

TRUST BOARD
28 September 2017

AGENDA ITEM	6.5	
TITLE OF PAPER	Annual Report from the Workforce & Organisational Development Sub-Committee to the Trust Board	
Confidential	NO	
Suitable for public access	YES	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED		
Approved at Workforce & Organisational Development Sub-Committee		
STRATEGIC OBJECTIVE(S):		
Best outcomes	<input type="checkbox"/>	Engaged employees are key to delivering quality/safety in our services
Excellent experience	<input type="checkbox"/>	Engaged employees are key to delivering excellent services
Skilled & motivated teams	<input type="checkbox"/>	Engaged employees are key to delivering quality/safety in our services
Top productivity	<input type="checkbox"/>	Financial benefit to managing the workforce budget well
EXECUTIVE SUMMARY		
<p>As a formal sub-committee of the Trust Board, the Workforce & OD Sub-Committee is required to present its Annual Report to the Trust Board.</p> <p>The report summarises the key areas of activities over the last year in discharging its duties under its approved Terms of Reference.</p> <p>This report has been prepared by the Director of Workforce Transformation for the purpose of approval at July's Workforce & OD committee. Following this the final report will be prepared for the WOD Chair to present to Trust Board.</p> <p>In reviewing the committee's performance against terms of reference over the last year in order to complete this report, it has been noted that attendance at the committee differs from other sub-committee requirements (which require at least 50% attendance during the year). Members of the Workforce & OD sub-committee are required to attend all meetings per calendar year (either in person or virtually through conference call) or should arrange for a fully briefed deputy of sufficient seniority to attend and make decisions on their behalf.</p>		
RECOMMENDATION:	The Board is asked to accept the Annual Report from the Workforce & Organisational Development Committee.	
SPECIFIC ISSUES CHECKLIST:		
Quality and safety	Engaged employees are key to delivering quality/safety in our services	

Patient impact	Engaged employees are key to delivering quality/safety in our services
Employee	The Committee's function is to provide leadership, oversight and assurance on workforce & development issues that support the delivery of the organisational vision and strategic objectives. This report provides an overview of the activities in the last year.
Other stakeholder	
Equality & diversity	The committee has the additional responsibility of ensuring that any items (particularly the Trust's people policies and practices oversees issues related to the workforce) presented at the committee are discussed in the context of equality and diversity.
Finance	The committee seeks assurance that the workforce budget is being planned, spent and reviewed regularly and prudently in line with the vision and strategy
Legal	The committee receives regular reports on any employee relations cases that have reached a formal / legal stage. These are anonymised and are considered in a confidential Part II of the meeting. A regular report is received that assures the committee that all legal requirements relating to appointment and employment of workers are met. All employee information is anonymised to comply with the Data Protection Act 1998 and the Trust Information Governance guidelines
Link to Board Assurance Framework Principle Risk	Links to BAF 3.1 & 3.2
AUTHOR	Colleen Sherlock, Assistant Director of HR, Corporate Services
PRESENTED BY	Mike Baxter, Non-Executive Director and Chair of the Committee
DATE	20 September
BOARD ACTION	Receive

ANNUAL REPORT OF THE WORKFORCE & ORGANISATIONAL DEVELOPMENT COMMITTEE TO THE TRUST BOARD

1. Summary of approval sought

The Workforce & OD Committee notes that the remit of workforce issues is complex and multi-factorial, and the committee believes that the meetings that have taken place over the last 12 months have considered a wide range of issues, impacting on the workforce at Ashford & St Peter's and in sufficient depth and breadth to give a good understanding and to provide assurance to the Board that the subject area has had sufficient scrutiny. The Board is invited to confirm that it is assured by the scrutiny provided by the Committee on workforce matters and associated risks.

2. Background and scope

The Committee is a formal sub-Committee of the Trust Board with defined Terms of Reference and as such is required to prepare an annual report on its work and performance in the preceding year for consideration by the Trust Board. This report summarises the Workforce & Organisational Development Committee's activity for the year to 1 August 2016 to 31 July 2017.

3. Strategic issues and options

The Committee's function is to provide leadership, oversight and assurance on workforce & development issues that support the delivery of the organisational vision and strategic objectives

4. Meetings, Membership and Attendance

The committee meets bi-monthly. Meetings were held on the following dates during the period and all meetings were quorate: -

- 27th September 2016 - cancelled
- 22nd November 2016
- 24th January 2017
- 28th March 2017
- 23rd May 2017
- 26th July 2017 – to be confirmed

The membership of the Committee over the year is set out below along with the maximum number of meetings that could have been attended and actual number attended.

Name	Position	Attended	Max
Valerie Bartlett	Deputy Chief Executive	2	5
Mike Baxter	Non-Executive Director	4	5
Heather Caudle	Chief Nurse	5	5
David Fluck	Medical Director	4	5
Neil Hayward	Non-Executive Director	4	5
Lorraine Knight	Interim Chief Operating Officer	1	1
Hilary McCallion	Non-Executive Director	2	5
Louise McKenzie	Director of Workforce Transformation	5	5
Suzanne Rankin	Chief Executive	4	5
Tom Smerdon	Director of Operations, Unplanned Care	2	4
James Thomas	Director of Operations, Planned Care	1	4
Meyrick Vevers	Non-Executive Director	1	1

All Executive Directors are invited to attend, it was agreed that Simon Marshall would attend on an as and when basis:

Name	Position	Attended	Max
Simon Marshall	Director of Finance	2	2

Members of the Senior HR Team are invited to attend meetings but are not formal members of the Committee. From September 2016 to January 2017 this included the Deputy Director of HR, Head of Workforce Planning & Intelligence and OD Improvement Manager, and from March 2017 this included the three Assistant Directors of HR.

At the meeting in March 2017, Kate Clarke, Head of Medical Workforce attended to present the first quarterly report on behalf of the Guardian of Safe Working.

5. Terms Of Reference, Format and Purpose Of Committee

The Committee is authorised to seek any information it requires from any member of staff and can request the attendance of individuals if it considers this necessary. It is authorised to act on behalf of the Board from time to time.

The Committee's terms of reference which set out its responsibilities are as follows:

- a) To oversee the provision by operational directors of the appropriately skilled and engaged workforce, at the right cost, to deliver the Trust's approved business plan.
- b) Advise on, and develop, the Trust's workforce, leadership, OD, education and training and employee wellbeing strategies to support the Trust's vision to improve organisational culture, health & well-being and staff engagement.
- c) Keep abreast of the national and local strategic context the Trust is operating in and the workforce consequences and implications.
- d) Support the planning of long term workforce changes and the strategies and leadership required for delivering these. Working with external agencies including Health Education England taking in to account the national and local context. .
- e) Advise on and develop recruitment, re-deployment, retention and leadership strategies and interventions – devising the strategy and supporting intervention where problem areas are identified.
- f) Work in association with the Quality and Performance Committee (QPC) and Audit Committee in workforce-related matters of clinical and corporate governance.
- g) Provide assurance to the Trust Board in relation to our workforce equality & diversity duties and obligations.

The format of the committee was agreed as having two parts with the main areas of focus in each as follows:

Part I

- Workforce Transformation & Leadership
- Staff experience & culture programme
- Education and Training
- Horizon Scanning and best practice

Part II – Confidential

- High Level Employee Relations Report
- Employee related decisions delegated by the Trust Board

6. The Committee's responsibilities and performance during the year

The Committee agenda is structured to receive a number of regular reports along with a focus on a discussion item for the meeting, and the committee has discussed a wide range of issues in line with the ToR over the last year, as follows:

6.1 Part I Discussion items have included:

Medical Workforce Strategy

This was developed in 2016/17 with three primary drivers of planning the medical workforce, recruitment and filling the temporary demand. A staffing and spend dashboard has been developed to track the progress of workforce initiatives in terms of the impact on staffing costs, and in particular agency spend.

Guardian of Safe Working – Junior Doctor contract

The committee were informed that the new contract for Junior Doctors requires the Trust to have this appointment in place to review concerns raised around excess hours or lack of training time, and that Paul Murray, Respiratory consultant had been appointed. The role is to review concerns raised, based on data recorded by juniors. The committee received the **first quarterly report from the Guardian**. The committee has also discussed on several occasions the importance of engagement with junior doctors.

Workforce Development & Sustainability Strategy

The committee were engaged in development of the strategy. The strategy provides a broad strategic direction for the Trust workforce, with the aim of aligning a range of activities and providing a route map for the Trust to make changes through its workforce balancing two key objectives – delivering the underpinning vision of the Trust, whilst driving clinical quality, productivity and efficiency to ensure sustainability, and developing a workforce which is flexible, agile and resilient.

Workforce Retention

The committee discussed turnover, reasons for leaving, particular areas of concern and factors underlying high turnover, and an approach to engage with staff including overseas workers who may be feeling uncertain about their future post-Brexit. The presentation was shared afterwards with Governors to help their understanding of the issues. The committee noted participation in Clever Together, an on-line debate co-ordinated by HEKSS in June-July 2017 engaging staff on retention to understand why people stay or leave Trusts and use the data and feedback to create opportunities across the sector.

Equality and diversity Annual Report and update on the Workforce Race Equality Standard 2016

The committee received a report highlighting that the Trust is positioned reasonably well compared with the national picture, in terms of BME staff within the workforce, progress of BME staff through the recruitment process, likelihood of facing a formal disciplinary process and representation on the Board.

An action plan with a number of interventions including a pledge to remove bullying and harassment was noted and referred to TEC to ensure that the commitment and engagement required to deliver the action plan is understood.

Apprenticeship Plan

It was noted the importance of promoting apprenticeship qualifications, not just appealing to young people, but ensuring that the existing workforce recognise the value of the qualification and roles in which an apprenticeship role can be used to transform the workplace and resolve recruitment difficulties, and provide routes into the NHS for candidates who may not be very academically minded but can make a good contribution. The identification of roles should be driven by patient pathways.

6.2 Part I Regular items included

Review of Workforce Risk Register and BAF

The Workforce Risk Register is reviewed by the committee and it was agreed that it should be updated and brought to the committee every six months. The impact of Brexit on the Trust's ability to recruit and retain overseas nurses was added to the Risk Register this year.

Workforce Metrics report

The report provides a detailed review of the Workforce KPIs that are summarised in the Board Scorecard. Over the year this has included updates on a new onboarding programme, to improve new starter experience and reduce turnover, implementation of medical locum booking systems, development of a collaborative medical bank with Royal Surrey, and an update on the revised IR35 legislation.

Horizon Scanning

This is a regular informal item on the agenda and all members are invited to bring items. Items discussed have included Brexit and the implications for recruitment in the EU, and employment legislation, CQC Assurance, engagement with Junior Doctors.

6.3 Part II Confidential Section

The committee received an Employee Relations Report at each meeting which includes a summary of employee relations activity and appraises the committee of potential risk relating to employee relations cases and referrals to professional bodies.

In addition at the May 2017 meeting, the committee considered a Business Case to settle an employee claim re consultant contract.

6.3 Next year priorities

The priorities for the committee for the next 12 months will include focus on leadership, engagement and retention of staff, supported by a Quality Improvement approach to understanding issues and developing plans to address them.