

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>13.9.18</b>	<b>Agenda item</b>	<b>Bo.9.18.17</b>

## WORKFORCE REPORT

Presented by	Pat Campbell, Director of Human Resources		
Author	Human Resources Team		
Lead Director	Pat Campbell, Director of Human Resources		
Purpose of the paper	This paper has been written to provide the Board of Directors with a summary of key workforce indicators as well as an overview of HR activity in support of the Trust's overall vision and strategic objectives.		
Key control	This paper is a key control for the strategic objective to be in the top 20% of NHS Employers		
Action required	For discussion and to note		
Previously discussed at/ informed by	Details of any consultation		
Previously approved at:	Committee/Group	Date	
	Workforce Committee	25/7/2018	
Key Options, Issues and Risks			
This is a shortened version of the workforce report that was discussed at the Workforce Committee on the 25 July 2018. The headline data has been updated to reflect the Trust's position at the end of July 2018.			
Analysis			
<ul style="list-style-type: none"><li>• Small increase in staff in post against establishment since the last report</li><li>• Stabilisation of agency usage with improved bank fill rates</li><li>• Continued challenge with nurse recruitment</li><li>• Success in Consultant recruitment with challenges remaining in particular specialties.</li><li>• Junior medical fill rates for August good</li><li>• Staff turnover stable and reducing</li><li>• Slight increase in year to date sickness absence rates since last report</li><li>• Appraisal performance challenging but improving.</li><li>• Core and High Priority Training Compliance Static.</li></ul>			
Recommendation			
It is recommended that the Board of Directors discusses and notes the content of this report			

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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,
<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)
▪	▪				

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## **1 PURPOSE/ AIM**

This paper has been written to provide the Board of Directors with a summary of key workforce indicators as well as an overview of HR activity in support of the Trust's overall vision and strategic objectives.

## **2 BACKGROUND/CONTEXT**

The last workforce report was presented to the Workforce Committee in July 2018 with a summary report to the Board of Directors in September 2018. This report picks up key workforce themes and trends.

## **3 PROPOSAL**

The paper received by the Workforce Committee has been updated to reflect July's position. The report shows a small increase in staff in post against the funded establishment. Agency usage has stabilised over the last 2 months with continued success in filling junior doctor gaps with bank rather than agency. Nurse bank fill rates are also improving. Nurse vacancies remain challenging in Medicine and Surgery despite newly qualified recruitment. Women's and Paediatrics have seen successful campaigns with the majority of vacancies filled. Staff turnover continues to reduce and is at 11.05% at the end of July 2018. Appraisal performance has shown a slight improvement and as at the end of July is 75.08%. Organisational development work is focussing on two key priorities: We are Bradford – Work as One and Appraisals. Appraisal was a key focus in the recent Work as One fortnight and compliance has continued to improve.

## **4 RISK ASSESSMENT**

Workforce risks are managed at both Divisional and Corporate levels and the content of this paper is used to understand the effectiveness of the mitigation in place.

## **5 RECOMMENDATIONS**

It is recommended that the Board of Directors discusses and notes the content of this report

## **6 Appendices**

Appendix 1: Workforce report