

WORKFORCE COMMITTEE MEETING MINUTES, ACTIONS & DECISIONS

Date:	Wednesday 26 September 2018	Time:	11:00-13:00
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Selina Ullah, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Ms Selina Ullah, Non-Executive Director (SU) - Mr Jon Prashar, Non-Executive Director (JP) - Ms Pauline Vickers, Non-Executive Director (PV) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Mr Bryan Gill, Medical Director (BG) - Ms Pat Campbell, Director of Human Resources (PC) - Ms Karen Dawber, Chief Nurse (KD) - 		
In Attendance:	<ul style="list-style-type: none"> - Ms Sally Scales, Deputy Chief Nurse (SS), Ms Lisa Fletcher, Assistant Director of HR (LF), Professor Alex Brown, Deputy Medical Director (AB), Ms Tracey Campbell, Head of Nursing (TC) and Mrs Nicola Sheehan, Head of Therapies (NS) for item W.9.18.8 - Ms Jacqui Maurice, Head of Corporate Governance (JM) - Mrs Samantha King, Executive Assistant (SK) – Minute Taker 		

No.	Agenda Item	Action
W.9.18.1	Apologies for Absence	
	Mrs Sandra Shannon, Chief Operating Officer (SES)	
W.9.18.2	Declarations of Interest	
	There were no interests declared.	
W.9.18.3	Unconfirmed Minutes of the meeting held on 25 July 2018	
	The minutes were accepted as an accurate record.	
W.9.18.4	Matters Arising	
	<p>The committee noted that the following actions were confirmed as closed.</p> <ol style="list-style-type: none"> 1. W.5.18.5: Workforce Committee Dashboard: Meeting scheduled between JP and PC to discuss impairment related sickness. 2. W.7.18.8: Workforce Report (Nursing Vacancies). Item added to the agenda. 3. W.7.18.10: 'Closing the Gap' action plan added to the agenda. 4. W.7.18.15 (and W.7.18.8): Workforce Roles. Development session included on the agenda. 5. W.7.18.21: Items for Corporate Communications. Articles requested from the communications team to report on progress re WRES and showcase new appointees. Publication asked for near to presentation of next WRES and E&D report to Board. <p>The Committee agreed that the action; W.5.18.9 Annual Staff Survey Action</p>	Director of

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	Plan - would be deferred to the November Committee and delivered within the development session slot. The Head of Organisational Development would be invited to the Committee to deliver the session.	Human Resources
W.9.18.4.1	Matters Arising from Board of Directors	
	SU referred to the action arising from the Board of Directors and asked the Committee to note that the 'Closing the Gap' action plan had been included on the agenda. With regard to the action; any issues arising with regard to assurance would be addressed by the Committee in the first instance and escalated to the Board if required. The action arising from Board was concluded.	
W.9.18.4.2	Matters escalated from Sub Committees	
	There were no matters to escalate from the sub-committees.	
W.9.18.5	Corporate Risks relevant to the Committee	
	The Committee noted that the current layout of the report was not easily readable and JM confirmed that this would be addressed with regard to future reporting. PC confirmed that there were no new risks had been added.	
W.9.18.6	Workforce Committee Dashboard	
	<p>The Committee discussed the items in detail. The following key points were noted.</p> <ul style="list-style-type: none"> - <u>Appraisal</u>: PC advised the appraisal indicators have moved from red to amber. Overall, completion of appraisals at the end of August is 77%. PC advised that the Division of Women & Children's currently stands at 92% which marks a significant improvement since the dashboard was last updated. The Committee discussed in detail the positive improvements in the Women and Children's Division given that previous performance had been highlighted as a concern. The Head of Organisational Development was providing targeted support for identified areas and, ensuring that protected time is allocated to help support achievement of the 95% target by end December. <p>The Committee was pleased to note the improving rates of appraisal along with the reported improvements in the quality of the appraisals.</p> <ul style="list-style-type: none"> - <u>Equality indicators</u>: An update would be provided at the next Committee meeting. - <u>Staff Friends and Family</u>: The main narrative regarding Staff FFT was included within the Workforce Report. At present the NHS England comparative data was currently unavailable. - <u>Sickness</u>: The Committee noted the increase on the year to date overall however the level of short term sickness has come down slightly. All areas are above the year 2 target. <p>The Committee noted the increased sickness levels in the Estates and Facilities Division and was concerned that the 'wholly owned subsidiary development' may have impacted on some of the key workforce metrics. PC advised that a focus had been placed on this area to avoid the levels escalating, and workshops for Managers are taking place.</p>	

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	<p>PC asked the Committee to note that the national sickness rate had risen however, the Trust trended slightly higher than the national average. Due to increase in Trust sickness rates overall an exception report will be provided to the Workforce Committee on 28 November which would include the likelihood of meeting the year 2 target.</p> <p>PC asked the Committee to note that in support of improved staff health and well-being, the Trust would be delivering an event aimed at all staff on Friday 5th October 2018.</p> <ul style="list-style-type: none"> - <u>Nursing</u>: The Committee noted the August downward trend in the levels of nursing staff. KD advised that the next intake of nurses would be September 2018/October 2018. <p>KD stated that the fill rate for care staff has been consistently over the planned amount which reflects that care staff are used to backfill gaps in registered nursing roles and as part of the ongoing reconfiguration in Paediatrics and Maternity.</p> <p>Nursing care hours remain stable and care staff hours are improving in line with workforce plans. KD reminded the Committee that the plan, from January 2018, was to move from registered nursing to more care staff.</p> <ul style="list-style-type: none"> - <u>Staff in Post</u>: PC stated that the overall number has increased in August 2018. This was primarily due to the Trust becoming the lead employer for the Bradford Trainee General Practitioner (GP) Scheme and as such this had skewed the figures. - <u>Agency usage</u>: This was stable overall with the Trust trending under the ceiling of £12.3m. Progress has been made to grow the level of HCA bank staff. The Trust has achieved over 80% fill rate by Bank HCAs which represents a significant improvement when compared with the same period in the previous year. Allied Health Professionals (AHPs) Medical and Dental and Administrative and Clerical staff groups have remained static across the reporting period. 	<p>Director of Human Resources</p>
W.9.18.7	Workforce Committee Terms of Reference	
	<p>SU advised that the terms of reference are due for review. SU recommended that in light of the full Committee review being undertaken by the Board of Directors, she would recommend that at present the terms of reference should remain in place and should be reviewed at the next meeting on 28 November 2018.</p> <p>The Committee agreed.</p>	<p>Head of Corporate Governance</p>
W.9.18.8	Workforce Roles Presentation	
	<p>SU welcomed the Deputy Chief Nurse, Assistant Director of HR, Deputy Medical Director, Head of Nursing and the Head of Therapies to the meeting.</p> <p>The Committee received a comprehensive presentation on Clinical Workforce: new Roles.</p> <p>Following discussion SU commented that it was clear that the Trust was</p>	

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	<p>becoming more proactive in response to the delivery of its people strategy, clinical strategy and its vision for the future. She added that there was a need for the Trust to move quickly and learn from other Trusts.</p> <p>SU requested that the committee be provided with an update in six months.</p> <p>The Committee also agreed that it would recommend to the Board that it includes, as part of the Board Development Day programme in February 2019, a session to consider the development of our future workforce, including the new roles that may be required, to support the delivery of the Foundation Trust's Clinical Strategy.</p>	<p>Director of Human Resources</p> <p>Committee Chair</p>
W.9.18.9	Workforce Report	
	<p>The Committee noted that the majority of the items detailed within the report had been covered as part of the discussion under the Workforce Dashboard. The committee considered the following:</p> <ul style="list-style-type: none"> - <u>Consultant Recruitment</u>: The committee noted the successful consultant appointment in Neonates. Microbiology is on the corporate risk register. The recruitment issue with regards to Dermatology continues throughout West Yorkshire. - <u>Staff Survey</u>: This was now underway and would conclude at the end of November. A communications campaign has been launched to support completion of the survey. The workforce has been allocated 20 minutes of protected time to complete it. For this year the available number of online surveys had been increased with a view to securing a higher response rate. - <u>FLU campaign</u>: - PC referred to the communication from NHS England and NHSI regarding their expectations for the vaccination of 100% of frontline staff. PC advised that the Flu Campaign would begin on Monday 1 October and that the Trust had more 'peer vaccinators' directly from the clinical areas than it had in previous years. <p>The Committee noted that an assurance report regarding the Flu vaccination campaign would be presented to the Board of Directors in November. PC added that arrangements would be put in place for Directors to receive the flu vaccination at the Board Development Session scheduled for Thursday 4 October.</p> <ul style="list-style-type: none"> - <u>Apprentice Recruitment</u>: SU drew attention to the recruitment of apprentices which was lower than expected and asked if this had any impact on the Trust's CIP. PC advised that there was an expectation that the position would be turned around in Quarter 3 with a number of actions in place to support recruitment which was being monitored through the Workforce Improvement Board. - <u>Mandatory Training</u>: BG provided an update on mandatory training and asked the Committee to note the good performance with regard to the levels of refresher training. The levels for completion of induction were below those expected and he assured the Committee that staff had been identified and compliance was being addressed through the individual's line manager. 	<p>Director of Human Resources</p>

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	The report was noted and received by the Committee.	
W.9.18.10	<p>Closing the Gap: WRES Action Plan</p> <p>PC advised the Committee that the action plan had been considered by the Executive Management Team which had approved the recommendations.</p> <p>PC would now write out to senior BAME staff who would be invited to short list and attend interview panels. JP commented that the recommendations seemed to be ‘input focussed’ and he would like to understand more on what outcomes were expected and the difference that these were expected to make. PC advised that she had attended the BAME network and discussed in detail the action plan. The network was supportive of the recommendations which they considered positive – they were aware that both the Board and the Governors are sighted on this. With regard to the targets, PC advised that, with no staff turnover, it was expected that there would be at least 10 appointments per year.</p> <p>The Committee noted and supported the action plan.</p>	
W.9.18.11	<p>People Strategy Annual Plans update 2018-19</p> <p>PC asked the committee to note the contents of the report.</p> <p>SU commented that the report included a lot of activity and actions listed as ‘on-going’ and the Committee would benefit from additional columns which included specific target dates and also made clear the alignment between the strategy and the workforce. PV stated that this should also help support improvements in middle-management leadership and capability.</p> <p>PC agreed to amend the format going forwards as requested by the Committee.</p> <p>The report was noted by the Committee.</p>	
W.9.18.12	<p>Nurse Recruitment/Vacancy Report</p> <p>KD presented the comprehensive report and the Committee noted the following:</p> <ul style="list-style-type: none"> - With regard to staff in post; the cumulative position between June and August shows more leavers than starters. There is a drop in numbers of registered nursing posts with figures shown also including the next intake of midwives. KD advised the Trust had lost a number of people in the first year but this did not continue in the second year. KD commented that people are more socially mobile and will travel to Trusts’ which have more opportunities and higher salaries. The Trust will focus more on the exit interviews and try to discourage people from leaving. There is evidence that staff like to work here and it has been noted that a number of staff who have left have returned to the Trust. <p>JP suggested that the retention value to the Trust could be communicated amongst the workforce. SU suggested that at exit interviews staff could be</p>	

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	<p>encouraged to consider career breaks.</p> <p>The Committee noted that nursing turnover rates in Yorkshire & Humber Healthcare Acute Trusts in the 12 months to June 2018 ranged from 8% to 15%.</p> <p>KD stated that a comprehensive action plan is now in place to provide data by division and additional reports are being created to provide data by wards. This information should be available from October. The overall position is good although there are some areas that require improvement</p> <p>The recommendation before the Committee was that further work is undertaken to improve the Trust's understanding of reasons for leaving, particularly for new starters and those with less than two years' service and to continue to implement the Nurse Recruitment and Retention Action Plan.</p> <p>The Committee approved the recommendation and agreed that it would receive six monthly reports on progress.</p>	
W.9.18.13	<p>Nurse Staffing Data Publication Report July 2018 and August 2018</p> <p>KD requested that both reports be taken as read as the key areas had been covered under previous items.</p> <p>The Committee noted the reports.</p>	
W.9.18.14	<p>Guardian of Safe Working Hours Quarterly Update</p> <p>BG provided a summary of the paper and drew attention to the following key points:</p> <ul style="list-style-type: none"> - Exception reporting has reduced - Changes have been made within Obstetrics and Gynaecology which appear to have helped to significantly reduce concerns although this are still remains as the highest reporting area - Trauma and Orthopaedics continues to have an elevated level of concern but Physician Associates have been employed to support Trauma & Orthopaedics from October 2018. <p>SU noted the improved position.</p>	
W.9.18.15	<p>Board Assurance Framework</p> <p>SU stated that overall the Committee had received a number of positive assurances regarding progress and in her view they were still at amber with regard to the BAF.</p> <p>SU confirmed that there are concerns held, particularly with regard to sickness, vacancies and a number of areas of performance. KD sought clarity on the assurances the Committee received. She questioned if the rag ratings/assurance level set was as a result of 'the information and reports received which allowed the Committee to form a view or, that the Committee should be seeking assurance that the Trust is in the top 20% of employers'. PC reminded the Committee that the objective to be in the top 20% of employers was part of the five year plan.</p> <p>The Committee confirmed that with regard to the Board Assurance Framework it had limited confidence.</p>	

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W.9.18.16	Any Other Business JP stated that an interesting issue had been raised at the Finance and Performance Committee meeting earlier in the day where it was noted that the pattern that has prevailed in previous years was that staff had been informed of the likelihood of the Trust not achieving the financial targets set and then 'at the eleventh hour' the targets had been achieved. JP stated that there may be a danger that staff think this pattern might prevail and as such is there a need to ensure that staff are disavowed of this notion and fully comprehend the real issues regarding the Trust's financial position. Is there a need for the messages from the Trust to be open and transparent and be clear about why the situation is different and more critical this year. PC advised that the Executives have set time aside to discuss this and that this would also be picked up through the Bradford Improvement Programme.	
W.9.18.17	Matters to share with other committees There were no matters to share	
W.9.18.18	Matters to Escalate to the Corporate Risk Register There were no matters to escalate.	
W.9.18.19	Matters to Escalate to the Board of Directors SU referred to the presentation on the 'workforce roles' at agenda item W.9.18.8 and the board development session proposed. It was noted that this would be escalated to the Board as part of the Committee highlight report. JP suggested that it would be useful to ensure that staff had access to information regarding the potential implications for the NHS on BREXIT.	Committee Chair Head of Corporate Governance
W.9.18.20	Items for Corporate Communications There were no items for Corporate communications.	
W.9.18.21	Date and time of next meeting 28 November 2018 – 11:00-13:00, Conference Room, Field House, Bradford Royal Infirmary.	



Bradford Teaching Hospitals
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BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
ACTIONS FROM WORKFORCE COMMITTEE – 26th September 2018

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
30.05.18	W.5.18.9	Annual Staff Survey Action Plan BG proposed that a presentation be delivered to the Committee from the Head of Organisational Development with regard to the staff survey action plan focussing on engagement plan.	Director of HR	Workforce Committee 28 November 2018	Committee agreed to presentation being deferred to November due to the full agenda. Has been added to the agenda for the November Committee. Action completed.
28.03.18	W.3.18.4	Matters Arising: 'Harassment and Bullying' dashboard indicator. PC suggested that the indicator could include the number of: - Complaints logged - Complaints resolved informally - Formal investigations and outcomes. Due to the small number of complaints it would be appropriate to include within the dashboard on a six monthly cycle.	Director of HR	Workforce Committee 28 November 2018	Information included. Action completed.
26.09.18	W.9.18.6	Workforce Committee Dashboard PC to provide an exception report on sickness rates.	Director of HR	Workforce Committee 28 November 2018	Added to the agenda for the November Committee meeting. Action completed.
26.09.18	W.9.18.8	Workforce Roles Presentation SU agreed to recommend to the Board a session to consider the development of our future workforce, including the new roles that may be required, to support the delivery of the Foundation Trust's Clinical Strategy.	Committee Chair	Workforce Committee March 2019	Board agreed at meeting held on 8 November that would schedule as part of the Board Development Session scheduled for 7 February 2019.
26.09.18	W.9.18.9	Workforce Report PC to arrange flu vaccines for Executives and Non-Executives	Director of HR	Workforce Committee 28 November 2018	Flu vaccines were provided for Directors at the Board Development Session held on 4 October 2018. Action completed.



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Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
26.09.18	W.9.18.19	Matters to Escalate to the Board of Directors: Chairs Highlight Report. SU referred to the presentation on the 'workforce roles' at agenda item W.9.18.8 and the board development session proposed. It was noted that this would be escalated to the Board as part of the Committee highlight report.	Committee Chair	Workforce Committee 28 November 2018	Recommendation included within the Highlight report to Board. Action completed.
26.09.18	W.9.18.19	Matters to Escalate to the Board of Directors: Chairs Highlight Report. JP suggested that it would be useful to ensure that staff had access to information regarding the potential implications for the NHS on BREXIT.	Head of Corporate Governance	Workforce Committee 28 November 2018	Update regarding BREXIT provided to Board. Committee also asked to note that that key staff in receipt of regular communications bulletins from NHS Improvement, NHS England and NHS Employers which have included items related to BREXIT and implications for NHS. Action completed.
26.07.18	W.7.18.12	Recruitment and Retention action plan SU added that, with regard to the report it would be useful to receive an update at a future committee with the evidence column completed and the addition of an impact column. She added that the Committee should then review the rating again.	Chief Nurse	Workforce Committee 30 January 2019	
26.09.18	W.9.18.7	Workforce Committee Terms of Reference JM to add item to November agenda.	Head of Corporate Governance	Workforce Committee 30 January 2019	The Board agreed the outcomes from the Board/Committee review on 8 November. All Committee terms of reference, along with their workplans, will be presented to Committees for their review in December 2018 prior to approval by the Board of Directors in January 2019. As there is no



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					Workforce Committee in December; the terms of reference along with the workplan will be circulated by email for review by the Committee members in December with the outcomes reported to Board in January. Outcome to be confirmed with Committee in January 2019.
26.09.18	W.9.18.8	Workforce Plan Outcomes PC to provide an update in six months.	Director of HR	Workforce Committee 27 March 2019	Timescale for report back to the committee is provisional as it is dependent on the NHSI timelines which have yet to be confirmed.