

REPORT TO THE TRUST BOARD - PUBLIC

19 OCTOBER 2017

Title	Strategic Workforce report
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Purpose of the Report:

To update the Board on strategic workforce issues.

Summary of Key Issues:

A number of workforce strategic priorities have been identified alongside development of a workforce strategy. This paper provides the Board with an update of recruitment and retention, inclusion and staff engagement and organisation development priorities.

Strategic priorities this paper supports (Please check box including brief statement)

Improving service user satisfaction	<input checked="" type="checkbox"/>	Improved staff satisfaction positively correlates with improved service user satisfaction.
Improving staff satisfaction	<input checked="" type="checkbox"/>	Robust plans to improve staff experience and build on success
Maintaining financial viability	<input type="checkbox"/>	

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
	This report has not been reviewed by any committee.

Implications:

Equality Analysis	This report has direct positive impact on equalities if actions are successful.
Risk and Assurance	There are a number of risks associated with staff who are disengaged and do not feel that they are valued, including reputational damage, financial risk and adverse impact on morale. These risks are being managed by corporate and directorate management teams and oversight of the Executive team.
Service User/Carer/Staff	As above.
Financial	There are financial implications associated with increased pay costs.
Quality	Reduced staff engagement impact on delivery of quality services.

1.0 Introduction

- 1.1 This paper provides an overview of strategic workforce issues and progress against priorities for the Board.

2.0 Strategic Priorities

2.1 Recruitment and Retention

2.1.1 Pan London Medical Agency and Locum Rates

- 2.1.1.1 London wide plans have been implemented for Acute Trusts to implement 'break glass rates' for medical agency and locum staff.

- 2.1.1.2 Following reports at Remuneration and Appointment Committee, a Trust wide campaign to identify change ideas linked to recruitment and retention is being undertaken. The aim is to have 2 driver diagrams, 1 for recruitment and 1 for retention with 2-3 priorities for each identified and taken forward over the next 12 months monitored by Workforce Committee.

- 2.1.1.3 The Trust has been provided with the opportunity to participate in cohort 2 of the retention support programme. This is a 3 year retention programme led by NHS Improvement, with the objective of stabilising and subsequently reducing leaver rates across the sector. As part of this programme, extensive benchmark data has been provided to ELFT which has identified that ELFT is one of the most successful Trusts in collecting leaver data compared with peers who have high levels of 'unknown' categorised data. With this caveat in place, it appears that ELFT has higher than benchmark reasons for leaving for work/life balance and pay and reward.

- 2.1.1.4 Work/life balance reason for leaving can sometimes indicate work pressure and organisational demands on staff. This, coupled with higher than sector response for staff reporting working extra hours, and corporate and admin staff having the highest scores for feeling unwell due to work related stress in the last 12 months, will provide a focus for work on health and wellbeing and an opportunity to correlate the datasets to target interventions and support.

2.2 National Pay

- 2.2.1 The national Trade Unions are campaigning in the run up to the Budget on 22 November 2017 to lift the pay cap on NHS pay. This follows a successful, albeit non-binding, motion in September. It is anticipated that there will be increased industrial action if the pay cap is not lifted as Unions prepare to ballot their members. Any pay awards will have to be funded from existing revenue.

2.3 Recognition

- 2.3.1 This year, there were 204 nominations submitted for 7 categories for the annual staff awards. Judging panels have been held for each category with Non-Executive Directors, Directors, staff side and service user representatives. The

awards will be held at the Barbican, Silk Street, London EC2Y 8DS on Thursday 2 November 2017 and 1400 tickets are available.

3.0 Engagement and Wellbeing

3.1 Inclusion

3.1.1 The Chief Executive hosted a 'Women in Leadership' event at the Whitechapel Gallery in September. One of the aims of the session was to identify what we can do next as a Trust to support women leaders to develop and take on senior roles. A number of key areas are being taken forward including mentoring and the establishment of a women leaders network.

3.2 Staff Survey

3.2.1 The Staff survey is live and will run from 26th September until 1st December.

3.3 Health and Wellbeing

3.3.1 Plans have been developed to achieve CQUINS on Flu and health and wellbeing. The Flu plan is well underway.

4.0 Organisation Development

4.1 Workforce Planning

4.1.1 Workforce planning skills training has been organised for delivery to workforce staff and service managers/clinical leads in October 2017. Plans to develop directorate workforce plans and a medical workforce plan will follow this development. Trust wide plan will be developed alongside this work and presented to the Trust Board in Q4 following the workforce strategy report to the Board in January 2018.

4.1.2 A 2018/19 CRES planning workshop will be held to identify Trust wide plans and synergies and enable early consultation with staffside.

4.2 Leadership Development

4.2.1 Developing People Improving Care provides the NHS leadership framework for Trusts and links with the Leadership Pilot work in conjunction with NHSI and the Kings Fund.

4.2.2 The Rose Review, 'Better leadership for tomorrow' (2015), states that managers (clinical and non-clinical) should attend 'accredited courses of a qualification to show that consistent levels of experience and training have been reached across the NHS'. In response to this review, the Secretary of State for Health has tasked Health Education England (HEE) and the National Leadership Academy (NLA) to develop a national leadership development quality framework.

- 4.2.3 The scope for the framework includes all externally commissioned and internally delivered leadership development programmes, coaching and 'other' leadership development interventions. The framework intentions are to assure the quality of leadership provision; demonstrate the impact of the intervention and demonstrate increased leadership competence in participants. The timescale for this is planned for March 2018.
- 4.2.4 It was suggested that funding would only follow activity that could demonstrate quality assurance under the framework. ELFT was represented at an event, the purpose of which was to encourage participation in the development of a prototype framework that is coherent with local developments.
- 4.2.5 The impact for ELFT is for Learning & Development, Medical Education and DECs to be aware of emerging developments to ensure that external leadership development commissioning and internally delivered programmes are compliant once the framework is rolled out.

5.0 Action being requested

- 5.1 The Trust Board is asked to **RECEIVE** the report.