

**EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST**

**REPORT TO:** BOARD OF DIRECTORS MEETING

**DATE:** 7 AUGUST 2015

**REPORT FROM:** STRATEGIC WORKFORCE COMMITTEE  
HELD ON 20 JULY 2015 – SECOND MEETING OF THIS COMMITTEE

**PURPOSE:** Discussion

**SUMMARY OF KEY AGENDA ITEMS AND BUSINESS:**

The Strategic Workforce Committee discussed the following agenda items:

**Emergency Department Workforce Plan**

SLB advised that a decision had been made to invest in ED Consultants and eight was thought to be a realistic target with a trajectory set for when this had been achieved. It was agreed that the SWC would need to monitor progress against this plan and keep the BoD updated.

**Recruitment and Retention Strategy**

The overall Strategy had been considered; that consideration would now move towards how to monitor the closure of the recruitment gap to an acceptable level and the finance that was required to underpin an appropriate level of resourcing in the Recruitment Team.

The Board would need to receive progress reports from the Director of HR (either directly or via the SWC) on progress in meeting the recruitment targets and complying with the requirements of the CQC in this regard in particular.

Relevant clinical leads will need to plan proactively, for potential retirements, not discriminating on the grounds of age. An important consideration for the forward work plan for the SWC is succession planning for clinical staff.

**Cultural Change Update**

Progress had been made towards articulation of how the Trust was assessing the effectiveness of culture change and the measures represented an efficient way of assessing the extent of success, and embedding cultural change.

The triangulation of all the elements of data would be key to enabling individuals in each area and the Board to question why an area remained a hot spot in terms of the need for culture change.

The greatest risk to successful implementation reported to the SWC related to leadership and management development and although work had started in this area, there remained a gap. A business case for extra funding was being produced. The SW Committee was concerned to be told that some staff still did not know who their line managers were, or their personal or departmental objectives.

**Divisional Staff Survey Action Plans**

Divisional staff reported on progress from the following divisions:-

- Surgical Services
- Clinical Support services
- UC&LTC

Specialist services were not in attendance and an update from this Division was held over to the next meeting of the SWC. The committee reiterates the need to have visibility on progress with this important work.

Common themes reported were:-

- Progress is being made across all Divisions with some very good progress backed up by evidence of progress in some areas of the trust.
- All Divisions reported that a positive change was evident regarding listening to staff, and that when concerns were raised staff were able to see they had been investigated appropriately.
- However, continued perceptions about work related stress, long hours of work, bullying and harassment and the quality of staff appraisals indicated that the culture change programme still has a long way to go (particularly in some areas of the Trust).

Divisions expressed a view that executives and the Board could assist the programme in the following ways:-

- Defining what a really good appraisal looked like, as well as equity across Divisions with clear principles on how to develop staff.
- The continued importance of working closely with staff affected by the KPP Proposals were also highlighted as needing broad Board level support.

#### **STRATEGIC REVIEW OF EQUALITY MANAGEMENT, COMPLIANCE AND PRACTICE**

This item was referred for consideration by the executive team before being considered by the Board or its sub committees.

#### **SUMMARY OF ACTION REQUIRED BY THE BOARD:**

To note the report with a particular focus on the actions Divisions have asked for support with in terms of progressing the culture change programme.

Richard Earland  
Chair, Remuneration Committee and Nominations Committee  
July 2015