

**Minutes of the Workforce Committee  
Tuesday 20 February 2020 at 1.00pm  
in Meeting Room 1&2 at Trust Headquarters**

**Present:** Miss Helen Grantham, Non-executive Director (Chair of the Committee)  
Mrs Joanna Forster Adams, Chief Operating Officer  
Mrs Claire Holmes, Director of Organisational Development and Workforce  
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

**In attendance:** Mrs Caroline Bamford, Head of Diversity and Inclusion  
Ms Ruby Bansel, Diversity and Inclusion Project Manager (for item 16)  
Mrs Angela Earnshaw, Head of Learning and Organisational Development  
Ms Cassie Good, Strategic HR Resourcing Manager  
Mrs Cath Hill, Associate Director for Corporate Governance  
Mr Andrew Johnson, Governor, Staff clinical (observer)  
Miss Kerry McMann, Corporate Governance Team Leader (Committee secretariat)  
Mr Andrew McNichol, Workforce Information Manager  
Ms Emma Molyneux, Health and Wellbeing Manager (for item 8)  
Mr Peter Webster, Lead Governor, Public Leeds (observer)

**Action**

**Welcome and Introduction**

Miss Grantham opened the meeting at 1.00pm and welcomed everyone to the meeting.

**20/001 Apologies for absence** (agenda item 1)

Apologies were received from Dr Claire Kenwood, Medical Director; and Mr Andrew Marran, Non-executive Director; who are members of the Committee.

Apologies were also received from Mrs Lindsay Jensen, Deputy Director of Workforce; and Mr Oliver Tipper, Head of Communications; who are attendees of the Committee.

It was noted that Mrs Woffendin would be arriving shortly.

The Committee was quorate.

**20/002 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.

**20/003 Minutes of the last meeting on the 21 November 2019** (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 21 November 2019 were a true record.

**20/004 Approval for the minutes of the meeting on the 21 November 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 21 November 2019 were suitable to be uploaded to the Trust's external website.

**20/005 Matters Arising** (agenda item 4)

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

**20/006 Cumulative Action Log** (agenda item 5)

The Committee agreed to close the actions on the cumulative action log that had been completed. It discussed the updates provided for log number 18, for a Trust workshop to be held on apprenticeships, and noted that the workshop would be arranged for Spring 2020. It asked Mrs Holmes to provide a date for this workshop once it had been confirmed.

**CH**

The Committee noted that there was no timescale attached to action log number 20, for Dr Kenwood to provide a report on the Trust's reflections to the findings and recommendations to the Patterson Review. Miss McMann agreed to liaise with Dr Kenwood to confirm an expected date for the completion of this action.

**KM**

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

Mrs Woffendin joined the meeting.

**20/007 Our People Plan** (agenda item 6)

Mrs Holmes presented a report which provided an update on the progress made with the national NHS People Plan and explained how this would relate to the development of the Trust's Strategic People Plan. She advised that although the NHS People Plan was not due to be published until April 2020, the five key themes that had been outlined in the interim plan were expected to remain the same and confirmed that those five themes would inform the Trust's Plan. The Committee noted the five proposed priority areas for the Trust's Strategic People Plan: equality and inclusion; resourcing; health and wellbeing; engagement and retention; and leading together.

Mrs Holmes went on to outline the plan for the development of the Trust's Strategic People Plan, and the proposed timescales for this. The Committee noted that the draft plan would be presented to the Workforce Committee for comments at its meeting on the 23 April 2020. It acknowledged the other forums that would have sight of the plan in its development stage. Mrs Forster Adams suggested that the draft plan be presented at a future meeting of the Trustwide Clinical Governance Group meeting to engage with clinical leaders. The Committee also suggested that the draft plan be presented at a future meeting of the Clinical Cabinet and the Leadership Development Forum.

CH

The Committee **noted** the update provided. It **supported** the proposed approach to the development of the Trust's Strategic People Plan and the five key themes. It **identified** additional groups that could be included in the engagement process.

## 20/008 Workforce Performance Report (agenda item 7)

Mr McNichol presented the Workforce Performance Report. He explained that the report featured new metrics, as requested by the Committee at its last meeting. The Committee noted that number of staff appraisals being carried out had reduced. Mr McNichol informed the Committee of a new iLearn Perform system which would be implemented following the launch of CareDirector. He assured the Committee that the new system would simplify the appraisals process. Mrs Holmes confirmed that the findings from the 2019 internal audit on the appraisals process had informed the decision to introduce the new iLearn Perform system. The Committee next discussed the percentage of staff receiving clinical supervision. It asked Mr McNichol to provide a narrative in the next report on whether there were any specific areas across the Trust that were not carrying out clinical supervision on a regular basis.

AMc

The Committee discussed the data on staff sickness. Mr McNichol confirmed that future reports would contain more detailed data around sickness. The Committee welcomed this. Mrs Forster Adams questioned how the Trust benchmarked against other organisations on sickness absence. Mr McNichol agreed to look into this. The Committee next reviewed the data on vacancies across the Trust. It noted the limitations to the data due to having two separate systems for vacancies and discussed the possibilities of aligning the two systems to provide more accurate data.

AMc

The Committee discussed the development of the Workforce Performance Report. It agreed that the safeguarding data was not required to be in the report as it was reported to the Quality Committee. It agreed that the data that had been reported to the Quality Committee should be included as an appendix for information.

NC / AMc

The Committee praised the Bank Department on its work to reduce agency spend, in line with the NHSI/E recommendations for agency use, through collaborative cluster contracting, targeting transitioning of agency staff and challenging off-framework engagements. Miss Grantham agreed to share this with the Board in the Workforce Committees Chairs Report. It was also agreed

that Miss Grantham would provide a verbal overview of the work of the Committee at the next Council of Governors meeting on the 7 May 2020.

**HG**

The Committee **received** the Workforce Performance Report and **discussed** the data provided. It **acknowledged** the new performance metrics and **praised** the bank department for its efforts in reducing agency spend across the Trust.

Ms Molyneux joined the meeting.

**20/009 Overview of Health and Wellbeing Manager Activity** (agenda item 8)

Mrs Molyneux presented a report which provided an overview of the activity of the Health and Wellbeing Manager role since December 2019. She informed the Committee that she had visited a number of different services and had engaged with members of staff to understand the challenges they may have been facing in relation to health and wellbeing. Mrs Molyneux explained that as a result of this, she had identified a number of recurrent themes, mainly regarding estates and facilities. She confirmed that she had been working with the Estates and Facilities Team to find a way forward to improve the facilities.

The Committee discussed the importance of considering the workforce when designing, procuring or commissioning services. Miss Grantham agreed to escalate this to the Board in the Workforce Committees Chairs Report. Mrs Molyneux informed the Committee that a member of the Estates and Facilities Team now sat on the Health and Wellbeing Group. Mr Webster suggested an amendment to the form which Non-executive Directors and Governors complete when carrying out service visits, to prompt individuals to consider staff health and wellbeing.

**RC**

The Committee **received** an update from the Health and Wellbeing Manager on the work carried out since December 2019. It **discussed** the importance of the quality of the workplace environment and **acknowledged** its influence on the health and wellbeing of staff.

Ms Molyneux left the meeting.

**20/010 Summary update report on workforce planning** (agenda item 9)

Ms Good presented a report which provided an update on Trustwide workforce planning. She informed the Committee that she had held multiple Workforce Planning Workshops with the nine Heads of Operations and Corporate Leads to capture an overview of their current work demographic, their hard to fill critical posts and their envisaged changes over the next twelve months that highlight workforce risks. She explained that she had also taken into consideration the work that had already been carried out using the Mental Health Optimal Staffing Tool.

Ms Good outlined the proposed approach to workforce planning and explained that the nine service lines and the corporate services had been asked to collate their current workforce data through a workforce planning template. She informed the Committee of plans for each service line to have an annual service level operational workforce plan, and for the Trust to develop a three year strategic operational workforce plan.

The Committee acknowledged the progress made with this work so far and noted the proposed timescales for carrying out this work. It acknowledged the importance of involving clinical leaders in this work and also asked that the work consider the return to practice initiative. It agreed that consideration should be shown to the Trusts Bank Department and how this could act as a pipeline into the new roles identified by this work. The Committee agreed that the Trusts Bank Department should collate its current workforce data through the workforce planning template.

AMc/CG

The Committee discussed data around university admissions and how this could be used to inform the Trusts workforce planning. Mrs Holmes informed the Committee that one of the focuses of the new Leeds One Strategic Workforce Board was workforce planning at regional level through consideration of the expected population changes and how health services in Leeds may be impacted in the future. She confirmed that university admissions would inform the planning. Mrs Holmes agreed to provide an update on the work of the Leeds One Strategic Workforce Board at the Committee meeting in June 2020.

CH

The Committee **welcomed** the update provided and the proposed approach to workforce planning. It **acknowledged** the progress made with this work so far and **noted** the proposed timescales for carrying out this work.

#### 20/011 **Equality, Diversity and Inclusion: 2020 and beyond** (agenda item 10)

The Committee **noted** that this paper would be discussed during the strategic discussion around equality, diversity and inclusion (agenda item 16).

#### 20/012 **Reciprocal Mentoring Programme** (agenda item 10.1)

Mrs Bamford presented a paper which provided background, focus and the proposed timescales for the development of a reciprocal mentoring programme within the Trust. She informed the Committee that the development of a reciprocal mentoring programme was proposed by Dr Sara Munro, Chief Executive, and supported by Board members at an Internal Diversity and Inclusion Workshop held in September 2019.

The Committee welcomed the reciprocal approach to mentoring. It acknowledged that the first cohort would have a maximum of seven mentoring pairs and questioned how expectations would be managed if there was more interest from mentors than expected. Mrs Earnshaw explained that the number of mentoring pairs could be increased if more interest was received. It next

discussed how expectations could be managed if there were more mentee applicants than expected. It was noted that a matching process would be followed to pair the mentees to an appropriate mentor, and that those individuals who were unsuccessful would receive information on alternative support options, including coaching or the Trust's Leadership Academy.

The Committee agreed that clear boundaries would need to be established between mentors and mentees. It also agreed that guidance and support would need to be provided to both mentors and mentees to manage their expectations of the process and the outcome of the process. The Committee discussed the learning from mentoring scheme models used by other organisations; it advised Mrs Bamford to consider models in different sectors.

The Committee **welcomed** the approach to a reciprocal mentoring programme. It **noted** the proposed timescales for the implementation of this programme.

Mr McNichol left the meeting. Ms Bansel joined the meeting.

#### **20/013 Workforce Committee Assurance Event feedback** (agenda item 11)

The Committee **received** an update from the Audit Yorkshire Workforce Assurance Event held on the 13 January 2020. Miss Grantham **highlighted** some of the key topics discussed at the event and **agreed** to provide feedback from any future Workforce Assurance events.

#### **20/014 Board Assurance Framework** (agenda item 12)

Mrs Hill **presented** the Board Assurance Framework. The Committee was **assured** on the controls in place to mitigate strategic risk three.

It was **noted** that the controls for strategic risk three would be need to be reviewed once the Trust's Strategic People Plan had been finalised. It was **agreed** that the Board Assurance Framework would be reviewed by the Committee at its meeting in June 2020.

**C Hill**

#### **20/015 Workforce Committee Strategic Discussion schedule for 2020** (agenda item 13)

Mrs Holmes presented a schedule of the proposed topics for the Workforce Committees strategic discussions in 2020. The Committee agreed that the strategic discussion at its meeting in June 2020 should focus on medical workforce. It was agreed that the final draft of the Trust's Strategic People Plan would be presented to the Committee on the 18 June 2020 as part of the main meeting.

**KM**

**CH**

The Committee **reviewed** the schedule of the proposed topics for the Workforce Committees strategic discussions in 2020. It **agreed** that the strategic discussion at its meeting in June 2020 should focus on medical workforce.

## 20/016 Strategic Discussion: Equality, Diversity and Inclusion (agenda item 16)

The Committee welcomed Ms Bansel to the meeting. Mrs Bamford and Ms Bansel delivered a presentation to the Committee on the Trust's current and future organisational approach to equality, diversity and inclusion. Mrs Bamford began by sharing the findings from analysis that had been carried out of best practice case studies. She outlined that a three common success factors had been identified, these included: visible leadership commitment; the involvement of staff and others as improvement partners; and the systematic use of quality improvement methodology to support continuous improvement. The Committee acknowledged this; it suggested using case studies outside of the National Health Service and from other sectors.

Mrs Bamford went on to outline the proposed six key priority areas for the Trust's future organisational approach to equality, diversity and inclusion. The Committee reviewed the six proposed priority areas and questioned the process followed to identify those areas as priorities. Mrs Bamford informed the Committee that the priorities had been identified as a result of discussions in meetings of the Equality and Inclusion Group and through discussions with the Trust's Equality Networks. Mrs Holmes added that the priorities also aligned with national themes.

The Committee considered what outcomes the six proposed priorities would lead to and how the Trust would measure these. It agreed that the priority areas should be the desired outcomes. Suggestions included:

- Greater representation at senior management level
- Better process that do not discriminate
- Greater trust and psychological safety, demonstrated in a number of ways, including increasing declarations
- A health and wellbeing offer that is person centric to reflect the Trust's diverse workforce
- An effective education programme around equality, diversity and inclusion that is accessible to all staff

The Committee explored whether a commitment or ambition would emphasise the importance of the Trust's equality, diversity and inclusion plans and help to influence the cultures and behaviours around equality, diversity and inclusion.

The Committee **received** a presentation on the Trust's current and future organisational approach to equality, diversity and inclusion. It **reviewed** the proposed priority areas and **suggested** that the priorities focus on the Trust's desired outcomes. It **thanked** Mrs Bamford and Ms Bansel for the presentation and the discussion.

**20/017 Assurance and escalation reporting from EMT** (agenda item 14)

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

**20/018 Key messages and/or any matters to be escalated to the Board of Directors** (agenda item 17)

The Committee **agreed** that the following areas of discussion should be reported to the Board of Directors at its next meeting:

- the work of the Bank Department to reduce agency spend, in line with the NHSI/E recommendations for agency use, through collaborative cluster contracting, targeting transitioning of agency staff and challenging off-framework engagements
- the update received from the Health and Wellbeing Manager and the importance of considering workforce when designing, procuring or commissioning services
- the update received about the development of the Trust's Strategic People Plan and the timescales for consultation

**20/019 Any Other Business** (agenda item 15)

The Committee **noted** that its next meeting on the 23 April 2020 would take place at Aire Court. It **suggested** that a site visit could be carried out before the meeting began. Mrs Forster Adams **agreed** to organise this.

**JFA**

The Committee also **agreed** that for future meetings, individuals who attend the Committee meeting to present a specific agenda item should be given the option to attend the whole meeting.