and highlighted the importance of embedding EDI into all workforce planning activities. She noted the progress made but stressed the need for sustained focus and commitment to addressing inequalities. * A discussion was held on strengthening the leadership of the EDI steering group. The need for a co-chair was identified, with attendees encouraged to nominate candidates or volunteer for the role. * Attendees agreed on the importance of identifying and addressing gaps in the current workplan, ensuring efforts are directed towards areas with the greatest impact.   **Actions**   1. **Steering Group Leadership**: Circulate a call for expressions of interest in the EDI steering group co-chair role to strengthen leadership. | |
| **4.** | **National Developments** |
| Emma O’Kerry (OK) introduced the progress areas of the NHS 10-Year Health Plan People Working Group, detailing the following key points:   * **Objectives of the 10-Year Plan**: The group aims to establish long-term objectives for the NHS workforce, addressing immediate priorities and long-term transformational goals. Emphasis on driving shifts toward community care, prevention, and digital transformation. * **Engagement Exercise**: A significant engagement exercise has been undertaken, gathering over 10,000 ideas and 7,400 staff and patient experiences. * **Vision and Enabler Groups**:   + Vision groups are tasked with defining what the NHS workforce should look like in the next decade.   + Enabler groups, including the People Working Group, focus on identifying the practical steps required to achieve this vision. * **Three Priority Areas**: The working group’s efforts are concentrated on:   + **Future of Work**: Understanding how workforce needs have evolved over the past decade and anticipating the demands of a modern, adaptable workforce.   + **Cross-Cutting Themes**: Leadership, culture, and EDI are integrated across all areas.   + **System Integration**: Bridging gaps between NHS workforce planning and broader sectors like social care, while leveraging collaborative opportunities such as prevention-focused initiatives. * **Phased Approach**: The programme is structured into three phases:   + Establishing a clear vision (completed in late 2023).   + Identifying enablers and levers to drive change (ongoing).   + Refining and consolidating recommendations for the final report (scheduled for early 2025).   **Discussion**   * Shahana Ramsden (SR) highlighted the importance of connecting work and health initiatives to broader priorities, referencing the North Central London ICB’s vanguard programme. Emphasising the opportunity to integrate employment outcomes into the plan. * Kevin Fenton (KF) raised the following:   + How is EDI being integrated within the People Working Group and across other enabler groups like finance and estates? Stressed the importance of embedding EDI system-wide.   + How is workforce readiness for prevention and population health being addressed, particularly through training healthcare professionals in prevention-focused approaches? * Attendees agreed on the need to ensure that the engagement exercise captures diverse perspectives, particularly from underrepresented groups within the workforce.   **Actions**   1. Systems to summarise examples of workforce innovations relating to the 10 year plan 3 shifts which will be shared with the People Working Group for 10 year plan | |
| **4.** | **GLA WIN Team - Work with the Mayor’s office on the Once for London EDI Programme** |
| Guiliana Huerta-Mercado (GHM) Introduced the Win Team development initiative, which aims to foster collaboration and leadership across the healthcare system in London, ensuring that senior leadership teams are equipped to meet the challenges of the current healthcare landscape.  There is emphasis on the key objective of strengthening leadership behaviours, underpinned by the values of EDI and well being.  **Discussion**  The meeting agreed the importance of the WIN Team in addressing the ongoing leadership challenges in London, ensuring consistency in leadership quality across trusts.  The meeting discussed concerns about the potential disconnect between leadership development and the reality in some organisations. Suggested that more focus be placed on ensuring senior leadership is visible in the initiative. The meeting stressed the importance of delivering tangible outcomes for staff, particularly in terms of support and engagement with the objectives.  There was a suggestion of the introduction of regular feedback loops from participants in the WIN Team to better understand the impact of leadership development efforts.  The meeting noted the importance of maintaining transparency about the programme’s objectives and progress to build trust and ensure the initiative is fully embraced by all stakeholders.  LS Recommended incorporating case studies or success stories from teams that have made notable progress to provide concrete examples of the programme’s impact.  **Decisions**  London People board endorsed the approved the MOU | |
| **5.** | **London Principles for Hybrid Working** |
| LS Delivered a presentation on the Hybrid Working Principles for London, highlighting the below:   * + Note the evolving landscape of hybrid working within the NHS, especially in light of the shift towards flexible working arrangements due to the pandemic.   + Emphasised the importance of balancing hybrid working with maintaining a cohesive team dynamic and high standards of patient care.   + Hybrid working principles are designed to offer flexibility while ensuring that employees are still able to collaborate effectively and contribute to the delivery of healthcare services.   + Raised the need for clear guidance regarding the number of office days required for staff who work in hybrid roles, to ensure consistency across the region.   + Acknowledged the challenges of aligning these new working patterns with High Cost Area Supplements (HCAS) and the potential inequities caused by differing levels of pay across different parts of London.   **Discussion**  The meeting discussed concerns about the inequities created by the current HCAS system, particularly in cases where staff work across sites in different parts of London, receiving varying pay levels despite performing similar roles. Suggestion that the traditional distinction between inner and outer London for HCAS could be reconsidered due to the reduced difference in the cost of living across the city, especially for staff working in hybrid roles. The meeting stressed that clarity on office attendance requirements and their link to HCAS would help address some of the confusion and ensure fair compensation for all NHS staff.  Mark Watson (MW)Provided an update on the work being done by a working group within NHS England, London region to review HCAS policies and their relationship with hybrid working.MW Highlighted that cross-site working is a growing challenge, particularly as more NHS trusts merge, resulting in staff working in multiple locations that may be only a few miles apart but with different pay scales.Changes to HCAS would require national adjustments to terms and conditions, but acknowledged that the issue needs to be addressed to ensure fairness for staff working in hybrid roles.  The meeting agreed that while the review of HCAS would take time, it is an important issue that must be dealt with to prevent inequities in pay and working conditions.  Suggestion that further guidance be developed to ensure staff are fully informed about how HCAS and hybrid working interact.  **Actions**   1. LS to address impact of hybrid on learners within the principles pack 2. MW to continue leading the review of HCAS policies and bring an update to the next London People Board meeting, focusing on potential solutions to address pay inequities across different locations. | |
| **6.** | **Sub Committee restructure** |
| Lizzie Smith (LS) introduced the discussion on the subcommittee restructure, noting that the subcommittees within the London People Board were initially created during the pandemic in a more organic manner rather than through a strategic process.  A key proposal outlined was the creation of several new subcommittees, including:   * EDI Subgroup * Talent and Leadership Group (to integrate functions previously separated) * Retention, Staff Experience, Supply, and Temporary Staffing Groups (under M.W.'s leadership) * Digital Workforce Transformation Group   The aim was to ensure that the subcommittees align with national guidance and the emerging digital agendas.  **Discussion**  The meeting discussed how the subcommittees will align with the overarching priorities of the People Board. Suggestions of a clear mapping of these priorities to ensure the subcommittees’ work aligns with them and to avoid duplicating efforts across different governance structures in London.  The meeting agreed the importance of ensuring adequate representation from all professional groups.  CM assured that well-being would be addressed in the retention workstream and noted that further work would be done to refine the structure and representation of the subgroups, ensuring it reflects London's specific needs.  MW explained the rationale behind the separation of the subgroups, stating that each addresses distinct, important aspects: retention and well-being, supply (including strategic recruitment), and temporary staffing. Emphasis that the focus on temporary staffing was a ministerial instruction and crucial given the current financial climate.  **Actions**   1. CM and team to incorporate feedback regarding subgroup structure and alignment with overarching priorities. 2. A briefing paper to be prepared, focusing on governance and interrelationships between subcommittees, as discussed in the session, for presentation back to the March LPB meeting | |
| **11.** | **Any Other Business** |
| **Response to Incident in Oldham**  NO notes the recent staff stabbing incident in Oldham, highlighting the significant impact on staff and the NHS. She emphasised the need for the London People Board to take action and suggested bringing forward the meeting on learning from previous riots. She also highlighted harmful social media content inciting further unrest.  KB suggested reviewing staff security in vulnerable departments, advocating for action from chief executives to ensure staff safety.  MG echoed concerns about staff distress and proposed more proactive steps beyond letters of support to address staff welfare.  NO concluded by recommending the recirculation of violence and aggression resources to guide actions across organisations, while individual organisations may want to review their security measures.  **Actions**   1. Recirculate the violence and aggression resources to colleagues and London chief executives for reference. | |
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