

Workforce and Organisational Development Committee 18 October 2017

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Agenda Item No: 12.9

Minutes of the Workforce and Organisational Development Committee

Date 18th October 2017
Venue Estates Development Meeting Room, Hollybush House
Time 2:00pm

Present:

Name	Role
Cheryl Etches	Chief Nurse
Julie Shillingford	Head of HR Advisory
Danielle Elsmore	Workforce, Planning & Business Intelligence Manager
Alan Duffell	Director of Workforce
Mel Riley	Group Manager, Division 1
Sultan Mahmud	Director of Integration
Catherine Griffiths	Deputy Director of HR
Sarah Allan	Senior Resourcing Manager
Sue Rawlings (Chair)	Non-Executive
Mary Martin	Non-Executive
Louise Nickell	Head of Education & Training

In Attendance:

Name	Role
Shelly Feaver	HR Manager, Workforce
Maria Dent	Administrator

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Standing Items		
1.	Apologies for absence Apologies for absence were received from Roger Dunshea, Sandra Roberts, Tim Powell, Daniela Locke, Rose Baker and Junior Hemans.	
2.	Declarations of Interest None declared.	
3	Review of Previous Actions from the Meeting of 12th September 2017 All actions carried forward from the Workforce Assurance Group were reviewed and it was agreed that all actions had been completed apart from Action 17/008.	

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4.	<p>Matters Arising No additional items discussed</p>	
5.	<p>Workforce Environmental Scan</p>	
5.1	<p>Additional 5000 Nursing Posts A Duffell stated that the national press had recently reported on an additional 5000 nurse training posts each year, which is in line with the Health Education England (HEE) workforce plan, however, publication of this has been delayed for several months and there is no indication when this may be released.</p> <p>C Etches commented that it will be three years before the 5000 nurses complete training and join the nursing registrar, and questioned whether there was any indication on the number of nurses that will come off the registrar during this time; A Duffell commented that the typical turnover rates vary around 10 to 12% per year.</p> <p>C Etches noted that an assumption on the number of Training Nurse Associates (TNAs) will need to be taken on how many of these complete their training within the two years and then go on to complete the 18 month conversion into an RN.</p>	
5.2	<p>National Staff Council A Duffell advised that it has been reported that the pay cap had technically been removed. However, notification of any future award will be dependent upon the Chancellor's statement, followed by discussions by the National Pay Review Body and approval of their proposal by Ministers, which could mean that it could be as late as June 2018 before any announcement of the new uplift.</p>	
	<p>Implementing the Carter Report - Deep Dive Event 17/10/17 A Duffell informed that he, Sarah Allan and Dr Brian McKaig had attended the Deep Dive event in Birmingham which is linked to GIRFT (Get It Right First Time) work.</p> <p>Two areas were highlighted for future focus:</p> <ol style="list-style-type: none"> 1. Job planning and 2. E-rostering <p>There was also discussion around Allied Health Professionals (AHPs) and whether they fit within E-rostering as another Trust reported that it has developed a mechanism for job planning for AHPs. RWT will continue to be involved in this work and updates on progress will be brought back to this forum.</p>	

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	<p>NHS Improvement – Retention Agenda</p> <p>A Duffell advised that there is a national focus around retention and attraction and he and C Etches had recently attended an NHSI event on this. He stated that the Trust needs to look at its employment model and consider alternative options around developing flexibility, rotation, recruitment of staff for busy period, ie 2-3 hour shifts, development of new roles and maximising current roles.</p> <p>L Nickell advised that funding support had been approved for a pilot, starting in November for 18 weeks, for Medical Assistants to shadow a Paediatric consultant in the Emergency Department and fourth year medical students will be employed into these roles which will support the Consultant as well as providing additional experience for the junior doctor.</p>	
Future Workforce/Resourcing		
6.	<p>Organisational Resourcing and Vacancy Position</p> <p>S Allan provided an update on the Resourcing Report.</p> <p>The committee noted:</p> <ul style="list-style-type: none"> • Leavers : a high proportion of leavers left the Trust within one and two years of service; it was agreed to <ul style="list-style-type: none"> ○ Continue to develop exit interviews to identify the reasons why staff are leaving; ○ Identify the number of staff that leave and return to RWT employment; ○ Identify the generation of leavers, ie impact of Generation Y and Generation X. <p>Action : It was agreed to provide additional update on the points noted within the regular reporting and to provide an in-depth analysis report on leavers on a six monthly basis</p> <ul style="list-style-type: none"> • Baseline Reporting : S Allan reported that the baseline reporting meetings with each directorate within the Trust had provided better information around vacancies, workforce requirements and had enabled progression in reducing agency use. • Centralised recruitment – AD advised that a business case is being developed to introduce centralised recruitment across the Trust. The business case is due to Contracting and Commissioning Group for approval; further update will be provided in due course. The aim is to focus on attracting the right staff, streamlining the recruitment processes and retaining staff when in post. 	S Allan 17/083

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Education and Training		
7.	<p>Mandatory Training Compliance / Performance</p> <p>L Nickell presented the report around provision of mandatory training and compliance.</p> <p>In summary:</p> <ul style="list-style-type: none"> • A proposal to reduce the target threshold of mandatory training is to be discussed at the Academy steering group in November, following a suggestion by A Duffell that at any point in time it is recognised that typically up to 13% of staff are not in the Trust due to maternity leave, long term sickness, secondment etc. • The annual review of the training needs analysis of topics for mandatory training is due to be completed by March 2018. • OP41, the policy associated with mandatory training is under review and includes the de-escalation of the temporary workers policy, which has a number of challenging aspect specifically around temporary medical workers. <p>The committee discussed at length the current status position in compliancy and actions taken to address. It was noted that each department/ directorate needed to be accountable and to find a system and process that worked for it.</p> <p>L Nickell advised that Finance has now supported the roll out of a live reporting system through ESR which will be beneficial to both managers and staff. Reminders will be sent to staff, via the system, four months in advance, to advise of due dates and it is hoped that this will improve update of completion and improve compliancy.</p> <p>Action: It was agreed to provide additional update on the points noted within the regular report to the Committee.</p>	L Nickell 17/084
8.	<p>Review of the Delivery of the E&T Strategy and Actions to Improve Performance</p>	
	<p>L Nickell presented the report on the Review of the Delivery of the E&T Strategy and Actions to Improve Performance.</p> <p>The report covered:</p> <ul style="list-style-type: none"> • Actions taken to support mandatory training compliance, specifically around patient moving and handling and basic life support training. • Final update on the delivery of the Education and Training Strategy; all actions completed bar one which is to be carried 	

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	<p>forwarded into the new Strategy for 2018-2020.</p> <ul style="list-style-type: none"> • Six monthly update on the Education and Training Delivery plan. <p>L Nickell confirmed that the Strategy had had a good impact and had been well received in terms of its key aims and pledges.</p>	
	<p>Apprenticeship Scheme</p> <p>The Committee held a brief discussion around the number of apprentices within the Trust. LN outlined the current position of the scheme and advised that the Trust will not fully utilise the levy of £1.4m in the current year but future plans will also consider utilising the higher tariff apprenticeship schemes such as nursing degrees, physicians associates, science degrees etc.</p> <p>A Duffell advised that Claire Young, Corporate Learning & Development Manager, is currently working on a strategic plan and approach to apprentices within the Trust and this will be presented to the Committee at the next meeting.</p> <p>M Martin queried which budget the tax levy of £1.4m had been taken against and agreed to follow up directly with Kevin Stringer, Chief Financial Officer, for clarification.</p>	<p>C Young 17/085</p> <p>M Martin 17/086</p>
Workforce Planning, Intelligence and Productivity		
9.	<p>Review of Workforce Performance Data</p> <p>D Elsmore provided a brief update on the key highlights provided in the report and advised that an updated report would be circulated following the meeting.</p> <p>A Duffell advised that the workforce metrics report continues to be developed to enable a better understanding of the workforce and a covering report will be provided to draw attention to deterioration areas, improvement areas or any areas of concern.</p>	D Elsmore 17/087
Underpinning Work & Assurance		
10.	<p>Equalities – Draft Equality, Diversity and Inclusion (EDI) Approach</p> <p>S Feaver presented the first draft report on Equality, Diversity and Inclusion approach for HR matters in order to provide a more cohesive approach to EDI looking at local drivers and statutory, contractual and moral obligations. The focus is on three areas for the workforce in that EDI needs to be seen as everybody’s business and is much more about inclusion, not just conceptions around equality and diversity. It is important to understand how diversity strengthens the position and improves the Trust’s ability to influence positive healthy outcomes and patient experience, and from an HR perspective, this approach will inform</p>	

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	<p>and shape how the Trust delivers its employment practices.</p> <p>A Duffell proposed that an additional objective around recruitment should be incorporated.</p> <p>The committee noted the first draft of the report and it was agreed that the final version and two year plan would be presented in February 2018 followed by six monthly update reports.</p>	<p>Agenda: Feb 2018 S Feaver 17/088</p>
11.	<p>IQPR</p> <p>It was agreed to remove this item from the workplan agenda as this item is discussed in several other meetings.</p>	A Duffell 17/089
12.	<p>BAF/CRR Risks</p> <p>A Duffell advised that he had circulated the HR BAF which had been updated with an action identified by the F&P Committee to recognise the risk with other organisations in competing salaries.</p>	
13.	<p>2017 National Staff Survey</p> <p>The National Staff Survey for 2017 had been launched and this year all RWT staff will either receive a paper survey or an electronic survey for completion. The closing date is the 4th December 2017. Further update will be provided at the next meeting and the final analysis reported to the Board, around March or April 2018.</p>	A Duffell 17/090
14.	<p>Policy Adoption</p> <p>No Policies submitted this month.</p>	
Papers for Information		
	No additional Reports Submitted this month.	
15.	<p>Any Other Business</p> <p>No additional items raised.</p>	
Date and time of Next Meeting		
16.	<p>2:00-4:00pm, Wednesday, 20th December 2017</p> <p>Conference Room, Hollybush House</p>	