

**Minutes of the Workforce Committee
Tuesday 1 December 2020 at 9.30am
Via Zoom**

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
Dr Chris Hosker, Medical Director
Mr Andrew Marran, Non-executive Director
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

In attendance: Ms Caroline Bamford, Head of Diversity and Inclusion (for item 17)
Mrs Angela Earnshaw, Head of Learning and Organisational Development
Ms Cassie Good, Strategic HR Resourcing Manager
Mrs Cath Hill, Associate Director for Corporate Governance
Miss Kerry McMann, Corporate Governance Team Leader (Committee secretariat)
Mr Andrew McNichol, Workforce Information Manager
Ms Tracey Needham, OD Lead – Culture & Engagement (for item 17)
Dr Wendy Neil, Consultant Psychiatrist and Responsible Officer (for item 6)
Ms Sarah Layton, Governor: staff, non-clinical constituency (observing)
Ms Niccola Swan, Governor: public, rest of UK constituency (observing)

Action

Welcome and Introduction

Miss Grantham opened the meeting at 9.30am and welcomed everyone to the meeting.

20/042 Apologies for absence (agenda item 1)

No apologies were received from members or attendees of the Committee. It was noted that Dr Hosker would be joining shortly.

The Committee was quorate.

20/043 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.

20/044 Report on the Trusts reflections of the findings and recommendations from the Paterson Review (agenda item 6)

Dr Neil informed the Committee that the report of the independent inquiry into the issues raised by Paterson had been published in February 2020. She presented a paper which outlined the key recommendations from the report and mapped the recommendations against the Trust's current policies, procedures and governance arrangements. Dr Neil outlined that the mapping of the recommendations had provided assurance of compliance.

The Committee discussed the Service Provider Engagement Process which was outlined in recommendation 1.3. It was noted that this was only in place for planned out of area placements in the learning disabilities services. Mrs Forster Adams confirmed that she would ensure this process was applied to all service users placed in the independent sector. The Committee next discussed feedback from service users and questioned whether the Trust could improve in this area to get a better understanding of patient experience. Dr Neil informed the Committee that the new associate medical director role would review the processes in place for receiving feedback and look at how this could be improved. She suggested that sharing knowledge, learning and good practice across the Trust could also be an area for improvement.

Mrs Woffendin drew attention to the response to recommendation 2.1 which outlined that Mental Capacity and Mental Health Act training was mandatory to all Trust consultants. She acknowledged that the Mental Health Legislation Team monitored compliance with the training but asked for assurance on how competence was monitored. Dr Neil agreed to look in to this and confirm whether this area was regularly audited. Mrs Holmes informed Dr Neil of plans to expand the resource available in the Workforce Directorate to support investigations. It was agreed that a discussion on the training available for the Workforce Directorate would take place outside of the meeting.

WN

The Committee **thanked** Dr Neil for the report. It **agreed** that the mapping of the report's recommendations against the Trust's current policies, procedures and governance arrangements provided assurance of compliance.

20/045 Minutes of the last formal meeting on the 15 October 2020 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 15 October 2020 were a true record.

20/046 Approval for the minutes of the meeting on the 15 October 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 15 October 2020 were suitable to be uploaded to the Trust's external website.

20/047 Matters Arising (agenda item 4)

The Committee **noted** that there were no matters arising that were not either on the agenda or on the action log.

20/048 Cumulative Action Log (agenda item 5)

The Committee agreed to close the actions on the cumulative action log that had been completed. It discussed action 40, which referred to the professional workforce strategies being presented to the June 2021 Committee meeting. It asked Dr Hosker to confirm whether the Medical Strategy would be presented to the Committee during its development stage. It also questioned whether the strategy would be approved by the Committee or by the Board of Directors. Mrs Hill agreed to check and confirm the approval routes for previous professional strategies.

CHos

CHill

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

Dr Neil left the meeting. Dr Hosker joined the meeting.

20/049 Summary update report on workforce planning (agenda item 7)

Ms Good presented a report which provided an update on the Trustwide workforce planning position and the reset plans following Covid-19. She outlined a number of workforce activities that had been mobilised during the pandemic which had been overseen and coordinated by the newly established Strategic Resourcing Group.

The Committee discussed career pathways and was pleased to hear about the new entry level assistant support worker role that had been created during the pandemic using the Kickstart Scheme funding. Ms Good confirmed that there had been a positive response to the new role. Mr Marran reflected on how much he valued his experience as a volunteer at the Trust during the first peak of the pandemic. The Committee suggested as well as being promoted as an entry role, the role could also be advertised to those approaching the end of their career. Ms Good explained that the Kickstart Scheme could only be used to fund placements for individuals aged 18-24 years; Mrs Holmes added that if the scheme was successful there would potentially be another scheme targeted at individuals aged 25 and over. Ms Good informed the Committee of a new internship programme that was in development which would have a much wider target audience. The Committee was informed of plans to review the Trust's volunteer strategy.

Ms Good next confirmed that workforce planning would be restarted alongside the Trust's business and financial planning. She outlined plans for a Trustwide Learning Needs Analysis to be carried out in order to support an environment that offers learning and development for all staff in a sustainable way. She

added that this would require investment into a new iLearn system.

The Committee discussed collaborative working with the third sector. It thanked Ms Good for the update report. It agreed that it was assured on the amount of work that had been carried out throughout the pandemic and was assured on the plans and processes in place to restart the workforce planning. It asked if the next report could contain further detail on the work being carried out around retention. Mrs Woffendin asked if occupational therapists could be an area of focus going forward.

The Committee **received** an update report on the Trust wide workforce planning position and the reset plans following Covid-19. It **agreed** that it was assured on the amount of work that had been carried out throughout the pandemic and was **assured** on the plans and processes in place to restart the workforce planning.

20/050 Updates on national, regional and local networking (agenda item 8)

Mrs Holmes provided an update from the Leeds One Workforce Strategic Board. She explained that the priorities had been refreshed and outlined the new priorities. She next provided an update from the Leeds Health and Care Academy. She outlined the new governance arrangements for the Academy. The Committee discussed the outputs from the work being carried out by the Leeds Health and Care Academy and expressed an interest to receive further updates in the future. Mrs Holmes pointed out that the West Yorkshire and Harrogate People Plan had been numbered incorrectly in the paperwork. She provided an update on this and confirmed that the Trust was involved in this work. The Committee agreed the importance of the Trust having an influence on the work being carried out nationally, regionally and locally.

The Committee **noted** the updates provided.

20/051 Workforce Performance Report (agenda item 9)

Mr McNichol presented the Workforce Performance Report. He highlighted that band five nursing vacancies had increased since April 2020 but staff turnover had not increased. He explained that the reason for the increase in band five nursing vacancies was that the safer staffing work carried out by the Trust had led to an increased staffing establishment.

Mr McNichol pointed out that there had been a decline in sickness related absence since August 2020; he added that at this point in previous years there had been a higher rate of staff sickness. The Committee explored the possible reasons for this. Mrs Forster Adams explained that the sickness data did not accurately reflect the pressure currently on services as some clinical members of staff were working from home while self-isolating.

The Committee went on to discuss clinical supervision. Mr McNichol pointed out that the figure had increased to 71% since the last report. He informed the

Committee that a bespoke report would be designed for the Heads of Operations in the Clinical Services which would give them a weekly overview of where clinical supervision was being undertaken and where further support might be necessary. Mr Marran questioned whether this would be enough and asked for further assurance. Mrs Woffendin went on to suggest that a more detailed piece of work could be carried out to look into the reasons why clinical supervision might not be happening, to look closer into clinical supervision training and confirm that all staff members had an allocated supervisor. She added that the new clinical directors could lead on this work and assess what the clinical supervision levels were like in their area. It was agreed that Mrs Woffendin and Dr Hosker would meet to discuss and plan this work and provide an update to the February 2020 meeting.

**CW /
CHos**

The Committee discussed recruitment. It was agreed that data around the Trust's Bank staff group should be included in the Performance Report going forward. It was also agreed that data could be included around retention and allied health professionals. The Committee noted that there would be a discussion at the next meeting in February 2020 around workforce performance measures.

The Committee **received** the Workforce Performance Report. It **reviewed** the content and **discussed** the data around sickness, clinical supervision and recruitment.

20/052 Achievement of wellbeing assessment target (agenda item 9.1)

The Committee was **assured** that 89.1% of substantive staff and 61.36% of bank staff had completed a wellbeing assessment.

20/053 Process and timeframe for finalising Our People Plan (agenda item 10)

The Committee **received** an update on the process and timeframe for finalising the Trust's People Plan.

20/054 Strategic discussion: Health and Wellbeing (agenda item 17)

Mrs Holmes presented a paper which provided a summary of the Trust's approach to health and wellbeing and the themes from the Wellbeing Assessment evaluation. She provided an update on the progress that had been made with regard to psychological resource across the Trust and went on to confirm plans to look into how capacity in this area could be increased. She next provided an update on the plans for a Resilience Hub and plans to invest in more occupational health resource.

The Committee discussed the support in place for staff that had been working from home since the start of the pandemic. Mrs Forster Adams questioned whether the Trust could do more for support staff who had been working on the Trust's sites throughout the pandemic. Mrs Holmes explained that earlier in the pandemic one of the key focuses had been around anxiety and trauma but confirmed that going forward staff fatigue and resilience would be of key focus. Mr Marran informed the Committee of the 'Battle Back' programme, which offered training for wounded, injured and sick personnel from across the Armed Forces and supported their families.

The Committee discussed the support available to help rebuild those teams where members of the team had been redeployed. It explored how the Trust could expand its offer for emotional wellbeing and discussed emotional intelligence training and mental health first aid training.

The Committee **received** a paper which provided a summary of the Trust's approach to health and wellbeing and the themes from the Wellbeing Assessment evaluation. It **discussed** the contents of the paper and **explored** how the Trust could expand its health and wellbeing offer.

20/055 Board Assurance Framework (agenda item 11)

The Committee **received** the Board Assurance Framework. It **reviewed** strategic risk three and **agreed** that the controls in place and the overseeing groups listed should be reviewed.

**CHill /
CHol**

20/056 Refreshed Terms of Reference for the Workforce Committee (agenda item 12)

The Committee **reviewed** and **approved** the updated Terms of Reference.

20/057 Refreshed cycle of business for 2021 (agenda item 13)

The Committee **reviewed** and **approved** the updated cycle of business for 2021.

20/058 Refreshed strategic discussion schedule for 2021 (agenda item 14)

The Committee **reviewed** the updated strategic discussion schedule for 2021. It **agreed** that the topic for the strategic discussion in February 2021 should be retention.

20/059 Assurance and escalation reporting (agenda item 15)

No updates were provided.

20/060 Cumulative escalations log – for information only (agenda item 15.1)

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

20/061 Any Other Business (agenda item 16)

The Committee did not discuss any other business.

20/062 Key messages and/or any matters to be escalated to the Board of Directors (agenda item 18)

The Committee **agreed** that there were no issues to escalate to the Board of Directors but that it would provide a summary of the discussions that had taken place.