

**TRUST BOARD**  
**25<sup>th</sup> July 2013**

<b>TITLE</b>	<b>Minutes of the Workforce and Organisational Development Committee meeting held on 2<sup>nd</sup> July 2013</b>
<b>EXECUTIVE SUMMARY</b>	<p>The minutes of the Workforce and Organisational Development Committee meeting held on 2<sup>nd</sup> July 2013 are attached for noting. The key points are:</p> <ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Workforce Report</li> <li>• Temporary Workforce Project</li> <li>• Recruitment and Reward</li> <li>• Staff Experience and Culture Programme</li> <li>• Horizon Scanning and Best Practice</li> <li>• High Level Employee Relations Summary</li> </ul>
<b>BOARD ASSURANCE (Risk) / IMPLICATIONS</b>	The Board is assured by the scrutiny provided by the Workforce and Organisational Development Committee.
<b>LINK TO STRATEGIC OBJECTIVE</b>	<b>SO2:</b> To recruit, retain and develop a high performing workforce to deliver high quality care and the wider strategy of the Trust.
<b>STAKEHOLDER / PATIENT IMPACT AND VIEWS</b>	None obtained.
<b>EQUALITY AND DIVERSITY ISSUES</b>	None that we are aware of.
<b>LEGAL ISSUES</b>	None that we are aware of.
<b>The Trust Board is asked to:</b>	Note and receive the minutes of the Workforce and Organisational Development Committee meeting held on 2 <sup>nd</sup> July 2013.
<b>Submitted by:</b>	Sue Ells, Non-Executive Director and Committee Chair
<b>Date:</b>	18 <sup>th</sup> July 2013
<b>Decision:</b>	For Receiving

## Workforce & Organisational Development Committee

Minutes of meeting held on 2<sup>nd</sup> July 2013  
Postgraduate Education Centre

<b>PRESENT:</b>	Sue Ells	Non-Executive Director (Chair)
	Andrew Liles	Chief Executive
	Louise McKenzie	Director of Workforce Transformation
	Suzanne Rankin	Chief Nurse
<b>IN ATTENDANCE</b>	Nikki Hill	Interim Deputy Director of Workforce & OD
	Colleen Sherlock	Head of Workforce Planning & Intelligence
<b>APOLOGIES:</b>	Valerie Bartlett	Deputy Chief Executive
	Philip Beasley	Non-Executive Director
	David Fluck	Medical Director

## Actions

### Part I

#### 1 INTRODUCTIONS AND WELCOME

The Chair welcomed all to the first meeting

#### 2 TERMS OF REFERENCE

The TOR had been previously approved by the Trust Board so the committee noted the contents. The Chair invited members to describe their expectation from this committee; which are summarised as follows:

- To enable the Trust to have a broader focus on workforce, in terms of staff morale, staff engagement, and key workforce performance indicators.
- To have an opportunity for a strategic look forward to ensure our priorities are lined up and engaged with HEE and other key external stakeholders.
- To provide a strategic opportunity to understand, and find ways to address, labour market shortages.
- To give a focus on the development of new roles.
- To ensure that assurance can be given to the board around our approach to workforce risk management.
- To provide a strategic focus and direction for workforce initiatives and actions.
- As a sounding board around the integration of workforce elements.
- In summary, to provide a less reactive, more strategic approach to workforce issues, with clear KPIs and engagement with key internal and external stakeholders.

#### 3 WORKFORCE TRANSFORMATION

##### 3.1 WORKFORCE REPORT

LMcK highlighted key issues within the report:

- Recruitment activity is positive but not keeping pace with turnover, and this was one of the reasons being given for high agency use.
- The group agreed that more understanding was needed of the reasons that

recruitment and turnover are not aligned, so that an appropriate strategy for dealing with this can be adopted. This would enable the trust to reduce staff shortages, reduce agency costs, and reduce all the costs associated with high employee churn.

CS/LMcK

- Mandatory training has decreased due to the number of staff due for renewal at this time of year, and due to amendments to the frequency of some training programmes.
- Exit interviews have started in Maternity to understand the reasons for staff leaving, and will be rolled out across the Trust.
- SR noted that the establishment has increased however there was a range of (mostly anecdotal) reasons associated with the high turnover levels and more understanding was needed.

The Committee discussed the workforce report and concluded that there needed to be much more detailed analysis to understand some of the outlying data and in particular the turnover data. The changes to agency/bank provision (reduction in number of providers) would also need to be reviewed from August onwards. It was agreed that:

CS

NH/LMcK

- Sickness absence trends will be analysed and reported back to the next meeting (September).
- The WOD team would accelerate the roll out of exit interviews including a deep dive into leavers over the previous 6 months. That an exit and on-boarding report would be prepared and presentation at the next meeting.

### 3.2 TEMPORARY WORKFORCE PROJECT

LMcK presented the Temporary Workforce Programme Brief for review and discussion. SR noted that decision-making process around approval of temporary staffing should be clear, with routine clinical challenge & accountability. It was suggested that the programme governance include a link to the capacity planning group. A target of temporary workforce spend not exceeding 10% of the overall pay costs was agreed.

The project brief was approved. A project plan will be developed and an update will be provided at next meeting.

LMcK

### 3.3 RECRUITMENT AND REWARD

LMcK presented a discussion paper around a reward framework for the Trust, with the focus on how we could attract and retain staff to work at ASPH. It was proposed that the focus should be extended to include performance related rewards that have clear incentives around promoting better behaviour and improved performance, aligned with the Trust's stated values. AL noted that he was very keen to consider alternative approaches to reward / financial incentives with respect to organisational performance.

It was agreed that the paper would be revisited when the data from exit interviews is available at next meeting to understand why staff leave, and to consider a retention methodology for key staff, and to enable ways of working differently.

## 4 STAFF EXPERIENCE AND CULTURE PROGRAMME

The Chair noted the papers provided for item 4 and asked all committee members to ensure that they had reviewed the papers. These included

- A Staff Experience & Culture project plan Draft Staff Experience & Culture Plan
- An outline of the 'Better Leaders Better Care' Leadership programme
- A description of the Trust's approach to staff engagement

Further discussion in relation to these items was deferred to the next meeting

**5 Horizon Scanning and Best Practice**

This item was deferred to next meeting. It was agreed that the committee would consider the Trust's approach to the use of social media, including a risk assessment of not engaging, and a framework with which to ensure effective governance through this form of communication. The issue of an increasing gap in available the workforce and the trust's workforce plan requirements would also be explored.

**6 AOB**

It was agreed that Education and Training will be a regular agenda item at future meetings.

**NH**

It was noted by the Chair that the amount of important workforce issues that the new group needed to address far exceeded the time currently allocated, and that a review of options to deal with this would take place before the next meeting (September).

**SE &  
LMcK**

**7 Date of next meeting**

Next meeting will be 3 September (subject to availability) and will be extended to 2 hours.

**Confidential Part II**

**1 High Level Employee Relations Summary**

LMcK presented a paper with information on the diversity of employees involved in employee relations cases. It was agreed that the next meeting would receive a detailed report with trends and inclusion of professional referrals.