

Audit Committee

Item 6.1d

Subject: People Committee Annual Report 2017/18
Date of Meeting: Tuesday 10th April 2018
Prepared by: Joanne Twist, Director of Workforce Development
Presented by: Mark Jones, Chair of Committee

BAF Ref	Impact on BAF
4	No impact

1. Executive Summary

The People Committee has met 3 times during the financial year 2017/18 (excluding this meeting)

The committee's main priority is to review and scrutinise that the Trusts strategic priorities for the delivery of its People Strategy (Team LHCH at its Best with effect from July 2017) are identified, implemented and monitored.

The committee identified key priorities for 2017/18 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 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)

All three Trust assurance committees were reviewed in Q3 by MIAA to assess the Terms of Reference, the business cycles, the agendas and the consistency of operation. This followed with a confirm and challenge meeting with the Chair of the Committee and the Director of Workforce and a session was then held with the Board of Directors to review the findings and agree the next steps.

Following the recommendations from the above 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)	Collective leadership	<p>The committee received quarterly updates via a matrix dashboard tracking the deliverables of the People Strategy and welcomed the streamlining of the dashboards to monitor progress against Team LHCH from September 2017</p> <p>The committee has placed significant focus on Equality and Inclusion and receives regular progress reports on the implementation of the Trusts E&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 the launch of the EIA toolkit and review of the EIA process.</p> <p>The committee were assured that the Bespoke Clinical Leadership Development Programme delivered throughout 17/18 will meet the needs of the organisation and welcomes the support it gives to the emerging clinical leaders and succession planning</p> <p>The committee were assured of the development of the Leadership and Management Development programme launched late 2017 met the needs of the organisation</p> <p>The committee received assurance with two updates on the successful development and continued implementation of the culture programme in theatres</p> <p>The committee received and monitored progress against the staff survey 2016/17 and divisional action plans</p> <p>The committee were provided with feedback from the Big Conversations held over the summer of 2017 and were assured that the engagement sessions were focused on key issues highlighted within the staff survey and delivery against the staff engagement cycle.</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</p> <p>Evaluation of 17/18 clinical leadership programme</p> <p>Evaluation of 17/18 Management Development and Leadership programme</p> <p>Review and analysis of 2017 staff survey results and monitor action plan progress</p>

(ii)	Resourcing	<p>The committee has continued to pay attention on monitoring agency and bank usage data against planned spend and monitoring proactive recruitment 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 utilisation of E-roster and ongoing roll out across the Trust.</p> <p>The committee receives assurance on the workforce strategic dashboard and key workforce metrics and monitors were performance improvements are required</p> <p>The committee received assurance on significant progress made against Consultant Job Planning action plan following its limited assurance MIAA report</p> <p>The committee were updated on the Trusts involvement in the Regional Collaborative Bank Pilot and Direct Engagement Regional Collaborative</p>	<p>Continue to monitor recruitment activity in line with recruitment plans especially in known national “hot spot” shortage areas and identified ageing workforce profiles within the Trust, including Cath Labs, radiology, anesthesia, middle grades and pulmonary function to ensure this supports continued planned reduction in bank and agency spend and meets the workforce plan requirements.</p> <p>To monitor impact of regional bank on the Trust in relation to harmonizing rates of pay</p>
(iii)	Education and Development	<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 following the visit in 2015, GMC visit in November 2016 and GMC survey results in April 2017</p> <p>The committee received assurance on progress with the Learning and Development Plan.</p> <p>The committee have been kept up to date with progress on the introduction of the Apprentice Levy introduced in May 2017</p> <p>The committee received regular updates on the provision of CPD and the partnership between LHCH and Edge Hill and the impact of the reduction HEE funding has on this contract</p> <p>The committee welcomed the review of the Bullying/Harassment Policy and training awareness programme following focused Big Conversation sessions with staff and BAME staff following the staff survey results 2016</p>	<p>Development of a 9 box talent grid to ensure effective succession planning requirements are identified.</p> <p>Monitor action plan following GMC surgical programme review planned for February 2018</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 2017 in relation to access to training and education</p>

(iv)	Staff wellbeing	<p>Wellbeing Annual Report received and assurance on progress noted.</p> <p>Bi annual key updates from the Freedom to Speak Up Guardian with assurance received on key themes emerging and organisational learning taken forward.</p>	Continue to monitor staff health and wellbeing and staff experience progress via quarterly highlight report
(v)	Governance/Risks	The committee identified and received assurances in relation to a number of key workforce risks during the course of its work.	Continued focus and scrutiny on the implementation of a recruitment map, learning and development plan and engagement cycle is required as they are key risk to the delivery of Team LHCH and key workforce KPIs

3. Membership

Member	16 th May 2017	5 th Sept 2017	5 th Dec 2017	19 th March 2018
Mark Jones (Chair)	✓	✓	✓	✓
David Bricknell	✓	✓	✓	N/A
Lawrence Cotter	✓	N/A	N/A	N/A
Darren Sinclair	N/A	×	×	✓
Nick Brooks	N/A	N/A	N/A	×
Attendees				
Joanne Twist (Director of Workforce Development)	✓	✓	✓	✓
Tony Wilding (Director of Strategic Development & COO)	✓	✓	✓	×
Raphael Perry (Medical Director)	✓	✓	✓	×
Sue Pemberton (Director of Nursing & Quality)	✓	✓	✓	✓

4. Sub Committees

Since the Equality and Inclusion Group, Wellbeing Group, HR and Education Group and Workforce Utilisation Group were established, the committee has received updates to support assurance of progress against their agenda's.

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 to reflect the introduction of Team LHCH at its Best Framework in July 2017
- Minor changes to job titles

7. Recommendations

The People Committee is asked to;

- Note the contents of the report and confirm that the committee has operated effectively during 2017/18
- Note that any agreed actions arising from the MIAA committee assurance review will be implemented by the committee.
- Recommend that the revised Terms of Reference are approved by the Board of Directors.