

**EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST**

REPORT TO: **BOARD OF DIRECTORS – 27 JUNE 2014**

SUBJECT: **WORKFORCE STRATEGY AND PLAN**

REPORT FROM: **DIRECTOR OF HUMAN RESOURCES & CORPORATE SERVICES**

PURPOSE: **Decision**

**CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT**

The Workforce Strategy and Plan 2011/16 was approved by the Board in July 2011. It was agreed that an annual review would be submitted to the Board with the associated plans for the relevant financial year. The strategy and plan describes the year three review as well as plans for 14/15 which incorporate recommendations the work of the health and wellbeing group and the internal communications strategy for 14/15.

**SUMMARY:** The Workforce strategy and plan has been reviewed following its third year and an organisational workforce plan, staff survey action plan, and associated workplans developed for 14/15. The rationale for the four programmes of work detailed in the strategy was described in papers submitted to the July 2011 Board of Directors meeting. This organisational workforce plan continues to highlight the difficulties the Trust faces in recruiting to some highly specialised roles such as:-

- speciality doctors in A&E, Paediatrics and HCOOP, which is exacerbated by the increasing difficulty the Deanery faces in filling doctors in training roles.
- Sonographers as well as specialist nurses in areas such as palliative care.

Plans are in place to address these issues but in the longer term the work undertaken to determine the Trust's future clinical strategy will need to address some of these on-going challenges and in particular those of middle grade cover of doctors across our main sites.

The focus of the plans outlined in the strategy for this year are to improve staff engagement, whether this be by improving internal communications, health and wellbeing of staff or learning and development and to support the cultural change programme. The inclusion of the internal communications plans for this year clearly supports the delivery of the workforce strategy and the focus for internal communications this year will be ensuring the inclusion of strong quality and values narrative in content and reporting results of staff feedback to staff.

The work planned reflects practices in high performing organisations or is work that we are receiving national attention for ourselves, either through national awards or through best practise articles in journals and websites.

The review evidences that 13/14 was, in general, a very successful year for the strategy and our plans for 2014/15 build on this success. Further details can be found on page 11 of the strategy document.

The workforce delivery plan for 11/16 is reviewed in Appendix One with progress indicated by a RAG rating.

The Trust's Organisational Workforce plan is shown at Appendix Two; this document summarises the divisional workforce plans and the workforce plans developed, in addition, for different staff groups (such as nursing, administrative and clerical staff etc).

Appendix Three shows the staff survey action plan arising from the survey results in 2013, cross referencing areas for action against the programmes of work identified in the strategy.

Appendix Four details the work plans for HR & OH, internal communications and the HR senior teams agreed objectives developed through the Aston team working sessions. Appendix Five shows the review of last year's plan, again evidencing significant progress and activity.

**IMPACT ON TRUST'S STRATEGIC OBJECTIVES:** The links between the programmes identified in the workforce strategy and the strategic objectives are identified on page 6 of the strategy document.

**FINANCIAL IMPLICATIONS:** There are clear financial implications to the organisation of not recruiting and supporting a well-trained and well-motivated workforce. The Strategy introduction sets out the good business reasons for supporting and endorsing the strategy and the plans developed this year are designed to continue to support the organisation's key aims and objectives.

**LEGAL IMPLICATIONS / IMPACT ON THE PUBLIC SECTOR EQUALITY DUTY:** All individual policies and plans developed through this strategy will be individually assessed for the impact on equalities. The plans will be amended to incorporate objectives identified following the workforce equalities review report received by the Board in February 2014. These objectives will be agreed and monitored via the Equality & Engagement Governance Group.

**PROFESSIONAL ADVICE TAKEN ON ANY NOVEL OR CONTENTIOUS ISSUES:**  
None

**BOARD ACTION REQUIRED:**  
(a) to consider the recommendations and either support, reject or modify

**CONSEQUENCES OF NOT TAKING ACTION:** Increased risks to financial, service and quality targets.