

## SUMMARY FROM WORKFORCE COMMITTEE

HELD ON 16<sup>TH</sup> SEPTEMBER 2019

### 1. TERMS OF REFERENCE

The Committee reviewed the Terms of Reference and made amendments to reflect the new Executive and Non-Executive Director members of the Committee. In addition, the Terms now reflect that an annual review will be carried out annually each April together with a review of the Committee's Annual Work plan.

### 2. STAFF SURVEY

The Committee received the quarter 2 "how was work today" Pulse survey and it was pleasing to see an improvement in most areas when compared against the last survey. Although, it should be noted that 443 staff members responded to the survey (257 last quarter). The Committee also discussed the wealth of intelligence that could be available from our long term medical and nursing agency staff and it was suggested that exploring good practice at other organisations might assist us gather this intelligence. Any associated ER risk would need to be assessed and considered.

**ASSURANCE = LOW**

### 3. OD 6 MONTH DELIVERY PLAN / PEOPLE AND OD STRATEGY

The Committee were advised that the OD plan is intended to be complete by October, however the Committee received assurance that the strategy is continuing to be developed to ensure widest engagement, including community partners to guarantee a fully engaged and collaborative people strategy. The Committee recognised the need for all leaders in the organisation to own the people issues and were encouraged to learn that the Leadership Conference will have an internal leadership focus.

**ASSURANCE = MODERATE**

### 4. BOARD ASSURANCE FRAMEWORK (BAF)

The committee received the BAF and reviewed the two risks for Workforce Committee:

***423 We need positive staff engagement to create a culture of continuous improvement***

***859 We need a recruitment strategy for key clinical staff to ensure the sustainability of services***

The Committee were asked to consider if the BAF risks 423 and 859 wholly reflect the Workforce risks and it was agreed that a discussion would be held at the October Committee to establish if changes to the risks are necessary. The Committee will also confirm the controls, assurances and any identified gaps. In addition, the Committee discussed if the gross risk / net risk position was clear. The Committee noted the additional Operational Risk item 1580 regarding Paediatric Cardiology Consultant cover for Inpatients/Outpatients and Neonates with a risk score of 20.

**BAF RAG RATINGS = UNCHANGED**

### 5. WORKFORCE RACE AND DISABILITY EQUALITY SCHEMES

The Workforce Race Equality Standard (WRES) and the Workforce Disability Standard (WDES) form part of the NHS Equality Delivery System (EDS2) and the Trust are required to publish this on the website by the end of September 2019 to be compliant. The Committee received the report and approved the action plan on behalf of the Board having noted that the Trust were unable to provide answers to all questions in the data report at this stage. The Committee agreed that the Trust needs to make substantial progress in this area. The Committee were informed that the Executive team have approved the recruitment of a band 7 member of staff to lead on this.

**ASSURANCE = LOW**

## **6. WORKFORCE ASSURANCE REPORT**

The Committee received the Workforce Assurance Report and received assurance that the recent overseas nursing recruitment campaign had resulted in the successful recruitment of 120 new staff. Nurse staffing remains reliant on agency personnel. The Committee discussed the continuing high agency usage especially in the Emergency Department to fill middle grade doctor rotas and the importance of securing on long term arrangements to ensure cover through winter. It was recognised that there will be double running costs with the new overseas doctors working supernumery shifts until spring 2020. The issue of long-term locums working for the Trust for over 12 months will be included in the Risk Register and an update on IR35 will come back to the Committee. The Committee requested narrative to support the graphs where no commentary exists. The Committee noted that in general good levels of nurse staffing were achieved (agency and bank included).

The Committee recognised a slight reduction in staff sickness figures and the sustained positive trends in SSU Training and Appraisals.

**ASSURANCE = MODERATE**

## **7. WORKFORCE PLAN ASSURANCE FOR EMERGENCY DEPARTMENT (ED)**

The Committee received the Emergency Department Workforce update and discussed the SaTH medical view of the number of Consultants needed to run the ED functions versus the actual numbers employed. The Committee were informed that the pension taxation regulations and personal choice are impacting on the number of shifts some Consultants are now prepared to work. It is likely that additional agency cover will be necessary and the Trust are continuing to monitor this. The Committee discussed the target that has been set for the Trust to have a substantive and bank nursing fill rate of 70% by December 2019 within the Emergency Departments. The Trust feels that this target is an extreme stretch, but will be striving to achieve the target.

**ASSURANCE = LOW**

## **8. GUARDIAN OF WORKING SAFE (GOSW) AND FREEDOM TO SPEAK UP GUARDIANS (FTSU) QUARTERLY UPDATE**

The Committee received the quarterly report from the GOSW which made two recommendations to the Committee. The recommendations were to approve the purchase and implementation of rostering software to enable tracking of Junior Doctor working hours and to support the timely implementation of the 2018 "Refresh" Contract for Junior Doctors. The Committee supported the timely implementation of the 2018 "Refresh" Contract whilst recognising that this was a significant piece of work for the Workforce team. The Committee agreed that the recommendation for rostering software would require the support and approval of the Executive.

The Committee received an update from the FTSU Guardian who informed the Committee that there is now a downloadable SaTH app to provide an easy route for staff to raise concerns to the Freedom to Speak up Guardians. The Committee were told that the concerns being raised are mostly concerned with behaviour and safety issues. In addition, the increase in Guardians to three has increased the exposure of FTSU and allows more opportunities for open conversations with teams. The National Guardian Office is running a "speak up month" during October and a communication plan is being developed to promote this.

**ASSURANCE = MODERATE**

## **9. BOARD ASSURANCE**

The Workforce Committee has Terms of Reference in place which are reviewed annually in April. This review includes a review of the Committee membership.

The Committee has a Forward work Plan and this is reviewed annually in April