

Workforce Committee Annual Report 2018/19 to the Board of Directors

1. Introduction

Good practice states that the Board of Directors (the Board) should review the performance of its Committees annually to determine if they have been effective, and whether further development work is required.

The period reported on is from 1 April 2018 to 31 March 2019

1.1 Review of Committees

In September 2018 the Board of Directors undertook a comprehensive review of its Board and Committee Structures to improve the effectiveness of the Board. The results of the Board and Board Committee self-assessment process and the outcome of the Audit and Assurance Committee Self-Assessment both identified opportunities for change and improvement in the way that the governance infrastructure of the Foundation Trust is managed. An important starting point was the review of the Terms of Reference of all the Board Committees. The terms of Reference were reviewed and amended to

- Make the role of the Board Committees explicit in relation to the Board Assurance Framework
- Define the inter-relations and interdependence between the different committees
- Make the role of and relationship of Board Committees with the Audit and Assurance Committee explicit
- Standardise wording and format of all terms of reference

These Terms of Reference were approved by the Board of Directors in January 2019.

1.2 Scope of this Annual Report

This annual report incorporates an outline of the activities of the Workforce Committee which was in existence up to 31st January. It also provides an outline of the activities of the Committee as it implemented its revised terms of reference during February and March 2019.

2. Workforce Committee (April 2018-January 2019)

The Workforce Committee was established in July 2017. The inaugural meeting of the Committee took place in November 2017.

2.2 Responsibilities

The purpose of the Committee was 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.

The Committee was responsible for:

Receiving and reviewing:

- The strategic objectives allocated to it by the Board of Directors identifying any areas where additional assurance is required.
- Those Board Assurance Framework risks allocated to it by the Board, monitoring progress made in mitigating those risks, identifying any areas where additional assurance is required and escalating assurance to the Board of Directors as agreed by the Committee.

Maintaining a strategic oversight of all workforce related strategies, such as:

- Workforce Planning
- Recruitment and Retention
- Appraisal, performance and performance management
- Education, Training and Development
- Staff engagement, morale and motivation
- Health and Wellbeing
- Organisational Development
- Advancing Practice
- Human Resources policies and procedures
- Safe Working Hours
- Freedom to Speak Up
- Leadership Capacity

Providing assurance on staffing levels;

Delivering the Foundation Trust's People's Strategy and reporting to the Board on an annual programme of work to implement the strategy;

Monitoring the results of the staff survey and overseeing the development and implementation of resultant action plans to drive improvement;

Ensuring that the Trust is compliant with relevant legislation and regulations relating to workforce matters.

2 Workforce Committee membership and attendance record

The Workforce Committee met bi-monthly. During the reporting period the Committee met five times.

Membership and attendance is recorded in the table below.

MEMBERS	30.5.18	25.7.18	26.9.18	28.11.18	30.1.19	TOTAL
Selina Ullah (Chair)	✓	✓	✓	✓	✓	5 of 5
Pauline Vickers	✓	X	✓	✓		3 of 4
Jon Prashar	✓	✓	✓	✓	✓	5 of 5
Pat Campbell	✓	✓	✓	✓	✓	5 of 5
Sandra Shannon	✓	✓	X			2 of 3
Bryan Gill	✓	✓	✓	X	✓	4 of 5
Karen Dawber	✓	✓	✓	X	✓	4 of 5

✓ = Attended	X = Apologies sent
	Denotes period when not a member of the Committee

2.3 Reporting to the Committee

The Workforce Committee has reviewed the following routine items from the work programme during the reporting period.

- Matters arising from Board of Directors
- Matters escalated from sub committees
- Board Assurance Framework
- Corporate Risks Relevant to the Committee
- Risk Appetite
- Workforce Committee Dashboard
- Workforce Report
- Nurse Staffing Data Publication & Nurse Recruitment
- Nursing Establishment Review
- Guardian of Safe Working Hours Quarterly Reports
- Equality and Diversity Updates
- People Strategy Work Plans
- People Strategy Annual Plan (incorporating a review of the previous year)
- Annual staff survey results
- Annual Staff Survey Action Plan
- Freedom to Speak Up Quarterly reports
- Freedom to Speak Up Annual Report
- Committee Terms of Reference Review
- Workforce Committee Business Work Plan

During the reporting period the Committee also received and discussed in detail, by way of exception, the following items.

- Bradford Teaching Hospitals NHS Foundation Trust: Our Values
- Staff Friends and Family Test
- Engagement with the Future Workforce
- Issues raised by the Disabled Staff Network at Board Development Session
- Royal College of Nursing: Safe and Effective Staffing
- National Workforce Strategy
- Development of a Region Wide Medical Staff Bank
- Review of the Education and Workforce Sub-Committee Terms of Reference
- Allied Health Professionals: The Workforce and the Services they provide
- Review of the National Quality Board (NQB) Safe, Sustainable and Productive Staffing Resource Document
- Gender Pay Gap
- Implementation and Maximisation of the Use of the Apprenticeship Levy
- Development of new Workforce Roles
- Draft Internal Audit Plan 2018-19
- Assurance, the way forward
- Schwartz Rounds
- Annual Reported Physical Assaults
- Closing the Gap: Workforce Race Equality Standard (WRES) Action Plan
- Annual Report on Medical Appraisal and Revalidation 2017/18
- Recruitment and Retention Action Plan

After each meeting, the Committee reported to the next Board of Directors meeting by way of a summary report of the key points discussed. Once the Committee meeting minutes were agreed by the Workforce Committee, a copy was submitted to the subsequent Board of Directors meeting.

Minutes included a description of the business conducted, risks identified and key actions agreed.

2.4 Review of the Terms of Reference of the Workforce Committee

The Terms of Reference were considered by the Committee in September 2018 where it was determined that they would remain in place but subject to further review as part of the full Board and Committee review underway. The Terms of Reference would be subject to final review by the Board of Directors in January 2019.

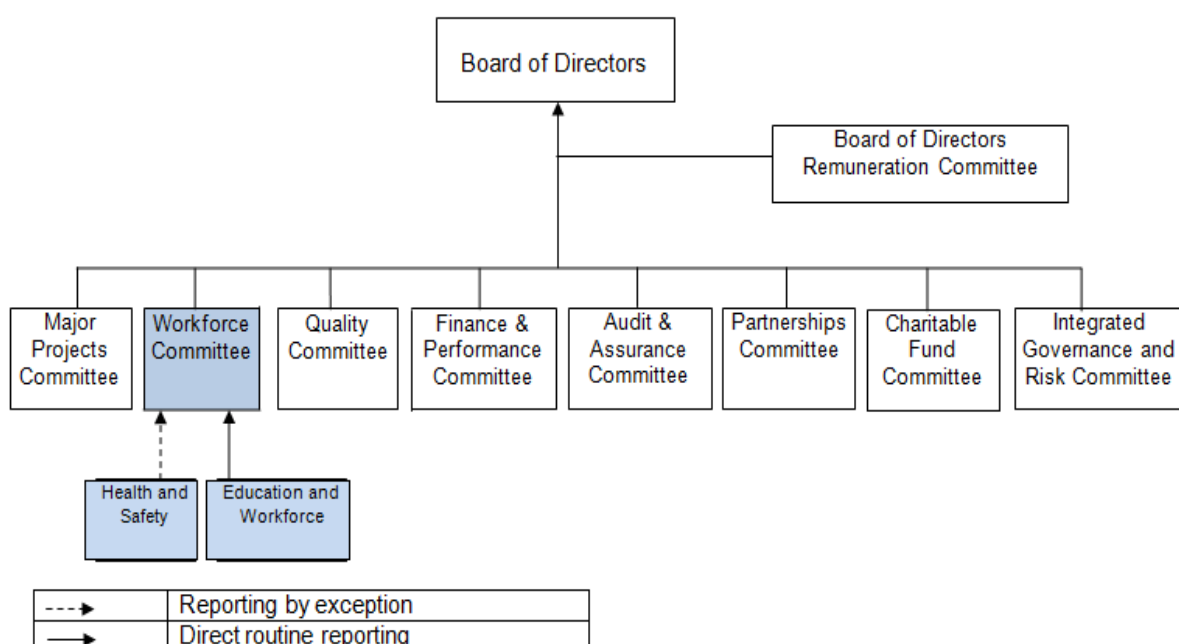
2.5 Cycle of Business

The Workforce Committee keeps under review its own working arrangements and is mindful of the need to ensure that its remit fits appropriately with the other Committees of the Board of Directors.

2.6 Conclusion

The Workforce Committee believes it has taken all reasonable steps to perform its duties as delegated by the Board and mandated in its Terms of Reference and in accordance with good governance arrangements.

3. Workforce Committee (February and March 2019)



3.1 Purpose

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.

Trust Strategic Objectives		Committee Role
1	To provide outstanding care for patients	Acknowledge
2	To deliver our financial plan and key performance targets	Acknowledge
3	To be in the top 20% of employers	Oversight and assure
4	To be a continually learning organisation	Acknowledge
5	To collaborate effectively with local and regional partners	Acknowledge

3.2 Objective

The objective of the Committee is to enable the Foundation Trust Board to obtain assurance that high standards of workforce management are in place across the organisation and that adequate and appropriate governance structures, processes and controls are in place to

- Protect the health, safety and well-being of Foundation Trust employees
- Protect the safety and the effectiveness of care provided through the oversight of workforce planning, staffing levels, appraisal and training and development.

3.3 Principal duties

- To receive and review the strategic objectives allocated to it by the Board of Directors, agreeing the key controls and identifying any areas where routine and additional assurance is required within its work-plan and what type of assurance is required.
- To receive and review the Board's Risk Appetite statement at each meeting and apply it to their review of the risks and assurance associated with the Trust's Strategic Objectives.
- To receive and review the Strategic Risks (with a risk score of 12 or more) or any other risks identified or being managed by the Trust allocated to it by the Board of Directors in the context of the Board Assurance Framework, monitoring progress made in mitigating those risks through the work of the Integrated Governance and Risk Committee, identifying any areas where additional assurance is required, and escalating to the Board of Directors as agreed by the Committee
- To report, as per the agreed memorandum of understanding (see Appendix 1) to the Audit and Assurance Committee and to provide assurance to the Trust Board on the adequacy of control and mitigation against such risks.
- Following consideration of the assurances received through the discharge of its operational responsibilities, agree the level of confidence the Committee has in relation to the achievement of the strategic objectives allocated to it and provide the associated rationale for inclusion within the Board Assurance Framework.

3.4 Operational Responsibilities

The Committee maintains a strategic oversight of all workforce related strategies, such as:

- Workforce Planning
- Recruitment and Retention
- Appraisal, performance and performance management
- Education, Training and Development
- Staff engagement, morale and motivation
- Health and Wellbeing

- Organisational Development
- Advancing Practice
- Safe Working Hours
- Freedom to Speak Up
- Leadership Capacity

The Committee is also responsible for:

- Providing assurance on staffing levels.
- Ensuring and assuring the delivery of the Foundation Trust's People's Strategy and reporting to the Board on an annual programme of work to implement the strategy.
- Monitoring the results of the staff survey and overseeing the development and implementation of resultant action plans to drive improvement.
- Ensuring that the Trust is compliant with relevant legislation and regulations relating to workforce matters.

3.5 Membership and attendance record

The Committee met on a monthly basis and met twice during the reporting period. A quorum shall consist of no less than two Non-Executive Directors and two Executive Directors (or their nominated Deputies) and must include as a minimum the Chair or Deputy Chair of the Committee.

Membership and attendance is recorded in the table below

MEMBERS	27.2.19	27.3.19	TOTAL
Selina Ullah (Chair)	X	X	0 of 2
Jon Prashar	✓	✓	2 of 2
Pat Campbell	✓	✓	2 of 2
Bryan Gill	✓	✓	2 of 2
Karen Dawber	✓	✓	2 of 2
Amjad Pervez	✓	✓	2 of 2

✓ = Attended	X = Apologies sent		Denoted period when not a member of the committee
--------------	--------------------	--	---

2.7 Reporting to the Committee

The Workforce Committee reviewed the following routine items from the work programme during the reporting period.

- Matters arising from Board of Directors
- Matters escalated from sub committees
- Board Assurance Framework
- Corporate Risks Relevant to the Committee
- Risk Appetite
- Workforce Committee Dashboard

-
- Workforce Report
 - Nurse Staffing Data Publication & Nurse Recruitment
 - Nursing Establishment Review
 - Guardian of Safe Working Hours Quarterly Reports
 - Equality and Diversity Updates
 - People Strategy Work Plans
 - People Strategy Annual Plan (incorporating a review of the previous year)
 - Annual staff survey results
 - Annual Staff Survey Action Plan
 - Freedom to Speak Up Quarterly reports
 - Freedom to Speak Up Annual Report
 - Committee Terms of Reference Review
 - Workforce Committee Business Work Plan
 - Staff Flu vaccination

During the reporting period the Committee also received and discussed in detail, by way of exception, the following items.

After each meeting, the Committee reported to the next Board of Directors meeting by way of a summary report of the key points discussed. Once the Committee meeting minutes were agreed by the Workforce Committee, a copy was submitted to the subsequent Board of Directors meeting.

3.5 Cycle of Business

The Workforce Committee keeps under review its own working arrangements and is mindful of the need to ensure that its remit fits appropriately with the other Committees of the Board of Directors.

3.6 Conclusion

The Workforce Committee believes it has taken all reasonable steps to perform its duties as delegated by the Board and mandated in its Terms of Reference and in accordance with good governance arrangements.

Ms Selina Ullah
Non-Executive Director Chair, Workforce Committee

August 2019