

PEOPLE AND ORGANISATIONAL DEVELOPMENT COMMITTEE

**Minutes of the Meeting held on 26th September 2019
Trust Office Meeting Room, Colchester Hospital**

- PRESENT:** Carole Taylor-Brown, Non-Executive Director (*Chair*)
Richard Spencer, Non-Executive Director
Richard Youngs, Non-Executive Director
Neil Moloney, Managing Director
Rebecca Driver, Director of Communications
Shane Gordon, Director of Strategy, Research and Innovation
- IN ATTENDANCE:** Clare Conaghan, Director of People and Organisational Development
Director
Crawford Jamieson, Site Medical Director, Ipswich
Leigh Howlett, Deputy Director HR

Tendai Ndongwe, Head of Equality, Diversity and Inclusion (item 9 only)
- OBSERVING:** Elizabeth Smith, Public Governor
Donna Booton, Staff Governor
- APOLOGIES:** Catherine Morgan, Chief Nurse

ITEM		ACTION
65/19	APOLOGIES FOR ABSENCE 1. Apologies were noted as above.	
66/19	DECLARATION OF INTEREST 2. None received.	
67/19	MINUTES OF THE LAST MEETING 3. The minutes of the meeting held on 25 th July 2019 were approved as a true record of the meeting.	
68/19	ACTION CHART AND MATTERS ARISING 4. A review of the action chart had been completed and the Committee agreed with the revised document. The Site Medical Director advised that action 21/19 - Development of Integrated Strategy – had taken longer than desired due to detail complexities and it had been agreed at a previous meeting to change the submission date to December 2019.	
69/19	CKI – FEEDBACK 5. The Chair advised that the pension document had been discussed by Trust Board members and there was no feedback for this Committee.	

70/19 HR UPDATE

6. The Deputy Director of HR provided a verbal update stating that the Breast Surgeon due to commence at the Trust this month had now declined the offer therefore the recruitment process would need to commence again.
7. She also advised that due to a change to the Flu vaccine production dictated by the World Health Organisation, the expected delivery for September 24th was not received. This is affecting the N&N, WSH, JPH as well as community and primary care. The company providing the vaccine advised that production has started and will be fully operational by mid-October. Although 1k vaccines were received 48 hours later, it is insufficient to start the campaign as planned on October 7th. Given the intention to vaccinate 70% of staff within the first 4 weeks, the Committee agreed to delay the start until October 21st. It was also agreed that, should any further delay be experienced, OH would implement a prioritisation to ensure high risk areas, such as A&E, oncology and paediatric wards, etc. are vaccinated first.

71/19 WORKFORCE ASSURANCE REPORTPerformance

8. The Deputy Director of HR presented the Workforce Assurance Report stating that:
 - Vacancy rate continued to fall (currently at 8.8%);
 - Mandatory training and Appraisals compliance whilst improving was still way below Trust target;
 - Agency spend YTD is £8.362m against a ceiling of £9.911m and an improvement of £501k from the previous month;
 - Pilot scheme to address the pension issue was due to be launched this month.

Questions/Comments

9. The Chair requested an update on the compliance of mandatory training for bank doctors as the training figures did not appear to support an improvement. The Deputy Director of HR advised there had not been as much progress on this as hoped and the new intake of doctors in August had impacted further, however a plan was in place to gain traction on compliance rates whereby each doctor would be contacted to ensure all training had been completed.
10. The Committee noted that at two recent consultant interviews the Director of Communications had observed a positive indication that high calibre of candidates was applying for posts at the Trust due to the reputation of the merged organisation. The Site Medical Director commented that there was a similar synergy with academic posts and clinical engagement.

POD Risks

11. The Chair commented that the ICS 5yr Plan was due to be submitted to Trust

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Board in October however she felt that the Committee did not have adequate oversight of the plan with regard to workforce sustainability, what the future workforce will look like and how those needs would be filled in the future model proposed. It was suggested that the plan is discussed fully at a future meeting and should be included at the next workshop session for context.

Action: CC/LH to build into forward plan and next workshop session.

CC/LH**Pension Update**

12. The Committee noted the update on the intended pension opt out scheme for staff earning over £85k, which had previously been approved by RemCom and discussed at Finance and Performance Committee this month. The Committee agreed it did not feel adequately sighted on the mitigating actions therefore requested an impact assessment on how this matter was impacting on operational delivery in the short and longer term.

LH

13. Going forward the Chair requested that CC ensures there is a coherent approach to workforce messages in reports submitted to the Board Committees, noting that there was a difference in the issues around junior doctor pressures reported in this committee cycle between Finance and Performance and those reported to POD. She also requested that each POD sub-group submits regular CKI's to this Committee to provide sufficient oversight and an opportunity to provide feedback.

Action: CC to ensure cross check with F&P reports on workforce data and LH to ensure all subgroups aware of the CKI process

**CC
LH**

14. The report was received and noted by the Committee.

72/19 SPEAKING UP SAFELY

15. The Freedom to Speak Up Guardian provided the Committee with a quarterly update highlighting three key themes:

- The need for managers to resolve issues at an earlier stage and 'nip things in the bud';
- Staff feel they are not being actively heard leading to concern and poor motivation as they feel they cannot be as effective as they would wish;
- The lack of a consistent management approach to documenting and dealing with performance and behaviour issues.

16. It was noted that the recording of concerns appeared to be taking place however there still remained the issue of it being taken forward by managers and fully documented on personnel files and as a result was not always picked up during appraisals. The Deputy Director of HR advised that strengthening support to managers was a key message at the recent middle management conference and the implementation of the Manager's Passport should aid managers when having challenging discussions with staff and ensure these are well documented. The Director of Communications suggested that further support to managers is picked up by the EMC to take forward.

17. The Committee endorsed the need to establish the Assistant FTSUG roles throughout the Trust. The Committee asked for this to be taken forward by the

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EMC to ensure it is implemented within the next two months.

Action: CC and TF to arrange for the development of the Assistant FTSUG roles to be discussed at EMC and progressed within two months and, RD to open a debate at EMC around further supporting managers in dealing with performance issues and difficult conversations.

**TF/CC/R
D****73/19 ANNUAL REPORT FOR RESEARCH AND INNOVATION**

18. The Committee received an excellent report on the significant progress achieved and noted that this was already having a positive impact on recruitment and the patient experience.
19. There had been a significant cut in funding c. £250k, due to a national freeze on funding and as a merged Trust there had been a reduction in the proportion of activity compared to previous years on which funding had been based. However, the Trust was now on par with research which should assist with future funding.

Questions/comments

20. RS commented that there was a coherence now and good to see how it all linked together. He added that it would be interesting to see the data behind ideas at the different stages to see the return in investment and also the link through to the wider talent attraction and employee proposition with ESNEFT and career pathway.

Action: Feedline to be circulated with the Minutes.

SG**74/19 WORKFORCE DISABILITY EQUALITY STANDARD**

21. The Head of Equality, Diversity & Inclusion presented an update report and action plan following the introduction of the Workforce Disability Equality Standard (WDES) into the NHS on 1 April 2019. The standard is designed to improve the experiences and career opportunities for disabled staff working or seeking employment across the NHS. The WDES is based on 10 metrics and follows the NHS Workforce Race Equality Standard (WRES) as a tool and a catalyst for change.
22. It was noted that any disabilities or long-term conditions should be captured on the Electronic Staff Record at time of employment commencement however it was recognised that further work was required to encourage staff to keep their records updated of any new conditions. To avoid the action plan being too process driven, it was suggested that listening groups be established in order to set up the right network to enhance staff and patient services and ensure the correct language is used as this may be a factor which inhibits the reporting on conditions which fall under the term disabilities. It was also suggested that some of the back loaded activities for example the listening events should be front loaded.
23. Due to statutory requirements, the standard would need to be published on the Trust's website by September 30th, 2019. The Committee therefore reviewed and subsequently approved the ESNEFT WDES data and annual action plan

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which will enable the Trust to be compliant with this new NHS Workforce Equality Standard and progress with meeting the requirements outlined in the Equality Act 2010.

Action: The Head of Equality, Diversity & Inclusion to review the action plan to take account of the Committees views around the wording of some activities in particular engagement and listening and the establishment of the network.

TN**75/19 ITEMS FOR ESCALATION TO THE BOARD**

24. The following items of escalation were agreed:

- Delays to the Flu vaccination programme
- Pension update impact on activity
- WDES action plan and standard

76/19 REVIEW OF COMMITTEE FORWARD PLAN

25. The Committee reviewed and approved the revised Committee Forward Plan.

77/19 MEDICAL STAFFING

26. A workshop giving an overview of medical staffing was provided to NEDs.

78/19 DATE OF NEXT MEETING

POD Seminar - Thursday 31st October at 13.30, Castle Room, Colchester. The theme will be: Building a sustainable workforce and the vision for the future workforce needs of ESNEFT

CONFIRMED