

TRUST BOARD
27th November 2014

TITLE	Workforce and Organisational Development Committee Minutes
EXECUTIVE SUMMARY	The minutes of the Workforce and Organisational Development Committee meeting held on 9 th September 2014 are enclosed.
BOARD ASSURANCE (Risk) / IMPLICATIONS	The Board is assured by the scrutiny provided by the Workforce and Organisational Development Committee.
LINK TO STRATEGIC OBJECTIVE	SO2: Skilled, motivated teams
STAKEHOLDER / PATIENT IMPACT AND VIEWS	None obtained.
EQUALITY AND DIVERSITY ISSUES	The Committee will look into equality and diversity issues as they arise.
LEGAL ISSUES	None that we are aware of.
The Trust Board is asked to:	Note and receive the minutes of the Workforce and Organisational Development Committee meeting.
Submitted by:	Sue Ells, Non-Executive Director and Committee Chair
Date:	20 th November 2014
Decision:	For Receiving

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT COMMITTEE (WOD)
MINUTES OF MEETING HELD ON 9th September 2014, ST PETER'S HOSPITAL**

Present

Sue Ells	Non-Executive Director (chair)
Carolyn Simons	Non-Executive Director
Louise McKenzie	Director of Workforce Transformation
David Fluck	Medical Director
Heather Caudle	Chief Nurse
Suzanne Rankin	Chief Executive - from item 6
Valerie Bartlett	Deputy Chief Executive - from item 6

In attendance

Danny Hariram	Acting Director of HR
Colleen Sherlock	Head of Workforce Planning and Intelligence
Helen Corrigan	Learning & Development Consultant for item 7

Apologies

Philip Beesley	Non-Executive Director
Simon Marshall	Director of Finance and Information

PART I

1.	<p>MINUTES OF THE LAST MEETING</p> <p>Minutes from the previous meeting were agreed as an accurate record with one amendment to item 4 noting that planning applied to junior doctors as well as consultants.</p>	
2.	<p>MATTERS ARISING</p> <p>There were six items on the Action log from 8 July 2014. One was closed, two were on the agenda and three were updated below</p> <p style="padding-left: 40px;">(i) NURSE REVALIDATION</p> <p>Heather Caudle informed the Committee that although keen to be an early implementer, given the merger work ahead, the Trust would not be able to commit to this but is on track for implementation in December 2015. David Fluck endorsed the decision given the numbers of nurses involved. Heather is looking at software to support the process.</p> <p style="padding-left: 40px;">(ii) REWARD FOR EXCEPTIONAL CONTRIBUTIONS</p> <p>Louise McKenzie noted that this item was referred to the Committee following a discussion at a Closed Board. The Trust is implementing mechanisms, not necessarily financial eg support for development opportunities. The Talent management project will enable recognition for people working above the call of duty, and recommended that we do not develop a separate reward strategy.</p>	

	<p>(iii) HEALTH EDUCATION ENGLAND</p> <p>Louise McKenzie and David Fluck met with Kent, Surrey and Sussex HEE to look at opportunities to integrate education. KSS have agreed to fund a project manager to scope the work. Louise and David will update on progress at the next meeting.</p>	LMcK DF
3.	<p>REVIEW OF COMMITTEE TERMS OF REFERENCE (ToR)</p> <p>The Committee approved the revised Terms of Reference with minor amendments, as below:</p> <p>3) changes to membership following appointment of Chief Executive and Chief Nurse 4) requirement for members to attend 50% of meetings in line with other Trust Board sub-committees 9c) noting that the settlement of employment matters is in line the Trust scheme of Delegation 11) delete line added in error</p> <p>The committee agreed that the Terms of Reference would be submitted to Trust Board in September 2014</p>	LMcK
4.	<p>WORKFORCE & OD COMMITTEE ANNUAL REPORT</p> <p>The committee discussed a draft of its first annual report and was satisfied with the high level view of the work undertaken, noting that key issues have been flagged in the report and a further level of detail is contained in each of the committee papers received. It was agreed that the report will indicate those responsibilities were there are issues and further steps to be taken. Subject to this amendment, the committee approved the report for submission to Board in September 2014</p>	LMcK
5.	<p>CULTURE & MERGER PROGRAMME</p> <p>Louise McKenzie presented a paper that will be taken to the Board in September updating the changes in the programme reflecting the initiatives being led by the new Chief Executive, for example a refresh of the Sounding Board. Suzanne Rankin explained her approach in encouraging people to feel empowered, rather than waiting for things to be done to them.</p> <p>David Fluck noted the need to ensure that specialty leads are supported. The committee discussed setting up a professional, strategic forum to enable discussion and support for specialty leads and Suzanne agreed to discuss with David Fluck and Valerie Bartlett and return with proposal for the committee.</p> <p>Sue Eells noted that a light touch review on the culture and staff engagement programme would be useful. Suzanne noted that the Trust would have the right culture if, for example, when she spoke to staff they had no plans to leave the Trust, they would recommend the Trust through Friends and Family as place to be treated and work, and understood their role in the Trust. The paper describes the actions being taken to move appraisal to a more qualitative discussion rather than completing a process. Louise was asked to identify metrics that could demonstrate if the programme is effective.</p> <p>Louise McKenzie updated the reporting on the F&F, that it will be a % of the positive responders against negative responders. This figure in the paper is the Trust</p>	SR LMcK

	<p>calculation, not validated. It shows a positive improvement from last year. Noted that this was a small response. The next response period is underway and options to encourage staff response were discussed</p> <p>Sue Ells noted that Philip Beesley has asked for an update on culture, and agreed to feedback to him.</p>	SE
6.	<p>LEADERSHIP & MANAGEMENT DEVELOPMENT</p> <p>Helen Corrigan was invited to join the meeting and delivered a presentation on the Leadership & Management Framework.</p> <p>She explained that the building blocks are in place: the programmes will be accredited with the Institute of Leadership & Management; internally a number of individuals have been trained as Train the Trainers and Action Learning Set facilitators. There are three levels of programme: for those at team leader level, those who lead teams and services and the level below director.</p> <p>Staff have been involved in shaping the framework, for example it was discussed at the August team brief. The framework has evolved from the framework developed in 2011/12. It is intended the framework identifies the skills needed by a leader and the resources that will help them to learn and develop those skills and guidance on how to get started and try out the skills. Helen is linking with the library for additional resources, and the intention is to build an internal faculty for the people who have been trained to deliver training and development to others, and work with RSCH to share resources and opportunities.</p> <p>Suzanne Rankin asked how the framework links to the Nursing leadership academy. Heather Caudle and Helen have discussed aligning resources to have a consistent offering.</p> <p>Louise McKenzie noted that the framework supports different learning styles, and will be sustainable as internal resources are developed.</p> <p>With regard to costs, the investment this year is in the ILM programmes. Finance and resource will be reviewed each year to agree priorities. The programme is intended to improve retention of leaders and the staff they manage, which should provide a financial saving.</p> <p>It is anticipated that the framework will be used in the appraisal and leaders will be steered to it as a resource. Helen is also considering a Manager's induction in which it could be included. Suzanne noted that the board should confirm the Trust commitment of what is expected from managers in terms of the Trust strategy, values, and principles, and commit to staff expecting managers to take personal responsibility to commit to the programme in return.</p> <p>Sue Ells summarised that the paper is very good and requested that Helen Corrigan include cost benefits and link to higher level strategy ie commitment to staff, improve retention and commitment in return. Louise McKenzie agreed to bring back to next W&OD committee.</p>	LMcK
7.	<p>HORIZON SCANNING</p> <p>(i) WORKFORCE & OD NETWORK</p> <p>Sue Ells updated the Committee on Trustworthy Leadership, arising from research from the banking industry following issues. And how to build trust in leadership. Sue will circulate the papers for members to read.</p>	
8.	<p>WORKFORCE METRICS REPORT</p>	

	<p>Colleen Sherlock presented the Workforce Report and noted the number of staff joining is higher than the number leaving and that vacancy levels have reduced.</p> <p>The committee discussed HCA recruitment and the new HCA induction, supporting the need to be able to increase induction places to have sufficient numbers of staff joining. The committee were informed of the planning for Band 5 Nurse Recruitment, including Recruitment days, UK and Overseas recruitment campaigns. The Project Brief for Band 5 Recruitment has been discussed between HR and Nursing and will be presented at the next W&OD committee.</p> <p>Colleen updated the committee on a presentation of medical bank and agency software earlier in the week and that plans are underway to implement this in the trust.</p>	CS
9.	<p>ANY OTHER BUSINESS</p> <p>None raised</p>	
	<p>DATE, TIME AND VENUE OF NEXT MEETING</p> <p>11th November 2014 – 3:00 p.m. – 5.00 p.m. Room 3, Chertsey House, St Peter's Hospital</p>	

PART II CONFIDENTIAL

1.	<p>HIGH LEVEL EMPLOYEE RELATIONS SUMMARY</p> <p>Danny Hariram presented to the committee on the current Employee Relation (ER) trends within the Trust and noted that activity has increased. Most cases are related to management of absence, although sickness rates are low. This may be because cases are being dealt with promptly.</p> <p>Discipline and grievance issues are being tackled quickly and consistently. Some seem to be issues that have been ongoing for 2 or 3 years and not tackled previously.</p> <p>Louise McKenzie noted that the cases may be positive as issues being dealt with.</p> <p>There are two current MHPS cases, one has moved as police and criminal investigation has been completed and now being heard in coroner's court. Doctor has moved, however Trust is continuing with internal processes. The second case is due to be heard in September.</p> <p>Employment Tribunal case: lawyers have advised high risk and that the Trust seek to settle. Under the scheme of delegation LMCK has approved that the proposal may be submitted to Monitor for agreement.</p> <p>The committee thanked Danny Hariram and asked that it be kept fully informed and up to date on such matters going forward.</p>	
2.	<p>ANY OTHER BUSINESS</p> <p>It was noted that the due diligence work for the merger will identify the risk of any employment tribunal liabilities for each organisation.</p>	