

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST**

**HR COMMITTEE**

**MONDAY 19 SEPTEMBER 2011**

**Present:**

Mark Gwilliam (Chair) on behalf of Rhiannon Billingsley  
 Shirley Harrison  
 Jane Clawson  
 Kevin O'Regan  
 David Throssell  
 Steve Burgin  
 Rhian Bishop  
 Debbie Padwick  
 Anthony Jones  
 Flora Swanborough (on behalf of Ian Scott)  
 Mary Reed (OLM Progress Report – on behalf of Linda Crofts)  
 Sue Burgin (Leadership Report) – on behalf of Linda Crofts

**In Attendance:**

Joy Spotswood (minute taker)  
 Liz Johnson (Equality & Human Rights Annual Report & Equality & Diversity Internal Audit Report)

**ACTION**

1. **Apologies**

Apologies were received from Rhiannon Billingsley, Kath Richardson, Linda Crofts, Mark Cobb and Ian Scott.

2. **Minutes of Previous Meeting**

The minutes of the meeting held on 18 July were accepted as a true record with the exception of the following amendments:-

**Apologies**

Shirley Harrison's apologies for the meeting on the 18 July needed to be included within the minutes.

**Transforming Community Services**

Mark Gwilliam confirmed that from the 98 posts transferred, initially there were 10 posts with no re-deployment opportunities and therefore potentially 10 compulsory redundancies. This number had been reduced to 1, as 4 members of staff had accepted voluntary redundancy and redeployment opportunities had been identified for 5.

### 3. **Matters Arising**

#### **On Call Review**

Jane Clawson circulated a paper updating the Committee on the position in relation to the On-Call Review.

In November 2010 NHS Employers issued the NHS Staff Counsel review of on-call arrangements and provided Trusts with a set of twelve principles to apply to a locally agreed on-call system.

It was then STH's responsibility to locally determine an on-call system that satisfied these principles. NHS Employers advised such agreement should take effect from 1 April 2011.

A project team of managers, staff side, HR and finance was established to contribute to the discussions and agree a workable solution. The Trust has agreed that any arrangements introduced will be backdated to 1 April 2011.

A draft on call framework policy has been produced in line with the nationally agreed principles and is due to be discussed and agreed at the project team. This document has also been circulated to some of the managers who have on call agreements within the Trust to make comment, which will form part of the considerations at the project team.

A final agreement needs to be reached over the framework/principles of on call, and the levels of payment for availability.

The Finance Department is calculating a cost of the framework based on the AFC values in the interim arrangements, to provide a basis for talks on value of the on call availability payment. A paper will be presented to TEG cutting potential costs of on call agreements.

J Clawson

The project team will aim for implementation of the new arrangements from 1 April 2012:

Where on-call arrangements continue albeit with a different pay arrangement, there is scope to agree how the arrangements will come into force, ie staged introduction or full introduction. Appropriate consultation and contractual notice of the change will be given to staff.

It is recognised that the agreed framework will possibly impact on existing on call arrangements, prompting managers to revisit their need of an on call service. This may result in different working arrangements, ie removal of on-call arrangements and introduction of different ways of working. Where this is the case, the Trust's policy on the management of organisational change will be applied and short term pay protection may be applicable.

#### **Productivity Indicators**

Debbie Padwick circulated the latest draft of the Productivity Indicators, which included an additional column to indicate the yearly average of Income per wte, cost per wte, income/staff cost and % of staff costs, together with comparisons from previous years.

Debbie Padwick commented that other measures would need to be incorporated into the directorate productivity indicators ie. hours worked as well as staff costs.

Mark asked Debbie to draft up a productivity indicator for directorates and bring it to the next meeting.

DP

### 4. **Equality & Human Rights Annual Report**

Liz Johnson, Equality & Human Rights Manager, attended the meeting to update the Committee on the Trust's Equality & Human Rights Annual Report.

The report provides information on how the Trust has complied with the 'Public Sector Equality Duty' (PSED) found in the Equality Act 2010.

The report covers two functions of the Trust; the Trust's function as a service provider and the Trust's function as an employer. This report has already been considered by the Healthcare Governance Committee.

The report supports compliance with the Public Sector Equality Duty (PSED) and proposed regulations. It also provides evidence supporting CQC standards, the NHS Equality Delivery System and contract compliance (NHS Sheffield).

The Public Sector Equality Duty is found in the Equality Act 2010 and came into force in April 2011. This duty is that, 'A public authority must, in the exercise of its functions, have **due regard** to the need to;

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The 'Protected Characteristics' are: **Age, Disability, Gender Reassignment, Marriage and civil partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.**

The Equality Act 2010 gives Ministers the power to impose 'specific duties' through regulations. These specific duties 'help' public bodies to comply with the 'general', PSED. The *Equality Act 2010 (Specific Duties) Regulations 2011* are currently in draft and are going through the parliamentary process for new legislation. One of the specific duties in the draft regulations is to consider data on employees if a public organisation has more than 150 employees.

The new PSED and Regulations replaces the Race, Disability and Gender 'general' and 'specific' equality duties.

The Trust has to publish the above information by 1 January 2012, however there is still some work to do. The information around employees is quite well established and will only require slight adjustments. An updated Equality & Human Rights Action plan has been produced.

The report also included a breakdown of Workforce Data for 2010/11, which indicated in percentages, the total number of staff in post by Ethnicity, Age, Disability and Gender. Mark queried some of the information provided in the data and asked Liz and Jane Clawson to get together to review the Disciplinary/Capability & Bullying & Harassment data presented.

Liz Johnson/  
Jane Clawson

It was suggested producing the data in a more simplified format as the current data is very ambiguous. The Committee commented that there needed to be numbers against the percentages in order to show a true reflection.

Mark Gwilliam enquired if there were any key actions that had to be undertaken from a workforce perspective. Liz Johnson confirmed all items listed in the action plan were well on the way, with the exception of 4.4 Stonewall Survey (which is an optional action to complete). A report is to be produced which will go to the Equality & Human Rights Steering Group.

Kevin O'Regan raised his concerns regarding the delivery of the training that would be required. Currently, many of his Supervisors do not have access to computers and are unable to access E-Learning. Therefore, in order for them to acquire the necessary skills, an alternative training method would need to be implemented. Mark suggested that he get together with Liz and the Learning & Development Leads, outside of this meeting, to look at additional alternatives to E Learning. He also asked if this could be picked up by the Equality & Human Rights Steering Group.

Liz Johnson/  
Mary Reed

5. **Equality & Diversity Internal Audit Report**

Mark circulated, for information, a copy of the Equality & Diversity Internal Audit Report. Mark reported the Trust had received a "C" grade which represented a medium Risk.

Any actions arising out of the audit are to be met by the end of this year.

6. **Defining the Affordable Workforce**

A paper was due to be submitted to TEG next week, therefore it was agreed to defer this item to the next HR Committee.

DP

7. **Schedule of Work**

Mark Gwilliam circulated a copy of the updated HR Committee's Schedule of Work, which was now aligned to the Excellence as Standard Objectives.

8. **Staff Engagement**

Rhian Bishop had recently attended the NHS Staff Survey Improvement Board meeting in London. She reported that the Department of Health (DOH) would be taking over the management of the Staff Survey from the Care Quality Commission (CQC).

The Picker Institute is currently responsible for producing the survey on behalf of the DOH. Due to the time scales involved, it had been agreed that this year's survey will be based on the same format as last year. The survey for next year will be smaller than the one currently used and Trusts will have an option to choose which questions they want including within the survey.

This year's survey is due to go out at the end of September/early October. 2,000 surveys will be distributed to staff rather than 850 as in recent years. This should hopefully encourage a better response rate and provide more directorate level information.

Communication about the Staff Survey will be circulated shortly and Staff Side are also involved to help encourage staff to complete the survey.

As part of the Staff Engagement process, Mark Gwilliam confirmed that they were due to launch 14 dates in November inviting staff to a general update session on the refresh of the Trust strategy, financial challenges involving staff in an opportunity search and suggesting staff values and behaviours. The sessions would be chaired by Sir Andrew Cash. Dates are due to be circulated shortly and due to space restrictions, attendance at these sessions will be booked by appointment only.

**Staff Journey**

Rhian Bishop reported that the Group were focusing on appraisals, as feedback from the Let's Talk sessions indicated that staff did not feel valued. The group were looking at ways to improve this perception and would be looking at good practice at other Trusts to see how we can improve on this. Mark also confirmed that the Trust had recruited Debbie Taylor (ex John Lewis) on a consultancy basis to work with the Trust 2 days a week to work with Rhian to develop good practices in relation to staff engagement with a particular focus on appraisals. The idea is to develop values for the organisation.

**Workforce Efficiency Programme**

Anthony Jones provided an update on the Quarter 1 Workforce Programme Summary which had been circulated (attached).

**13 Workforce Planning Schemes**

Anthony also provided the Committee with an update on the 13 Workforce Planning Schemes (attached).

With regard to stopping weekly pay, Kevin O'Regan raised concern regarding the length of time it was taking to implement this, particularly as it affected a great deal of his staff and was a cause of great concern for them. Jane Clawson confirmed that they were still awaiting information from Finance and Payroll in relation to the financial savings available, which would be finalised following the completion of an external service review.

Mark Gwilliam asked Jane to keep Kevin updated on progress.

J Clawson

#### 9. **HR KPI Summary/Exception Report**

Debbie Padwick circulated a copy of the latest KPI Summary report for both the Trust and Community Services (see attached).

Mark reported that they were looking to include productivity indicators, appraisal and mandatory training reporting into future KPI reports, once they have been finalised.

#### 10. **Absence Report**

Jane Clawson circulated an update report on Sickness Absence Management. She reported that the Trust's Sickness Absence target for this year is 3.5% and the Trust's position to date shows the overall Trust performance as 3.65%.

There are five areas greater than 1% above target are Geriatric & Stroke Medicine, Critical Care, Anaesthesia/Operating Services, Cardiothoracic Services and Chief Operating Officer.

Each directorate has a senior HR adviser working in partnership with directorates to assist with progression of cases and an individual action plan in place. Case reviews take place involving human resources and, where appropriate, Occupational Health Services.

The Trust's sickness absence policy is still in discussion with staff side, and is expected to be available later this year. This policy aims to introduce more stringent progression through formal stages of sickness absence.

#### 11. **Transforming Community Services**

Mark confirmed that the restructuring of the corporate areas had now been concluded. 98 corporate posts had transferred from Community Services. Restructuring has resulted in a 24 post headcount reduction. 4 members of staff have taken voluntary redundancy, and one member of staff has taken a secondment to NHS Bradford.

Mark confirmed that the restructuring has delivered just short of the £1m target saving.

The next stage of the process is to review Clinical areas and review patient pathways. This work would be undertaken by Penny Brooks the new Clinical Director for Community Services.

#### 12. **OLM Progress Report**

Mary Reed attended the meeting to update the Committee on the OLM Progress Report in Linda's absence.

Mary confirmed that a review of our current recording systems had been undertaken and a paper was due to be presented to TEG in September detailing the findings and recommendations. Once this paper had been discussed at TEG and a decision made, it would then come back to the HR Committee.

#### 13. **Leadership Report**

Sue Burgin attended the meeting to update the Committee on the Leadership Programme in Linda Crofts' absence.

**Senior Leaders Programme**

The first 3 cohorts of the STH Leadership Development Programme were underway and had been well received. Each cohort consisted of 25 delegates and applicants consisted of Clinical Directors, General Managers and Senior Managers.

The sessions were being managed by Sheffield Hallam University and new dates for cohorts 4 and 5 are to be arranged in April next year.

**ILM Programme**

Sue also reported on the launch of the ILM programme. The first cohort was due to take place which would be a 1 year programme and would involve completing 1 module a month. The programme would give applicants the opportunity to achieve a level 3 accreditation, which would be equivalent to A level standard.

**Effective Management Series**

The Effective Management Series has been set up to enable new managers to top up their management skills.

**Guest Lecture Series**

The Guest Lecture Series was formed to invite Guest Speakers to come and give an hour's lecture to managers and share their experiences relating to Leadership.

The next lecture is due to take place on the 3 October.

**14. Workforce & Education Governance Board Minutes**

A copy of the Workforce & Education Governance Board minutes were circulated to the Committee for information.

**15. Any Other Business****VCP**

Flora Swanborough asked for an update on VCP. Mark confirmed that an Affordable Workforce paper was due to go to TEG in September. Following approval at TEG, this would then be communicated to all concerned.

**Union Activity**

Mark reported that there may potentially be some union activity on the 30 November around pensions, Pay, T&Cs etc. He confirmed that this information needed to be fed into the Trust Emergency Planning Group to develop an action plan to minimise the impact of industrial action.

He confirmed that as the HR Committee needed to be aware of this, that it would be brought back to the next meeting HR Committee meeting for an update.

M Gwilliam

**16. Items to be Highlighted to the Board of Directors**

- Union Activity
- Productivity Indicators
- Equality & Diversity Reports

**17. Date and Time of Next Meeting**

The next meeting will be held on **Monday 21 November at 9.30 am in the Fulwood Seminar Room, North House, NGH.**