

## Audit Committee Item 6.1.4

**Subject:** People Committee Annual Report 2018/19  
**Date of Meeting:** Tuesday 12<sup>th</sup> March 2018  
**Prepared by:** Joanne Twist, Director of Workforce & Service Improvement  
**Presented by:** Mark Jones, Chair of People Committee

BAF Ref	Impact on BAF
4	N/A

### 1. Executive Summary

The People Committee has met three times during the financial year 2018/19 (excluding this meeting).

The Committee's main priority is to review and scrutinise that the Trust's strategic priorities for the delivery of its Team LHCH at its Best Framework are identified, implemented and monitored.

The Committee identified key priorities for 2018/19 to continue to monitor the organisation's use of bank and agency against the planned reduction implementation of the recruitment map and ensure overall improvement in learning and development and succession planning across the Trust.

The Terms of Reference have been reviewed and it is proposed that this is presented as part of this paper to the April Trust Board (see appendix 1).

Following the recommendations from the MIAA review the Committee agenda and business cycle is now more succinct and streamlined, releasing leadership capacity back into the organisation.

This paper provides an overview of progress against each of the objectives set out within the Committee Terms of Reference and concludes that the Committee has met all of its objectives.

### 2. Delivery of Objectives set by the Board of Directors

A summary of progress against each of the agreed objectives is shown below.

	Terms of Reference	Evidence to support Delivery	Outstanding Issues/Actions
(i)	Excellence in compassionate and collective leadership	<p>The Committee received quarterly updates via a workforce dashboard tracking the deliverables of Team LHCH Framework.</p> <p>The Committee has placed significant focus on Equality and Inclusion and receives regular progress reports on the implementation of the Trust's E&amp;I Strategy aligned to the EDS2 goals and outcomes and WRES metrics. The Trust welcomed all the engagement sessions being undertaken with the BAME workforce and EIA updates.</p> <p>The Committee were assured that a new Leadership Strategy and Leadership Development Programme, including the roll out of talent management and succession planning will support the Trust's Retention Strategy and build leadership capacity, and welcomes the support it gives to the emerging leaders and succession planning for critical posts.</p> <p>The Committee received the annual Safe Nurse Staffing Review and the AHP Staffing Strategy update.</p> <p>The Committee received and monitored progress against the staff survey 2017/18 and divisional action plans.</p> <p>The Committee were provided with feedback from the LiA Pulse Survey and subsequent Big Conversations and Pass It On Service Improvement Events held throughout 2018, and were assured that the</p>	<p>Continue to receive quarterly assurance updates against the annual delivery plan of Team LHCH at its Best and monitor closer alignment with the Carter Review.</p> <p>Continue to monitor actions from equality analysis findings from the staff survey, BAME staff sessions and WRES data and WDES from April 2019.</p> <p>Monitoring of the revised Equality Objectives and Equality and Inclusion Strategy 2019/21 once launched in April 2019.</p> <p>Evaluation of 2018/19 Management Development and Leadership Programme.</p> <p>Review and analysis of 2018 staff survey results and monitor action plan progress.</p> <p>Monitoring of the succession/talent management roll out.</p>

		engagement sessions were focused on key issues highlighted within the staff survey and LiA Pulse Survey and delivery against the staff engagement plan.	
(ii)	Attract	<p>The Committee has continued to pay attention on monitoring agency and bank usage data against planned spend and monitoring proactive turnover, recruitment and workforce plans.</p> <p>The Committee has continued to monitor the work being undertaken to reduce the reliance on using agency staffing by increasing the internal temporary staffing bank, and also improved utilization of e-roster and on-going roll out across the Trust.</p> <p>The Committee receives assurance on the workforce strategic dashboard and key workforce metrics and monitors where performance improvements are required.</p>	<p>Continue to monitor recruitment activity in line with recruitment plans, especially in known national “hot spot” shortage areas within the Trust, including Cath Labs, Radiology, Anaesthesia and middle grades, to ensure this supports continued planned reduction in bank and agency spend and meets the workforce plan requirements.</p> <p>Monitor impact on the Trust work plans in relation to harmonizing bank rates of pay, on call and WLI payments.</p> <p>Monitor the impact of the retention action plan, including future rotational schemes, to attract and retain staff.</p>
(iii)	Develop	<p>The Committee has had significant discussion and assurance regarding the work being undertaken to improve the quality of appraisals.</p> <p>The Trust has closely monitored the Trainee Doctor Action Plan and welcomed the removal of enhanced monitoring.</p> <p>The Committee welcomed the development of a nine box talent grid to ensure effective succession planning requirements are identified.</p>	<p>Monitor CPD funding allocations/provision moving forward.</p> <p>Monitor the number of apprentices joining the Trust and the impact on the levy.</p> <p>Monitor staff response in the staff survey 2018 in relation to access to training and education.</p> <p>Monitor the impact of increased medical students.</p>

		<p>The Committee received assurance on progress with the Education Vision and Leadership Strategy.</p> <p>The Committee has been kept up-to-date with progress on the introduction of the Apprentice Levy.</p> <p>The Committee received regular updates on the provision of CPD and the partnership between LHCH and Edge Hill University, and the impact that the reduction of HEE funding has on this contract.</p>	
(iv)	Retain	<p>Key updates from the Freedom to Speak Up Guardian, with assurance received on key themes emerging and organizational learning taken forward and actions taken in line with the Health and Wellbeing Plan.</p> <p>The Committee welcomed a comprehensive retention strategy and action plan and bi-annual thematic turnover reports.</p>	<p>Continue to monitor staff health and wellbeing, sickness absence data and staff experience progress via quarterly highlight reports.</p> <p>Monitor retention plan against key milestones.</p>
(v)	Governance/Risks	<p>The Committee identified and received assurance in relation to a number of key workforce risks during the course of its work.</p>	<p>Continued focus and scrutiny on the implementation of a retention strategy, WFP, education and apprentice strategy, health and wellbeing strategy and staff engagement, as these are key risks to the delivery of Team LHCH and key workforce KPIs.</p>

### 3. Membership

<b>Annual Attendance for 2018/19 (attendance for this meeting not included)</b>	<b>Attendance (%)</b>
<b>Members:</b>	
Mark Jones (Chair)	100%
Ken Morris	100%
Nick Brooks	75%
<b>Attendees:</b>	
Joanne Twist	100%
Sue Pemberton	100%
Dr. Raph Perry	100%
Tony Wilding	75%

### 4. Sub-Committees

Since the establishment of the Equality and Inclusion Group, Health and Wellbeing Group, Workforce Development Group, Policy Group and Workforce Utilisation Group, the Committee has received updates to support assurance of progress against their agendas.

### 5. Conduct of Meetings

A Committee work plan was agreed at the start of the year and has been delivered as planned. Minutes and action logs have been maintained and all outstanding actions followed up at each meeting. All meetings have been quorate.

### 6. Terms of Reference

The Terms of Reference are included in Appendix 1 and the following changes proposed:

- Change of priorities for 2018/19
- Minor changes to job titles

### 7. Recommendations

The Audit Committee is asked to:-

- Note the contents of the report and confirm that the Committee has operated effectively during 2018/19.
- Recommend that the revised Terms of Reference are approved by the Board of Directors.