

REPORT TO:	BOARD OF DIRECTORS
DATE:	6 OCTOBER 2017
SUBJECT:	REPORT FROM THE STRATEGIC WORKFORCE COMMITTEE (SWC)
BOARD SPONSOR:	CHAIR OF THE STRATEGIC WORKFORCE COMMITTEE
PAPER AUTHOR:	CHAIR OF THE STRATEGIC WORKFORCE COMMITTEE
PURPOSE:	DISCUSSION
APPENDICES:	NONE

BACKGROUND AND EXECUTIVE SUMMARY

The Committee is responsible for providing the Board with assurance on all aspects relating to the workforce, including strategy, delivery, governance, risk management.

This report presented reflects Committee activity for the September 2017 meeting.

The report seeks to answer the following questions in relation to workforce:

- What went well over the period reported?
- What concerns were highlighted?
- What corrective action was sought?

MEETING HELD ON 29 SEPTEMBER 2017

Issues from August 2017 Integrated Performance Report (IPR) were discussed:

- The IPR workforce Key Performance Indicators (KPIs) were reviewed. Turnover and gaps in staffing remain serious issues.
- There is some progress on long-term sickness cases and a greater coverage of appraisals. Emergency Department challenges were reviewed in depth.

The Committee received the following reports and assurances:

- The Committee received and noted a progress update report from the Integrated Education, Training and Leadership Development Board (IETLDB). The Leadership and Organisational Development Programme Manager would brief Board members on the launch of the Leadership Academy that was coming soon. Becoming a leading Trust in giving clinicians leadership and management development throughout their career would enhance performance and help attract staff. The IETLDB was asked to develop a draft plan for this and to present this at a future Board meeting. Action for the Director of HR to progress. The Non-Executive Director, Wendy Cookson, would provide the Deputy Medical Director with some central connections to lobby for East Kent to be a trial location.
- The Committee discussed given the strategic importance of a possible Kent medical school it was suggested that one individual acts to co-ordinate Trust views and messages which would then be available for Kent County Council, MPs, and other potential supporting voices. Action for the Medical Director to confirm individual.
- The Committee received and discussed progress reports against the Trust's people priorities and the associated Board Assurance Framework.
- The Committee received a presentation on turnover and online exit interviews. More helpful information on the reasons for staff leaving is becoming available through an online exit interview system facilitated by Picker. The Committee requested that once the feedback from the next quarter is available a summary paper highlighting the 3 top actions (e.g.

Flexible Working, Retirement Planning) to help reduce turnover be developed for the Board. Action for the Deputy Director of HR to progress.

- Having in place better induction systems has helped reduce first-year turnover to the lowest levels ever.
- The Committee received, discussed and noted the Guardian of Safe Working report. Exception reports are a healthy sign of feedback and help with future workforce planning. The Nationally provided software is not operating well. The contribution of the educational supervisors was recognised. Time off in lieu should be used wherever possible as paying for extra hours worked risks putting some doctors above the maximum hours contracted.
- The nursing workforce/recruitment plan was presented, and is multi-layered to access different possible sources of talent. The Committee supported the broad direction and asked that the Executive Team consider in more detail the value for money of the individual sub-projects.
- Consultant recruitment progress was reviewed, and the work of the resourcing team in a difficult market was noted. 35 consultants have joined the Trust in the last year, but there are still major gaps. Some further ideas were explored.

RECOMMENDATIONS AND ACTION REQUIRED:

The Board is asked to discuss and note the report from the Strategic Workforce Committee.