

**BOARD OF DIRECTORS' MEETING
8th November 2017**

**ITEM No.
19c i/ii**

TITLE OF PAPER	Workforce and OD Committee – Summary Report to the Board of Directors in respect of Significant Issues
TO BE PRESENTED BY	Sue Rogers, Chair – Workforce and OD Committee Non-Executive Director
ACTION REQUIRED	For assurance

OUTCOME	To report items of significance discussed at the Workforce and OD Committee meeting held on: <u>25th October 2017</u>
TIMETABLE FOR DECISION	None required.
LINKS TO OTHER KEY REPORTS/DECISIONS	Minutes of the Committee
LINKS TO THE NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES ETC	<ul style="list-style-type: none"> • Trust Board Assurance Framework • NHS Audit Framework <p>HSE <input checked="" type="checkbox"/> MH Act <input type="checkbox"/> Equality <input type="checkbox"/> BME <input type="checkbox"/> Disability Legislation <input type="checkbox"/></p> <p>NHS Constitution: Staff Rights <input type="checkbox"/> Patients' Rights <input type="checkbox"/> Public's Rights <input type="checkbox"/> Principles <input type="checkbox"/> Values <input type="checkbox"/></p>
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	Timely reporting to the Board of Directors
CONSIDERATION OF LEGAL ISSUES	None required.

Author of Report	Sue Rogers
Designation	Chair – Workforce and OD Committee (Non-Executive Director)
Date of Report	25 th October 2017

1. Purpose

To report in a timely manner, items of particular significance discussed at the Workforce and OD Committee meeting held on 25th October 2017.

2. Significant Issues of Interest to the Board

Board members will receive the minutes of the Workforce and OD Committee meeting held on 25th October 2017 in due course, however, the Chair of the Committee by means of this report wishes to notify Board Members of the following significant issues.

Positive Progress

The Improving Attendance Report and the Mandatory Training Report gave great assurance because of the positive progress that has been made.

Similarly the level of work in Workplace Wellbeing and Staff Health and Wellbeing indicated the high level of support and improvement both physically and mentally for staff.

3. Key Risks Discussed

- There was concern about on the Disciplinary Investigations Audit which highlighted much wider and more embedded concerns around the whole disciplinary process. Current Employment Tribunal changes make this a growing area of risk for the Trust. The level of cases, the process, the time, the quality and execution of cases were all causes for concern. The Committee felt this should be a priority area.
- The level of failure to achieve incremental pay progression also raised concerns and questions.
- The Carers Implementation Plan was very vulnerable as it lacks identifiable personnel to carry it forward and was already a concern for Governors.
- The recruitment and retention initiatives were welcomed but lacked clarity on the financial implications.

4. Key Actions Agreed

- A discussion which led to suggestions for the Complaint and Compliments Report will be forwarded to the Director of Corporate Governance with a copy for the Chair of Quality Assurance Committee.

5. Contact Details

For further information, please contact:

Sue Rogers, Chair – Workforce and OD Committee (Non-Executive Director)
sue.rogers2@shsc.nhs.uk

Attached:

- Approved minutes of the Committee dated 28th July 2017.

Workforce & Organisation Development Committee

Minutes of the meeting of the Workforce and Organisation Development Committee of Sheffield Health & Social Care NHS Foundation Trust held on Friday 28th July 2017, Fulwood House, Sheffield, S10 3TH.

Present:

- | | |
|-------------------|--|
| 1. Susan Rogers | Chair/Non-Executive Director of the Board (SR) |
| 2. Liz Lightbown | Director of Nursing, Professions & Care Standards and Executive Director of the Board (LL) |
| 3. Ann Stanley | Non-Executive Director of the Board (AS) |
| 4. Helen Crimlisk | Deputy Medical Director (HC) (part) |

In Attendance:

- | | |
|-------------------------|--|
| 5. Dean Wilson | Director of Human Resources, Associate Director of the Board (DW) |
| 6. Caroline Parry | Deputy Director of Human Resources (CP) |
| 7. Simon Mullins | Consultant and Guardian for Safe Working (SM) (for item 4) |
| 8. Karen Dickinson | Head of Education, Training & Development (KD) (for items 5b, 7 & 8) |
| 9. Sarah Roberts-Morris | Senior Operational Manager (SRM) (for item 7) |
| 10. Sue Rutledge | Attendance Case Manager (SRu) (for item 10) |
| 11. Liz Johnson | Equality & Inclusion and Bank & eRostering Lead (LJ) (for items 16 & 17) |
| 12. Helen Walsh | PA to Director of Human Resources (notes) (HW) |

Apologies:

- | | |
|-----------------------|---|
| 13. Clive Clarke | Deputy CE, Executive Director of the Board (CC) |
| 14. Phillip Easthope | Director of Finance, Executive Director of the Board (PE) |
| 15. Margaret Saunders | Director of Corporate Governance, Board Secretary (MS) |
| 16. Olivia Blake | Non-Executive Director (OB) |

			Lead
1/07/17 WODC	1	Welcome & Apologies The Chair welcomed members to the meeting and the apologies were noted.	
2a/07/17 WODC	2a	Minutes of the meeting held on 18th April 2017 The minutes of the meeting held on 18th April 2017 were agreed as an accurate record. The confirmed WODC minutes dated 18th April 2017 will be submitted to the September 2017 Board Meeting.	
2b/07/17 WODC	2b	Matters Arising from 18th April 2017 1) Membership of the Workforce and OD Committee The Chair confirmed that Cllr Olivia Blake would replace Cllr Leigh Bramall's membership on the Committee. However, it was noted that attendance of NEDs at Board sub-Committees would be fluid for the time being and a meeting will take place with the Trust Chair to clarify these arrangements. It was also noted that separate discussions are taking place regarding The number of Executive Directors in attendance at sub-Committees of the Board.	

<p>2) Meeting with Dr Mukani Purva (Anti-bullying Tsar at Hull & East Yorkshire Trust) Ms Parry provided an update following her productive meeting with Dr Mukani Purva in Hull on 5th May 2017. Ms Parry to take forward the learning from the meeting and review the operation of the Trust's Bullying and Harassment Screening Group where necessary. Following a query from Ms Lightbown, Ms Parry agreed to obtain data relating to bullying and harassment cases in the Trust and feed back to Committee.</p>	CP CP
<p>3) Initiatives around Physical Activity – Wellness intervention It was re-iterated that a lot of positive work is underway regarding staff health and wellbeing, including progress on CQUINS funding for various initiatives. It was noted that a report is due to be received by Committee in October 2017 (deferred from July 2017) from the Staff Health and Wellbeing Group. The lead for this is Julie Edwards, Director of Therapy Services.</p>	JE
<p>4) Head of Communications / Communications Strategy B.fwd 18-04-17 – Mr Clarke said he would speak to Margaret Saunders to establish when a first draft of the Communications Strategy would be available.</p>	CC
<p>5) Safeguarding Training Ms Lightbown updated that the Safeguarding Office now have a Senior Nurse, a Support Nurse and a Social Worker in the Safeguarding Office on an interim basis. These members of staff originate from the Trust's frontline services and have already made significant improvements to the safeguarding training being delivered, which has received positive feedback. The department should have appointed to substantive posts by the Autumn.</p>	
<p>6) Mental Capacity Act 1 Training (MCA) DW reported that Anita Winter's previous concern related to how MCA1 training is being delivered. The work-book training can be time consuming and it has since been confirmed that the training can be obtained via eLearning. Ms Lightbown said that she found the work-book training to be excellent.</p>	
<p>7) Health and Safety Committee Terms of Reference Will be provided at the October meeting of WODC.</p>	
<p>8) Interpreting Service and Policy Following the acquirement of the Interpreting Service by the CCG, the Interpreting Policy has since been removed from the Trust intranet. Mr Wilson to obtain an update on the Service from the Contracting Department.</p>	DW

2c/07/17
WODC

2c Action Log

Committee members received the Action Log for information.

Incremental Pay Progression Data

The Chair asked that the Action Log reflect the fact that this item was due to be received by Committee at the July meeting but has since been deferred to the October meeting.

The Chair confirmed that all of the other actions on the WODC Action Log have either been completed or already covered under matters arising.

HW

3/07/17
WODC

3 Agenda Planner – Work Programme

Committee members received the Agenda Planner for information and assurance, and the following was noted:

Improving Attendance including PhysioMed – to be a standing item.

The following items will be moved to the January 2018 WODC agenda:

- Friends and Family Test (staff)
- Deanery Training Report
- Doctors in training who are substantive / permanent

4/07/17
WODC

4 Guardian of Safe Working (junior doctors)

Mr Mullins presented this item and the following was noted.

The purpose of the report is to update Committee members on the implementation of the new Juniors Doctors contract (2016) and provide assurance, and to provide an update on the role of the Guardian of Safe Working.

- Positive progress made in implementing new contract (all rotas and work schedules compliant).
- Only one exception report received (June 2016).
- On line reporting system (Allocate) being introduced in August for exception reporting.
- Psychiatrists who are clinical supervisors need to be familiar with Allocate.
- Main areas of concern in terms of breaching safeguards are Burbage ward and the Higher Trainee rota.
- Role of Guardian within organisational structures still needs to be developed.
- Junior Doctors Forum established to promote collaborative approach and there is proposal to develop an Enhanced Junior Doctors Forum (more board level engagement) in line with recommendations for the Royal College of Psychiatrists.
- Agree and develop plan for an Enhanced Junior Doctors Forum.
- Agree integration of GOSW into organisational meeting that are relevant to junior doctors safe working.
- Quarterly updates and an annual report required from GOSW to Board.

	<p>The Chair agreed that the GOSW report received by WODC should be received by the Board.</p>	
<p>5/07/17 WODC</p>	<p>5 Performance Reports</p> <p>5a Workforce Report as at 31-03-17</p> <p>The Chair reported that this report was not fully up-to-date but assured Committee members that more up-to-date information would be provided to WODC in October.</p> <p>Committee reviewed the report and Ms Lightbown suggested that although the report shows live disciplinary warnings and employment tribunals it would be useful if future reports could contain data specifically relating to bullying and harassment cases. Mr Wilson added that he will be exploring, where appropriate, the inclusion of nationality split, given impending Brexit. Following a query from Ms Stanley relating to the need to revisit the Trust's reporting requirements, Mr Wilson said that he will consider whether the new NHSi Report should be used as a template going forward.</p> <p>5b Mandatory Training update as at 31-05-17 and 30-06-17</p> <p>Ms Dickinson presented this item and the following was noted. The compliance notice placed on the Trust by the CCG has now been removed due to the much improved training compliance figures. However, they continue to monitor monthly compliance and trajectory to 80% for the remaining subjects.</p> <p>Mr Wilson thanked all staff involved. It was agreed that it will require effort from the whole organisation in order to sustain levels of compliance.</p>	<p>DW</p> <p>DW</p>
<p>6/07/17 WODC</p>	<p>6 Workforce and OD Strategy</p> <p>Committee members received the latest iteration of the Strategy. Ms Lightbown said there were a couple of areas (i.e. more emphasis on recruitment, retention and workforce challenges) she would like to see included in the Strategy and would meet with Ms Parry at a later date to discuss.</p> <p>The Chair reported that Committee members would receive the Delivery Plan at the October meeting of WODC, following October Board (which will include amendments post Board).</p>	
<p>7/07/17 WODC</p>	<p>7 Band 4 Assistant Practitioner pilot</p> <p>Ms Dickinson and Ms Sarah Roberts-Morris presented this item and the following was noted.</p> <p>The development of a new Assistant Practitioner role provides an opportunity to reshape the workforce and respond to nursing shortages. Assistant Practitioners are non-registered workers e.g. health care support workers, who take on additional training and responsibility to support registered staff.</p>	

It is a way of retaining our current support workforce through investment in their training and development and widens participation by providing a progression route into professionally qualified roles such as nursing.

The Assistant Practitioner training is underpinned by the new Level 5 Health and Social Care Apprenticeship standard and the development of specialist competencies related to the specific work area for example undertaking physical health observations, administering medication, and leading and managing a shift. This provides a robust framework for the development of a new role in practice including establishing clear role and level definitions; managing risks, and ensuring the quality of training standards;

The first cohort of Assistant Practitioner's are working in the dementia nursing homes, with 4 Support Workers currently training to be Assistant Practitioners at Woodland View. The Assistant Practitioners will develop specialist competencies in physical health checks, administering medication, care planning, and leadership and management skills. They started in April 2017 and will complete their course and be fully working into the role by September 2018. This has given support workers working in the Trust a development opportunity to train in the workplace and gain an academic qualification at the same time. The band 4 roles are pivotal to the future workforce in the nursing homes.

The Specialist Directorate would like to train another 10 Assistant Practitioners to work in dementia care, which will need further investment in the infrastructure to support this and the backfill for staff to attend college. Evaluation of the current cohort will be undertaken as part of the South Yorkshire pilot that has been funded through Health Education Yorkshire. This will enable us to explore rolling this out to other areas.

Following a query from Ms Stanley, Ms Roberts-Morris confirmed that there were barriers in terms of the skills required to commence the course. Free English and Maths courses are being offered to enable interested staff to acquire the skills before applying for the course.

This initiative feeds into the Workforce and OD Strategy.

Committee members interested in assurances and how well the pilot is working. Ms Dickinson confirmed that evaluation of the pilot will take place next year.

8/07/17
WODC

8 Apprenticeship Levy

Ms Dickinson presented this item and the following was noted.

The levy payments commenced in April 2017 and the Trust can now use the levy to pay for training underpinned by apprenticeship standards. Training needs to be planned and support identified for workforce priorities. The Trust's Workforce Planning Group is considering ways to maximise opportunities through new models of recruitment, redeployment, and progression. There is project support from the Workforce Transformation stream.

Workforce and people plans have identified our training priorities in year 1 as support staff, nursing recruitment and retention; advanced practice, succession planning in corporate roles such as facilities management, pharmacy, and leadership programmes at L3 and L5.

The levy plan for Year 1 outlines 75% spend against available funding. This plan is monitored through monthly budget meetings and will be revised in the light of higher levy payments due to delays on disinvestments and higher payroll costs. A full cost modelling will be undertaken alongside the workforce and training plans to take account of workplace assessment, apprenticeship wage costs, 20% off job training requirements, and infrastructure costs. Medium to long term planning will balance our commitment to degree level apprenticeships routes with entry level to ensure equitable access to training for all staff groups.

Use workforce planning to identify training priorities for new roles, future skills shortage areas, and to support retention through robust progression pathways -and where apprenticeship routes can be used to support these. Membership of the national trailblazer groups developing apprenticeship standards for Art Therapy and IAPT.

Pilot training routes into employment for roles in Estates, Business administration, and Assistant practitioners and make recommendations for future recruitment.

Review the current organisational spending on education and training and identify where the levy can be used in place of other income. Update to Business Planning Group August 2017.

Update apprenticeship levy plan to reflect workforce priorities and higher levy payments September 2017.

Progress will be monitored through the Trust Workforce Planning Group and Trust Management Group.

9/07/17
WODC **9 Staff Survey Results 2016 Action Plan**

Ms Parry presented this item and the following was noted.

At the meeting of the Joint Consultative Forum this morning, Staff Side suggested that more open and honest communication with staff would improve staff survey results.

The Chair agreed that the action plan should include a section on communications and initiatives to tackle bullying and harassment.

10/07/17
WODC **10 Improving Attendance update including PhysioMed**

Ms Rutledge presented this item and the following was noted.

Over the last 12 months there has been a fluctuation in the Trust's sickness absence rate. There was an increase in November 2016 and a gradual decrease in March 2017 to 5.4% - still under the national average.

This is positive news considering the challenges facing the Trust in terms of organisational change and the affect this has on sickness absence. A number of initiatives have been introduced (via the Staff Health & Wellbeing Group), these include a regular newsletter and 'Support for Staff' page on the intranet.

Since the launch of the PhysioMed pilot in March 2017 there have been 62 employees using the service. The feedback has been very positive in terms of how quick initial response rates are and implementation of first appointment with a physiotherapist.

Ms Stanley, championed the positive work that is being undertaken in the Trust with regards to staff health and wellbeing.

Following a query from Ms Stanley regarding the new Promoting Attendance and Managing Sickness Absence Policy (launched 1st November 2016), Ms Rutledge confirmed that managers are more in control of sickness absence within their departments and are more responsive to ideas (ways to get employees back to work).

Mr Wilson reported on the positive feedback received following the Promoting Attendance Conference in June 2017. This was the fourth conference on sickness absence that the Trust has convened since 2014 and was well received – mainly to do with achieving the right balance between the Speakers and the participation of attendees.

Ms Rutledge added that the revamped promoting attendance training has helped understanding of the process and 80 managers have now taken part in the training since November 2016.

Ms Parry added that Ms Rutledge's contribution to the Staff Health and Wellbeing Group is valuable and there are many other initiatives in the pipeline, which will be communicated to staff shortly.

11/07/17 **11 Incremental Pay Progression Data**

WODC

Deferred to October 2017 meeting of WODC.

12/07/17 **12 Staff Awards Event and brochures**

WODC

The Recognition and Achievement Awards (RAA) 2017 was held on Thursday 9th February 2017 at the Royal Victoria Holiday Inn Sheffield. The event overall was a success and will be repeated annually. Feedback from staff present at the event was positive with appreciation by staff of the recognition for achievement or long service. February was deemed an appropriate month to hold the awards with the actual date nearer the end of the month in 2018 to assist with planning. Inviting the top three nominations and announcing the winner on the night was supported. It was acknowledged greater inclusion of the Long Service Staff Award into the event would be of benefit.

It was noted that there were teething problems with the souvenir programme (brochures) which will be rectified for future years.

13/07/17 13 **IR35 update**
WODC

Mr Wilson presented this item on behalf of Guy Hollingsworth.

IR35 is a tax law that has been in place since 2000. However, some changes to it (in relation to Personal Service Companies - PSCs) and tax liability came into effect on 6th April 2017.

Although the Trust has not set out to engage staff via PSCs this is a timely opportunity to ensure that the Trust is in line with underlying tax law and has assessed those placements (whether via a PSC or self employed) that are at higher risk.

Actions have been taken forward by the Agency and off-Payroll Management Group. All placements that are of potential concern have been assessed and plans agreed to ensure that IR35 is complied with. These actions follow on from initiatives already in place to reduce agency and off-Payroll expenditure.

Committee are assured that the appropriate checks and processes are in place to comply with latest tax law.

14/07/17 14 **Report from the Redeployment Coordination Group (RCG)**
WODC

Mr Wilson presented this item on behalf of Sarah Bawden.

Committee received the report that was submitted to VCP 19th July 2017. The report shows a reduction of the number of staff of the Redeployment Register from 6th March 2017 to 17th July 2017. However, it was noted that the register is a live document that is consistently being updated as staff are added and/or found placements.

It was noted that placements are explored Trust-wide and not just from the Directorate the employee currently works. This system is working well and Mr Wilson thanked all concerned in ensuring the redeployment process runs as smoothly as possible.

Following a query from the Chair, Mr Wilson added that the Trust faces further redeployment challenges as the Trust's current Directorates are re-configured into one clinical Directorate. An update on the restructure will be available at the next meeting of WODC in October.

Ms Stanley added that Committee are assured that the necessary actions are taking place to deal with redeployments and organisational change but asked that Committee are made aware of any compulsory redundancies that arise in the future.

DW

15/07/17 WODC	<p>15 Effective Staffing Group (ESG)</p> <p>Mr Wilson presented this item and the following was noted.</p> <p>The purpose of ESG is to oversee the work of the following operational delivery groups, and report to EDG:</p> <ul style="list-style-type: none"> • Safer Staffing Group • eRostering Operational Group • Bank Steering Group • Agency and off-Payroll Management Group • Workforce Planning Group [added 10/08] • Medical Workforce Planning Group [added 10/08] <p>The first meeting of ESG will be taking place on 10th August 2017.</p> <p>Following a query from Ms Stanley, it was confirmed that the Terms of Reference for ESG had been approved by EDG [18-05-17 & 01-06-17]. Ms Stanley added that they are similar in some respects to the Terms of Reference for WODC. Mr Wilson agreed to compare the two documents and review them prior to the December meeting of ESG.</p> <p>Ms Stanley also noted that a while ago it was decided to condense the number of meetings attended by EDG and NEDs and the convening of this new group appears to go against that decision.</p>	DW
16/07/17 WODC	<p>16 Workforce Race Equality Standard 2017 Progress Report and 2017/18 Action Plan</p> <p>Ms Johnson presented this item and the following was noted.</p> <p>The Workforce Race Equality Standard (WRES) is a national standard introduced in July 2015, the aim of which is to respond to lack of progress in race equality in the NHS. The Trust has agreed WRES targets to 2021. Under the NHS Standard Contract the Trust is required to produce and publish an annual summary WRES report and share this with the 'coordinating commissioner'. WRES metric data also has to be uploaded to the Unity2 system – deadline 31st August 2017.</p> <p>The next WRES report will be provided to WODC in January 2018, and agreed to triangulate with the results from the NHS Staff Survey and NHSi Framework.</p> <p>It was agreed that the report would be provided to Board for information, and then published.</p>	LJ HW LJ
17/07/17 WODC	<p>17 Annual Equality and Human Rights Reports 2017</p> <p>Ms Johnson presented this item and the following was noted.</p>	

		<p>The Trust equality objectives were updated last year and have been aligned with the objectives in the Equality Delivery System (EDS).</p> <p>Generally speaking the Trust are on target with progressing the objectives and priorities. Ms Stanley raised a query relating to flexible working options for staff and suggested that Ms Johnson expand this section to include all of the options available to staff.</p> <p>Ms Lightbown suggested that Ms Johnson liaise with Graham Hinchcliffe to ensure that frontline staff are aware what the Accessible Information Standard is, how the Trust uses the information recorded on Insight, and how Service Users and their families can access, by law, the information recorded.</p> <p>Following discussion, Ms Johnson reported that a tool within ESR will soon be available that will enable the Trust to report more easily on the Gender Pay Gap.</p> <p>The Chair and Ms Lightbown asked that future reports at Committee would include an Exec Summary of highlights compared with previous years.</p> <p>It was agreed that the report would be provided to Board for information, and then published.</p>	LJ LJ LJ LJ
18/07/17 WODC	18 Disclosure and Barring Service (DBS) update	<p>Mr Wilson presented this item on behalf of Louise Hall.</p> <p>Committee received the report that was provided to EDG 20th July 2017.</p> <p>In 2016, following an action from the Saville report, the Trust reinstated 3 yearly DBS checks for all staff who were employed in a regulated position. The DBS policy was updated to reflect this change. Other changes made to policy were additional sign off requirements when applicants make a disclosure during the recruitment or selection process, or when an existing employee advises of new disclosures. The re-check proposal was to employ an administrator full time within the HR team for an initial period of 6 months to roll out the project and then assess what the ongoing resourcing needs were. A paper was submitted to Business Planning Group in September 2016 to request a budget for the cost of the DBS checks currently £44 for an enhanced check, plus £4.44 administration charge, as well as a budget for a band 4 administrator to roll out the project. BPG did not agree to the costs and a paper was resubmitted in November 2016 to request a budget for the re-check costs only, this paper was agreed.</p> <p>The Chair queried the number of checks remaining for Bank staff (89). Mr Wilson said he would check this with the Bank Office.</p>	DW
19/07/17 WODC	19 NHS Staff Council update	<p>Mr Wilson presented this item and the following was noted.</p>	

	<p>The NHS Staff Council meet in London every 3-4 months at Unison Headquarters. Attendance comprises of Trade Union Leads and Employer Leads (Mr Wilson is the Employer Lead for this region).</p> <p>Committee received a report which covered the following topics:</p> <ul style="list-style-type: none"> • Apprenticeships in the NHS and the Apprenticeship Levy • Agenda for Change Review update • Pay Award update • Pensions • Working Longer Group update <p>Committee received for information.</p>	
<p>20/07/17 WODC</p>	<p>20 Employment Law update</p> <p>Mr Wilson presented this item and the following was noted.</p> <p>Committee received numerous employment law newsletters for information.</p> <p>Future newsletters will be stored on googledrive.</p>	<p>DW</p>
<p>21/07/17 WODC</p>	<p>21 Supervision Report</p> <p>Mr Wilson and Ms Lightbown presented this item, on behalf of Giz Sangha, and the following was noted.</p> <p>The key message recently has been the quality of Supervision undertaken. There are still challenges in some areas of the Trust where it is more difficult for regular and quality Supervision to take place.</p> <p>Committee noted the content of the report and that work is progressing (following the CQC visit) to implement a Trust-wide system to monitor professional, clinical and management Supervision.</p> <p>Committee asked for figures and data (including Supervision training compliance) to be provided for the January meeting of WODC.</p>	<p>GS</p>
<p>22/07/17 WODC</p>	<p>22 Audit Reports</p> <p>Committee received an update on the following Audits and were assured that the High to Medium actions are being dealt with.</p> <p>a) Temporary Staffing Review</p> <p>The Agency and off-Payroll Management Group has considered the above Audit report and the areas of action are:</p> <ul style="list-style-type: none"> • Risk Register to reflect risks re Temporary staffing (needs to be signed off by the Effective Staffing Group (ESG)). • Relevant groups have clear reporting structures (e.g. to ESG). • Detailed Action Log maintained for Agency and off-Payroll Management Group. • Revised policies. Develop an overarching policy for Temporary Staffing. • Ending of blanket orders. All orders now have an end date. <p>Ms Stanley reported that Phill Easthope is working on a tracking system for recording all actions and recommendations relating to Audit reports.</p>	

b) Disciplinary Investigations Review

Significant pieces of work are taking place in respect of the Disciplinary Process and Disciplinary Policy.

- Process Review Group-work (various meetings).
- Meeting with HR, Manager and Staff Side 12th July 2017.
- Meeting with HR Director, 13th July 2017.
- Joint Consultative Forum 28th July 2017 – policy review date extended.
- Joint Policy Group July / August.
- Action Plan expected to be available for the October meeting of WODC.
- Follow-up Audit expected in December 2017.

It was noted that the number of outstanding cases (249) could be quite high compared to other Trusts. DW/CP to ask Ian Hall for benchmark info.

DW
CP

c) Workforce Planning

This is a newly commissioned Audit.

Ms Parry and Ms Dickinson have met with Internal Audit and agreed the Terms of Reference for this Audit.

23/07/17 23
WODC

Accountability (received by Committee for information)

a) Board Assurance Framework as at July Board

Committee reviewed the BAF that went to July Board and the following amendments were noted.

Ms Stanley reminded colleagues that the Trust are assessed on the content of the Board Assurance Framework.

“A201 – An inability to redeploy staff as a result of organisational change.”

Committee queried why this appears as a risk.

“A202 – Failure to develop a sustainable workforce strategy.”

Committee asked that this be changed to Amber (moderate risk) instead of low level risk.

“A203 – Risk of disconnect between Trust values and operational delivery.”

Committee asked for the gaps in control and Internal sources of assurance to be added to – such as the Internal Audit Report.

NHS Staff Survey to move under the External sources of assurance section. Also add in GMC Survey for junior doctors.

“A204 – Risk of low motivation and morale.” To add more content.

DW

DW

DW

DW

b) Corporate Risk Register

Committee reviewed the CRR that went to July Audit Committee and noted the content. A conversation took place regarding “Risk No. 2206. Gaps in control: Continuing loss of staff from Services under threat of moving out of the Trust.” Committee were assured that this relates to Services that are moving out of the Trust rather than the staff.

c) Joint Consultative Forum (JCF) Notes – dated 22-03-17 & 24-05-17

Committee received for information.

24/07/17 **24 Evaluation of Meeting / Chair's Significant Issues Report**

WODC

The Chair provided an evaluation of the meeting and the following was noted for the Significant Issues Report for May Board:

- Guardian of Safe Working
- Assistant Practitioner
- PhysioMed
- Board Assurance Framework

25/07/17 **25 Any Other Business**

WODC

a) Complaints Annual Report

DW and the Chair to meet to discuss the workforce implications of the latest Complaints Annual Report.

DW
Chair

No further business was reported.

SR checked 17-10-17. confirmed 25-10-17.

Date of next meeting: Wednesday 25th October 2017
9.30am – 12.30pm, Tudor Boardroom, Fulwood House
Apologies to: Helen Walsh, PA to Director of Human Resources,
helen.walsh@shsc.nhs.uk, Tel 0114 22 63960