

**Agenda item 2.i**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 6 April 2023</b>
<b>Report from:</b>	<b>Chair of the Workforce Committee</b>	
<b>Principal Objective/ Strategy and Title</b>	<b>GOVERNANCE: To update the Board on discussions at the Workforce Committee</b>	
<b>Board Assurance Framework Entries</b>	BAF 1853, 1929, 3261, 1854	
<b>Regulatory Requirement</b>	Well Led/Code of Governance:	
<b>Equality Considerations</b>	To have clear and effective processes for assurance of Committee risks	
<b>Key Risks</b>	None believed to apply	
<b>For:</b>	Insufficient information or understanding to provide assurance to the Board	

**1. Issues of interest to the Board**

**1.1 Review of the BAF Risks**

As requested by the Audit committee the Workforce committee reviewed the two BAF risks with scores of 20, namely BAF 1853: Staff Turnover and BAF 1929 Staff Engagement. The committee discussed the review undertaken by the EDs and accepted their recommendations to leave the RRR as 20 for both risks but with a further review of the Staff Turnover risk at the May meeting to assess whether the recent improvements in the turnover KPI, which had been within target over the last 4 months, were sustained. The committee supported the recommendation that the Performance Committee was responsible for the oversight of the BAF risk on Industrial Action.

**1.2 Workforce Report.**

The new workforce report, which had been amended to reflect comments from the committee, illuminated the critical workforce issues and the focus of the workforce teams. Highlight reports were incorporated on the key areas of Medical Staffing, workforce information, Employee relations, recruitment and temporary staffing, Equality and Diversity, Compassion and Collective Leadership programme and Resourcing and Retention. Appreciation of the improvements in the overall appraisal rates was shared.

**1.3 Employee Relations Report**

The committee received a comprehensive report on staff complaints which were categorized under three main Trust policies, the Grievance and Disputes, Dignity at Work, and Freedom to Speak Up: Raising Concerns policies. There is a significant issue with absence due to staff sickness, in Q3 9472 working days were lost with 6500 of those days were from frontline care with the most prevalent reason stated was anxiety/ stress/ depression. The committee discussion stressed the importance of ensuring that we support our staff in managing issues as early as possible but where staff felt the need to complain that our policies and procedures were better aligned to our Values and

Behaviours. The review of our key employee relations policies and procedures has been built into the first year of the Workforce Strategy.

#### **1.4 Nursing Focus**

The committee received three reports pertaining to nurse staffing. A recruitment plan for plan for Band 5 Registered Nurse recruitment for 23/34, using a supply and demand modelling based on the 22/23 budgeted establishment and our current average turnover. The Annual Nursing Inpatient Establishment Review concluded that there are no changes to WTEs in nursing establishments, however there are some changes to skill mix but not overall numbers. Registered nurses and unregistered nurses will be maintained in terms of balance for mix and number of posts. The committee recommends this report to the Board. The third report was the evaluation of the Critical Care Transformation Programme. The report was highly commended for its depth, its honest appraisal and supported the recommendation of the EDs that further work needed to be undertaken to ensure that the improvement work continues and is sustainable. The committee has requested a further update and next steps at its meeting in May.

#### **1.5 Workforce Strategy**

The latest draft of the Workforce Strategy was shared, and the committee commended the work that had been undertaken and the detailed action plan that supports change in 23/24. Whilst the action plan was comprehensive and thoughtful it has been tailored to the current workforce capacity and further consideration needs to be given to the OD requirements to support organizational change. The strategy was recommended to the Board.

#### **1.6 Survey Summaries**

The committee received a paper which provided an overview of the results from the following surveys, their key themes and how we will use these results to inform our work programmes:

- 2022 Staff Survey Results
- 2022 Bank Worker Survey Results
- Workforce Race Equality Results
- Workforce Disability Equality Results
- Q4 22/23 Pulse Survey Results

These survey results have been built into the 2023/24 action plan for the Workforce strategy and are built into the focus and priorities for the workforce teams.

#### **2.0 Issues for Escalation**

No issues for escalation were raised but a request to consider a more formalised reporting approach to Consultant Job planning be brought to the Workforce Committee, currently this reports to the Performance committee.

#### **3.0 Recommendation**

The Board of Directors is asked to note the contents of this report.