

Three Trusts Boards in Common – 11 September 2019

Report from the People & OD Committee in common held on 3 July and 17 July

Introduction

The People & OD Committee in common met on 3 July 2019 and on 17 July 2019.

The 3rd of July meeting was a working session to undertake a deep dive on staff engagement and apprenticeship strategy.

Below is a summary of the main issues discussed at both of these meetings.

BAF Risk- workforce

The Committee agreed that the three BAF Risks related to workforce should be combined. The rationale for this was to remove areas of duplication and to focus the mitigating actions. This approach was taken as all assurance areas relating to the people agenda are inter-linked and interdependent of one another.

Workforce Performance

At each meeting the Committee reviews the workforce performance for the previous month.

The Committee expressed its concerns with regards the overall workforce performance in particular with the non-achievability of the appraisal target and mandatory target. The Committee also expressed its concern with regards top management commitment in the people agenda and asked Tom Abell to relay its concern to the Executive Team. Tom Abell added that a discussion will be happening at the Executive Team regarding the redesign of the appraisal system across the three Trusts.

People & OD Report

At each meeting, the Committee receives an overview of current activity within People & OD and highlights the outputs from the range of activities undertaken by People & OD.

The Committee has been emphasising on the urgency to harmonise statutory/mandatory training across the three Trusts. Progress is being made and it the committee will carry on monitoring this programme.

The Committee discussed staff training and development and how further education can support career planning. The Committee discussed establishing clear career pathways to support, reward and retain staff who undertake further education.

Staff engagement & Culture work

An update was provided on the staff engagement programme that has been undertaken across the MSE and the Committee was pleased with the good progress made so far.

The culture work is currently underway across the 3 trusts and a draft culture plan will be presented to the P&OD committee on 25 September 2019. There are different approaches that the MSE could use to reshape the culture across the three Trusts and this is currently being explored. A seminar session will be organised for the board to discuss further and gather views.

Recruitment and Retention: Nursing Recruitment & Retention Action Plan

Following approval of the R&R key priorities at the May POD Committee, a taskforce action plan has been established and will progress priority actions reporting into the Recruitment & Retention Committee.

The International Nursing Recruitment Business Case for group has been superseded by the need to focus on all levels and provenance of nurse staff. A Business Case requesting investment in Retention, Development & Resourcing will be presented to the Committee in September.

Mid Essex, Basildon and Southend Hospital are transitioning from three Recruitment services into one upon finalisation of the HR Consultation in July 2019. The transition plan is underpinned by a change impact assessment, identifying how staff groups are impacted by the transition, and schedule to communicate changes to impacted staff.

Apprenticeship strategy progress update and next steps

A progress update was provided to the Committee on the utilisation of the apprenticeship levy. Overall the MSE Group has received £4,982,117.07 in apprenticeship funding including £2,289,629.54 in 2017/18 and £2,692,487.53 in 2018/19. Since the group commenced a total of £1,011,156.95 has been spent by 30th June 2019 with £1,709,622.02 further committed for 19/21 should all staff complete their programme. A number of actions are underway short and long term.

The Committee had expressed its concerns with regards backfilling arrangements and the urgency to conduct a cost/benefit analysis. The salary and backfill associated costs have been worked through and it had been agreed that an investment will be required. The committee had suggested that a business case which includes a thorough cost benefit analysis and financial implications around the 400 vacancies be presented at the September Committee meeting. The Committee also discussed the opportunity to use the levy to undertake training for community nurses. The Committee agreed that Diane Sarkar and Danny Hariram will present a proposal at the next meeting on the support and supervision mechanism required for current staff and the investment requirement.

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Gender Pay Gap

The Committee noted a report on the gender pay gap analysis for the March 2019 report with data taken at 31 March 2018 compared with the previous year. The Gender Pay Gap that exists within MSE is consistent with other UK organisations including the NHS, in that a Gender Pay Gap between Male and Female staff is apparent.

Management and oversight of local investigations and disciplinary procedures

The Committee discussed a letter from Baroness Dido Harding and the additional guidance relating to the management and oversight of local investigation and disciplinary procedures.

Board Walk About

The Committee discussed ways of increasing visibility of NEDs and the Executive team amongst staff and suggested thematic walkabout prior to committees and/or inviting staff members to committee meeting to share their experience.

Interim NHS People Plan

NHS England/Improvement had published the Interim People Plan for the NHS. This has been developed over the last few months and sets an agenda to tackle the range of workforce challenges in the NHS with a particular focus on the actions for this year.

The MSE people strategy is broadly in line with the plan that had been published and this will be presented to the Committee at the October working session.

Barbara Stuttle, CBE

Chair, People & OD Committee in common