

TRUST BOARD OF DIRECTORS
Meeting Date: 13th February 2019

BOARD ITEM
No. 16dii

TITLE OF PAPER	Workforce and OD Committee – Summary Report to the Trust Board of Directors in respect of Significant Issues
TO BE PRESENTED BY	Prof. Laura Serrant, 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: 31st January 2019
TIMETABLE FOR DECISION	None required
LINKS TO OTHER KEY REPORTS / DECISIONS	Minutes of the Committee
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	Strategic Aim: People Strategic Objective: ALL BAF Risk Number: ALL BAF Risk Description: ALL
LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	<ul style="list-style-type: none"> Trust Board Assurance Framework NHS Audit Framework
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	Timely reporting to the Trust Board of Directors
CONSIDERATION OF LEGAL ISSUES	None required.

Author of Report	Prof. Laura Serrant
Designation	Chair of WODC, Non-Executive Director
Date of Report	6 th February 2019

1. Purpose

To report in a timely manner, items of particular significance discussed at the Workforce and OD Committee meeting held on 31st January 2019.

2. Significant Issues of Interest to Trust Board

Trust Board members will receive the minutes of the Workforce and OD Committee meeting held on 31st January 2019 in due course, however, the Chair of the Committee, by means of this report, wishes to notify Trust Board Members of the following significant issues.

- a) A fundamental review of Committee's Terms of Reference has been undertaken, subject to further amendments noted at January's meeting. The revised final draft will be provided to March Trust Board for ratification.
- b) A review will be undertaken of all reports that are to be received by Committee, and will be aligned with identified strategic areas.
- c) Workforce Race Equality Standard – noted that national publication date had moved to September.
- d) Workforce Disability Equality Standard – guidance has been published and a Trust review will commence. Future publication to align with the WRES i.e. September 2019.
- e) Committee received the first draft Health and Wellbeing Action Plan. Further work required to identify 'target measures' and 'evidence'.
- f) Corporate Risk Register – noted no change to the risks contained but more focus required on understanding the mitigating actions against those risks.
- g) Board Assurance Framework – noted no change to the risks contained and Committee were pleased to agree with the assurance ratings and actions, however, more explanation is required under the 'gaps in control' section. Committee were also happy with improvements made to the format of the BAF.
- h) Committee received a paper on Leaving the European Union. Committee noted that, based on the information provided, there is no particular risk in terms of the Trust's EU workforce, at this present time.
- i) Committee noted that an progress report on the Workforce and OD Strategy Delivery Plan is being submitted to EDG at the end of February 2019.
- j) Committee noted that an Annual Report from WODC is required for April / May Audit Committee. This will need to be approved by WODC members via email.

3. Contact Details

For further information, please contact:

Prof. Laura Serrant, Chair – Workforce and OD Committee and Non-Executive Director
laura.serrant@shsc.nhs.uk, l.serrant@mmu.ac.uk.

Attached: Approved minutes of the Committee dated **30th October 2018**.

Workforce & Organisation Development Committee

Minutes of Sheffield Health & Social Care NHS Foundation Trust's Workforce and Organisation Development Committee - held on Tuesday 30th October 2018, Fulwood House, Sheffield, S10 3TH.

Present:

- | | |
|----------------------|---|
| 1. Olivia Blake | Chair (on behalf of Prof. Serrant), Non-Exec Director of the Board (OB) |
| 2. Dean Wilson | Director of Human Resources, Associate Director of the Board (DW) |
| 3. Ann Stanley | Non-Executive Director of the Board (AS) |
| 4. Margaret Saunders | Director of Corporate Governance, Board Secretary (MS) |
| 5. Liz Lightbown | Director of Nursing, Profession & Care Standards and Executive Director of the Board (LL) |

In Attendance:

- | | |
|--------------------|--|
| 6. Brenda Rhule | Deputy Chief Nurse (BR) |
| 7. Karen Dickinson | Head of Education, Training and Development (KD) |
| 8. Liz Johnson | Head of Equality and Inclusion, Bank and eRostering (LJ) |
| 9. Helen Walsh | PA to Director of Human Resources (notes) (HW) |

Apologies received:

- | | |
|----------------------|--|
| 10. Laura Serrant | WODC Chair and Non-Executive Director of the Board (LS) |
| 11. Caroline Parry | Deputy Director of Human Resources (CP) |
| 12. Mike Hunter | Medical Director, Executive Director of the Board (MH) |
| 13. Helen Crimlisk | Deputy Medical Director (HC) |
| 14. Clive Clarke | Deputy Chief Executive, Executive Director of the Board (CC) |
| 15. Phillip Easthope | Director of Finance, Executive Director of the Board (PE) |
| 16. Richard Mills | Non-Executive Director of the Board (RM) |
| 17. Sandie Keene | Non-Executive Director of the Board (SK) |

	Lead
<p>1a Welcome and Apologies</p> <p>Cllr Olivia Blake chaired the meeting on behalf of Prof. Laura Serrant. The Chair welcomed members to the meeting and apologies were noted.</p> <p>Declaration of Interests</p> <p>1b</p> <p>Cllr Blake made a declaration in respect of her role at Sheffield City Council. No other declarations of interest were noted.</p>	
<p>2a Minutes of the meeting held on Tuesday 31st July 2018</p> <p>The minutes of the meeting held on 31st July 2018 were agreed as an accurate record. These confirmed WODC minutes will be submitted to the November 2018 Trust Board Meeting along with the significant issues report from today's meeting.</p>	

<p>2b Matters arising and action log</p> <p>1) Workforce and OD Committee Terms of Reference</p> <p>It was noted that the WODC Terms of Reference would be discussed at the January 2019 meeting.</p> <p>2) Annual Review of the WODC Work Programme</p> <p>It was noted that Prof. Serrant and Mr Wilson would meet to review the WODC Work Programme and plan the January agenda.</p> <p>POST MEETING NOTE – Meeting convened by Prof. Serrant 4th January 2019 to discuss the WODC Terms of Reference, Work Programme and January agenda.</p>	
<p>3) Workforce and OD Strategy KPIs and timeline</p> <p>At a previous meeting of WODC Ms Lightbown suggested that it would be beneficial to see on the KPI document what the desired outcomes are for each of the ‘Key Findings’ and also to include ‘blue’ (complete and embedded) as part of the RAG rating.</p> <p>ACTION – Ms Parry to include this on a future iteration of the KPI document.</p> <p>POST MEETING NOTE – Deferred to a future meeting of WODC – <u>subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.</u></p>	CP
<p>4) Health and Safety Training for Directors and Senior Managers</p> <p>Health and Safety Training for Directors and Senior Managers is being arranged.</p> <p>POST MEETING NOTE – The dates are 15th Jan, 25th Feb, 8th Mar, 5th Apr.</p>	
<p>5) Bullying and Harassment update</p> <p><i>30-01-18 - Following the verbal update provided by Mr Wilson on behalf of Ms Parry at January 2017 WODC, Mrs Stanley had asked for an update on the various pieces of work to be presented at a future meeting of WODC and Ms Lightbown suggested that bullying and harassment should be included in the Workforce Report.</i></p> <p>Action – Ms Parry to provide an update on the bullying and harassment initiatives at a future meeting of WODC – <u>subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.</u></p> <p>30-10-18 Mr Wilson confirmed that data relating to bullying and harassment is now included in the Workforce Report.</p>	CP

6) Workforce Report – additional subjects

24-04-18 It was agreed that a much briefer, high level report covering a wider breadth of subjects (such as vacancies, funded establishment, disciplinary data, bullying and harassment data, BME indicators) is provided to WODC in future in order to translate the key points.

This will be in addition to the comprehensive workforce report that will continue to be used by HR colleagues in their Trust-wide operational meetings and to assist discussions with managers.

Action – Mr Wilson to ensure that data relating to the above subjects is included in future Workforce Reports submitted to WODC – subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.

DW

Action – Ms Lightbown requested that a quarterly report is presented to Committee on the Workforce and OD Strategy Delivery Plan.

CP

7) Staff Health and Wellbeing Strategy (Action Plan)

In April 2018 Ms Parry reported that she and Julie Edwards have developed the Health and Wellbeing Strategy and it is in the final stages of completion. Following completion the SHSC Staff Health and Wellbeing Strategy was emailed to Workforce and OD Committee members on 14th June 2018 for comments. The Strategy was also provided to EDG on 28th June 2018 ahead of July Trust Board. However, EDG advised at that time that an Action Plan should be provided to WODC instead of a Strategy to Trust Board.

Action – CP to provide the Health and Wellbeing Action Plan to January WODC.

CP

8) Improving Attendance Report

POST MEETING NOTE – following a previous query from Mr Mills, Mrs Susan Rutledge, HR Adviser and Attendance Case Manager has responded with the following information –

During the 6 month period 16th May 2018 to 15th November 2018 there were 1090 sickness forms completed and 532 Welcome Back to Work Meeting forms completed. At present the e-forms system is unable to capture data on teams or Directorates.

9) Workforce Transformation

Action – Ms Parry and Ms Dickinson to provide a 6 monthly update on Workforce Transformation at WODC every 6 months – subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.

3 Annual Equality and Human Rights Report

Ms Johnson presented this item and the following was noted.

- The data is published in line with the Trust's duties under the Equality Act.
- Includes narrative and progress on the Trust's equality objectives.

- There has been an increase in younger people using the Trust's Gender Identity Service. This reflects the national position. Under 18s aren't actually using the service yet but are on the waiting list.
- Started to collate data for the Workforce Disability Equality Standard that is coming into effect from April 2019.
- There's a new standard for recording sexual orientation of service users. The Trust is already compliant in this standard, because, at present, Trusts are only required to record the information i.e. no data to be provided as yet. However, it is clear that the Trust are under-recording in this area and, where possible, service users are being encouraged to provide the information but it isn't mandatory.
- Briefings for Insight Users are underway – to be compliant with Information Standards.

ACTION – Ms Johnson to submit the report to November Trust Board.

LJ

ACTION – Ms Johnson to provide an update on WDES at January WODC.

LJ

4 Gender Pay Gap

Ms Johnson presented this item and the following was noted.

- The Trust published it's first Gender Pay Gap report (2017) in March 2018.
- Trust's have 1 year (from 31st March) to publish their Gender Pay Gap data. Most Trust's were late in publishing the first year's data due to waiting for the relevant figures from ESR.
- Compared to five other Mental Health Trust's, SHSC's gender pay gap is positioned somewhere in the middle (10% median).
- Bonus pay gap relates to consultants who receive a clinical excellence award. Helen Crimlisk, Deputy Medical Director is undertaking a piece of work to attempt to improve the pay gap for this staff group.
- EDG have recommended publishing the Trust's Gender Pay Gap for 2018 at the same time as other Trusts i.e. March 2019.
- Following a query from the Chair, Cllr Blake, Ms Johnson stated that (other than bonus pay) it is difficult at present to drill down to different staff groups (including part-time staff) from the Business Intelligence system. However it could be done manually via complex analysis of data held in ESR in due course, and possibly from Payroll data.

Subject to the actions below, Committee agreed with EDG's recommendation to publish the Trust's Gender Pay Gap data in March 2019.

ACTION – Ms Stanley asked Ms Johnson to remove reference to the data of other mental health Trusts in 2018, as they haven't published their data yet.

LJ

ACTION – Ms Stanley asked Ms Johnson to include reference to Bank staff on pages 6 and 7 of the report, or add a statement at the beginning to state that the Gender Pay Gap data and Bonus Pay data both include Bank staff.

LJ

ACTION – Ms Johnson to submit the report to November Trust Board (confidential section) in advance of publishing the Trust's data in March 2019.

LJ

5 Self Assessment Report – Health Education England (HEE)

Ms Dickinson and Ms Johnson presented this item and the following was noted.

- The report was approved by Trust Board in October 2018, [following EDG] subject to a couple of amendments.
- Report to be signed off at WODC today before being submitted to HEE by close of play today.
- Ms Dickinson highlighted the amended areas.
- Ms Johnson provided an update regarding the amendments relating to equality and diversity.

Committee agreed that the questions contained within the self assessment have now been answered appropriately.

Committee approved the report to be submitted to HEE today.

ACTION – Ms Dickinson to submit the report to HEE, and, following a query from Ms Stanley, agreed to submit next years report to Workforce and OD Committee members (via email if need be) ahead of Trust Board.

KD

6 “Working Together” Initiatives – Executive Summary

Mr Wilson provided Committee with a verbal Executive Summary and the following was noted.

- NHS Staff Council
 - Consultation taking place on child bereavement leave, shared parental leave, selling of annual leave and junior doctors contract
 - Apprenticeship pay, introduce national rate or not.
 - Pay progression – NHS Staff Council will use SHSC’s process as the national framework.
 - Band 1 is being dis-banded from 1st December 2018. Anyone on Band 1 will be provided with options.
 - A new job evaluation handbook is available on NHS Employers website following the pay review.
 - Pension Scheme – national discussions taking place. A number of opt-outs from staff at higher grades. Changes to employer contributions from April 2019.
 - Consultant pay award 2018/19 – equivalent of .75 of 1% which doesn’t compare well with the pay increase awarded to other staff which was implemented this year (6% over 3 years). This is a potential industrial relations risk and will have a knock-on effect for junior doctors.
- Integrated Care System – score card for all Trusts to report on (HR metrics). Not all completed yet.
- Streamlining National Group – SHSC is the lead organisation for Doctors in Training. Funding issues resolved. North West leading on this and roll out nationally.
- Local Workforce Action Board – some cross-over with other meetings. However the key topics are ICS update, hospital services review, pharmacy workforce issues and opportunities and staff retention.

- Accountable Care Partnership (includes Council, CCG and voluntary sector)
As part of the ACP the Sheffield Workforce Transformation Group has met three times so far. Becky Joyce from CCG leading on this, from which four priority work-streams have been identified –
 - (1) Primary Care Workforce (SCH HRD - Steve Ned),
 - (2) Older Peoples Workforce (STH HRD – Mark Gwilliam),
 - (3) Flexible Workforce Skills (SCC HRD – Mark Bennett),
 - (4) Future Workforce (SHSC HRD – Dean Wilson). Mr Wilson has had meetings with Linda Crofts and Maddy Ruff regarding best practice ways of getting into schools and colleges etc.

ACTION – Following a query from Mrs Stanley and the Chair Cllr Blake, Mr Wilson to provide a summary paper on each of the above groups to WODC every 6 months – subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.

DW

7 Workforce Report as at 30th Sept 2018 – key point and themes

Committee received the Workforce Report as at 30th September 2018 that had been received by EDG on 25th October 2018.

The key points and themes were noted.

Sickness Absence Rate for Quarter 1 is 5.71% this is an increase of 0.18% on the previous quarter. Extreme caution should be applied at this stage due to incomplete reporting procedure.

Turnover Rate for the 12 months ending 30 September 2018 is 9.97%. This is below the Trust's target staff turnover rate of 13% - upper limit.

Staff Headcount As at 30 September 2018 FTE is 2079.79. The overall staff headcount trend continues to show a downward trajectory as services reconfigurations take place.

Personal Development Review (PDR) compliance, as at 30 September 2018 is 97%. This further demonstrates that the continued work on this area is embedded in our culture. Additional criteria have been added to this area of work as we attempt to drive up staff performance, accountability and ownership. Further work is required on the quality of PDRs, but this is an excellent foundation on which to build that work.

The following two subjects have been added to the report this quarter.

Employment Tribunals and Live Warnings

There are currently two live employment tribunals ongoing.
At present, 9 live warnings have been recorded.

Bullying and Harassment

There are 6 live bullying and harassment cases as at 30th September 2018. All from clinical areas. In addition there have been 5 cases closed over the last 12 months, covering clinical and non-medical support areas.

Further to a query from Mrs Stanley regarding vacancies and the intelligence re areas of concern, Mr Wilson replied that the Trust is currently unable to report on the number of vacancies. Ms Lightbown added that the data comes from different sources (ESR, Integra [Finance]), plus reporting via eRostering but the Trust isn't using this functionality. The areas of most concern will be detailed in the Safer Staffing Report – Acute Inpatient Nursing and Care Homes.

ACTION – Committee requested that the headlines from the Safer Staffing Report should be received at the January meeting – subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.

8 Workforce Key Performance Indicators update [Part of the Workforce and OD Strategy Delivery Plan]

Miss Parry provided the following update in her absence.

Progress to date is mainly on track, with a few KPIs achieved or working towards target, however many of the KPIs are associated with staff survey outcomes, which for 2017 saw a deterioration in a few indicators. This has impacted KPI achievement with the overall aim for year on year improvement (i.e. overall staff engagement 0.1% (slight reduction), although there have been some improvements i.e. staff awareness of organisational values). The 2018 survey is in progress and closes 30/11/2018, results will be available February 2019, and will influence the final KPI review.

Future plans: Listening into action is being considered by the EDG to support staff engagement, but if progressed, will not impact survey results until 2019 survey.

Other Highlights:

A201: We will manage change positively and effectively, ensuring support for our staff

Turnover steady decline

Learning from change event delivered

Reduction in residual Trust liability of individuals on Redeployment Register since Sept 2017 - Achieved

Full participation in STP/ACS/working together/Public service reform forums – embedded

A202 We will develop a strategic approach to enable workforce transformation

Workforce planning framework developed, work in progress to collate data to draft the plan by February 2019

A203 We will promote an effective culture of leadership and management based on Trust values

PDR completion rates remain high

Mandatory training compliance above 80% in each subject (confirm!)

Coaching, mentoring and leadership development KPIs on track

A204 We will prioritise the health and wellbeing of our employees

Health and wellbeing strategy (amber), EDG requested plan rather than strategy, NHS Health and wellbeing framework being used to shape the plan.

Vivup now launched

New Occupational Health provider (PAMS) now in place.

Reduction in MSK related absence.

<p>9 Workforce Planning</p> <p>Ms Dickinson reported that this item will be discussed at Trust Management Group in due course.</p> <p>ACTION – Ms Dickinson to provide an update to WODC in due course, following TMG – subject to the outcome of the WODC Work Programme / Agenda discussion on 4th January 2019.</p>	<p>KD</p>
<p>10 Progress update on Workforce and OD Strategy Delivery Plan objectives covering leadership and management</p> <p>Ms Dickinson presented a verbal update on this item and the following was noted.</p> <ul style="list-style-type: none"> • Consultation paper went to Transformation Operational Group. Going to EDG in November 2018 re centralised process for NHS leadership programmes. • Opportunity for mental health trusts to join Mary Seacole programme – (cost savings for 360 if on MS programme). Interested staff to apply before end of year. • Apprenticeship Levy – high levels of attrition. Struggle to find 20% time outside of work. A number have pulled out. Expectations and implications are clearly defined. Apprenticeships in Estates and Finance are working well. • Healthcare Leadership 360 tool. More trained – another 6 facilitators. 	
<p>11 Staff Health and Wellbeing update</p> <p>Miss Parry provided the following update in her absence.</p> <p>The NHS Health and wellbeing framework is being used to inform the action plan. A diagnostic questionnaire has been issued to members of the Staff Health and Wellbeing Group and other staff. The results will provide a basis on which to develop the action plan.</p> <p>Regional work via the working together health and wellbeing group is also focussing efforts around the national framework, and sharing good practice, progress to date etc across the Trusts involved (meeting later this month).</p> <p>ACTION – Following a query from Mrs Stanley, Mr Wilson to feedback to Ms Parry and the Staff Health and Wellbeing Group that there should be more emphasis on staff mental health, as well as physical health.</p>	<p>DW CP</p>
<p>12 PAM Occupational Health Service update</p> <p>Mr Wilson reported that PAM Group, as of 1st November 2018, have taken over from Sheffield Teaching Hospitals as the Trust's provider of Occupational Health Services. Feedback so far has been generally positive. However, there have been some issues from STH towards the end of the contract with them. There have also been a couple of individual teething problems encountered with the new service but overall positive comments to date e.g. the referral process is far easier than the previous system.</p>	

The PAM OH service also includes mental health support – lower level support provided by PAM to staff instead of staff accessing the Trust’s own IAPT service, plus referral to Workplace Wellbeing where necessary.

13 360 Assurance Audit Reports

Committee agreed that they should only receive the final agreed versions of 360 Assurance Audit reports.

14 Committee is asked to:

Review the Corporate Risk Register and:

- record and minute any assurance that has been provided (or not) during the meeting regarding the relevant risk;
- provide the Director of Corporate Governance (Board Secretary) with any updates that are required to the risks following the Committee.

a. Corporate Risk Register

RISK 4021 - Unprecedented number of consultant staff retiring or resigning which will result insignificant reduction in consultant cover from the Summer period.

Mrs Stanley informed Committee that the wording under Risk No. 4021 had been discussed at Audit Committee.

Clarity was sought around the use of the word ‘unprecedented’ as this gives the impression that consultants were leaving in huge numbers. It was also suggested that the Trust would know in advance about any consultants who are retiring.

Mrs Stanley queried whether this is a one off situation or should the risk be added to the Board Assurance Framework.

Mr Wilson replied that there is a national issue whereby a number of consultants are in a position where they can opt to retire and, because of the situation with regards to the pension fund, are choosing to do so due to the penal position that the current provision has put them in. Some of which choose to retire and return.

With regards to the recruitment of consultants, one applicant was appointed in Liaison Psychiatry and another was appointed in Community Services. Following a query from Mrs Stanley, it was confirmed that 3 vacancies remain.

Mr Wilson reported that the correct process was followed but a poor advertisement had been published, which is being addressed, and an improved advertisement will be re-issued. Mrs Stanley was satisfied that this risk doesn’t need escalating to the Board Assurance Framework and Mr Wilson will ensure that EDG colleagues are fully appraised of recruitment and retention issues.

ACTION – Mr Wilson to re-word this risk and review the scoring, which is currently ‘4 Major’, which doesn’t accurately reflect the current situation.

DW

b. Board Assurance Framework

ACTION – Following discussion Committee agreed that colleagues need to tighten up on the description of BAF risks. The RAG rating is being related to the controls rather than the gaps in assurance.

DW

15 For information

- a. **Nursing Standard** – positive article
- b. **Staff Survey 2018** – completion rate currently 23%. Weekly meeting to promote the survey. Email to senior managers from Mr Wilson and the Deputy Chief Executive. Message in Connect. Last year achieved a completion rate of 75%.
- c. **Workforce Disability Equality Standard Plan** – Report to next WODC.
- d. **Health and Safety Group minutes** – received for information.
- e. **Health and Safety Executive inspections** – Mr Wilson reported that the HSE will be inspecting a number of Trust sites in December. A special meeting has been convened to prepare and plan for the inspections and the potential outcomes arising from the forthcoming HSE report.

16 Any other business

- Ms Lightbown reported that NHSi have published new national safeguards – a requirement for Board awareness. This will be mentioned in a paper that will be provided to November Board re nursing.

17 Evaluation of Meeting / Chair's Significant Issues Report

The Chair, Cllr Blake provided an evaluation of the meeting in order to inform the Significant Issues Report for November 2018 Trust Board.

Date of next meeting: Thursday 31st January 2019
1.30pm – 3.30pm, Committee Room 1, Fulwood House
Apologies to: Helen Walsh, PA to Director of Human Resources,
helen.walsh@shsc.nhs.uk, Tel 0114 22 63960