

Report to:	Trust Board
Title of Report:	Workforce Committee Assurance Report to Board
Date of meeting:	26 October 2016
Recommendation:	For discussion
Chairperson:	Ginny Edwards

Purpose	The report summarises the assurances received, approvals, recommendations and decisions made by the Workforce Committee at its meeting on 26 October 2016
Background	<p>The Committee meets bi-monthly and provides assurance to the Board on:</p> <ul style="list-style-type: none"> • All aspects of workforce • Organisational development • Learning and development
Business undertaken	<p>Workforce Committee Work Plan</p> <p>The committee noted that its work plan had been expanded to include a review, for assurance purposes, around HR related commercial/contractual issues such as CQIN achievements and significant HR contractual obligations e.g. contract with NHSP.</p> <p>Workforce Report</p> <p>The Committee received the workforce report which covered key workforce metrics. It was noted that the vacancy rate had increased from 15.2% to 15.7%. However it was also noted that this figure had been impacted by a further rise of 24 WTE during the month, taking the total increase since March to 223.6 WTEs. The committee were informed that when comparing 'like for like' establishments, the equivalent vacancy rate would have been 10.9%.</p> <p>It was noted that turnover has decreased from 16.3% to 16%. The committee reviewed findings from new research which sought to better understanding key reasons for staff attrition within the Trust. The first report which only had a small sample size of 15, showed that the two key reasons stated by respondents was due to 'lack of recognition by others' and 'poor relationships with managers'. The committee was disappointed to note that only 36% of leavers surveyed stated that they would recommend the Trust as a place to work. It was agreed that further analysis would be brought to the next WFC meeting.</p> <p>The committee noted that pay spend remained below budget. Agency</p>

spend fell again to £2.07m from £2.19m, just below the Trust's target for the month, with a year to date cumulative negative variance to target of £463k. This is a 35% reduction on agency spend from this time last year. Taking agency and bank related spend together this accounted for 19.3% of total staffing expenditure, a further reduction from August when this figure stood at 20.2%

It was noted that the sickness absence rate had increased from 2.8% to 3.1%. Following discussion at previous meetings, further work had been undertaken to better understand pockets of potential absence related under reporting. The outcome of this work is that it appears highly likely that there is considerable under reporting of absence within the Trust's medical staff, as out of 668 doctors there is no one currently being formally managed for poor attendance. With a group of employees of this size this is highly unusual and is most likely due to under-reporting. HR will continue to investigate this matter further

The committee also noted that of the 35 Employee Relations cases currently live (36 last month), 4 were out of the expected time limits. The committee were appraised for the reasons for these delays and were assured that the Trust was doing all it reasonably could to complete these cases.

The committee welcomed the significant improvement seen in appraisal compliance with compliance rates now at over 90% and on-going progress being made on mandatory training compliance. The question was asked what more could be done to achieve the required compliance target of 95%. It was agreed that this was a very challenging target and was reliant upon local management commitment and focus, which was hard to achieve given service pressures.

The committee also noted that good progress was being made in relation to the achievement of the workforce related CQIN targets which were all showing as being 'green'. However concern was expressed in relation to the measurement of the health and wellbeing target which appeared to be less clear than the target relating to flu vaccination compliance and healthy eating. The committee were informed that this was regularly reviewed both internally and by colleagues from our CCG and all three CQINs were felt to be on track to be achieved.

The committee expressed concern around the Trust's processes for approving workforce related policies which it felt appeared to be unduly convoluted and asked whether this might be reviewed.

Finally the committee noted the good progress being made in relation to nurse revalidation

Workforce Risk Register

The committee received a report on the HR Risk Register and noted the continued reduction in workforce related risks appearing on the corporate risk register. It was noted that this had been reduced from 7 risks to 4 risks, with there being 28 workforce related risks in total.

The Committee discussed the proposal by the Risk Review Group to reduce the risk rating around staff engagement from 20 to 16. Whilst noting the improvements in a number of workforce related areas, there was still concern regarding the ability to measure whether this was having the required impact upon engagement levels. It was agreed that the best way forward was to review the actual risk as it currently stood to ensure that it was describing the correct situation and then to re-assess the required risk level.

Recruitment & Retention Strategy – Environment

The committee received a report on the recruitment and retention strategy for the Environment division. The purpose of this paper was to update the Workforce Committee on the Environment Division's medium and long term plans on recruitment to vacant posts and to reduce agency usage.

The committee welcomed the significant reduction in vacant roles from 17 to 4 WTE, but continued to be concerned as to the division's ability to retain staff. It noted some of the changes being made to improve culture, but felt it was too early to say for certain that issues which had previously led to high turnover had now been resolved. It was agreed that there was a need for on-going temperature checking of staff engagement levels as per the method used within maternity services. The Committee asked that once this work was completed that further updates be brought to future committee meetings.

Recovery Agency Spend Plan & Update on Beds & Herts Rate Work

The committee received a report on the recovery of agency spend plans and an update on the work being undertaken by the Beds and Herts NHS agency consortium. The committee was taken through a recovery plan which detailed changes which had been made in September to divisional agency spend targets when it was felt that without action, it was likely that the trust's end of year agency spend would be close to £27m as against a £24m target. This involved the divisions of Unscheduled Care, Medicine and Women and Children having their agency spend targets reduced, whilst Clinical Support Services and Surgery had marginal increases. Environment and Corporate's targets remained unchanged. The committee noted that even with these revisions the achievement of this year's agency target would be highly challenging.

The committee also reviewed the work which had been undertaken at a Hertfordshire and Bedfordshire level by NHS organisations to help manage the introduction of the new agency/locum rate caps. In total it was noted that this work had resulted in an estimated saving of £2.9m across these organisations. The committee commended this work as a good example of system wide working and encouraged the Trust to look for opportunities to work at a system level on other similar projects.

Finally the committee reviewed a paper regarding the recent requirement by NHSI for the Board to complete an agency self-assessment check list. The question was asked as to whether the increased focus upon the management of temporary spend by senior

management might result in a reduction in ownership at a more local level. Whilst it was agreed that this was a possible risk, the committee received assurance that the focus for the delivery of the Trust's agency targets still remained very much at a local level. The committee welcomed the fact that the paper provided evidence to show that the Trust was already compliant in nearly all of the required areas.

The committee recommended the check list to be reviewed at part two of the forthcoming trust Board meeting.

Public Sector Equality Duty

The committee received a report on the statutory annual Public Sector Equality Duty. The purpose of this paper was to assure the Workforce Committee that the Trust was compliant with its obligations under the 2010 Equality Act and in particular the Public Sector Equality Duty.

The committee noted the improvements which had been made since the publication of the last report, but felt concerned by the low level of self-reporting by staff in relation to disability. It also felt that more work was required to understand the impact of cultural difference within the workplace and how this can be best managed.

The committee recommended the paper to be reviewed at the forthcoming trust Board meeting

Workforce Strategy

The committee received an updated report on the Workforce Strategy. The aim of this paper was to provide an overview to the Workforce Committee as to the progress made on achieving the goals and intended outcomes of the Trust's Workforce Strategy which was approved by the Trust Board in January 2016.

The committee noted that a robust structure for the management of the strategy had now been established and also the progress which had been made within each of the four pillars which made up the strategy. However it also noted that significant changes had occurred since the strategy's inception, including the fact that the Trust now had a clinical strategy in place, the emergence of STPs and potential workforce implications of closer working with the Royal Free Hospital. In view of these changes the committee agreed with the recommendation that a report to the board should be delayed until a more fundamental review of the strategy had been undertaken. The committee were assured that this would be a review and not a rewriting of the strategy.

Apprentice Levy

The committee received a report on the Apprentices Levy. This paper was to provide an overview of national policy to introduce a new apprentice levy from May 2017 and to outline agreed next steps for information and assurance.

The committee welcomed this paper and felt that this was an important topic of which all members of the Trust Board should be

aware and asked that this being circulated accordingly.

E&N Herts Pension Opt Scheme

The committee received a verbal update on the E&N Herts pension opt out scheme. A fuller update on the Trust's position will be provided during part two of the forthcoming Trust Board meeting.

The remaining items were presented for noting or information only.

Outcome report by internal audit into recruitment processes

The committee received a report on a recent internal audit which reviewed the Trust's recruitment processes. The report provided a rating of 'reasonable assurance'. It was noted that in general the audit did not find any significant shortfalls with the function's processes, but highlighted concerns regarding delays by recruiting managers which were negatively impacting upon the Trust's ability to fill vacancies. The committee commended the recruitment team for their work.

It was agreed that a formal update of the actions required by this audit would be undertaken via the Audit Committee, but the committee requested an informal update early in the new year.

Update on Appraisal Roll Out

The committee received an updated report on the appraisal roll out. The aim of the paper was to refocus the Trust's efforts to meet its obligations to align appraisal and pay progression policy.

Medical Workforce Roles & Establishment Review

The committee received a report on medical workforce roles and establishment review. The aim of the paper was to inform the Workforce Committee of the Medical Staffing Establishment Review project, the scope of the work to be undertaken and assurances regarding the planning of the project.

Education Update

The committee received a report on the education quality update report for October 2016. The aim of the paper was to update the Workforce Committee on quality visits in Medical Education and provide assurance on the effective management response to feedback obtained through these visits.

Update on Nursing Associate Proposals

The committee were informed that unfortunately the Trust had been unsuccessful in its bid to become a pilot site for Nurse Associates, with only 11 out of 48 organisations who bid for this work being successful. The committee were disappointed by this outcome but noted that the Royal Free had been one of the organisations to be selected as pilot site and encouraged the Trust to explore what opportunities might exist for learning and closer working on this project as part of the Trust's buddying arrangements.

	<p>National Staff Survey & Action Plan The committee received a report on the national staff survey and action plan for the Trust. The national staff survey for 2016 is now running and this paper provided a plan for how the Trust hoped to achieve an improved response rate from 2015. The paper outlined how increasing the level of responses would provide the Trust with a better picture of how staff were feeling and in planning future action.</p> <p>Medical Leadership Development Programme Update The committee received a report on the Medical Leadership Development Programme. The aim of the report was to inform the Workforce Committee about this development programme which has been devised for Divisional Directors and Associate Medical Directors.</p> <p>Flu Campaign Roll Out Plan The paper was intended to provide an overview of this year's flu campaign. Key points to note include:</p> <ul style="list-style-type: none"> • The goal to vaccinate a minimum of 75% of clinical staff and as many non-clinical staff as possible. • A revised communications approach has being devised which is more directive and 'hard hitting' in its approach. • The flu vaccination process itself will rely far more upon local vaccination. • There are clear trajectories for divisions and support service in receiving the vaccination and weekly reporting • This year's flu vaccination programme has a CQIN target of £819K attached to it. <p>Freedom to Speak Up The committee received a verbal update from the Chair of the committee who explained that she had recently attend a national conference for Freedom to Speak Up Guardians. She stated that she would be meeting with key individuals within the Trust to update them on the outcomes of the conference.</p> <p>Medical Appraisal and Revalidation Performance Quarter 2 The committee received a report on the medical appraisal and revalidation performance quarter 2. The aim of the paper was to demonstrate the effectiveness of the Trust's medical appraisal and revalidation programme and to provide assurance that the Trust's Responsible Officer is discharging his respective statutory responsibilities.</p>
<p>Key decisions taken</p>	<p>The Committee agreed the following:</p> <ul style="list-style-type: none"> • That it would provide an assurance role in relation to significant commercial/contractual issues such as CQIN achievements and significant HR contractual obligations. • More work was required to better understand reasons as to current turnover levels • That the Trust should seek greater clarity regarding

	<p>measurements of success for its Health and Well Being related CQIN.</p> <ul style="list-style-type: none"> • That the Trust should seek to streamline its current processes for making changes/updating workforce related policies. • That a review of the current engagement related risk is undertaken. • That a system for temperature checking engagement within Environment division should be established. • That they were assured by the work being undertaken by the Trust to achieve its agency targets. • More work is required to better understand why so few members of staff are reporting themselves as having a disability. • That a review of the Trust's workforce strategy is recommended to ensure that it is cognisant of significant changes which have occurred since its inception. • That the Trust should plan for the introduction of the Apprentice Levy in 2017 and should aim to ensure high levels of awareness of this proposal amongst its senior managers and board members. • The Trust should explore opportunities for closer working with the Royal Free Hospital on the new Nurse Associate role.
Issues to escalate to Board	<p>The Board is recommended to review the work undertaken by the Trust in meeting its Public Sector Equality Duties at its November Board meeting.</p> <p>The Committee also recommended to the Board the work undertaken in relation to the Agency Board Self-Assessment Check List.</p>
Challenges and exceptions	None
Future exceptional items	None
Attendance	<p>Ginny Edwards, (Chair) Non Executive Director Jonathan Rennison, Non Executive Director Paul da Gama, Director of Human Resources Sally Tucker, Chief Operating Officer Lesley Headland, Staffside Chair Maxine McVey, Deputy Chief Nurse Terry Scott, HR Business Partner Patrick Hennessy, Deputy Director of Environment Jonathan West, Associate Director of Human Resources Tania Marcus, Senior HR Business Partner Sue Whiterod, Associate Director of Human Resources Debbie Elliott, EA to Paul da Gama (minutes)</p>