

**Minutes of the Workforce Committee
Thursday 15 October 2020 at 1.00pm
Via Zoom**

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

In attendance: Mrs Angela Earnshaw, Head of Learning and Organisational Development
Mrs Cath Hill, Associate Director for Corporate Governance
Miss Kerry McMann, Corporate Governance Team Leader (Committee secretariat)
Mr Andrew McNichol, Workforce Information Manager

Action

Welcome and Introduction

Miss Grantham opened the meeting at 1.00pm and welcomed everyone to the meeting. The Committee thanked Mrs Holmes and her team for the regular updates that had been provided since the last formal Committee meeting on the 20 February 2020.

20/020 Apologies for absence (agenda item 1)

Apologies were received from Mrs Joanna Forster Adams, Chief Operating Officer, and Dr Chris Hosker, Medical Director, who are members of the Committee.

Apologies were also received from Mrs Lindsay Jensen, Deputy Director of Workforce, who is an attendee of the Committee. The Committee noted that Mrs Jensen would be leaving the Trust at the end of November to take up a position as Deputy Director of Workforce at South West Yorkshire Partnership NHS Foundation Trust. The Committee thanked Lindsay for her commitment and work with the Trust and wished her well in the future.

It was noted that Mrs Woffendin would be arriving shortly.

The Committee was quorate.

20/021 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.

20/022 Minutes of the last formal meeting on the 20 February 2020 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 20 February 2020 were a true record. Mr Marran requested that the initials for Mr McNichol's actions be changed to AMc to avoid confusion.

KM

20/023 Approval for the minutes of the meeting on the 20 February 2020 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 20 February 2020 were suitable to be uploaded to the Trust's external website.

20/024 Notes from the informal meeting on the 23 April 2020 – for information (agenda item 4)

The Committee **reviewed** the notes from the informal meeting on the 23 April 2020 and **agreed** that these were a true record.

20/025 Notes from the informal meeting on the 4 August 2020 – for information only (agenda item 5)

The Committee **reviewed** the notes from the informal meeting on the 4 August 2020 and **agreed** that these were a true record.

20/026 Matters Arising (agenda item 6)

The Committee **acknowledged** that the annual Trust Awards ceremony would not take place in November 2020 due to the government restrictions around Covid-19. It also **noted** that a presentation on the NHS People Plan was provided at the Board to Board session between the Board of Directors and the Council of Governors on the 10 September 2020.

20/027 Cumulative Action Log (agenda item 7)

The Committee agreed to close the actions on the cumulative action log that had been completed and acknowledged those actions that remained hibernated. It agreed to close action 12 regarding an evaluation of the CareDirector implementation as this had already been discussed in detail by the Trust's Finance and Performance Committee.

The Committee requested that updates on national, regional and local network activity be provided to each meeting. Miss McMann agreed to add this to the Committees annual cycle of business.

KM

The Committee discussed action 19 regarding the staff survey results for 2019/20. Mrs Holmes informed the Committee that the staff survey for 2020/21 had recently commenced. The Committee agreed that the report on the 2020/21 staff survey results would supersede the report on the 2019/20 results.

The Committee next discussed action 35 regarding HR processes, specifically around allegations against staff. It was agreed that it would be useful for an assurance report to be brought the Committee on a biannual basis to provide assurance on HR policies and procedures. Mrs Holmes pointed out that the Employee Relations and Litigation Report would be presented at the Committee on a biannual basis and suggested that this information could be brought alongside this report. Miss McMann agreed to add this to the Committees annual cycle of business.

KM

The Committee went on to discuss action 21 regarding apprenticeships and action 4 regarding hard to fill posts and future expectations. It agreed to close both actions and agreed that it would discuss these areas at the strategic discussion in August 2021 that would focus on resourcing.

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

20/028 Annual review of the Committees Terms of Reference (agenda item 8)

The Committee reviewed its terms of reference. It noted that the Board of Directors was now formally responsible for equality, diversity and inclusion across the Trust. It agreed that this should be reflected in the Committees terms of reference and that it should also be reflected in the terms of reference of all of the Board's Sub-committees. It was agreed that this would be escalated to the next Board of Directors meeting.

The Committee next considered the requirement of the NHS People Plan for a Non-executive Wellbeing Champion to be nominated. It noted that the detail of the role was yet to be clarified and it agreed that the role of Wellbeing Champion would be taken by the Workforce Committee as a whole and that this would be reflected in the Terms of Reference. Mrs Holmes agreed to circulate the role description once it had been released.

CHol

It agreed that the duties should be amended to be more strategic and that additional duties should be added around receiving assurance on progress made against the NHS People Plan and Trust's People Plan.

The Committee **reviewed** its terms of reference and **agreed** the changes that should be made.

20/029 Workforce Committee Hibernation Plan (agenda item 10)

The Committee **reviewed** the Hibernation Plan and **noted** the proposed new dates for the reports that had been missed.

20/030 Review of the draft cycle of business for 2021 (agenda item 11)

The Committee **reviewed** the cycle of business for 2021. Mrs Holmes pointed out that the Equality, Diversity and Inclusion Plan was listed as a standing item. It was **agreed** that this should be removed as it will now go to the Board directly but acknowledged that data would be included in the Workforce Performance Report.

KM

Mrs Woffendin joined the meeting.

20/031 Review of the strategic discussion schedule for 2020 and 2021 (agenda item 11)

The Committee acknowledged those strategic discussions in 2020 that had been hibernated due to covid-19 and rescheduled to 2021. Mrs Holmes proposed the themes for the 2021 strategic discussions. These included: health and wellbeing; staff survey results; inclusive culture; professional workforce strategies, including the Nursing, Medical, Psychology and Psychotherapy, Allied Health Professionals and non-clinical workforce strategies; and engagement and retention.

The Committee agreed that the professional workforce strategies should be presented to the June 2021 Committee meeting for information ahead of the strategic discussion in August 2021.

**CHoI /
CHos /
CW**

The Committee next discussed the workforce planning work that had been carried out by Ms Cassie Good, Strategic Resourcing Manager. It agreed that an update on this work and the progress that had been made before it was hibernated should be brought to the next meeting on the 1 December 2020.

CG

The Committee **discussed** and **agreed** on the topics for the 2021 strategic discussion sessions. It was **agreed** that the final schedule would be presented to the next meeting on the 1 December 2020.

Mr McNichol left the meeting.

20/032 Update on Wellbeing Assessments (agenda item 15)

Mrs Holmes reminded the Committee that from April 2020 all NHS organisations had been required to carry out a risk assessment for staff members that were at potentially greater risk. The Committee acknowledged that the Trust was going above and beyond NHS requirements in line with its values as it chose to risk-assess all staff members.

Mrs Holmes informed the Committee that at the time of the meeting, the completion rate for Wellbeing Assessments was 88.5% (92.2% for substantive staff and 58.6% for bank staff). Examples of the impact of the assessments were provided and assurance was given on the approach with bank staff. The Committee agreed that it was assured that the Wellbeing Assessments were progressing at all levels of the organisations. It touched on some of the themes that had arisen from the Wellbeing Assessments so far and noted that a full report containing further detail on those themes would be provided at the next meeting on the 1 December 2020.

The Committee was **assured** that the Wellbeing Assessments were progressing at all levels of the organisation.

20/033 Equality, Diversity and Inclusion Champion update (agenda item 16)

The Committee **acknowledged** that Professor Sue Proctor, Chair of the Trust, would be the Equality, Diversity and Inclusion Champion for the Trust.

Mr McNichol joined the meeting.

20/034 LYPFT People Plan: Our Plan against the NHS People Plan (agenda item 12)

Mrs Holmes delivered a presentation on the development of the Trust's People Plan. The Committee reviewed the proposed new workforce governance structure. Mrs Holmes provided an overview of the duties of each group and confirmed the membership was still being reviewed. The presentation went on to outline the five strategic aims of the Plan, which included: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together. The Committee reviewed the five aims and discussed them in detail.

With regard to the strategic aim around health and wellbeing, it suggested that the terminology be reviewed and asked that additional wording be added around supporting the Trust's managers. It questioned whether the wording used in the strategic aim around resourcing was too operational and suggested that it could be more strategic. Mrs Woffendin suggested that professional roles in the NHS should be referenced within the strategy. The Committee went on to discuss the strategic aim around leading together. It

agreed that the aim should focus on all staff rather than those already in leadership roles.

The Committee recalled the original schedule for engagement sessions with different Trust forums to develop the Plan. Mrs Holmes informed the Committee that many of these events had been cancelled due to the pandemic. She confirmed that engagement had been carried out in different ways and assured the Committee that the five areas of the plan were appropriate. The Committee acknowledged that both the Board of Directors and the Council of Governors had been involved in the engagement process. Mrs Holmes confirmed that a report would be presented at the next Committee meeting which would include the updated aims and objectives and the proposed timescales for the sign off of the Trust People Plan.

CHol

The Committee **reviewed** the proposed aims strategic aims of the Trust's People Plan and **discussed** them in detail.

20/035 Workforce Performance Report (agenda item 13)

Mr McNichol presented the Workforce Performance Report. The Committee agreed that clinical supervision remained a concern although it was improving. It recognised that there were different ways of carrying out clinical supervision, for example virtually, and questioned whether there may have been recording issues. It agreed that this would be a priority with continued focus and asked for additional narrative to be included in the next Workforce Performance Report around clinical supervision and the work ongoing to improve compliance in this area. It was also agreed that the importance of clinical supervision should be emphasised in the weekly email communications that is circulated to all staff.

**AMc /
CHol**

CHol

The Committee received assurance on the work being carried out to improve compliance around appraisals. It acknowledged that appraisals had been paused due to the pandemic but that they were now restarting and would include a career conversation. It noted that, on average, 120 appraisals were being completed per month however it was informed that 230 appraisals would need to be carried out per month if the 85% target was to be reached. The Committee noted this was a risk with other pressures and agreed that it would be kept under review. Mrs Woffendin agreed to seek clarity from the Care Quality Commission as to the expectations regarding compliance.

CW

The Committee discussed staff sickness and how this benchmarked against other organisations. It was assured that the Trust's staff sickness levels were in line with other organisations and that it remained focused on health and wellbeing.

The Committee **reviewed** and **discussed** the data provided in the Workforce Performance Report, specifically the data around clinical supervision, appraisals and staff sickness.

20/036 Development of workforce measures (agenda item 14)

The Committee **agreed** that this agenda item would be deferred until the Trust's People Plan had been drafted.

20/037 Confirmation of meeting dates for 2021 (agenda item 17)

The Committee **noted** the meetings that had been scheduled for 2021.

20/038 Assurance and escalation reporting (agenda item 18)

No updates were provided.

20/039 Cumulative escalations log – for information only (agenda item 18.1)

The Committee **reviewed** the cumulative escalations log.

20/040 Any Other Business (agenda item 19)

The Committee did not discuss any other business.

20/041 Key messages and/or any matters to be escalated to the Board of Directors (agenda item 20)

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

- The Committee spent time discussing governance matters including minutes, action logs and hibernation plans, as well as considering the work programme for 2021 and a schedule of strategic discussions that would take place at each meeting.
- The Committee noted that Lindsey Jensen, Deputy Director of Workforce, would be leaving the Trust at the end of November to take up a position as Deputy Director of Workforce at South West Yorkshire Partnership NHS Foundation Trust. The Committee thanked Lindsey for her commitment and work with the Trust and wished her well in the future.
- The Committee reviewed its Terms of Reference in light of the Board agreeing that it will have oversight of the equality and inclusion agenda with the Chair of the Trust as Lead Non-executive. It recognised that a

significant element of the Trust's work to ensure equality and inclusion was with regard to the workforce and, as such, it was agreed that the Committee would continue to have oversight of relevant workforce data and specific initiatives as requested by the Board. The Committees Terms of Reference have been updated to reflect this and it was suggested that all sub-committees consider whether they have a specific role regarding equality and inclusion and whether this should be reflected in their Terms of Reference.

- The Committee considered the requirement of the NHS People Plan for a Non-executive Wellbeing Champion to be nominated. It noted that the detail of the role was yet to be clarified and therefore it was recommended that the role of Wellbeing Champion would be taken by the Workforce Committee as a whole and that this would be reflected in the Terms of Reference of the Committee
- On behalf of the Board, the Committee received assurance that the nationally mandated Wellbeing Assessments were progressing at all levels of the organisation. It was agreed that as a Trust we were going above and beyond NHS requirements in line with the Trust's values which had led to good engagement. Examples of the impact of the assessments were provided and assurance was given on the approach with Bank Staff. At the time of the meeting, the completion rate for wellbeing assessments was 88.5% (92.2% for substantive staff and 58.6% for bank staff)
- The Committee received a presentation on the development of the Trust's People Plan following discussions with the Council of Governors and Board of Directors. It noted that work was ongoing to develop a final plan for communication and sign off and that work was progressing on all aspects of the priority areas.
- The Committee received assurance on the work being carried out to improve compliance around appraisals. It acknowledged that appraisals had been paused due to the pandemic but that they were now restarting and would include a career conversation. It noted that, on average, 120 appraisals were being completed per month however it was informed that 230 appraisals would need to be carried out per month if the 85% target was to be reached. The Committee noted this was a risk with other pressures and agreed that it would be kept under review. The Director of Nursing, Quality and Professions agreed to seek clarity from the Care Quality Commission as to the expectations regarding compliance.
- The Committee agreed that clinical supervision remained a concern although it was improving. It agreed that this would be a priority with continued focus.