

**EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST**

**REPORT TO:** BOARD OF DIRECTORS MEETING

**DATE:** 26 JUNE 2015

**REPORT FROM:** STRATEGIC WORKFORCE COMMITTEE  
HELD ON 22 JUNE 2015 – FIRST MEETING OF THIS COMMITTEE

**PURPOSE:** Information

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

**The Strategic Workforce Committee discussed the following agenda items:**

**Terms of Reference and Work Programme**

The Terms of Reference have been revised and are presented to the Board of Directors for endorsement. The following amendments have been made:

- Inclusion of medical staffing;
- Paragraph 3.8 modified to include strategically significant and workforce related CIPs;
- The Head of Equality and Diversity to be a substantive member of the Committee;
- Recognition that the Committee will consider areas formally delegated to it from the Board; and
- To consider the importance of ensuring good communication between this group and the Council of Governors Patient and Staff Experience Committee, where appropriate.

The Committee considered the work programme and concluded it reflected the terms of reference. The following areas would also be added:

- Leadership development;
- Clinical productivity and competency;
- Succession planning.

The work plan will be reviewed regularly to capture any areas formally delegated to it from the Board.

**Workforce Committee Information Report**

The Committee reviewed the current workforce data which supported the governance of the Trust and concluded this was appropriate. The Committee would be looking at where workforce information is reported and make recommendations to the Board of Directors where stream lining opportunities arise.

**New Format Workforce Report**

The Committee reviewed the first draft workforce report which will be presented routinely to the Board of Directors. As a consequence of this report the Board will have greater visibility of the workforce strategic issues and would provide the opportunity to support staff in line with the cultural change programme. It was anticipated the first workforce report would be presented to the August Board of Directors. This was in line with a recommendation in the Deloitte Board Governance Review.

**Recruitment and Retention Strategy**

The Committee received a comprehensive strategy for the Trust which sets out the strategic direction in which the Trust will work towards recruiting and retaining the best skilled and dedicated workforce. The Committee agreed the priority for the Trust is retention, linked to the cultural change programme. Going forward, the Committee will be looking at how the strategy will be executed and measuring success. A number of suggestions were made for determining how best to focus on initiatives that would make the most difference in terms of organisational outcomes.

At its next Committee meeting, it was agreed recruitment and retention would be looked at in more detail, particularly 'hot spots'.

### **Emergency Department Workforce Plan**

The Committee received a report from the Urgent Care and Long Term Conditions Division outlining the challenges and progress made to address workforce issues in the emergency departments. The paper outlined a plan to continue to recruit emergency consultants to eight per site (QEQM/WHH) with a target of ten which was supported by the Committee.

The paper also outlined a plan for middle grade rotas, but agreed this item was an operational issue and therefore needed to be discussed urgently by the Executive Team in more detail in terms of affordability and implementation.

### **Cultural Change Update**

The Committee received a comprehensive paper updating on progress to date. Going forward the Committee asked for greater focus on measuring outcomes.

### **Statutory & Role Specific Essential Training Compliance**

The Committee received a paper outlining the status of statutory training compliance and action plan agreed by the Trust's Management Board. The Committee concluded the report provided a degree of assurance in terms of recognition and awareness of challenges and actions being taken.

### **Workforce Race Equality Standard**

The Workforce Race Equality Standard (WRES) will for the first time be included in the 2015/16 Standard NHS Contract. The regulators, the Care Quality Commission (CQC), National Trust Development Agency (NTDA) and Monitor, will use the standard to help assess whether NHS organisations are well-led. The Committee received a report and action which would be recommended to the Board of Directors for approved publication. A summary of EKHUFT position against the standards is set out below:

- The difference between the percentage of BME staff in Bands 8-9 and VSM (including executive Board members and senior medical staff) and the overall workforce is 10.79%
- Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff 1.59 times greater
- Relative likelihood of White staff accessing non-mandatory training and CPD as compared to BME staff is 1.16 times greater
- Percentage believing that trust provides equal opportunities for career progression or promotion White:51% BME: 43%
- The proportion of those who experienced discrimination at work from Manager/team leader or other colleagues. White: 10% BME: 20%

### **Employment Tribunal Activity Report**

The Committee received a report detailing tribunal activity for 2014 with a comparison to 2013. The Committee also noted there had been no new claims for 2015 to date.

The Committee also received the Trust's Tribunal Guide which explained the process to witnesses involved in the process. The Committee identified additional support mechanisms which the Trust would be exploring: mock tribunals; 'buddy'system; and opportunities for witnesses to observe other high profile tribunals.

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

- To approve the revised Terms of Reference.
- To note the approval by the Committee of the publication of the Workforce Race Equality Standard, and a recommendation that the Board of Directors agree its publication.

Richard Earland  
Chair Remuneration Committee and Nominations Committee  
June 2015