

**Minutes of the Workforce Committee  
Tuesday 21 November 2019 at 9.00am  
in Meeting Room 1&2 at Trust Headquarters**

**Present:** Miss Helen Grantham, Non-executive Director (Chair of the Committee)  
Mrs Claire Holmes, Director of Organisational Development and Workforce  
Dr Claire Kenwood, Medical Director  
Mr Andrew Marran, Non-executive Director  
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

**In attendance:** Mrs Caroline Bamford, Head of Diversity and Inclusion  
Mr Eddie Devine, Head of Operations for Community and Wellbeing Services  
Mrs Angela Earnshaw, Head of Learning and Organisational Development  
Ms Gill Galea, Governor, Staff: Clinical (observer)  
Ms Cassie Good, Strategic HR Resourcing Manager  
Mr Daniel Hartley, Director of Workforce and Organisational Development at NHS England and NHS Improvement – North East and Yorkshire (for agenda item 6)  
Mrs Cath Hill, Associate Director for Corporate Governance  
Miss Kerry McMann, Corporate Governance Team Leader (Committee secretariat)  
Mr Andrew McNichol, Workforce Information Manager  
Ms Perry Jo Sorren, Deputy Support Manager, Learning Disability Supported Living Service  
Ms Jo Third, Learning and Organisational Development Lead  
Ms Michelle Wood, Apprenticeship Officer (for agenda item 15)  
Mr Oliver Tipper, Head of Communications  
Mrs Lindsay Jensen, Deputy Director of Workforce

**Action**

**Welcome and Introduction**

Miss Grantham opened the meeting at 9.00am and welcomed everyone to the meeting.

**19/017 Apologies for absence** (agenda item 1)

Apologies were received from Mrs Joanna Forster Adams, Chief Operating Officer. It was noted that Mr Eddie Devine, Head of Operations for Community and Wellbeing Services, was attending the meeting on her behalf.

The Committee was quorate.

**19/018 Declaration of any conflict of interest in respect of agenda items** (agenda item 2)

No one present declared a conflict of interest in respect of agenda items.

Mr Hartley joined the meeting.

**19/019 Regional Workforce Priorities** (agenda item 6)

The Committee welcomed Mr Hartley to the meeting. Mr Hartley first outlined his role at NHS England and NHS Improvement. The Committee had an in-depth discussion about how workforce matters were being considered in the wider system, nationally and regionally. The key priorities of the NHS People Plan were also discussed.

The Committee explored how Health Education England could be influenced on issues such as Learning Disability Workforce Development when workforce initiatives are best done at scale or at place and locally. The Committee also discussed professional leadership and development of the human resources and organisational development workforce.

Ms McMann agreed to circulate the presentation that Mr Hartley had prepared for the Committee.

**KM**

On behalf of the Committee, Miss Grantham **thanked** Mr Hartley for attending the meeting. The Committee **noted** the information provided by Mr Hartley.

**19/020 Minutes of the last meeting on the 1 October 2019** (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 1 October 2019 were a true record.

**19/021 Approval for the minutes of the meeting on the 1 October 2019 to be uploaded to the Trust website** (agenda item 3.1)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 1 October 2019 were suitable to be uploaded to the Trust's external website.

**19/022 Matters Arising** (agenda item 4)

The Committee **did not** discuss any matters arising.

### 19/023 Cumulative Action Log (agenda item 5)

The Committee agreed to close the actions on the cumulative action log that had been completed. With regard to log number three, Mr McNichol provided an update on the ongoing work to direct data from both the ESR system and the finance system to COGNOS, to allow the data from both systems to be triangulated. He informed the Committee that this work had paused until the implementation of the CareDirector system. The Committee noted the update and agreed to close this action.

With regard to log number 15, for the Committee's strategic discussion schedule to be created, it was agreed that this action could be closed and that the strategic discussion schedule would be presented at the next meeting on the 20 February 2020.

CH

The Committee reviewed log number 17, an action regarding the apprenticeship delivery plan which had been delegated to the Workforce Committee from the Finance and Performance Committee. It was agreed that this action would be picked up under agenda item 15 (Strategic discussion: Apprenticeships).

The Committee was **assured** on progress made on the actions within the cumulative log and **agreed** on which actions should be closed.

### 19/024 Workforce Planning: Developing a framework (agenda item 10)

The Committee discussed the plan for a piece of work which would outline those posts that were difficult to recruit to, future expectations and a plan for the future workforce, across the whole organisation. Mrs Holmes informed the Committee that this report would outline those areas across the Trust with the highest levels of pressure around recruitment, the career pathways that were currently in place across the Trust and how those could be developed. It was noted that this report would incorporate the work of the Recruitment and Retention Group and Trust's work around safer staffing. Mrs Holmes confirmed that the final report would be presented at the Committee meeting on the 23 April 2020. The Committee agreed that a significant amount of time in the meeting would be allocated for the full report to allow for an in-depth discussion. It was agreed that a summary update report would be presented at the next Committee meeting on the 20 February 2020.

CH/CG

The Committee was informed that the new ICS Mental Health Workforce Planning Manager had been appointed, who would assist the Trust in considering the workforce at both an ICS and a regional level, to gain shared benefits, development and influence. Mrs Holmes also informed the Committee of a 'Future Workforce Group' that had been proposed, which would have sub-groups in each area of the Trust's workforce. She went on to inform the Committee that the Leeds 'One Workforce' Strategic Board had met for the first time on the 13 November 2019. The Committee noted the updates provided.

The Committee **noted** the updates provided from Mrs Holmes. It was **agreed** that a summary update report on workforce planning would be presented to the Committee on the 20 February 2020.

#### **19/025 Workforce Performance Report** (agenda item 7)

Mr McNichol presented the Workforce Performance Report. The Committee reviewed the report. It noted the figures around agency and bank staff. Mrs Woffendin informed the Committee that the vacancy figures showing for band 5 nurses in September did not reflect the recent starts of 56 Preceptors. The Committee noted that absence due to stress was showing an increase over the last three months. Mr McNichol informed the Committee that these figures reflected work to ensure all sickness absence was now categorised fully.

The Committee discussed workforce banding and rapid promotions. Dr Kenwood informed the Committee of a discussion at a Trustwide Clinical Governance Group meeting around the work with Preceptors, which questioned the support available for those individuals who are promoted between bands. The Committee noted that rapid promotions within the Trust could lead to a potential lack of skills, knowledge and experience. It noted the importance of finding a balance between the Trust's internal career planning and the availability of skills, knowledge and experience across the Trust's workforce.

The Committee agreed that it would be useful to know what workforce performance metrics already exist and are monitored by other Group's across the Trust. It suggested a number of performance metrics that could be added to develop the report. These included:

- High pressure areas for vacancies across the Trust
- The length of time taken to recruit to a post
- The length of time that individuals stay in post
- The length of time for agreeing new roles/posts before they can be sent to recruitment
- Staff engagement and how this relates to delivering quality service
- Succession planning
- Entry into disciplinary

The Committee **received** the Workforce Performance Report and **suggested** a number of new metrics.

#### 19/026 **Equality, Diversity and Inclusion Plan** (agenda item 8)

Ms Bamford presented the Equality, Diversity and Inclusion plan. She informed the Committee that the Trust was compliant with the required statutory reporting. The Committee noted that the equality objectives and the actions to meet those objectives were due to be refreshed. It was noted that the refresh would take into account the Culture Collaborative work, frameworks and metrics. Mrs Holmes informed the Committee that in 2020, the Leadership Forum would have a higher focus on inclusive leadership.

Dr Kenwood informed Ms Bamford of an action that arose from the Quality Committee for Ms Nikki Cooper, Head of Performance, to develop a performance metric around equity and accessing the Trust's services. Ms Bamford noted this.

The Committee **welcomed** the Equality, Diversity and Inclusion Plan. It **noted** that it would be having a focused strategic discussion on equality, diversity and inclusion at its next meeting on the 20 February 2020.

#### 19/027 **Health and Wellbeing Plan** (agenda item 9)

Mrs Jensen presented the Health and Wellbeing Plan. She informed the Committee that the Trust's new Health and Wellbeing Manager would be in post in December 2019. She also informed the Committee that the Health and Wellbeing Group would be reviewing its members to ensure there was enough representation from different areas across the Trust; it was noted that mental health professionals should be a priority for the Group's membership.

The Committee noted the current Health and Wellbeing Plan and acknowledged the plans to refresh the Plan to become more focused and strategic. It discussed the specific challenges and opportunities for the Trust with regard to the health and wellbeing of employees. Mrs Jensen went on to outline the five strategic themes that had been identified for the refreshed Plan, these were: physical health; mental health; family friendly; environmental; and financial. The Committee welcomed the strategic themes.

The Committee **received** the Health and Wellbeing Plan. It **noted** the five strategic themes that had been identified for the refreshed Plan.

Ms Wood joined the meeting.

#### 19/028 **Culture Collaborative Update** (agenda item 11)

Mrs Earnshaw provided an update on the recent work of the Culture Collaborative. She confirmed that the big cultural conversation was underway and that 21% of staff across the Trust had engaged with the conversation, providing a total of 3,037 contributions. Mrs Earnshaw informed the Committee that two key themes had emerged from the first online conversation;

management and leadership and staff wellbeing.

She went on to inform the Committee that the second online conversation was now live. The Committee questioned how the Culture Collaborative conversation had been promoted to staff, specifically to those who did not have access to emails. Mrs Earnshaw informed the Committee that a series of large face to face conversations would be held from January 2020 with an aim to engage with those individuals. She added that a briefing pack had been provided to all managers across the Trust in order for them to inform their teams.

The Committee **noted** the update provided around the Culture Collaborative work.

### 19/029 Strategic Discussion: Apprenticeships (agenda item 15)

The Committee received a presentation from Ms Third which provided an overview of apprenticeships and the apprenticeship levy. It highlighted the benefits of apprenticeships within the NHS and also the barriers that prevent apprenticeships in the NHS. Ms Third outlined that the main barrier for apprenticeships within the NHS was the requirement that the apprentice must spend 20% of their time on 'off-the-job-training'. The Committee noted that this was a significant time commitment.

The Committee discussed levy transfers; it agreed the importance of having a clear strategy and principles around this and questioned what was already in place. It next explored whether Associate Practitioner roles were available as an apprenticeship. Ms Good explained that other organisations had progressed with this. The Committee asked Ms Third to look into this.

JT

The Committee next received a presentation from Ms Sorren which provided an insight to her experience as an apprentice in the Supported Living Service. The Committee thanked Ms Sorren for her sharing her experience and congratulated her on being nominated for the apprentice of the year. The Committee explored how the Trust could make career pathways more accessible and promote further career conversations. It noted that there was more that could be done around this. Mrs Holmes informed the Committee of proposals to develop an apprenticeships network; Ms Sorren agreed that this would be beneficial.

It was recognised that there was more that could be done to ensure the apprenticeship offer is better understood across the Trust and is part of the Trust's ongoing approach to inclusive development. The Committee proposed that a workshop be held on apprenticeships, with attendance from a broader range of individuals. It asked Mrs Holmes, Mrs Woffendin and Dr Kenwood to consider this.

CH / CK /  
CW

The Committee **received** a presentation from Ms Third on apprenticeships and a presentation from Ms Sorren which provided an insight to her experience as an apprentice in the Trust's Supported Living Service.

It was **recognised** that there was more that could be done to ensure the apprenticeship offer is better understood across the Trust and is part of the Trust's ongoing approach to inclusive development.

**19/030 Board Assurance Framework** (agenda item 12)

Mrs Hill **presented** the Board Assurance Framework. The Committee **noted** that the controls in place to mitigate SR4 had been updated since the Committee's last meeting on the 1 October 2019.

The Committee **acknowledged** the importance for a more systematic approach to business growth and **agreed** that workforce issues should be programmed into any considerations of growth to services.

**19/031 Assurance and escalation reporting from EMT** (agenda item 13)

There were no items to escalate from the Executive Management Team meeting.

**19/032 Any Other Business** (agenda item 14)

The Committee did not discuss any other business.

**19/033 Key messages and/or any matters to be escalated to the Board of Directors** (agenda item 16)

Miss Grantham **agreed** to include the key messages from the discussion in the Workforce Committee Chairs Report to the meeting to the Board of Directors meeting on the 28 November 2019.

**HG**