

**Minutes of the AWP NHS Trust  
Employee Strategy and Engagement Committee**

Held on Friday 12<sup>th</sup> July 2013 – Balmoral Room, Hillview Lodge, Bath

Committee Members Present	Committee Members Apologies
<ul style="list-style-type: none"> <li>• Alison Paine – Chair of Committee &amp; Non-Executive Director</li> <li>• Anthony Gallagher – Chair, AWP</li> <li>• Carol Lenz – Interim Director of HR</li> <li>• Kristin Dominy – Operations Director</li> <li>• Hazel Watson – Nursing Director</li> <li>• Suzanne Webb – Finance Representative (on behalf of Paul Miller)</li> </ul>	<ul style="list-style-type: none"> <li>• Paul Miller – Finance Director</li> </ul>
In attendance	Apologies
<ul style="list-style-type: none"> <li>• Toria Nelson – HR Business Partner</li> <li>• Liz Richards – Managing Director, B&amp;NES</li> <li>• Duncan Kennedy – Temporary Staffing Manager</li> </ul>	

Item		ACTION
<b>Listening to You Session</b>	<p>Comments raised by staff who attended the listening to you session were;</p> <ul style="list-style-type: none"> <li>➤ <i>General sense of improvement in management culture, including noted shift of focus and priorities from management to frontline staff.</i></li> <li>➤ <i>Switch to Localities popular - much more responsive and easier to get local things done, feel more listened to.</i></li> <li>➤ <i>However some issues for which the old SBU structure worked better i.e. those for which a horizontal cross Trust approach still needed e.g. bed management, information sharing about clinical projects/research, capacity sharing for PCLS, and Quality Advisor for intensive teams.</i></li> <li>➤ <i>Also raised was a lack of consultation with local AWP teams when bids being submitted for new services. For example a bid was put in for the BaNES LIFT psychology service without any discussion with local community MH staff about what might actually be needed on the ground.</i></li> <li>➤ <i>Regarding the IQ system several staff seemed to feel it was a step forward but:</i> <ul style="list-style-type: none"> <li>• <i>“sceptical about whether it will give us what we need”</i></li> </ul> </li> </ul>	

## Employee Strategy and Engagement Committee Minutes

	<ul style="list-style-type: none"> <li>• <i>Doesn't yet reflect reality on the ground e.g. "my supervision rates are far higher than IQ says"</i></li> <li>• <i>Some IQ data items assume same levels of supervision needed for all job types which is untrue e.g. some higher bands/par time staff need less supervision than lower grades, full time staff</i></li> <li>• <i>Some targets lead to time wasting and disappointment for patients e.g. CPN gave example of having to see a new referral when they were expecting &amp; needing to see a psychiatrist, but no psychiatrist available within the deadline.</i></li> </ul> <p>Issues raised that require following up are;</p> <ul style="list-style-type: none"> <li>➤ Do we need to continue dealing with issues such as capacity planning and sharing across the Trust (e.g. comments above)</li> <li>➤ IQ needs to reflect reality - how do we achieve that? (a chance to reinforce importance of updating the system accurately and as a matter of routine)</li> <li>➤ Importance of informing/consulting Locality MH teams when submitting bids for new services in that locality</li> <li>➤ What's the status of the Care Plan Library? Has it been abolished and if not is it still being updated?</li> <li>➤ Any chance of reinstating the function if not the post of Quality Advisor for Intensive Teams?</li> </ul>	
<p><b>1.</b></p>	<p><b>Apologies and Introductions</b></p>	
	<p>LR apologised for being the only representative of the triumvirate available to attend the meeting. AP noted her apology but stated that the Committee did not expect the entire locality team and that she feels having the Managing Director in attendance would be sufficient representation.</p>	
<p><b>2.</b></p>	<p><b>Minutes of Previous Meeting – 24th May 2013</b></p>	
	<p>The minutes were agreed as an accurate record of that meeting with the following amendments:</p> <ul style="list-style-type: none"> <li>• Toria Nelson had attended part of the meeting</li> <li>• Item 8: Policies for Approval – change to note that the policies were presented and approved for approval.</li> </ul>	
<p><b>3.</b></p>	<p><b>Matters Arising (Action Log)</b></p>	
	<p><b>Previous Agenda Item 5 - Manpower Plan</b></p> <p>AP reminded the committee that at the last meeting there was a decision to integrate members of Finance and HR together to look at establishments and aligning them correctly within ESR. TN confirmed that work has been progressing and information is being provided to managers and management accountants for checking, and any comments being received from them will be updated within ESR. She noted that ESR is correct as of Month 3. She stated that it is hoped that the final information should be ready to be sent to managers by the end of the month.</p>	<p>TN</p>

## Employee Strategy and Engagement Committee Minutes

	<p>SW added that the management accountants have been spending time with managers going through budgets helping them to understand them so they are clear about staffing mix and establishments. LR said that she has been quite lucky in BANES but she still has taken the opportunity to work closely with the management accountants to understand the finer details of the budget. She did state that the data doesn't seem to be connected to the IQ system as there are still teams contained within that system which have merged and this is not showing although this is now correct on ESR. TN noted that initially it is planned to get the ESR and Finance systems working together correctly and once that work is complete to start working on related systems such as IQ.</p> <p>KD stated that she was pleased with the joint working between HR and Finance.</p>	
4.	<p><b>Terms of Reference</b></p>	
	<p>The committee discussed and proposed changes to the current terms of reference. In addition to amendments made, it had been suggested that Rachel Clark be added to the regular attendees.</p> <p><b>ACTION: CH arrange for Rachel Clark to be sent future ESEC committee dates.</b></p> <p>AP also noted that the TORs stated that the committee need to complete a self-assessment of effectiveness at least annually and she asked if this could be done at the next meeting in September.</p> <p><b>ACTION: CH to add to September ESEC agenda.</b></p>	<p>CH</p> <p>CH</p>
5.	<p><b>Dashboard (&amp; Appraisal/ Supervision/ Vacancy Figures)</b></p>	
	<p>CL explained that the report has been adapted following discussions at the previous ESEC. She noted that she didn't think it was complete but asked for a steer from the committee whether they thought it has improved and if it contained the information that they were interested in.</p> <p>TN added that the data doesn't reflect the work that had been carried out aligning establishments with ESR as payroll only closed the day before and the data wasn't ready yet. AP agreed that future dates of the committee needed to be consistent with when the most relevant data is available (i.e. at the end of the month).</p> <p><b>ACTION: AP to speak with Carole Horroll about the timing of future committee dates.</b></p> <p>HW noted that she did not agree with some of the commentary associated with some of the sickness figures and asked whether this should be discussed prior to ESEC or during the meeting. TG said that it is for HR to write the commentary, however if they disagree that they should be aware of the data and reasons and be prepared to respond to the committee.</p> <p>CL asked in future if the committee would be expecting exception reporting however AP stated that it was important to get the data correct before progressing to the next step of exception reporting.</p>	<p>AP/CH</p>

## Employee Strategy and Engagement Committee Minutes

	<p>CL added that the Business Partner role will be developed in the HR restructure to ensure that the reporting is more closely linked to what Localities need.</p> <p>The committee noted the data around supervision and appraisal and found it extremely worrying. They discussed whether people were doing supervision and not reporting it or whether people were not carrying out supervision. AP agreed that this area should be considered in greater detail at the next ESEC meeting, and requested a paper from HR and/or Operations with more detail as to what lies behind the figures.</p> <p><b>ACTION: More detailed information to be supplied to the next committee.</b></p>	CL/KD
<b>6.</b>	<b>Report on AWP Bank</b>	
	<p>Duncan Kennedy (DK) was present to discuss his report on the AWP Bank Implementation. DK noted that the following key conclusions:</p> <ul style="list-style-type: none"> <li>• 2012/13 AWP Bank activity out performed NHSP activity during 2011/12.</li> <li>• The AWP bank model is cheaper to operate than the NHSP model.</li> <li>• Bank demand has been higher than anticipated, resulting in high cost agency cover being sourced.</li> </ul> <p>In addition to an increase in productivity, DK noted that he had recruited to a Clinical Lead post within his team and they have been concentrating on maintaining and improving the quality of the Bank workforce. They have been targeting people who work most on the bank and ensuring they receive supervision and receiving training as necessary.</p> <p>The committee was worried that even with increased productivity over NHSP the Bank was £3 million over budget. KD stated that there have been significant vacancies across all Localities and the work being completed by HR and Finance has helped this become visible. LR added that she thinks there is a slight naivety around budget management; rather than signing off vacancies, managers have been sitting on them thinking this is saving money, but in reality this leads to increased cost as the Trust has to resort to Agency staff to cover shifts.</p> <p>KD noted that the issues around high use of agency are also being worked through with Kevin Connor, who has been working on a project around improved rostering planning and practice across the Trust.</p> <p>KD noted that it is planned to stop the use of agency from September within the Trust. AP stated that if this was the case, she needed an update on the vacancy situation at the next committee meeting especially following the work that has been completed in HR &amp; Finance.</p> <p><b>ACTION: Update on vacancies and use of agency staff to be</b></p>	



## Employee Strategy and Engagement Committee Minutes

	<p>which had been beneficial. She said that many managers seemed to have become reliant on the sickness hotline, rather than taking control and knowing about their team's sickness.</p> <p>CL said a decision has been made to close down the sickness hotline and revert back to managing sickness absence being the responsibility of the line manager. Additionally, it will no longer be possible not to give a specific reason for absence, which should improve clarity of reporting in the future. TN added that she had carried out comparison work between AWP and other Mental Health Trusts both nationally and in the South West and AWP is better than expected, but more work must be done to get the percentage rates down.</p> <p><b>Action: report progress to Board and continue to monitor as part of ESEC dashboard.</b></p>	CL/AP
<b>9.</b>	<b>Polices for Approval</b>	
	<p>The following policies were presented for approval by the committee:</p> <ul style="list-style-type: none"> <li>a) Relationships between Staff at Work Policy – approved for a further one year</li> <li>b) Payment of Expenses Policy – new policy approved for one year</li> <li>c) Whistleblowing Policy – approved for a further three years</li> <li>d) Disciplinary Policy &amp; Procedure – amendments approved with no change in current review date. CL noted that a new Disciplinary Policy and Procedure is expected to be drafted in the next month.</li> <li>e) Appraisal Policy – request to extend review date until 30th September 2013 was approved.</li> <li>f) On Call (Enhancements to Pay of Non-Medical Staff) Policy – request to extend review date until 30th November was approved.</li> </ul>	
<b>10.</b>	<b>Any Other Business</b>	
	<p><b>Operations Consultation</b></p> <p>KD reported that she is meeting with staff side next Monday to discuss the final draft of the consultation paper and hopes that it will be sent out shortly after their meeting. She said that the paper has taken longer than originally planned but will include consultation around the Academy, middle management roles, Client Account Managers and also IAPT being managed locally.</p>	
<b>11.</b>	<b>Date of Next Meetings (start 10am)</b>	
	<ul style="list-style-type: none"> <li>• Friday 12<sup>th</sup> September 2013, Beech Room, Sandalwood Court, Swindon</li> </ul>	