

Report to:	Trust Board	Agenda item:	Additional Item
Date of Meeting:	9 November 2011		

Title of Report:	Human Resources Report
Status:	For information
Sponsor:	Lynn Vaughan, Director of Human Resources
Author:	Sue Smith, Deputy Director of Human Resources
Appendices	None

Purpose
To summarise the business of the Strategic Workforce Committee held on Thursday, 3 rd November 2011.
Background
<ol style="list-style-type: none"> 1. The Strategic Workforce Committee meets bi-monthly and is chaired by the Director of Human Resources. 2. Working as a sub-committee of Management Board, it is responsible for: <ul style="list-style-type: none"> • Ensuring that the Trust continues to maintain good human resource practice as defined by IWL Practice Plus standards and works towards 'Employer of Choice'; • Reviewing and updating the workforce strategy as required and agree and monitor an annual work plan to deliver the strategy; and other supporting strategies; • Providing direction to the work of the sub-groups and committees it has formed, ensuring integration between the work streams; • Approving an annual learning and development plan, including mandatory training. • Leading the continued development of staff involvement in the delivery of improved patient care; • Acting as reference committee for workforce matters from and to the Management Board; • Ensuring on-going compliance with all CQC Essential standards for quality and safety primarily: <ul style="list-style-type: none"> - Outcome 12: Requirements relating to workers - Outcome 13: Staffing - Outcome 14: Supporting workers • Approving all HR policies on behalf of Management Board ensuring that they are appropriate, comply with NHSLA and are monitored for effectiveness; • Overseeing the delivery of improvements in the annual staff survey.
Business Undertaken
<ol style="list-style-type: none"> 1. Key issues for discussion and agreement on 3rd November were: <ul style="list-style-type: none"> • Terms of Reference • Workforce Performance Report (including KPI Summary Position)

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KPI	Trust Target	Current	RAG
Vacancy Rate	5%	4.1%	▼ G
Agency, Bank & Locum % of total pay spend*	tbc	6.7%	tbc
Sickness Absence	3%	3.8%	▼ A
Turnover	10%	8.8%	▲ G
Working Time Directive	100%	97.9%	▼ A
Appraisal	85%	63.3%	▲ R
Core skills & Induction	90%	63.9%	▲ R
Safer Recruitment	100%	100%	▼ ▲ G
Staff Survey	60%	30.0%	▲ R

*Target yet to be agreed by the Strategic Workforce Committee

- ▼ Position has worsened compared to Trust target
- ▲ Position has improved compared to Trust target
- ▼▲ Position is stable

- Workforce Risks
- Systems and Processes:
 - Workforce Planning
 - Competency Assurance
- Workforce Assurance Tool
- Mandatory Training Review – Update
- Ratification of policies:
 - Flexible Working Policy (including retirement)
 - Employer Based Awards For Clinical Excellence To Consultants 2012
 - Procedure for the Awards of Discretionary Points to Associate Specialists (Pre-2008 Contract) and Optional Points to Staff Grade Doctors (1997 Contract)
- Collective Agreements:
 - Collective Agreement on removal of cost of living supplement for new staff

Key Risks and their impact on the Organisation

1. Meeting reviewed the first draft of the workforce risk register;
2. A total of twenty two workforce risks are listed on the risk register, thirteen of which are outlined in the Workforce Strategy and five of which have initially been categorised as high risk;
3. Action plans will be developed, with a focus on high risks in the first instance;
4. An additional risk related to Industrial Action is to be included.

Key Decisions

1. Additional KPIs to be included in the Workforce Performance Report are:
 - Patient safety incidents related to staff
 - Time scales within Recruitment processes
 - Time scales within Employee Relations processes
2. Workforce Performance reports to be produced quarterly for Medicine, Surgery and Facilities;
3. Action plans are to be developed for risks, for review at the next meeting;
4. Key policies and a Collective Agreement were ratified;
5. A Workforce Planning paper outlining both systems and processes was adopted;
6. The Competency Assurance paper outlining both systems and processes, was agreed, for referral back to Non Clinical Governance Committee;
7. Agreement was reached to adopt the Cheshire and Merseyside Core Skills framework, as part of the Mandatory Training review update.

Exceptions and Challenges

1. A major challenge is to ensure workforce planning becomes embedded within the trust, so ensuring key workforce risks are controlled.

Governance and Other Business

1. Terms of Reference have been agreed for the Strategic Workforce Committee, to be reviewed in March 2012;
2. All sub groups are to forward their terms of reference to the Strategic Workforce Committee for ratification.
3. A work plan is under development and future reports will contain exceptions against key milestones.

Future Business

1. Review of risk register;
2. Monitoring of risk related action plans;
3. Development of a work plan.

Recommendations

To note.