

GLOUCESTERSHIRE PARTNERSHIP NHS TRUST

WORKFORCE COMMITTEE

17th APRIL 2007

Present: Lizzie Abderrahim (Chair), Non-Executive Director
Shaun Clee, Chief Executive
Kay Harrison, Director of Human Resources & OD
Robert Maxwell, Chairman

In attendance: Mervyn Dawe, Chair of Staff Side
Linda Folley, Service Director (for part of meeting)
Sue Heafield, Head of Training
Kevin Jacobs, Assistant HR Director – Workforce Planning
Sarah Johnson, Management Development Trainer (for part of meeting)
Eileen Roberts, Communications Manager
Carol Sparks, Deputy Director of Human Resources
Sue Smallwood, Committee Secretary
Vikki Twedde, Deputy Director of Nursing

Mervyn Dawe, Chair of Staff Side was welcomed to the meeting.

The meeting scheduled for 13th April 2007 had not taken place as it had not been quorate.

It was agreed that because of time constraints at this rescheduled meeting the committee would only consider certain items on the agenda. All other items would be taken forward to the next meeting, with the exception of the Gender Equality Scheme which, because of the need to meet a statutory deadline would be presented to the Trust Board in April 2007.

1. APOLOGIES

- 1.1 Apologies were received from Tracey Barber, Non Executive Director, Ted Quinn, Service Director, and Paul Winterbottom, Medical Director

2. TRAINING AND DEVELOPMENT

Management Development Programme

- 2.1 The purpose of this paper was to outline the requirement for a Management Training Programme for First Line Managers with a view to reaching an agreement and support from the committee for two programmes.
- 2.2 Sarah Johnson briefly outlined the background for this proposal. Last year a non-accredited programme was run which was funded by the nursing directorate. This was very successful. Previously there had been accredited courses, Stepping Stones. These courses were very time consuming in that they required completion of assignments, it was a theory based course rather than practical, and it took longer to deliver. Fewer delegates were on the course as more support was

required, therefore it was proposed that a non-accredited course be run.

- 2.3 This proposal had been developed from feedback from delegates who had attended last year's course and also from managers wishing to access a development programme.
- 2.4 It was acknowledged that this was a very positive move and would be welcomed by managers.
- 2.5 Linda Folley noted that the proposed courses would not be accredited and queried how the Trust could help staff who wanted to further their career if the courses were not accredited. Vikki Tweddle confirmed that Workplace Learning could be accredited through the education contract if staff wished to pursue this route.
- 2.5 Shaun Clee welcomed the proposal, it was important that the Trust equip staff to carry out their jobs properly. He suggested that at the beginning of the course, it would be helpful if either himself or an Executive Director could welcome the participants and share with them the Trust's strategic principles. He also wanted to ensure that the courses covered such things as analysing information as this was an integral part of business planning. These amendments to the programme were agreed.
- 2.6 It was important to consider how other courses, in particular LEO, form part of the Trust's approach to management development.
- 2.7 ***Action: It was agreed that the Strategic Review of Training Review Group would take responsibility for prioritising who would attend, the timing of the programmes and the place of the LEO course***

3. COMMUNICATION STRATEGY

- 3.1 Eileen Roberts introduced the first draft of the Communication Strategy for suggestions and feedback and to agree the next steps forward.
- 3.2 Carol Sparks informed the committee that meetings had been set up with members of the payroll team for staff to meet on a one-to-one basis to discuss any concerns they may have, particularly in regard to Agenda for Change and arrears payments. These were due to start in May and it was hoped that by having these meetings it would pre-empt staff from lodging grievances.
- 3.3 Shaun Clee suggested that more thought would be needed to ascertain if any of the actions had any impact. It was difficult to attribute improvements in staff morale to one particular initiative. One of the measures is the results of the staff attitude survey, however, further thought needed to be put into evaluating the strategy.
- 3.4 ***Action: Identify evaluation / success criteria. (ER)***
- 3.5 Discussion took place regarding the best form of communication. It was

acknowledged that electronic communication does not always work for parts of the workforce for various reasons. It was agreed that face-to-face communication was always positive, and that perhaps it would be helpful to use different media for different purposes.

3.6 Action: It was agreed that a final draft would be presented to the next meeting of the committee in June 2007.

3.7 It was suggested that Eileen Roberts attend Management Board meetings.

3.8 Action: Eileen Roberts to attend management board meetings.

3.9 Mervyn Dawe queried email protocol as he had received abusive emails in the past. A working group had been set up some time ago to look at protocol and he asked if the work had been completed.

3.10 Action: Kay Harrison to check if work had been completed

4. WORKFORCE PLANNING

Proposed Workforce Key Performance Indicators (KPIs) for 2007/08

4.1 The purpose of this item was to present to the Workforce Committee proposed KPIs associated with workforce for 2007/08.

4.2 The committee were reminded that this had been discussed at the previous meeting however it now needed to be reconsidered as part of the Trust's Performance management Policy which had been agreed at the Board at its March meeting. The committee were asked to consider the workforce indicators which were part of the policy to enable this to form part of the discussion at a workshop to be held on 26th April 2007.

4.3 The table at the end of the paper had been populated with some information but Kevin Jacobs asked for some discussion regarding the columns, establishment, vacancy rate, bank and agency use and number of posts vacant for more than 3 months.

4.4 Lizzie Abderrahim made a general observation that the end result of the table being populated was in order that something useful could be measured and actions taken, rather than just collating information.

4.5 A query was raised regarding the term "stretch target". Shaun Clee explained that this meant that it was more about aspirations, trying to achieve over and above the stated target and it would be for teams to think about this in relation to the score column this would be how it would be measured, ie for sickness absence it would be an annual rolling average expressed as a percentage.

4.6 Appraisals – It was felt that it was important to ensure that all appraisals were completed according to the timetable agreed at the Executive Team meeting.

There was some anxiety regarding managers who had not been trained. Kay Harrison confirmed that a large number of managers had had training but sometimes needed extra support. It was suggested that a message could be sent to all managers that if they did not feel confident, even though they had had training, then members of the HR or Training Team could provide some support. It was noted that appraisals needed to be embedded into the culture of the organisation as previously this had not been the case. Appraisals would be monitored through the Electronic Staff Record (ESR).

- 4.7 It was important that appraisals were meaningful for staff and that the Trust needed to know if there were problems that needed to be addressed. Appraisals should be linked to the organisation's objectives as this would help staff to understand their role and that of their team in the organisation. The committee noted that a review on appraisals would not be able to be undertaken at the present time, because not all staff had received appraisals last year.
- 4.8 It was noted that the commentary would reflect variations against the required KPI ie the overall rate for sickness may be 5.6% however, different services or directorates would have their own sickness rate. This information could be provided in this column.
- 4.9 In terms of establishment it was agreed that this could be the variation in staffing control totals and staff used. This figure could also form part of the analysis on vacancies at a central level however more detailed information would need to be provided through services completing the template themselves. In the bank and agency KPI it would be important to recognise which services had used bank or agency and for what purpose.
- 4.10 A workshop was scheduled for 26th April 2007 where the Board would have an opportunity to review the "dashboard".
- 4.11 Action: The template would be completed based on the above discussions and used as a basis for further consideration as part of the workshop.**

5. ANNUAL REVIEW

- 5.1 The purpose of this item was for the committee to review the arrangements and performance prior to the production of an annual report.
- 5.2 The committee discussed the Terms of Reference for the Workforce Committee. It was noted that the Director of Nursing, Social Care and Therapies had delegated her role on the committee to the Deputy Director of Nursing. The Medical Director had been unable to attend meetings due to clinical commitments. This made the quorum not always achievable. The committee felt it would be sensible to have deputies for those members who were not able to attend. It was also suggested that if the HR Director was not able to attend, then a deputy could also be nominated. Mervyn Dawe requested that if he was not available to attend a meeting, he would wish to nominate a deputy.

Diversity Steering Group

- 5.3 It was agreed that an amendment of the terms of reference was necessary in order to reflect the Trust's statutory duty in relation to the broader diversity agenda

Training, Education and CPD Steering Group

- 5.4 Mervyn Dawe requested that a Staff Side representative be invited to be on the group. This was agreed.

5.6 Action:

- ***The membership should allow for a director or their designated deputy to attend***
- ***The quorum should be amended to include designated deputies***
- ***A new duty would be added to ensure the committee evaluated the impact of the agreed strategies***
- ***The duty in relation to the race equality scheme would be amended to reflect the Trust's statutory duty in relation to the broader diversity agenda***

Work Programme

- 5.7 It was agreed that reports from the sub-groups of the committee would be presented to the Workforce Committee during the year. This would enable issues to be debated more widely.

5.7 Action: Reports from sub-committees to be presented to the Workforce Committee at half yearly intervals.

6. HR DIRECTOR'S REPORT

- 6.1 The purpose of this report was to update the Workforce Committee on key issues and actions associated with the Human Resources Agenda.
- 6.2 Kay Harrison wished to draw the committee's attention to 4.5 of the report - Agenda for Change. It had been hoped that all first arrears payments would have been paid to current staff by the end of March 2007. She confirmed that all first payments would be made by the middle of May. Staff that were still waiting for their calculations to be undertaken by payroll had been informed of the query that had delayed this process. It was noted that payroll colleagues had worked hard to achieve this result in conjunction with Carol Sparks.
- 6.3 It was noted that the Trust was still committed to paying leavers and a timetable was being drawn up in conjunction with payroll. Arrears payments for those that

had been subject to review was also still outstanding.

- 6.4 Shaun Clee assured the committee that the HR Department had worked very hard on this and the Trust had done everything in its power to attempt to pay all staff by the end of March 2007. When all payments had been completed a review would be held to learn the lessons from this experience. It was also noted that following his visits to services there was a great deal of dissatisfaction with payroll as a number of staff were reporting several occurrences of inaccurate pay.
- 6.5 Mervyn Dawe, on behalf of Staff Side, also acknowledged that the Trust had done everything possible.
- 6.6 Action: A fuller update would be given at the next meeting.**
- 6.7 The committee noted that the HR Department were dealing with unusually high levels of case work which included appeals and employment tribunals. It was acknowledged in the current climate it was important to respond particularly to staff grievances in a timely manner to avoid people being more aggrieved. A suggestion was put forward regarding short term support to help deal with these issues. Following consideration it was agreed to continue the current strategy of dealing with cases as quickly as possible and also of trying to prevent through proactive work other cases being lodged, ie holding pay / HR surgeries for staff in June, also meeting with those who have not yet received their arrears calculations to explain the issues and outcomes.
- 6.8 Item 6 of the report showed changes to HR Practice and the committee noted these.

7. NOTES FROM MEETING HELD ON 9th FEBRUARY 2007

- 7.1 The notes were agreed as an accurate record of the meeting held on 9th February 2007.

8. ACTION POINTS

- 8.1 The committee noted that the actions had either been completed or were an agenda item for this meeting with the exception of access to the Trust's intranet site. Shaun Clee reported that he would have a further update in time for the Trust Board Meeting.

9. DATES FOR 2007

The committee noted the dates for 2007.

10. DATE AND TIME OF NEXT MEETING

- 10.1 10.00am, Friday, 15th June 2007, Board Room, Rikenel, Gloucester.

WORKFORCE COMMITTEE

ACTION POINTS

Date of Meeting	Item Ref	Action	Lead	Status
9 th Feb 2007	4.5	Timesheet review to be taken to the Team Leaders Forum for discussion regarding piloting of the timesheet	Linda Folley	
	4.9	Shaun Clee agreed to ensure that the Non-Executive Directors had access to the Trust's intranet site.	Shaun Clee	
17 th Feb 2007	2.7	It was agreed that the Strategic Review of Training Review Group would take responsibility for prioritising who would attend, the timing of the programmes and the place of the LEO course	Strategic Review of Training Review Group	
	3.4	identify evaluation / success criteria.	Eileen Roberts	
	3.6	It was agreed that a final draft of the Communications Strategy would be presented to the next meeting of the committee in June 2007.	Eileen Roberts	
	3.8	Eileen Roberts to attend management board meetings.		
	3.10	Kay Harrison to check if work had been completed	Kay Harrison	
	4.11	The template would be completed based on the above discussions and used as a basis for further consideration as part of the workshop.		
	5.6	<ul style="list-style-type: none"> • The membership should allow for a director or their designated deputy to attend. • The quorum should be amended to include designated deputies, • A new duty would be added to ensure the committee evaluated the impact of the agreed strategies. • The duty in relation to the race equality scheme would be amended to reflect the Trust's statutory duty in relation to the broader diversity agenda. 		
	5.7	Reports from sub-committees to be presented to the Workforce Committee at half yearly intervals.	Kay Harrison	
	6.6	A fuller update on Agenda for Change would be given at the next meeting.	Kay Harrison	