

<b>Meeting Title</b>	Board of Directors		
<b>Date</b>	07 November 2019	<b>Agenda item</b>	Bo.11.19.43

## Workforce Report

<b>Presented by</b>	Pat Campbell, Director of Human Resources		
<b>Author</b>	HR Team		
<b>Lead Director</b>	Pat Campbell, Director of Human Resources		
<b>Purpose of the paper</b>	To provide a summary of key workforce indicators as well as an overview of HR activity in support of the Trust's strategic objectives.		
<b>Key control</b>	For the strategic objective to be in the top 20% of NHS Employers		
<b>Action required</b>	To note		
<b>Previously discussed at/ informed by</b>	N/A		
<b>Previously approved at:</b>	<b>Committee/Group</b>	<b>Date</b>	
	Workforce Committee	25.09.19	

### Key Options, Issues and Risks

This report contains key workforce metrics and trends as at 31<sup>st</sup> August 2019 and provides an update to the Committee on the Organisational Development, engagement and workforce planning agenda for the Trust.

### Analysis

The Trust continues to see improvement in its vacancy rates, increased staff in post and continues to maximise the use of bank staff, there has been a slight reduction in agency and bank usage since the last report.

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.

Junior Doctor August fill rates are good with the main challenge being on the Higher Emergency Medicine rotation.

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. Short term sickness is an area of focus. Planning for the flu campaign is underway.

Appraisal performance is at 87% with work in place to ensure we meet our target of 95% by end of December. Mandatory training compliance targets continue to be met with targeted action in key areas.

The NHS Staff Survey 2019 launched on the 16<sup>th</sup> September 2019.

Given the position on EU Exit a profile of our EU staff is included with the assurance that our workforce risk assessment has been updated.

The Government consultation on the NHS Pension Scheme: Increased flexibility has been launched.

### 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.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

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 checked="" 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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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"/>