

TRUST BOARD**29th May 2014**

TITLE	Workforce and Organisational Development Committee Minutes
EXECUTIVE SUMMARY	The minutes of the Workforce and Organisational Development Committee meeting held on 11 th March 2014 are enclosed.
BOARD ASSURANCE (Risk) / IMPLICATIONS	The Board is assured by the scrutiny provided by the Workforce and Organisational Development Committee.
LINK TO STRATEGIC OBJECTIVE	SO2: Skilled, motivated teams
STAKEHOLDER / PATIENT IMPACT AND VIEWS	None obtained.
EQUALITY AND DIVERSITY ISSUES	The Committee will look into equality and diversity issues as they arise.
LEGAL ISSUES	None that we are aware of.
The Trust Board is asked to:	Note and receive the minutes of the Workforce and Organisational Development Committee meeting.
Submitted by:	Sue Ells, Non-Executive Director and Committee Chair
Date:	21 st May 2014
Decision:	For Receiving

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT COMMITTEE
MINUTES OF MEETING HELD ON 11th MARCH 2014, ST PETERS HOSPITAL**

Present

Philip Beesley	Non-Executive Director
Sue Ells	Non-Executive Director (chair)
David Fluck	Medical Director
Andrew Liles	Chief Executive
Simon Marshall	Director of Finance
Suzanne Rankin	Chief Nurse
Carolyn Simons	Non-Executive Director

In attendance

Danny Hariram	Deputy Director of Workforce & OD
Nikki Hill	Associate Director of Education & Development
Colleen Sherlock	Head of Workforce Planning and Intelligence

Apologies

Valerie Bartlett	Deputy Chief Executive
Louise McKenzie	Director of Workforce Transformation

PART I

1.	MINUTES OF THE LAST MEETING Minutes from the previous meeting were agreed as an accurate record.	
2.	MATTERS ARISING There were no matters arising from the last meeting of the Committee.	
3.	<p>WORKFORCE METRICS & KPIS</p> <p>(I)WORKFORCE REPORT – MONTH 10</p> <p>Colleen Sherlock presented the current workforce report highlighting the key indicators to the Committee in relation to month 10 performance. It was noted that the use of Agency increased by 0.6 WTE in January although remaining significantly lower in both December and January than in previous months. January's expenditure showed a distinctive reduction of £60,000, made up of a decrease of £120,000 in medical agency costs. Colleen Sherlock informed the Committee that saving were offset by increases in agency spend in other staff groups.</p> <p>Demand for nursing agency reduced in December due to planned department closures and leave restrictions over the Christmas period. Whilst the demand in January has increased the agency use remains lower than the pre-Christmas levels, although with the impact of the flooding and escalation in February it is anticipated that there will be an increase next month. Colleen Sherlock said that overall recruitment is improving.</p> <p>Colleen Sherlock confirmed that the department is continuing with the exit interviews. Phillip Beesley said that a number of leavers have given their reason for leaving as being</p>	

	<p>due to work life balance challenges and asked whether some actions should be taken to improve this area.</p> <p>Colleen Sherlock said that Statutory & Mandatory Training has remained below target at 88.1% and has been consistently around this level for most of the year. Phillip Beesley raised his concern that the Trust are continually under achieving with this target. It was noted by the Committee that it is expected that this figure will reduce further as planned training events have been cancelled in February due to the trust moving into business continuity measures to respond to the impact of the flooding and escalation due to capacity requirements. The Committee discussed whether the target was achievable and whether it would be more sensible for a revised target of 90%. It was confirmed that there was a requirement in the national contract for Trusts to achieve 85% for completion of mandatory and statutory training.</p> <p>It was agreed that a further discussion would take place at the next meeting of the Statutory and Mandatory Board.</p> <p>Nikki Hill confirmed that the Trust is currently reviewing the Training metrics and frequency of when staff should undertake certain elements of mandatory and statutory training.</p> <p>The Committee briefly discussed the quality of appraisals and how these can be improved. It was noted that the policy and documentation was due for revision and will reflect in the future the Values Based Behaviours required of all staff, assurance that mandatory and statutory training is being completed and also the changes in relation to implementation of the Agenda for Change (AfC) flexibilities. It was agreed that a copy of the policy and documentation should be brought to the next meeting of the Committee.</p> <p>Suzanne Rankin briefly mentioned about the current consultation relating to implementation of Nurse revalidation and how the appraisal process would work. It was agreed that an update would be provided to the Committee on the development and implementation of Nurse Revalidation.</p>	<p>CS</p> <p>DH</p> <p>SR</p>
<p>4.</p>	<p>EDUCATION AND TRAINING</p> <p>(i) MANAGEMENT DEVELOPMENT PROGRAMME</p> <p>Nikki Hill briefly updated the committee regarding the launch of the Management Development programme for bands 5 and 6 staff. Andrew Liles asked if these programmes would lead to a change in management skills and leadership. The group agreed that the programme would enhance the skills of staff but it would take time to fully embed and that managers will need to be held to account for the management of their staff.</p>	
<p>5.</p>	<p>STAFF SURVEY RESULTS 2013</p> <p>Danny Hariram led a discussion on the outcome of the Trust Staff Survey results from 2013 and briefly provided an overview of the activities that have taken place over the last six to nine months. He also described the current actions being taken including the development of quarterly project plans for Year 2 of the culture programme. Danny Hariram said that In Q1 there will be a focus on implementing the values based behaviours and that these will now be included in the Trust appraisal, corporate induction, reference pro forma and standard interview questions. We will also be continuing with the habits of leadership and will invite a guest speaker to come in and talk to Senior Managers about Leadership and Development.</p> <p>The group discussed a range of issues including why staff had not completed the staff</p>	

	<p>survey, how do we continue to build staff advocacy and loyalty, how do we ensure we are listening to staff views and what other channels could we develop in order to enhance communications within the Trust. It was noted that the Trust Culture and staff experience programme had only commenced 4-months prior to the launch of the National Staff Survey exercise and that the programme would take a much longer period to embed.</p> <p>Andrew Liles said that the Trust are currently considering how to support the hot spot areas from the recent staff survey results. One of the options being considered will be to have a sponsor for each of these areas.</p> <p>Phillip Beesley suggested that the interactive wall could be utilised to ask staff about their views on the results of the staff survey and what further actions should the Trust and staff be taking. Also, to ask staff who did not complete the survey why they choose not to participate in this year's exercise. Andrew Liles briefly discussed whether there was an opportunity to utilise the innovation funds and for departments to provide bids on how they would improve staff morale within their work areas. These suggestions will be feedback to the Culture Programme Board.</p>	DH
6.	<p>HORIZON SCANNING</p> <p>Colleen Sherlock updated on the Trust intentions to undertake another Nurse recruitment exercise in Portugal. One of the benefits are that our current cohort of Portuguese nurses are now recommending the Trust. The Committee briefly discussed the opportunity of a golden referral system where a member of staff who recommends the Trust to a friend and the friend goes on to become a member of staff, the referrer would receive a one off cash amount.</p> <p>Sue Ells asked if this item was helpful and whether we should keep on the agenda. The group agreed that it is something that we should get used to doing and that the Committee should give thought to this item for future meetings.</p>	
7.	<p>ANY OTHER BUSINESS</p> <p>(i) BOARD DEVELOPMENT</p> <p>Danny Hariram confirmed that a discussion had taken place with the Chairman and a date was being identified. It was confirmed that Louise McKenzie will organise for an appropriate facilitator for the session.</p> <p>(II) STAFF AWARDS</p> <p>It was confirmed that the Staff Awards ceremony has now been scheduled for 1st April at Oakland's hotel.</p>	
8.	<p>DATE, TIME AND VENUE OF NEXT MEETING 13th May 2014 – 3:15 p.m. – 4:45 p.m. Room 4, Chertsey House</p>	

PART II CONFIDENTIAL

1.	<p>HIGH LEVEL EMPLOYEE RELATIONS SUMARRY</p> <p>Danny Hariram presented to the committee on the current Employee Relation trends within the Trust and updated on live cases of suspensions and doctors Maintaining High Professional Standard (MHPS) cases. Danny Hariram raised to the Committee that over</p>	
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	<p>the last two months there has been an increase in Dignity at Work claims that have required a mix of formal and informal interventions.</p> <p>Danny Hariram informed the committee of a new formal MHPS investigation that has been commenced which has also included a period of immediate exclusion for the Clinician.</p>	
<p>2.</p>	<p>ANY OTHER BUSINESS</p> <p>No items were raised by the Committee</p>	