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

OUTCOME	To report items of significance discussed at the Workforce and OD Committee meeting held on: **5th November 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	• 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	Heather Smith
Designation	Non-Executive Director
Date of Report	6th November 2019

1. Purpose

To report in a timely manner, items of particular significance discussed at the Workforce and OD Committee meeting held on 5th November 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 5th November 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) Sheffield ACP Workforce Strategy received by Committee. Noted that this will be received by Trust Board at a later date. The implications of this for the Trust's strategy were discussed.

b) The first iteration of the Trust's interim Workforce Strategy will be received by Committee in January 2020 and will be informed by a number of implications contained in the ACP Strategy such as 'brand Sheffield' that will help the Trust to recruit and retain staff by promoting Sheffield as a great place to work. The Trust's Workforce Strategy will also include measurable Key Performance Indicators.

c) The Workforce Transformation and Skills Development report was received and will also feed into the Trust's Workforce Strategy. It was noted that specific targets need to be included and reported on in future. Also, that the new strategy needs to consider a forward-thinking view of the skill development required by the workforce for all the new initiatives and areas of work that the Trust will be engaged in.

d) Committee acknowledged that a separate OD Strategy will be developed. Key priorities have already been agreed with the Executive Directors' Group for Quarters 3 and 4. The over-arching theme being 'what is it that we want to change in the organisation at a systemic level'?

e) The Trust's Annual Equality and Human Rights Report was received by Committee. The committee was assured that we meet statutory requirements (Equality Act, 2010) for data reporting. Members requested an interim report in January 2020 focussing on progress with the issues of flexible working and the Problem Solution Framework, as Committee were yet to be assured that these two areas had received adequate progress.

f) Committee received the Staff Health and Wellbeing Report and requested more assurance in the form of data.

g) Committee received the Health and Safety update and were assured that a significant amount of action has taken place, particularly in terms of addressing systemic weaknesses with process and procedure. However, Committee would like to be further reassured that any gaps, particularly with regards to risk assessments, are being addressed. The paper will be updated post WODC and provided to EDG ahead of the Quality Assurance Committee 25th November 2019.

h) The Staff Survey update was received by Committee, which indicates progress with completion rates (although these are still not high enough). Members requested assurance, for next year, that a composite action plan (overseen by WODC) is created that addresses the issues raised through the staff survey.

i) The Deep Dive Sickness Absence update was received by Committee. The paper will be updated post WODC [to include key points raised by Committee i.e. top-level analysis, what are the concerns; and what is being done to address them] and will be provided to EDG ahead of Trust Board 13th November 2019.

j) Risk A102ii – Committee members agreed with the fact that the risk rating for the health and safety related risk had been de-escalated, given the report received by Committee and significant assurance received that work is progressing.

k) Risk A201 – Committee members suggested that the risk rating for the 'address culture and improve morale' risk be reduced from green to amber to account for the absence of an OD Strategy at this moment in time.

l) Risk A204 – Committee members questioned the reduction of the staff engagement risk to 9 and requested a richer source of indicator be provided i.e. what initiatives have been in place that have made a difference to engagement and what indicators could be used to track this, in-between the annual staff survey results?

m) Overall Committee welcomed the opportunity to receive interim reports in future in order to 'test' and discuss potential areas of concern prior to finalisation of strategies etc.

3.   Contact Details

For further information, please contact:

Heather Smith, Non-Executive Director
Dean Wilson, Director of Human Resources
Caroline Parry, Deputy Director of Human Resources

Attached: Approved minutes of Committee dated **24th July 2019**.

Workforce & Organisation Development Committee

Minutes of Sheffield Health & Social Care NHS Foundation Trust's Workforce and Organisation Development Committee - held on <u>Wednesday 24th July 2019</u>, Fulwood House, Sheffield, S10 3TH.

Present:

1. Olivia Blake — Non-Exec Director of the Board (OB) - Chair
2. Ann Stanley — Non-Executive Director of the Board (AS)
3. Liz Lightbown — Director of Nursing & Professions and Executive Director of the Board (LL)

In Attendance:

4. Clive Clarke — Deputy Chief Executive (CC)
5. Caroline Parry — Deputy Director of Human Resources (CP)
6. Liz Johnson — Head of Equality and Inclusion, Bank and eRostering (LJ)
7. Karen Dickinson — Head of Education, Training and Development (KD)
8. Rita Evans — Director of Organisation Development (RE)
9. Margaret Saunders — Director of Corporate Governance, Board Secretary (MS)
10. Helen Payne — Director of Facilities Management (HP)
11. Hollie-Mae Janes — PA to Head of Education, Training and Development (KD) (part minutes)

Apologies received:

12. Laura Serrant — WODC Chair and Non-Executive Director of the Board (LS)
13. Dean Wilson — Director of Human Resources, Associate Director of the Board (DW)
14. Brenda Rhule — Deputy Chief Nurse (BR)
15. Helen Walsh — PA to Director of Human Resources (HW) (part minutes)

		Lead
1a	**Welcome and Apologies**	
	The Chair, Cllr Olivia Blake welcomed members to the meeting and apologies were noted.	
1b	**Declaration of Interests**	
	Cllr Blake declared an interest in any issues relating to the Trust's Partnership Agreement with the Local Authority, however, it was determined that these were non-pecuniary and would not require Cllr Blake to leave the meeting during any discussion relating to such items.	
	No further declarations of interest were noted.	
2a	**Minutes of the meeting held on Tuesday 30th April 2019**	
	The minutes of the meeting held on 30th April 2019 were agreed as an accurate record, subject to the removal of a sentence on page 3, and a correction to a name on page 7.	
	The confirmed WODC minutes, dated 30th April 2019, will be re-circulated to Committee members and submitted to the September 2019 Trust Board Meeting along with the significant issues report from today's meeting.	

2b	Matters arising and action log	
	i. CMHT collective dispute A meeting with Staff Side representatives is being convened with regards to the six areas that have been identified. The area that remains outstanding is 'reconfigured services'.	
	ii. Listening into Action Since the last meeting of Committee a successful champions meeting has taken place and over 80 people attended. 35 teams are being represented and meetings are occurring on a regular basis. A monthly team brief will also be distributed which allows managers to discuss notable Trust communications in person with their colleagues.	
	iii. Workforce and OD Strategy Delivery Plan and KPIs 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. **ACTION Bfwd – Ms Parry to include this on the next iteration of the KPI document.**	CP
	It was noted 31-01-19 that a quarterly update of the Workforce and OD Strategy and Delivery Plan would be received by Committee at each meeting, via EDG. However, it was noted 30-04-19 that a complete refresh of the Workforce and OD Strategy and Delivery Plan will be provided to Committee at a future meeting, via EDG.	CP
	iv. Progress update on the Health and Wellbeing Action Plan **ACTION Bfwd - Ms Parry to add target measures and evidence to the action plan and provide an update to Committee.**	CP

	v. Improving Attendance Report [deep dive absence]
	
	It was previously noted at Committee, in 2018 and January 2019, that the next report would include –
	        (1) a break-down of absences in each area by age, and;
	        (2) the number of Welcome back to Work meetings over a set period.
	
	POST MEETING NOTE – the absence by age request will be addressed within the refresh of the <u>Workforce Report</u> [part of the Performance Report for Trust Board] at a future WODC meeting.
	The 'deep dive' absence report to be received by WODC in October 2019 [now 5ᵗʰ Nov], via EDG, ahead of Trust Board November 2019.
		*HS to note
		
		CP (SR)

3	**Equality, Diversity and Inclusion**	
	a. Workforce Race Equality Standard (WRES) Ms Johnson presented this item and the following was noted - WRES reporting commenced in 2015, and the Trust has a number of actions and targets to complete, that were agreed in 2016. The 2018 report shows the progress against these targets. Ms Johnson highlighted that the appendix 'Action Plan' is important to note, along with the 'summary page' on page 5. Metric 1 - Progress has slowed in terms of increasing the number of BME staff within SHSC, particularly in band 8a+ upwards. A couple of reasons were stated for this, one being that staff resource has been found within the Trust and not recruited for externally. The targets for this metric require a refresh. Metric 2 - SHSC have always performed reasonably well on this metric compared to other Trusts. All data includes Bank staff and it was noted that a higher proportion of BME groups apply for Bank roles and consequently being recruited by Bank, so this does skew the figures slightly. Metric 3 - This metric needs improvement and is being reviewed nationally. The number of staff entering the disciplinary process has decreased from 2016 but it is higher than it should be despite being in line with other mental health trusts. Metric 4 - This has been very successful and the Trust's Stepping Up programme is nationally recognised. Metric 5 - In order to get to the target required SHSC are working with other Trusts to create a strategy for improvements. These meetings will occur quarterly for two years. Metric 6 - The number of staff being bullied and harassed has increased slightly. However, compared to other Trusts, SHSC score reasonably well on this metric. The figure has improved overall but the aim is to get it to zero. Metric 7 - This figure tends to fluctuate and it has been recognised that this metric may require some improvement. It was also noted that this metric may not be the best indicator. Metric 8 - This metric has increased slightly, however we have zero tolerance on this. Work is being done to improve this. Metric 9 - This metric showed improvement. A detailed action plan has been developed for WRES, and the Trust has now agreed permanent funding for the Build Modify and Expand work. One of the themes at the BME conference in December will be around privilege. Ms Lightbown stated that it would be beneficial to see data at ward/team level such as profession, grade, patient group, service. Ms Johnson responded that the aim is to capture this data via the next staff survey.	

Ms Johnson added that in order to address the fact that Bank figures can skew data, the annual report, which will be produced in the next couple of months, will show a break down with and without Bank staff.

b. Workforce Disability Equality Standard (WDES)

Ms Johnson presented this item and the following was noted -

This is the first occasion that WDES has been reported on, so some of the metrics may change after this first set of reporting.

Metric 1- Disadvantaged disabled staff in the lower bands are indicating that they do not get the same treatment as someone who is disabled in a more senior position.

Metric 2 - Disabled staff are equally as likely to be recruited as non-disabled staff.

Metric 3 - As a Trust the number of people going through capability processes is very low, therefore this metric has not been reported on.

Metric 4 - The figures are higher for harassment and bullying within disabled staff members. This is being addressed and will form part of the bullying & harassment action plan.

Metric 5 - The outcome of this metric does not support what was found in metric 1 and 2. Ms Johnson explained that this could be due to parity and fairness.

Metric 6 - This metric is an issue for the whole organisation. This is being discussed in the Health & Wellbeing Group.

Metric 7 - Metrics were the same for disabled and none disabled staff.

Metric 8 - 78% of disabled staff said that they had received reasonable adjustments made to their working environment.

Ms Johnson directed Committee members to the broad action plan within the report and added that the Trust aspire to become a Disability Confident Leader (rather than disability confident employer).
Two discussions took place as a result of the updates:
- Potential data skew due to different interpretation of 'long term conditions'
- The current recruitment process and how this may affect the metrics

Ms Lightbown added that it would be beneficial to cross reference WRES & WDES to the Listening into Action and bullying and harassment initiatives.

c. Review of NHS Workforce Equality Standard

Noted that the Trust is unable to report on this at present.

d. Review of Trust Equality Objectives 2020

To be provided at a future meeting of Committee.

LJ

4	**Staff Health, Safety & Wellbeing**	
	a. Health and Safety update – assurances regarding the physical environment for staff Ms Payne presented this item and the following was noted. HSE randomly selected SHSC to be inspected. The visit took place in December 2018. The HSE's report highlighted that the Trust were not suitably and sufficiently compliant with all aspects of health and safety legislation. A thorough response for the inspectors was formulated, and since then a number of actions have been taken and progress continues. The key areas highlighted by the HSE report were: **Violence and aggression:** - Policy update/provisions taking place. - A review of the appropriate use of personal attack alarms / body cameras. - Workplace risk assessments have been undertaken and are being completed. - Initial Risk Assessment Training, for relevant staff, is being facilitated by the British Safety Council with a view to in-house training in the future. **Manual handling:** - A long term training plan is required to make sure training needs are being fulfilled and implemented on a cyclical basis. - The Trust requires back care coordinator advice and provisions are being made for this role to be implemented. - Policy amendments. **Management of medical devices:** The Medical Devices Group has taken forward and implemented several changes. The Group will recommend that the Trust enter into an arrangement with Sheffield Teaching Hospitals in order to meet additional interventions and provide assurance. EDG have clarified that the work on the environmental risk assessments needs to be led by the Trust's health and safety professionals. The priority for EDG is to ensure that the most important areas of concern are implemented without delay and that a training plan is in place. Regular updates are being provided to EDG.	
	b. Progress update – Health and Wellbeing Action Plan – Quarter 1 Ms Parry reported that the Staff Health and Wellbeing Conference that took place on Tuesday 18th June 2019 went extremely well and was well attended. The Health and Wellbeing Group are considering how the information presented at the conference can be disseminated to other sites across the Trust. Other key areas currently being considered are: - HR Helpline and communication to promote this. - Empowering managers to feel confident to signpost support to all pay bands. - Set a wellbeing standard for all managers and include this within KPIs.	

	ACTION - Ms Stanley observed that it would be beneficial if the Health & Wellbeing Group could measure the improvements and the impact this group has, so it would be appropriate to begin gathering some qualitative data.		CP
5	**Education, Learning & Development**		

Apprenticeships update

Ms Dickinson presented this item.

The report provided a position statement, for information and assurance regarding the development of apprenticeships across the Trust and the utilisation of the National Apprenticeship levy. The national apprenticeship levy was introduced in April 2017 and is charged at 0.5% of the overall pay bill - around 31k per month (370k pa). The funds are available for a 2-year period on a monthly rolling basis. The Trust's target for 2019/20 is 67% of available Levy.

All public sector organisations are monitored against the 2.3% annual apprenticeship targets. In 2017/18 the Trust had 33 new apprenticeships which represented 1.13% of the Trust's headcount. Although SHSC were one of the top performing Trusts in Yorkshire and Humber, SHSC needs to increase its number of new apprentices to, at least, 55 each year to meet its target. The apprenticeship plan for 2019/20 is 69 apprentices.

The Trust currently have 35 apprenticeships across corporate and clinical areas ranging from entry to degree/postgraduate level. The SHSC Workforce and OD Strategy provides the framework for investment in apprenticeships and to meet identified workforce objectives in the following areas:

- Health and social care support workers Level 2 and Trainee Nursing Associates Level 5
- Nursing apprenticeships Level 6
- Estates – electrical and plumbing Level 3, chartered management Level 6
- Corporate Services – IT Digital Analyst level 6, HR Business Partner Level 6, Facilities Manager Level 6
- Leadership – Trust wide Level 3 and Level 5
- Pharmacy technicians – Level 2 and Level 3
- Business Administration Level 2 and 3 2.2

Nationally there are an increasing number of apprenticeship standards being approved. This offers opportunities to look at more innovate ways of recruiting into roles - for example SHSC have recently changed the way the Trust recruits into support worker roles with a 3-tier approach.
This means candidates, who don't yet meet the standards required for the role, can complete a 15-month training post.

Nationally there are limited opportunities for staff on lower pay bands, however, apprenticeship routes offer excellent career pathways for succession planning and a current example of this is an administrator who is now training into a Level 6 IT digital analyst role.

6	**Corporate Social Responsibility and External Partnerships**	
	a. ACP / ICS update Ms Dickinson presented this verbal update on behalf of Mr Wilson, Director of Human Resources and Associate Director of the Board. The ACP HR Directors Group and OD Working Group have merged to become the Sheffield ACP Workforce and OD Transformation Board. The 5 key areas of priority are: • Workforce maturity index • Leadership development • Impact of pensions on staff (particularly medics) • Apprenticeships • Diversity and inclusion	
	b. Health and Wellbeing Working Together Group update Ms Johnson presented this verbal update. Current themes include smoking cessation and potential funding. The next area of focus is obesity.	
7	**Workforce and Organisation Development**	
	a. Recruitment and Retention update Item deferred due to time constraints. **POST MEETING NOTE -** t**his report has now been received by Trust Board.** **b. Bullying and Harassment update** Item deferred due to time constraints. **POST MEETING NOTE - To note for November WODC agenda. To include the launch of zero tolerance approach.** **c. eRostering report and presentation** Item deferred due to time constraints. **POST MEETING NOTE – Agreed between HS and DW, report now not required at WODC.** **d. Workforce Planning update** Item deferred due to time constraints. **POST MEETING NOTE - To note for November WODC agenda.** **e. Headlines from the Safer Staffing Report** Item deferred due to time constraints.	HW (LJ) HW (KD)

	f. <u>**Safer Staffing and Acute Care AFE**</u> Item deferred due to time constraints.		
8	**General Governance**		
	a. 360 Workforce audits No further updates at this time. Ms Stanley reminded Committee members that all audits and subsequent changes to policy must be presented to the Audit Committee to be approved.		

	b. Risks assigned to Workforce
	
	   i. Corporate Risk Register (CRR)
	
	A new risk no. 4223 regarding staff health and safety was noted on the CRR. **ACTION - Due to Committee's discussions regarding the HSE report, Committee agreed that this risk rating should be escalated to high and not moderate as recorded.**
	
	   ii. Board Assurance Framework (BAF)
	
	The BAF was reviewed and Committee noted WODC strategic risks for 2019/20 as agreed at July Board. No changes to assurance ratings required at the present time.
		MS (SS)	

9	**Any other business**		
	No further business was reported.		
10	**Evaluation of Meeting / Chair's Significant Issues Report / Annual Planner**		

	a. Confirmation of significant issues
	The Chair, Cllr Olivia Blake, provided an evaluation of the meeting in order to inform the Significant Issues Report for September 2019 Trust Board.
	   • WRES and WDES updates received
	   • Assurance received with regards to the health and safety concerns
	   • Apprenticeships update received
	
	b. Key agenda items for October [now Nov] 2019 (annual planner)
	Add to the agenda (annual planner):
	   • Bullying and harassment update
	   • Health and Safety update
	Remove from agenda (annual planner):
	   • WRES and WDES
		HW
		
		HW	

Date of next meeting:
Tuesday 5th November 2019 [moved from 29th October]
2.30pm – 4.30pm, Clarendon Room, Fulwood House
Apologies to: Helen Walsh, PA to Director of Human Resources,
Helen.Walsh@shsc.nhs.uk, Tel 0114 22 63960