

### Workforce Committee Report

<b>Trust Board</b>	<b>Item: 19</b>
<b>Date: 25<sup>th</sup> September 2019</b>	<b>Enclosure: P</b>
<b>Purpose of the Report:</b> To report on the main areas of discussion at the Workforce Committee meeting held on 10 <sup>th</sup> September 2019 and the Workforce Committee Deep Dive held on 12 <sup>th</sup> August 2019.	
<b>FOR: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input checked="" type="checkbox"/> <b>Discussion and input</b> <input type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
<b>Sponsor (Non-Executive Lead):</b>	Sylvia Hamilton NED, Chair of the Workforce Committee
<b>Author:</b>	Kelvin Cheatle Director of Workforce
<b>Author Contact Details:</b>	Ext 3148 <a href="mailto:kelvin.cheatle@kingstonhospital.nhs.uk">kelvin.cheatle@kingstonhospital.nhs.uk</a>
<b>Risk Implications – Link to Assurance Framework or Corporate Risk Register:</b>	
<b>Link to Relevant Strategic Theme:</b>	Our People
<b>Link to Relevant CQC Domain:</b> <b>Safe</b> <input checked="" type="checkbox"/> <b>Effective</b> <input checked="" type="checkbox"/> <b>Caring</b> <input checked="" type="checkbox"/> <b>Responsive</b> <input checked="" type="checkbox"/> <b>Well Led</b> <input checked="" type="checkbox"/>	
<b>Document Previously Considered By:</b>	N/A
<b>Recommendations:</b> The Trust Board is asked to note the content of this report.	

Issues Discussed	Actions/Update/Comments
There have been two meetings of the Committee since the last Trust Board meeting.	
<b>Workforce Committee Deep Dive, 12<sup>th</sup> August 2019</b>	
<b>Deep Dive into turnover in Admin &amp; Estates staff</b>	<p>The Committee received a presentation from the Deputy Director of Workforce examining the data and trends surrounding turnover in the Admin and Estates workforce grouping. The Committee learnt that this staff group, representing nearly 25% of the Trust's Workforce, had turnover levels averaging 20% - much higher than the Trust's average.</p> <p>There was a particular focus on Patient Pathway Administrators as a sample grouping and a discussion concerning motivation, job design, digitisation and career paths.</p> <p>The Committee asked the Director of Workforce to develop an action plan to address these issues, to be reported back to the next Workforce Committee meeting, after Executive Management Committee (EMC) approval.</p>
<b>Workforce Committee Meeting, 10<sup>th</sup> September 2019</b>	
<b>Statutory &amp; Mandatory Training</b>	<p>The Committee had been asked by the Board to provide continuing oversight on this issue. The Director of Workforce reported that the August figure was 86% - the highest score in 6 years. This was the product of detailed work on ESR, electronic access to training and assertive action by EMC and Managers on compliance. The Committee was delighted to note progress and endorsed the work to follow up with those staff who had zero compliance.</p>
<b>Retention Action Plan</b>	<p>The Associate Director of Workforce presented an action plan that had been endorsed by EMC, designed to respond to the issues highlighted by the deep dive in August. The plan proposed a focused approach on Patient Pathway Administrators utilising cohort recruitment, bespoke induction and work on career paths, mentoring and support for this group. The Committee endorsed the approach and asked for a report back quarterly on progress, particularly around metrics and the "softer" issues of retention.</p>
<b>Learning the Lessons</b>	<p>The Deputy Director of Workforce presented a detailed report proposing changes to Trust practice to ensure disciplinary and associated cases were managed sensitively, learning the lessons from the tragic case at Imperial Healthcare. The Committee noted the need to balance staff and Trust interests and agreed to receive regular reporting on ER case metrics plus highlighted individual cases, which were already the subject of reporting to the Trust Executive.</p>
<b>Report from sub-groups</b>	<p>The Director of Workforce and Chairman reported on progress from the Local Negotiating Committee, Trust Partnership Forum and Trust Health &amp; Wellbeing Steering Group, noting positive developments in each meeting.</p>