

Meeting Title	Board of Directors		
Date	12/09/2019	Agenda item	Bo.9.19.24

A report from the Chair of the Workforce Committee

Presented by	Selina Ullah, Non-Executive Director
Author	Jacqui Maurice, Head of Corporate Governance
Lead Directors	Pat Campbell, Director of Human Resources
Purpose of the paper	This paper is to provide the Board of Directors with an overview of the work of the Workforce Committee held 24 July 2019.
Key control	This paper is a key control for the strategic objective to be in the top 20% of NHS employers
Action required	To note

Background

The purpose of the Workforce Committee is to provide the Foundation Trust Board with an objective and independent review (including relevant strategic risks and associated assurance) of the effectiveness of the workforce management arrangements for the Trust.

Key Matters Discussed

1. Strategic Objective 3: To be in the top 20% of NHS Employers

1.1 Risk: Strategic risks relevant to the Committee

The Committee reviewed strategic risks related to the strategic objective for which it has an assuring role at both meetings and has considered the strategic risk profile and the assurances received in the course of its business, the Committee confirmed that it was assured that the mitigations described were proportionate and appropriate.

In particular, the Committee considered two risks related to the Wholly Owned Subsidiary with assurances sought in relation to the effectiveness of the mitigations in place. Given the current position with regard to the continued threat of industrial action and the future transfer of staff to the WOS; the Committee agreed to receive exception reports under a stand-alone agenda item at each future Workforce Committee and add the Workforce Committee as the assuring Committee.

1.2 Workforce Dashboard

The Workforce Dashboard is reviewed at every meeting and the Committee considers specific areas of workforce performance and risk.

In July the Committee considered appraisal performance rates and was pleased that the Trust had maintained performance at 90% which had been the target set for the end of June 2019. The Committee was though interested in the appraisal rates for Estates (93%) and Facilities (95%) and any impact the industrial action might have had. At the present time it was good to note that performance was above that set for the quarter however the Committee would pay particular attention to the position as it mapped through in future reports.

Q1 results from the Staff Friends and Family tests have seen positive improvements in terms of the overall trajectory with regard to the 'those recommending the Trust as a place to be treated' and those 'recommending the Trust as a place to work'. Committee also pleased to note the improved response rate to the survey which although still low does show improvements as responses in the quarter rose from 336 to 460 staff who participated.

The Committee has noted the small reduction in the 'year to date' sickness absence overall but continues to maintain a keen focus on the sickness absence levels and has noted the efforts being made by the Trust to address. The Committee understands that managing sickness continues to be very challenging however it is assured by the comprehensive Health and Well-being plan and activities in place.

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In addition the Committee reviewed the nursing fill rates and agency and turnover indicators. Whilst there has been a small increase in agency usage in registered nursing and in areas where Trust does have recruitment difficulties, agency usage remains low and the Trust continues to track well against targets.

1.3 Risk: Nurse Staffing Data Publication Report

The Committee receives updates relating to Nurse Staffing at each meeting, and received assurance in relation to how risk is being understood (through the use of the heat-map) and mitigated. The Committee was informed that any specific risk related to a ward or department which was not being effectively mitigated at a Care Group level would be escalated to the Integrated Governance and Risk Committee.

1.4 Key Control: Workforce Report

The Committee were in receipt in July of the comprehensive workforce report. This supports detailed scrutiny of key workforce metrics and trends as at 30th June 2019 and provides an update to the Committee on the Organisational Development, engagement and workforce planning agenda for the Trust. In particular, in July, the Committee also derived assurance from reporting with regard to:

- Consultant recruitment. This told a positive story overall however there were key challenges in Vascular, Medical Oncology, Infectious Disease/Microbiology where the mitigations in place were discussed.
- Junior Doctor August fill rates are good and noted the key changes to the Junior doctor's contract.

1.5 Key Control: Interim People Plan.

The Interim NHS People Plan was published in June 2019 having been developed collaboratively with national leaders and partners and sets out the vision for people who work for the NHS to enable them to deliver the NHS Long Term Plan. NHS organisations are expected to undertake initial actions and further action following the publication of the substantive People Plan. The plan has implications for teams across the Trust, including HR, Education Services, Operations and the Chief Nurse Team. The Committee has noted content of the interim plan and awaits further updates as more information is released from the Centre.

1.6 Regulatory Compliance: General Medical Council National Training Survey Action Plan 2018, Obstetrics And Gynaecology

The Committee approved the action plan on behalf of the Trust Board and approved it's submission to the Royal College of Obstetricians and Gynaecologists (RCOG).

1.7 Key Control: Bi-annual Midwifery Staffing Review

The Committee received assurance from the 6 month comprehensive review of midwifery staffing including the Maternity Incentive Scheme (MIS) minimum evidential requirements for Trust Board.

1.8 Committee Business

At the meeting in July the Committee confirmed that it was satisfied that the necessary controls and mitigations were in place to cover the areas that were highlighted and discussed at the meeting. The Committee felt confident that progress was being made across a range of key workforce indicators and that they had received evidence demonstrating tangible assurance and confirmed that the current assurance rating remained at Green for Q1.

Recommendation

The Board of Directors is requested to note the work of the Workforce Committee in scrutinising the Trust's relevant strategic risks and associated assurance with respect to the effectiveness of the workforce management arrangements for the Trust. It is also asked to consider and approve the assurance level and statement agreed by the Committee which is provided on the Board Assurance Framework.

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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
Strategic Risk register and/or Board Assurance Framework Amendments	▪	
Quality implications	▪	
Resource implications	▪	
Legal/regulatory implications	▪	
Diversity and Inclusion implications		▪

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

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