

Meeting Title	Board of Directors		
Date	Thursday 11th July 2019	Agenda item	Bo.7.19.38

Workforce Report

Presented by	Pat Campbell, Director of Human Resources		
Author	HR Team		
Lead Director	Pat Campbell, Director of Human Resources		
Purpose of the paper	To provide a summary of key workforce indicators as well as an overview of HR activity in support of the Trust's strategic objectives.		
Key control	For the strategic objective to be in the top 20% of NHS Employers		
Action required	To note		
Previously discussed at/ informed by	Workforce Committee		
Previously approved at:	Committee/Group	Date	

Key Options, Issues and Risks

This report contains key workforce metrics and trends as at 30 April 2019 and provides an update to the Committee on the Organisational Development, engagement and workforce planning agenda for the Trust.

Analysis

This is the first workforce report where reporting is at Care Group level.

The Trust continues to see improvement in its vacancy rates, continues to maximise the use of bank staff and has seen reduced levels of agency usage. Staff turnover remains stable.

Consultant recruitment tells a positive story overall with key challenges in Vascular, Medical Oncology, Infectious Disease/Microbiology where mitigation plans are highlighted in the report narrative.

The sickness target this year has been set at 4.5%. Managing sickness continues to be very challenging and a comprehensive Health and Well-being plan and activities are in place.

We are now planning for our Appraisal season and ensuring overdue appraisals up to the end of March 2019 have been carried out, escalating where necessary.

Apprenticeships after a slow start tell a positive story with over 270 staff having undertaken an apprenticeship programme since the levy was introduced. We have also agreed to gift 10% of our levy via the Local Workforce Action Board to support non levy paying organisations within the region.

Nationally the impact of the annual and lifetime allowance is hitting our higher earning staff with the impact starting to be seen in Consultants wanting to reduce their PAs, ceasing or reducing premium activity work etc. This issue has been raised nationally by both employer bodies and the British Medical Association with extensive lobbying for changes to the NHS Pension Scheme.

Recommendation

It is recommended that the Workforce Committee discusses and notes the content of this report and determines if any issue needs escalating to the Board of Directors.

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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.	<div> <div>Low</div> <div>Moderate</div> <div>High</div> <div>Significant</div> </div>					
Explanation of variance from Board of Directors Agreed General risk appetite (G)	No variance					

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance	
NHS Improvement: (please tick those that are relevant)	
<input type="checkbox"/> Risk Assessment Framework	<input type="checkbox"/> Quality Governance Framework
<input type="checkbox"/> Code of Governance	<input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led	
Care Quality Commission Fundamental Standard: Staffing	
NHS Improvement Effective Use of Resources: People	
Other (please state):	

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Relevance to other Board of Director's Committee:
(please select all that apply)

Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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1 PURPOSE/ AIM

The paper has been written to provide the Workforce Committee with a summary of key workforce indicators and an overview of HR / OD activity.

2 BACKGROUND/CONTEXT

The last detailed report was presented to the Workforce Committee in March 2019 with a summary to the Board of Directors on May 9 2019. The report picks up key workforce themes and trends.

3 PROPOSAL

The paper shows the Trust's position as at 30 April 2019 unless dated separately. This is the first report which reports on the New Care Groups.

4 BENCHMARKING IMPLICATIONS

Model Hospital data is shown in respect of agency and sickness absence information.

5 RISK ASSESSMENT

Workforce risks are managed at both Care Group and Corporate level and reviewed by the Education and Workforce Committee. The content of this paper should be used to understand the effectiveness of the mitigations in place.

6 RECOMMENDATIONS

It is recommended that the Workforce Committee discusses and notes the content of this report and determines if any issue needs escalating to the Board of Directors.

7 Appendices

Appendix 1 – Workforce report.