

Minutes of the Workforce and Organisational Development Committee 22 June 2018 1 October 2018

Three wavy lines in blue, green, and pink/magenta colors, flowing across the bottom of the page.

Agenda Item No: 12.10

Minutes of the Workforce and Organisational Development Committee

Date **22nd June 2018**
Venue **Conference Room, Hollybush House**
Time **10:30am**

Present:	Name	Role
	Sarah Allan	Senior Resourcing Manager
	Priyanka Dhanda	Head of Occupational Health & Wellbeing
	Alan Duffell	Director of Workforce
	Roger Dunshea	Non-Executive
	Sally Evans	Head of Communications
	Catherine Griffiths	Deputy director of HR
	Junior Hemans (Chair)	Non-Executive & Chair
	Daniela Locke	Strategic HR & Change Lead
	Sultan Mahmud	Director of Integration
	Louise Nickell	Head of Education & Training
	Sandra Roberts	Divisional Manager, Estates & Facilities
	Kate Shaw	Deputy COO, Division 3

In Attendance:		
	Callum Butler	Patient Experience Support (Observer)
	Maria Dent	Administrator

Apologies:		
	Rose Baker	Associate Chief Nurse
	Ann-Marie Cannaby	Chief Nurse
	Lewis Grant	Deputy COO, Division 1
	Mary Martin	Non-Executive
	Tim Powell	Deputy COO, Division 2
	Sue Rawlings	Non-Executive

Agenda Item No		Action
Standing Items		
1.	Apologies for Absence Apologies for absence were noted as shown above.	

Agenda Item No		Action
2.	Declarations of Interest None declared.	
3	Confirmation of the Minutes from the Last Meeting, 27th April 2018 The minutes of the last meeting were agreed as a true record.	
4.	Matters Arising and Review of the Action Log The Action Log was reviewed and updated accordingly.	
	Action 18/003 - Certificates of Sponsorship A Duffell advised that there has been a national notification that the cap for visas for medical and nursing staff is to be stopped from the 6 th July, which will, therefore, ease the issues that the Trust has been facing. Action closed.	
	Action 18/009 - Regional Collaboration Work – Agency Locums Rates and Bank Staffing Due to limited data received, it was agreed to defer this item until the next meeting.	18/009 (August 2018)
	Action 18/016 – National Pay Award C Griffiths advised that the ESR Steering Group continues to meet and Northumbria NHS Trust had visited RWT to outline how it has introduced manager self-service. She stated that some of the risks associated with this issue are currently being worked through. C Griffiths advised that she and L Nickell had met with Staffside regarding the updates required to the appraisal policy. C Griffiths agreed to circulate the updated risk log of the ESR Steering Group following their next meeting.	18/036
	Action 18/016 ESR - Update on the Electronic Study Leave Form Interaction L Nickell advised that the electronic study leave form is not an ESR form and will not, therefore, updated directly into ESR. It has been devised by the Trust's IT department but will improve efficiency and the collection of data. Further updates will be reported when available. Action 18/16 Closed.	
	Action 18/022 – Tracking Retire and Returning Staff Item deferred, carried forward to the next meeting.	18/022 (Aug 2018)
	Action/023 – Electronic Exit Questionnaire Update C Griffiths advised that this has been reviewed by the Attract and Retain Steering Group with a possible launch date from 31 st July. Action Closed.	

Agenda Item No		Action
	<p>Action 18/028 – BAF/CRR Risks A Duffell advised that a full review of the Board Assurance Report had been carried out and completed. Action Closed.</p>	
	<p>Action 18/029 – Sickness Absence – New Stretch Targets C Griffiths advised that the new targets had been included within the standard executive report; with a 0.5% improvement target applied. Action closed.</p>	
	<p>Action 18/030 – Schwartz Rounds L Nickell advised that the Schwartz rounds membership has been reviewed and the Steering Group now consisted of 12 members who were mainly the facilitators, the clinical leads, communications and Occupational Health. L Nickell stated that she would follow up on securing representatives from the operational divisions and, with the departure of C Griffiths, another facilitator for the group was required. Action Closed.</p>	
	<p>Action 18/031 – Expenditure on Training Development Costings L Nickell advised that development costs worked out to approximately £295 per head. Action Closed.</p>	
4.1	<p>Action 18/031 – Learning and Development Funding Mechanisms LN provided an update around the various funding streams for education training, which is mainly contained within the Learning & Development agreement and this also includes the Learning Beyond Registration (LBR) funding. Confirmation of funding for this financial year has not yet been received, therefore, operating on last year's funding figures.</p> <p>In future, there will be different arrangements for junior doctors' study leave and this will have an impact on income for the Trust. The department will need to invoice Health Education West Midlands on a quarterly basis to reimburse spent training funds.</p> <p>The total for LDA funding is around £15m, with the greater proportion associated to post graduate medical education under graduate medical education SIFT funding.</p> <p>As per an advisory in 2011, the funding for LBR continues to decrease year on year and it is expected that this funding will cease at a future date, this has been recorded on the risk registrar. There has been a substantial reduction for the current year of approximately £80,000 which has led to difficulties around apportioning funding for high priority and high risk training requirements against the Training Needs Analysis (TNA).</p> <p>In response to J Hemans query on how this will be managed in the future, A Duffell advised that a number of Trusts have already set up a dedicated education and training fund. RWT will need to consider and discuss this for the next financial year to ensure that the Trust continues to support and develop its staff.</p>	
5.	<p>Workforce Environmental Scan</p>	

Agenda Item No		Action
5.1	<p>New NHS Pay Deals</p> <p>A Duffell reported that the new pay deal has been accepted by the Unions, the proposal will now be submitted to the staff council towards the end of June and, if agreed, to the Pay Board in early July. It is expected that the new pay rates will start from July, with any backdated wages paid in August.</p>	
5.2	<p>NHSI – Health & Wellbeing</p> <p>A Duffell advised that NHSI is to have an increased focus on the health and wellbeing agenda, particularly around sickness absence rates. Previously this data has been a benchmark for NHS England who had set up assessment framework and he believed that there will be a mandate that all Trusts use this in the future.</p>	
5.3	<p>WODC – Future Reporting/Format</p> <p>A Duffell advised that in order to reduce duplication of reporting at meetings, in going forward it was proposed that the WODC format would be revised to cover :</p> <ul style="list-style-type: none"> • Key updates – brief review of performance utilising the Exec workforce report. • Environmental scan • Key Discussion areas, no more than two per month over the 12 month period, such as leadership, staff engagement, qualities agenda, workforce resourcing, apprenticeship agenda, learning developments and the health and wellbeing agenda. <p>The group supported the proposed revision; A Duffell agreed that the he would relook at the Terms of Reference and Work Plan for the next meeting.</p>	18/037 A Duffell
Future Workforce/Resourcing		
6.	<p>Organisational Resourcing and Vacancy Position</p> <p>S Allan provided an update on the key points within the Resourcing Report:</p>	
6.1	<p>Nursing Workforce</p> <p>S Allan reported that vacancies for the nursing workforce had seen an increase by 23.5 WTE mainly due to the establishment review in neonates and an increase in the HCA vacancies. She had met with A Duffell and Ann-Marie Cannaby, Chief Nurse, to look at taking forward recruitment practices for the nursing workforce and it had been agreed to hold monthly recruitment events for specific nursing areas which will be fluid and follow up on any other general enquiries.</p>	
6.2	<p>Careers Event Planner</p> <p>A careers event planner is in progress and it had been agreed to support three RCN events. Recruitment events around medical staffing will also be assessed in order to continue to promote the Trust more widely.</p>	
6.3	<p>NHS Retention Programme</p> <p>The Trust has signed up to the NHS Retention Programme which will be looking specifically at how the Trust can work with NHS Employers and NHSI to support</p>	

Agenda Item No		Action
	new starters in developing a career plan and looking at flexible working opportunities. An action plan will be devised and evaluated over the 12 months.	
6.4	<p>Certificate of Sponsorships (COS)</p> <p>S Allan informed that over a 6 months' period, 65 applications had been submitted for COS with 54 rejected, an 83% rejection rate which has in turn impacted on the timeframe for medical staffing recruitment. As noted earlier, from July, nurses and doctors will be excluded and recruitment to these posts will be progressed.</p>	
6.5	<p>Revised Reporting Arrangements - NHSI Agency and Bank Spend</p> <p>S Allan advised that there is now a requirement for the Trust to report any breaches or any shifts that are booked above £100 per hour rate, previously the rate was £120 per hour. There are also specific capped rates for each of the grades of doctors and if above 50% of those rates, these breaches need to be reported too.</p>	
7.	<p>Update on the Regional Collaboration work – Agency Locum Rates and Bank Staffing</p> <p>Item Deferred.</p>	<p>18/009 Aug 2018</p>
Education and Training		
8.	<p>Annual Education & Training Plan</p> <p>L Nickell reported that the annual Education and Training report had been circulated for information and contained the delivery plan for the up and coming year. Further update will reported back in 6 months' time on the projection.</p> <p>Future focus will be around management and leadership and further detail will be presented on the strategic approach to the Committee in October.</p> <p>There is also a focus around staff health and wellbeing and three members of staff have signed up for the Mental Health First Aid Train the Trainer training, which will be rolled out across the Trust with the expectation that these individuals will become champions within areas to support the identification and signposting of staff who struggle with mental health issues.</p> <p>In response to an enquiry from R Dunshea around the Training Needs Analysis process and the overall quantum costings for delivering the training plan, L Nickell agreed to follow up directly with R Dunshea.</p>	<p>18/038 Dec 2018</p> <p>18/039 July 2018</p>
Workforce Planning, Intelligence and Productivity		
9.	<p>Review of Workforce Performance Data</p> <p>C Griffiths presented the workforce performance data report, overall there was a stabilising trend, although there had been a reduction in rates for mandatory training, appraisal and retention and, with the new pay deal requirements, these areas would be followed up.</p> <p>R Dunshea commented that the report provides reassurance on the current</p>	

Agenda Item No		Action
	status but it would be helpful if headlines of any actions taken could be included; A Duffell advised that this data is reported within the Executive Workforce Report but would look at linking in.	18/040 C Griffiths
10.	<p>2018/19 Workforce Plan – Baseline Report (Action 17/092)</p> <p>D Locke advised that the report circulated, for information, was the second iteration of the workforce plan looking at trends and projection. The final version, was due in August and this will build in all the different strategies around attract and retain, health and wellbeing and workforce planning information that is submitted to NHSI and HEE.</p> <p>D Locked informed that it is known that due to shortages in qualified staff, in the future, traditional roles will be not be filled and work has commenced in the Trust to look at what new roles can be brought in to support new ways of working. A Duffell reaffirmed that the discussion group had met and had agreed that formulating these new roles would be service led and identified by the divisions. These posts would be grouped under nursing, medical and pharmacy and he commented that the funding and development of these posts would need to be considered by the Trust in the near future to take forward.</p>	18/041 D Locke
Occupational Health & Wellbeing		
11.	<p>Review the programme of Actions Associated with the OH/Health & Wellbeing Approach</p> <p>P Dhanda provided a brief update on the report circulated which highlighted data from April and May 2018. She reported that there overall there has been a reduction in the management referrals in regards to long term sickness absence but an increase in the short term sickness absence referrals. However, looking back at 2016 data, there has been a reduction overall in management referrals which was possibly a reflection of the support provided by OH and HR departments.</p> <p>P Dhanda commented that the Steering Group continues to progress the Health and Wellbeing agenda and as previously mentioned, the First Aid, Train the Trainer once completed, will be rolled out in near future. She advised that management training with Healthy minds had also been set up which will enable senior managers and team leaders to recognise stress amongst their own staff.</p> <p>P Dhanda advised that the Employee Assistance Programme had been running for approximately 6-7 months, and the data provided within the report only reflected up to the end of the last financial year.</p> <p>L Nickell advised that, linked into the Health and Wellbeing agenda, the PODs would be arriving at the beginning of July. One POD and a recliner would be based on the first floor of the library and a second POD would be based at Cannock Chase Hospital. These have been publicised to Junior Doctors, but these facilities are available to all staff. The uptake and validity of these facilities will be evaluated after a period of time to consider whether future purchase or rental would be of worth to the Trust and its staff.</p>	

Agenda Item No		Action
Equality, Diversity & Inclusion		
12.	<p>Review the Strategic Approach to the Equalities Agenda</p> <p>D Locke advised that the Trust had recently met with the CCG to give assurance on what the Trust has in place around the Equalities agenda. The last data set published on the website was for 2012-2016 and hence further work is underway with Alison Dowling and her team, and HR, in looking forward at the next four years.</p> <p>Alison Dowling has already taken forward the patient service objectives via the clinical meeting and the workforce objectives will be reported to the CQRM meeting, once agreed through those committees, the objectives will be uploaded to the Trust's website. D Locke requested the Committee's approval on the objectives proposed. She confirmed that the BAME Race Equality Standards and the Workforce Race Equality Scheme and action plan had been taken into consideration, but there had been a wider focus around diversity and inclusion.</p> <p>The Committee discussed the issues around equality and diversity training and the culture change across the Trust, D Locke informed that the Trust provided on-line training package but had also introduced the Employee Voice Forums and the Cultural Ambassadors. The team were also looking at introducing workshop session for staff and staff could also approach Neelam Mehay, the Trust Freedom to Speak Up Guardian. These are all positive steps in moving forward.</p> <p>L Nickell reported that there is an organisational culture assessment through the trainee surveys for junior doctors which could also provide a good barometer for the Trust. The HEE has now asked for a multi-professional approach to address any red or even green flag areas, to identify what is good or bad about any particular training area, therefore, another tool to identify any culture issues.</p> <p>Following discussion the group approved the sign off the two aims proposed with four objectives.</p>	
13.	<p>Quarterly Update on Associated Risks and Actions Taken around Workforce Race Equality Standard (WRES)</p> <p>D Locke advised that the report submitted provides an interim update. The next annual reporting data is due to be submitted and the national template is expected at the end of June. On receipt of the analysis, a view will be taken on whether the action plan will require updating.</p> <p>As requested by WODC previously, a risk rating has been carried out in terms of delivery, and has been rated on progress.</p>	
Underpinning Work & Assurance		
14.	<p>BAF/CRR Risks</p> <p>A Duffell advised that all completed actions from the last financial year had been taken out of the BAF, leaving only current actions remaining. There is some delay in completion, for various reasons, but all are in progress.</p>	

Agenda Item No		Action
15.	Review of RWT Against the NHS Model Hospital Item Deferred.	Aug Agenda
16.	<p>Communications Strategy S Evans advised that a Communications Strategy was currently being formulated for the next 12 months to 2 years.</p> <p>The main area of focus for the Communications team around internal communications would be to look at improving the intranet, re-launch the All Users Bulletin and launch a staff recognition scheme. A 'Well Done Wednesday' campaign on social media had commenced but not yet been officially launched. For external communication, there will be a focus on digital communications in going forward and on developing the RWT brand. The strategy would be brought to WODC for formal sign off.</p>	
	S Mahmud left the meeting at this point.	
17.	<p>National NHS Staff Survey Action Plans C Griffiths advised that the report submitted pulls together the action plans following the results from the National NHS Staff survey. This is the work of the Divisions and includes corporate issues and summarises the work that will be taking place over the next 12-18 months. There is triangulation and focus around appraisal, quality of appraisal, staff experiencing discrimination at work and equality and inclusion, which picks up the objectives picked up by D Locke earlier.</p>	
Papers for Information		
18.	Policy Adoption <ul style="list-style-type: none"> • HR29 On Call Arrangements Policy • HR30 Agenda for Change Policy 	
19.	Minutes of the Attraction & Retention Group	
20.	Minutes of the Academy Steering Group	
21	Minutes of the Workforce Wellbeing Steering Group	
22.	Action Notes of the ESR Steering Group	
23.	Any Other Business	
23.1	<p>Graduate Management Trainee Scheme LN advised that the Trust has had one trainee who on entering her second year will transfer into the Black Country STP. The trainee was one of the best performing in the West Midlands and L Nickell will continue to mentor her during</p>	

Agenda Item No		Action
	the next year. L Nickell stated that K Shaw will be receiving a new trainee in September and a second year trainee will be going into Division 2.	
24.	Date and time of Next Meeting 10:30am-12:30pm, 24 th August 2018 Conference Room, Hollybush House	