HUMAN RESOURCE COMMITTEE

Minutes of the meeting held on Wednesday 1st June, 2011
At 2.00pm in Room 5, Lyndon Place, Sheldon

Present :

Mandy Coalter (Chair), Director of HR & OD
Hazel Gunter, Deputy HR Director
Ray Reynolds, Head of HR Information & Analysis
Frieza Mahmood, HR Business Partner
Daniela Locke, HR Business Partner
Helen Barlow, HR Business Partner (part)
Diane Aucott, Health & Safety Manager
Claire White, Recruitment Services Manager
Surinder Sidhu, HR Business Partner (SCT)
Dee Rowe, Corporate Financial Accountant
Julie Steward, OD Business Partner

		ACTION
1.	**Apologies**	
	Apologies were received from, Mandie Sunderland, Pam Chandler, Alison Money, Andrea Ashley, Sara Brown, Mark Sowden, Aresh Anwar, Rachel Blackburn, Paul Quinsey, Jennie Reynolds, Kerry Jones.	
2.	**Minutes of the meeting held on Wednesday 6th April 2011, matters arising and action points**	
	The minutes were agreed as a correct record and action points covered within agenda.	
3.	**HR KPIs**	
	For the month of April no red indicators were reported and only one red indicator year to date against induction for new starters (doctors). It was confirmed that this relates to Paediatric doctors who were not released to attend, this has been addressed and the doctors concerned have been booked places to attend. Although, the Paediatric directorate has an extensive local induction the HR Business Partner for that area is in discussion with relevant personnel to ensure we have attendance at induction as this is part of the Trust assurance framework.	
	The Faculty Dean is planning to ensure that doctors attendance at induction is reported in the overall induction attendance figures and plans for this will be advised at the next committee via the Faculty Dean's report.	KJ
	• ***Sickness***	
	Sickness was reported at EDs as being 3.14%, however it appears that there have been issues with data between e-rostering and ESR and following further checks the figure has increased to 3.77% which provides a year to date figure of 3.98%. At the end of March we had a rolling year figure of 4.05% and a target of 4% at for April 2011 reducing to 3.9% by the end of the year. At the present time figures do not include Solihull Care Trust but plans are underway to amalgamate these within HEFT. Once this is completed future reporting will show HEFT, SCT and an overall Trustwide total.	

It was confirmed that following the last meeting a particular focus has been given to Good Hope site and the HR Business Partners have identified the top 30 in each of their groups. They have met with the Work & Wellbeing Manager and she and her team will be reviewing these cases (consisting of short and long term absences) with the expectation that if we can reduction in short term absence will result in a significant improvement in figures. It was agreed that a monthly update would be provided at the HR Management Team meetings.

The Work & Wellbeing Manager will be organising a number of briefing sessions at Good Hope for Managers on policies and support etc. NB

- ***Turnover***

Turnover is reported as 6.99% and is below target. To note is that Solihull turnover has increased and will be investigated with a report back in August with exit data. It looks as if this predominantly relates to HCA staff groups and a further request has been made to provide a report on exit interviews for HCAs. It was further suggested that contact is made with the Faculty to discuss opportunities within the HCA Cadet programme. FM

4. **Employee Benefits Communication Plan**

An updated was provided on the new employee benefits scheme launched in April 2010. This scheme incorporated existing benefits (Cycle to Work, Childcare Vouchers) with new offers, particularly the car leasing scheme. Savings for the Trust in tax and NI are £11.5k for the car lease scheme, £5.5K for Cycle to work, £137K for Childcare Vouchers, £28.5K for Car parking giving a total saving for the year were noted as £182.5K. A communication strategy was shared with the committee which has been drawn up around seasonal promotions, which will be done via Roadshows, communication bulletins, weekly prize competitions (funded by Edenred).

May/June/July	Aug/Sep/Oct	Nov/Dec/Jan
• Holiday vouchers and discounts • Discounted family days out to theme parks and attractions • High Street summer fashion discounts • Priority booking for festivals	• Back to school offers • Late getaway discounts and offers • Halloween offers/discounts • High Street autumn/winter fashion discounts • Half term offers • CCV offers • New car registration offers	• Xmas shopping discounts and vouchers • Pre-release offers for top buys for xmas • Winter sun holiday discounts • Jan sale discounts • Xmas 2012 saving club offers

It was agreed that a particular areas to target would be providing information on childcare vouchers urgently to staff going on maternity leave. The committee requested that the Head of Shared Services provides an update on the success of the promotion of childcare vouchers would be given at the next meeting. A further suggestion made was to ask staff currently using this service to provide testimonials. MS

All communications to include SCT and HoB staff and packs to be send to all new workers advising of savings etc.

There was a further discussion about the Trust's ability to provide electronic payslips. Although there is a facility on ESR to allow us to do this staff would require to have a SMART card (currently available to junior doctors). Ray Reynolds that his team are currently making an assessment of this in terms of costs vs benefits.

5. **Resource Planning**

The committee were updated on the trust-wide vacancy position and in particular noted that a meeting had taken place to discuss establishment v WTE for Midwifery posts and the number of posts required in terms of Birth Rate Plus. Over the last few months members of the HR Information Analysis team have worked with finance, and the Head of Midwifery to identify midwifery posts. It is now confirmed that 357 midwifes are recorded on ESR against a WTE of 361. In terms of individual sites numbers Solihull appears to be over-established, with BHH and GHH showing a shortfall. The Head of Midwifery will address this but in terms of overall numbers we are in a good position and based on this we will not require an extensive recruitment drive.

The committee felt that assurance has been given in terms of numbers of staff within the Midwifery posts and that the Head of Midwifery is addressing the placing of posts across sites and will liaise with the HR Business Partner.

The committee were advised that agreement has been reached to address delays in EVAS approvals for Band 2 HCAs and Band 5 Nurses. In order to address the current lengthy process it has been agreed that there will be only 2 levels of authorisation for these groups of staff. IT have been notified of this and are adjusting the system to reflect this. A communication will be sent out and the new system for B2 HCAs and B5 Nurses will apply from 27th June.

It was agreed that there is now an opportunity to work with finance to review the EVAS system more generally. — CW

It is expected that an improved EVAS system along with the electronic CRB checking system will reduce the time to hire significantly.

It was agreed that for the August meeting the KPI and resource plan are reviewed and a progress report is provided on EVAS and CRB. — MS

Claire White confirmed that the online CRB system has brought time to hire down to 11 weeks and in uncomplicated cases reports are being received within 5 working days. There was a discussion about an opportunity to offer our checking system to other providers (i.e. GPs or smaller organisations). — MS/CW

Areas where it has proved difficult to recruit, i.e. national staff shortages, now have dedicated account managers in place. Particular areas of concern are Pharmacy and Radiology.

10 overseas nurses are expected to commence in June 2011 in Theatres, there has been a delay in getting these staff in post due to the Government halving our Certificate of Sponsorship. The recruitment team confirmed that a number of initiatives are in place to assist these overseas nurses during their first few weeks at the Trust.

6. **HR Compliance**

Mandy and Rachel Blackburn have discussed the compliance report for quarter 4 June 2011 and agreed on the RAG status. 2 CQC outcome areas are Amber and actions against these are being addressed, particularly around the outcomes from the staff survey in supporting workers.

In terms of NHSLA, 2 areas are shown as amber with one area red - supervision of staff in medical training – this relates to T&O and has been reported at the Faculty Board.

It was agreed that these standards would be reviewed and that the senior HR team would discuss these outside the meeting and report back in August on areas of concern. — HG

There are 2 items on the Trusts Strategic Risk Register, Leadership/Culture (Amber) and Workforce Planning (Red).

It was agreed to ask Rachel to report and update at the next meeting to ensure we are carefully monitoring NHSLA, Employment Checks and Risk Management Training. RB

7. **Performance Management Scoping**

A paper was presented updating the committee on the current position in terms of performance management within the Trust. It has been recognised that organisational performance needs to improve to meet the expectations of our regulators and meeting financial and performance targets and also that strengthened performance within the organisation (leaders are equally accountable for performance, customer feedback, people and financial management) will raise the level of performance across the whole organisation.

There are currently only small numbers of individuals being performance managed which is extremely low for a large Trust, especially when we are aware that we are not meeting some of our performance targets.

To address the overall picture of performance management the Organisational Development team are working with the Chief Executive on a significant piece of work to review the role of leaders and managers within the Trust. The aim of this is to set out a Leadership Charter with clear behaviours and expectations and a review of leadership roles throughout the Trust. It is expected that within this we will be able to strengthen performance management in order that leaders are accountable for people performance in addition to KPIs.

The executive team is keen that performance management becomes part of the HEFT culture and HR will begin a project to look in detail at how we can overcome barriers and ensure managers are accountable. The project will be broken down into 6 areas which include:-

- Process Review
- Resources to support this
- Outcome and Risk
- Culture
- Competency and Skills
- Engagement of Stakeholders

The interim Deputy HR Director will begin this piece of work when she commences in June 2011 and a project plan will be developed within timelines which will be presented to the HR Committee once the Executive team have given their approval.

8. **Stress Management Progress update**

A report was presented to HR Committee which gave an update on the progress against the agreed plan of action. Key actions to date include:-

- Communication of the stress policy and publication of this on the Trust key policy list and intranet
- An annual risk assessment has been undertaken using available dates (sickness absence, national staff survey results, stress audit report and referrals to occupational health)
- The first meeting of the stress steering group has taken place where risk assessment and actions agree for tackling key hot spots discussed and agreed

- Establishment of training for staff awareness and managers on managing stress and bookings commenced

Actions and the recommendations made by the stress steering group were noted and included:

- Development of more specific questionnaire to focus on priority issues including breaks and control
- More proactive management approach within OH and H&S teams to violent and aggressive incidents
- Work to be undertaken on coding and recording of absences to ensure data is robust

- Each HR Business Partner to highlight one 'high risk' areas from within their group and for these to be discussed by JNCC.

The HR committee were supportive of the proposals. Concerns were raised about poor use of the EAP service. Significant work is needed to raise the profile of this.

9. **Policy and Procedures update**

The committee were advised that 5 have recently been reviewed and agreed with staffside (Maternity/Paternity; Retirement; Secondment; Fixed Term Workers and Whistleblowing) and were asked to note and agree the suggested timetable for review of SCT and HoB policies following their transfer on to HEFT on 1st April 2011.

In terms of the policy review it was noted that there are currently 77 policies within HR of which 39 will need to be reviewed during 2011 to ensure that one approach is taken for managing and supporting staff. The remaining policies (38) that do not reflect the employment provision of SCT or HoB will be communicated to those staff who transferred.

Key policies for immediate review will include sickness, disciplinary, grievance, bullying & harassment (which has an NHSLA indicator) and induction. It was agreed that Helen Barlow would liaise with Rachel Blackburn on any key NHSLA issues and the committee agreed with the proposals as outline.

10. **Faculty Board notes**

These to be circulated and uploaded to the HR sharepoint once available.

11. **Any other business**

Nothing further to discuss.

12. **Date and time of next meeting**

Wednesday 3rd August, 2011 at 2.00pm in the Boardroom, Devon House, BHH.

HR Committee
Action Sheet

Meeting 1 June 2011

Action arising @ meeting	Item	By Whom	Update to be given	completed
June 2011	**Integration of doctors induction figures into KPIs** Update at the next meeting	KJ	August 2011	
June 2011	**Sickness Absence briefing Sessions** Nicola Bullen to organise briefing sessions at GHH	NB	August 2011	
June 2011	**Employee Benefits** Mark Sowden to update at the next meeting on promotion and uptake of childcare vouchers following communications	MS	August 2011	
June 2011	**Resourcing Plan** Progress report on EVAS and CRB improvements with review of KPI	MS	August 2011	
June 2011	**HR Compliance** Review of standards by HR Senior team and update at the next meeting.	HG	August 2011	
	Update on monitoring of NHSLA, Employment checks and Risk Management Training	RB	August 2011	
June 2011	**Stress Management** EAP facility to be promoted	SB/NB	August 2011	