

Workforce & Organisation Development Committee

Minutes of Sheffield Health & Social Care NHS Foundation Trust's Workforce and Organisation Development Committee - held on Tuesday 30th April 2019, Fulwood House, Sheffield, S10 3TH.

Present:

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| 1. Laura Serrant | WODC Chair and Non-Executive Director of the Board (LS) |
| 2. Olivia Blake | Non-Exec Director of the Board (OB) |
| 3. Ann Stanley | Non-Executive Director of the Board (AS) |
| 4. Liz Lightbown | Director of Nursing & Professions and Executive Director of the Board (LL) |

In Attendance:

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| 5. Dean Wilson | Director of Human Resources, Associate Director of the Board (DW) |
| 6. Clive Clarke | Deputy Chief Executive (CC) |
| 7. Caroline Parry | Deputy Director of Human Resources (CP) |
| 8. Liz Johnson | Head of Equality and Inclusion, Bank and eRostering (LJ) |
| 9. Karen Dickinson | Head of Education, Training and Development (KD) |
| 10. Samantha Stoddart | Deputy Board Secretary (SS) on behalf of Margaret Saunders |
| 11. Helen Walsh | PA to Director of Human Resources (minutes) (HW) |

Apologies received:

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| 12. Margaret Saunders | Director of Corporate Governance, Board Secretary (MS) (part) |
| 13. Brenda Rhule | Deputy Chief Nurse (BR) |

	Lead
<p>1a Welcome and Apologies</p> <p>The Chair, Prof. Laura Serrant welcomed members to the meeting and apologies were noted.</p> <p>1b Declaration of Interests</p> <p>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.</p> <p>No other declarations of interest were noted.</p>	
<p>2a Minutes of the meeting held on Thursday 31st January 2019</p> <p>The minutes of the meeting held on 31st January 2019 were agreed as an accurate record, subject to a typo on page 6, and references to the next meeting of WODC in August should now read July. Committee agreed to revert back to the original date of 24th July 2019 for the next meeting. The minutes dated 31-01-19 will be amended accordingly.</p> <p>The confirmed WODC minutes, dated 31st January 2019, will be submitted to the May 2019 Trust Board Meeting along with the significant issues report from today's meeting.</p>	

2b Matters arising and action log	
<p>a) Potential implications for SHSC workforce re the UK leaving the EU</p> <p>Mr Clarke confirmed that any actions that may arise, for NHS Trusts, as a result of the UK leaving the EU, are suspended at this moment in time.</p>	
<p>b) Workforce and OD Strategy Delivery Plan and KPIs</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 Bfwd – Ms Parry to include this on the next iteration of the KPI document.</p> <p>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 in July / <u>October</u> 2019, via EDG.</p>	CP
<p>c) Bullying and Harassment update</p> <p>Ms Parry reported that, following the feed back from the Listening into Action pulse check, Ms Parry and Mr Phillip Easthope are leading on the bullying and harassment campaign, and an update would be provided at the next meeting of Committee.</p>	CP
<p>d) Safer Staffing Report</p> <p>Ms Lightbown reported that Trust Board will receive an in-depth report on Rostering in July 2019 that feeds into the Safer Staffing Report. The Safer Staffing Report would be received by WODC if there are any issues / key points raised at EDG.</p>	
<p>e) Review of Trust's Equality objectives 2020</p> <p>Ms Johnson reported that she would discuss this at the July meeting of Committee.</p>	LJ
<p>f) Progress update on the Health and Wellbeing Action Plan – quarter 1</p> <p>Ms Parry to add target measures and evidence to the action plan and provide an update on quarter 1 at the July meeting of Committee.</p>	CP
<p>g) Improving Attendance Report</p> <p>It was previously noted at Committee, in 2018 and January 2019, that the next report would include –</p> <p>(1) a break-down of absences in each area by age, and;</p> <p>(2) the number of Welcome back to Work meetings over a set period.</p> <p>Action - Ms Parry to liaise with Susan Rutledge. The report to be received by WODC (via EDG) in October 2019, ahead of Trust Board 13th November 2019.</p>	CP (SR)

3 Workforce and OD Committee Terms of Reference

Committee received, for information, the final version of the WODC Terms of Reference, as received by Trust Board 10th April 2019.

4 Progress report re Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and Gender Pay Gap Reporting

Committee received a report from Ms Johnson to provide assurance and progress against the following areas:

- The Gender Pay Gap
- Trust Equality Objectives
- The Workforce Race Equality Standard
- The Workforce Disability Equality Standard
- The Annual Equality & Human Rights Report

1. The Gender Pay Gap

Gender pay gap reporting has been completed in line with statutory requirements. As previously reported to WODC the Trust median GPG had increased at the time of the 2018 report. Comparison information is provided below with: Leeds and York Partnership FT, Bradford District Care FT, South West Yorkshire Partnership FT, and Rotherham Doncaster and South Humber FT. Information is also provided on changes in the percentage of men and women across Trust pay bands from 2017 to 2018 which provides an indication of why there has been an increase in the median pay gap.

The next pay gap statutory report is not due until March 2020.

2. Trust Equality Objectives

A report is provided on progress against the Trust Workforce Equality Objectives. Two objectives have not been achieved in line with proposed timescales:

Provide better information about flexible working options to trust staff

Action is planned including: implementation of the updated flexible working policy; a review of practice and support for managers in acute services with regards to flexible working; a workshop at the Health and Wellbeing Conference.

Implement the Problem Resolution Framework

Despite running a pilot this framework has not been implemented as planned and urgent action is required to take this forward.

Equality Objectives are refreshed every four years in line with statutory requirements, a review is due to take place with a view to identifying and agreeing new Equality Objectives in 2020. The report below notes the relevance of the NHS Equality Delivery System (EDS) and the current refresh being undertaken of this framework, the Trust Equality Objectives will be reviewed alongside implementation of the revised EDS framework.

3. The Workforce Race Equality Standard (WRES)

WRES reporting has been maintained in line with NHS requirements. The 2019 WRES data submissions must be made by Friday 30th August 2019 and reported on through the Trust web site by Friday 27th September 2019. Board approval is not specifically mandated; however, it is expected and recommended within the WRES guidance. A draft report will be provided to WODC in July 2019 and to the Trust Board in September prior to the required September publication date.

In terms of the national focus, in 2019 this will be on WRES indicator 9, the percentage difference between the organisations' Board voting membership and its overall workforce.

Data is already available for WRES indicators 5 to 8 because these come from the NHS Staff Survey, this data is provided in the report below with a short narrative on action and progress related to each of the Staff Survey WRES data metrics for 2019.

A more detailed analysis and report on action and progress will be provided to WODC in July 2019. Although Equality and Diversity is the most successful of the ten new 'theme' areas in the Staff Survey the WRES scores for 2018 have not shown significant improvements although planned action has progressed well in relation to metric 5 – staff experiencing 'Bullying or harassment' from service users.

4. The Workforce Disability Equality Standard (WDES)

Details of the finalised WDES metrics and reporting timetable are now available. WDES data for 2019 must be submitted by the 1st August 2019. NHS organisations must then publish WDES data and an action plan, no later than 30th September 2019 and this must be ratified by the Trust Board. A draft report will be provided to WODC in July 2019.

Some WDES data is already available through the 2018 NHS staff survey, a benchmark report of this data, compared to four other mental health trusts is provide in the report below. This benchmarking has been undertaken on a voluntary basis by Trusts involved in the Yorkshire and the Humber regional equality network and is not representative of the format that will be reported nationally, however it does provide a useful starting point for review. The table ranks Trusts, in terms of staff survey data, from 1 to 5, this indicates that the key areas where SHSC Disabled staff fair least well are:

- Experiencing harassment from service users
- Experiencing harassment from managers
- Belief that the trust offers equal opportunity for career progression, and
- Work being valued by the organisation.

Although SHSC ranks fourth overall in the benchmark areas, it ranks first in terms of the average size of the gap (small) between the score in each staff survey question for Disabled staff and non-disabled staff. SHSC also has a relatively positive score for staff who require reasonable adjustments having had these met (ranked second).

5. The Annual Equality & Human Rights Report

The Trust Annual Equality and Human Rights Report provides information about people who use Trust services and about the Trust workforce by protected characteristic. It also reports on key activities the trust has undertaken in the previous year to meet the Public Sector Equality Duty. The annual reporting of the Trust Equality Objectives is also provided through this report. This reporting is required under the Equality Act 2010. The Trust report is published in September /October each year and copies are provided to the CCG for assurance. The draft Annual Report for 2018/19 will be presented to the July WODC. Current and Historical reports can be found on the Trust website.

Following a query from the Chair about reverse mentoring, Ms Johnson replied that the Trust doesn't undertake this but the Innov8 project has been very successful and involves reciprocal mentoring. Ms Johnson said that if the Trust wished to pursue reverse mentoring that she would liaise with Stacey Roulson.

5 a. Outcomes of the Health and Safety Executive inspection December 2018

Committee received a copy of the Trust's response, following the findings reported by the Health and Safety Executive following their inspection of certain areas of the Trust in December 2018.

The Trust were one of 20 organisations visited.

The HSE findings were in relation to three key topics:

- Violence and Aggression and Manual Handling Policies
- Environment/Workplace Health and Safety Risk Assessments
- Review of servicing and Maintenance of Hoist Equipment

Mr Wilson reported that an outline training plan is being presented to the Trust's Health and Safety Group meeting tomorrow. It covers risk assessment training and health and safety training for middle managers. Health and training for Directors and Senior Managers has already taken place. Mr Clarke reported that the Trust is liaising with HSE following its response to them. No follow up visits are planned but the HSE could revisit the Trust in 6 months time to make sure that recommendations are being followed through. Ms Lightbown highlighted that the responsibility of health and safety for managers needs to link into job descriptions, PDRs and supervisions.

b. Staff Health and Wellbeing Conference

Ms Parry reported that the Trust's first Staff Health and Wellbeing Conference is taking place on Tuesday 18th June 2019 at the Crowne Plaza Hotel in Sheffield. A 'save the date' communication has been sent to staff via Connect, and a link to book will be available soon. There will be various stalls, speakers and facilitated workshops. Cllr Blake is opening proceedings.

6 Position statement regarding the Trust's training and development that is currently taking place

Committee received a report to provide a position statement, for information and assurance, regarding the Trust's training and development that is currently in place. The report covered the following areas –

- Education and Training Quality and Assurance Framework
- Mandatory Training
- Pre-registration nurse training
- Recovery education
- Cognitive Behavioural Psychotherapy Education
- Apprenticeships
- New role development
- Leadership development
- Specialist skills development for non-medical and support staff
- Clinical and physical health skills training

It was agreed that Committee would receive further information on one topic at each meeting. For the July meeting of Committee they asked to receive a report on Apprenticeships. The Chair also pointed out that Committee represents the whole workforce and as such WODC should receive assurance on matters that represent the whole workforce (not just clinical) i.e. estates, support staff etc.

A discussion took place around the Personal Development Review process. It was noted that the Trust's completion rate of PDRs has improved significantly in recent years and the focus is now on the quality of the PDR discussion. A number of initiatives are underway and more ideas will follow as discussed at the PDR Group. Mr Clarke and Michelle Fearon have specifically requested that senior managers attend this group.

7 ACP / ICS update

Mr Wilson shared a letter from South Yorkshire and Bassetlaw Integrated Care System, regarding the 5 themes pertinent to the role of the ICS. Committee also received the latest draft Workforce Maturity Index for information. Mr Wilson reported that the Workforce ACP Group and Organisation Development ACP Groups had merged. New title of group – Sheffield ACP Workforce and OD Transformation Board. A further update would be provided next time.

8 Workforce and OD Strategy update

Ms Parry presented the 6 monthly progress update to Committee from 1st August 2018 to 31st January 2019 against the Workforce and OD Delivery Plan, and assurance that the plan is on track.

Committee were pleased to note the progress being made and thanked Ms Parry for a good report for assurance purposes.

Ms Parry added that an external review is taking place re change management. Mr Clarke and Michelle Fearon and HR Business Partner are in discussions with the local authority and the Trade Unions. HR and Staff Side are working on the first draft of the revised Organisational Change Policy.

Ms Parry will present a total refresh of the Strategy to a future meeting of Committee, working with the new Director of OD, and will take account of the Trust's Health and Wellbeing Action Plan. Ms Stanley requested that the next iteration of the Strategy makes clear the RAG ratings and percentages, and to focus on the main points.

9 360 Assurance Audit Reports

a. Workforce & OD Strategy Audit Report

Committee received the final agreed draft. Internal Audit stated that the report provides significant assurance (received by EDG and Audit Committee).

b. Workforce Audits planned for 2019/20

Mr Wilson reported that an internal audit on eRostering is planned for 2019. Committee received the draft 2019/20 Internal Audit and Counter Fraud Plan for information.

10 Risks Assigned to Workforce

a. Corporate Risk Register (CRR)

Committee received the report and were assured that relevant risks are being managed effectively.

b. Board Assurance Framework (BAF)

Committee received the report and were assured that relevant risks are being managed effectively. It was noted that new risks would be transferred to the 2019-20 Board Assurance Framework, and that iteration would be provided to Committee next time.

11 Annual Report

Committee received the Workforce and OD Committee's Annual Report that had been received by Audit Committee 23rd April 2019. Noted that Committee are now working to the new terms of reference as provided at item 3.

12 Any other business

1. Committee received a copy of the summarised WODC discussion that took place on 29th March 2019 in order to finalise the terms of reference, decide what reports Committee would like to receive and amendments to the HR Dashboard for the Board Performance Report.
 2. Mr Clarke reported that the Listening into Action pulse check had received over a 50% response rate, with over 1,400 ideas for improvement. Jane Barton is the Clinical Lead for LiA and six colleagues will be supporting Jane, as part of the LiA Team.
 3. Mr Clarke briefly described the work progressing with the Trade Unions in respect of the CMHT collective dispute.
 4. Mr Clarke reported that, going forward, he would be attending a revamped Joint Consultative Forum (JCF) which will include regular discussions around change procedures.
 5. Ms Lightbown reported that the Safety and Regulatory Dashboard includes one for Workforce Indicators. Ms Stanley stated that this links in with the development of the HR Dashboard for the Trust Board Performance Report.
 6. Mr Wilson reported that the ongoing employment tribunal case would be re-arranged.
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Evaluation of Meeting / Chair's Significant Issues Report

The Chair, Prof. Laura Serrant provided an evaluation of the meeting in order to inform the Significant Issues Report for May 2019 Trust Board.

**Date of next meeting:
Wednesday 24th July 2019**

1.30pm – 3.30pm, Committee Room 1, Fulwood House

Apologies to: Hollie Janes, PA to Head of Education, Training and Development

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Helen Walsh, PA to Director of Human Resources,

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