

## Audit Committee

### Item 6.2d

Subject: People Committee Annual Report 2016/17  
 Date of Meeting: 20<sup>th</sup> March 2017  
 Prepared by: Jo Twist, Director of HR  
 Presented by: Jo Twist, Director of HR; Mark Jones, Chair of Committee

BAF Ref	Impact on BAF
4.1 – 4.5	None

### 1. Executive Summary

The People Committee has met 3 times during the financial year 2016/17 (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 are identified, implemented and monitored.

The committee identified risks associated with the delivery against bank and agency spend against planned reduction and the potential impact of this on the Trusts external monitoring to NHSI. This has received significant focus of the committee in year and continued scrutiny will be required in 2017/18 given that this is a key risk to the delivery of the 2017/18 workforce and financial plans.

The committee is keen to explore further the alignment between the People Strategy and the Carter Review and have asked to see more evidence of this alignment moving forward in 2017/18. This will ensure we monitor progress on reducing costs through corporate and clinical support services collaborative productivity and receiving assurance on managing the impact on our staff of the 5YFV strategic work streams cross cutting themes. In addition to continuous monitoring of the bank and agency spend, assurance will be sought on the implementation of a recruitment strategy map and full benefits utilisation of E-Roster and associated systems and the continued drive to improve learning and development throughout the Trust.

The Terms of Reference have been reviewed and it is proposed that the revisions are considered for approval by the Board of Directors (see appendix 1)

All Trust committees were observed and reviewed as part of the Trust's Well Led Review which was conducted by Mersey Internal Audit Agency during quarter 3 2016/17. The final report is expected in quarter 4 2016/17 and any actions agreed in relation to the People Committee will be implemented by the committee.

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.

The committee was established on a temporary basis initially. As we are only eighteen months into a three year People Strategy and with our workforce being at the heart of our delivery plan, it is proposed that the committee be made a permanent standing item. However to avoid duplication it is recommend that the Executive Team review the work schedules of its main sub committees to map out work plans for 2017/18, to avoid duplication of agenda's going forward

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

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

	<b>Terms of Reference</b>	<b>Evidence to support delivery</b>	<b>Outstanding Issues/Actions</b>
(i)	Collective leadership	<p>The committee received quarterly updates via a matrix dashboard tracking the deliverables of the People Strategy 3 year delivery plan.</p> <p>The committee has reviewed and supported the introduction of a Medical Staffing Strategy 2016-2021 for developing its medical workforce in line with strategic goals to achieve the Trust's vision.</p> <p>Progress updates were received on the AHP &amp; Nursing Strategies</p> <p>The committee has placed significant focus on Equality and Inclusion and receives regular progress reports on the implementation of the Trusts E&amp;I Strategy and the development of an E&amp;I dashboard aligned to the EDS2 Goals and outcomes and WRES metrics.</p> <p>The committee were assured that the Leadership and Management Development Plan 16/17 met the needs of the organisation</p> <p>The committee received assurance on Listening into Action and received regular updates on improvement projects including work from the Safety Culture Work Programme – this included assurance and ongoing monitoring by the committee of the robust action plan in place to deliver a new culture programme in theatres</p> <p>The Trust received and monitored progress against the staff survey 2015/16 action plan</p>	<p>Continue to receive quarterly assurance updates against the 3 year delivery plan and monitor closer alignment with the Carter Review</p> <p>Review current People Strategy in line with the new National Framework – Developing People – Improving Care issued January 17 by the National Improvement and Leadership Development Board</p> <p>Continue to monitor actions from equality analysis findings from the staff survey and BME LIA sessions</p> <p>Evaluation of 16/17 plan</p> <p>Continue to monitor action against the theatre culture action plan</p> <p>Review and analysis of 2016/17 staff survey results and monitor action plan progress</p>

(ii)	Resourcing	<p>The committee has paid significant 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 where 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>	Continue to monitor recruitment activity in line with recruitment plans to ensure this supports continued planned reduction in bank and agency spend and meets workforce plan requirements
(iii)	Education and Development	<p>The committee has had significant discussion regarding appraisal and talent management and monitored compliance against policy requirements</p> <p>The Trust has closely monitored the Trainee Doctor Action Plan following the visit in 2015 and follow up GMC visit in November 2016</p> <p>The committee received assurance on progress with the Learning and Development Plan and development of an Education dashboard.</p>	<p>Development of a 9 box talent grid and review of the leadership offer against each group.</p> <p>Review Appraisal Policy</p> <p>Monitor action plan development following November 2016 deanery visit</p> <p>Receive assurance on progress with the introduction of the Apprentice Levy being introduced in May 2017</p> <p>Receive assurance that Learning Needs Analysis data received and submission to HEE for 2017/18 funding</p> <p>Review of Education dashboard due for completion in spring 2017</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 progress on emerging themes
(v)	Governance/Risks	<p>The committee identified and received assurances in relation to a number of key workforce risks during the course of its work.</p> <p>It identified concerns in relation bank and agency spend. As a result, the committee has received quarterly updates against planned reduction.</p> <p>The committee has also identified risk associated with the delivery against its ability to recruit and retain the best staff. This has received significant focus of the committee in year and clinical divisions were invited to present on progress.</p>	<p>Continued focus and scrutiny on bank and agency spend against reduction plan will be required as it is a key risk to the delivery of the 2017/18 financial and workforce plans.</p> <p>Continued focus and scrutiny on the implementation of a recruitment map and engagement plan is required as it is a key risk to the delivery of the People Strategy and key workforce KPIs</p>

### 3. Membership

<b>Annual Attendance for 16/17 (attendance for this meeting not included)</b>	<b>Attendance (%)</b>
<b>Members :</b>	
Mark Jones (Chair)	75%
David Bricknell	100%
Lawrence Cotter	75%
<b>Attendees:</b>	
Debbie Herring (in post until December 2016)	100%
Sue Pemberton	100%
Dr R Perry	75%
Tony Wilding	100%

#### **4. Sub Committees**

Since the Equality and Inclusion Group, Wellbeing Group, HR and Education Group and E-Roster 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:

- Minor presentational changes, including replacing references to Monitor with NHS Improvement, changes of job titles, working group name changes
- Change of priorities for 2017/18

#### **7. Recommendations**

The People Committee is asked to

- Note the contents of the report and confirm that the committee has operated effectively during 2016/17
- Note that any agreed actions arising from the Well Led review will be implemented by the committee.
- Recommend that the revised Terms of Reference are approved by the Board of Directors.
- The committee was established on a temporary basis initially. As we are only eighteen months into a three year People Strategy and with our workforce being at the heart of our delivery plan, it is proposed that the committee be made a permanent standing item. However to avoid duplication it is recommend that the Executive Team review the work schedules of its main sub committees to map out work plans for 2017/18, to avoid duplication of agenda's going forward.