

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>13.9.18</b>	<b>Agenda item</b>	<b>Bo.9.18.16</b>

## A report from the Chair of the Workforce Committee

<b>Presented by</b>	Selina Ullah, Non-Executive Director
<b>Author</b>	Jacqui Maurice, Head of Corporate Affairs
<b>Lead Director</b>	Pat Campbell, Director of Human Resources
<b>Purpose of the paper</b>	This paper is to provide the Board of a Directors with an overview of the work of the Workforce Committee
<b>Key control</b>	This paper is a key control for the strategic objective to be in the top 20% of NHS Employers
<b>Action required</b>	To note

### Background

The purpose of the Workforce Committee, as set out in its Terms of Reference, is to provide detailed scrutiny of the Foundation Trust's workforce arrangements in order to provide assurance and, if necessary, raise concerns or make recommendations to the Board of Directors.

### Key Matters Discussed

The following key matters were discussed at the meeting held in July 2018.

#### 1. Appraisals

The Committee was concerned at the drop in performance however they did note that the Executive Management Team were focussed on this area and had set a target to achieve 95% performance by the end of December 2018. The actions planned to support achievement of the 95% target included:

- HR Deputy Director and Head of OD undertaking dedicated work with the Divisions and the Divisional Performance Leads
- adding capacity from a Business Intelligence perspective in terms of improvements to divisional reporting
- The escalation of monitoring of performance through monthly performance meetings but also picking up any issues through the Executive Management Team on a monthly basis.

The Committee focussed on those areas within the Trust where appraisal is still not consistently undertaken as well as seeking assurance on the additional interventions in place to support increasing appraisal rates. The Committee will remain sighted on performance in relation to appraisal.

#### 2. Workforce Race Equality Standard (WRES) and Equality & Diversity Update

The Committee established that going forward this report should be presented to the Workforce Committee for review with any relevant commentary from the Committee included in the Executive Summary presented to the Board as part of the paper for discussion. The Committee discussed the report in detail and were pleased to note the progress against the key indicators but requested a 'Closing the Gap' action plan to be developed with regard to Bands 8a and above.

#### 3. Women and Children's Division

The Committee noted their concerns at issues raised with regard to performance within the Women and Children's Division in relation to a number of the key workforce metrics reviewed as part of the discussions in relation to Appraisal and when discussing the Race Equality report.. The Committee noted the initiatives that had been put in place in Women and Children's during the last 12 months to address the issues highlighted however, the Committee agreed that it would be paying close attention to all performance metrics within the Division going forward.

#### 4. Board Assurance framework

The Committee agreed that it was comfortable with what had been discussed at Committee and that it held limited confidence still seemed right in relation to the Strategic Objective 'to be in the top 20% of employers in the NHS'. The Committee acknowledged that the evidence presented to the Committee shows significant progress and assurance in a number of areas. However, there were some gaps in assurance identified.

The Committee requested that at the next Committee it receives a report which would demonstrate the nurse/vacancy

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staffing position over the last 12 months so they could clearly see if any improvements had been made. It was expected that the report would include a review of the nurse vacancy rates for 16/17 and 17/18 which would help support the Committee in adopting a clear position on the Committee's expectations with regard to the level of vacancies the Trust should carry and the point at which the Committee would escalate any concerns to the Board.

The Committee also recognised the need for the Board to think proactively about the Workforce of the Future. The Committee will include a development session with staff from HR and the Chief Nurse's team on Workforce Roles and proposals going forward at its next meeting.

#### Recommendation

The Board of Directors is requested to note the work of the Workforce Committee in scrutinising the Foundation Trust's workforce arrangements and providing assurance.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients		g				
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers			g			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Risk Implications (see section 4 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments		▪
Quality implications		▪
Resource implications		▪
Legal/regulatory implications		▪
Diversity and Inclusion implications		▪

Regulation, Legislation and Compliance relevance
<b>NHS Improvement:</b> Risk assessment framework, quality governance framework, code of governance , annual reporting manual
<b>Care Quality Commission Domain:</b> <i>Safe, caring, effective, responsive, well led</i>
<b>Care Quality Commission Fundamental Standard:</b>
<b>Other (please state):</b>

Relevance to other Board of Director's Committee:					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
▪	▪				