

**The Workforce Committee**

**Annual Report**

**Financial Year 1 April 2020 to 31 March 2021**

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## **PERIOD COVERED BY THIS REPORT**

This report covers the work of the Workforce Committee for the financial year 1 April 2020 to 31 March 2021.

## **INTRODUCTION**

### **2.1 OBJECTIVE OF THE COMMITTEE**

The Workforce Committee has been formally established by the Board of Directors as one of its sub-committees. It is authorised to investigate and seek assurance on all aspects of strategic workforce matters relating to the provision of care and services in support of getting the best clinical outcomes and experience for patients and staff. The purpose of the committee is also to ensure there is a positive working environment for staff which promotes an open culture that helps staff do their job to the best of their ability.

On behalf of the Board of Directors the committee will:

- Seek assurance on the progress made against the NHS People Plan
- Seek assurance on the development and the delivery of the Trust's People Plan and will have oversight of the Plan's key strategic themes which include: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together.
- Carry out the role of Wellbeing Champion
- Be responsible for signing off any underpinning workforce strategies
- Seek assurance on the development of the workforce to ensure the Trust has productive staff with the skills, competencies and knowledge to provide safe and effective care
- Seek assurance that the Trust is meeting its legal and regulatory duties in relation to its employees

- Have oversight of relevant workforce data and specific initiatives in relation to the Equality and Inclusion Agenda as requested by the Board of Directors, recognising that a significant element of the Trusts work to ensure equality and inclusion is with regard to the workforce
- Seek assurance that the Trust is actively involved and where relevant influencing work taking place at a national, regional and local level including the work carried out by the West Yorkshire and Harrogate Integrated Care System relating to Workforce
- Seek assurance on progress against the workforce metrics
- Seek assurance around the risks delegated to it via the Board Assurance Framework. The committee should determine if the appropriate level of risk has been identified, review the effectiveness of the controls in place relevant to the risks, review and challenge the strength of the assurances provided, identify any gaps in control or assurance and ensure that the risk lead identifies appropriate actions to address such gaps
- Where necessary seek assurance into any area of work related to workforce and related matters on behalf of the Board.
- The committee will also review the draft Internal Audit Annual work plan so it can be assured on the sufficiency of the work the Auditors will carry out in respect of matters pertaining to the duties of the committee. Assurance on the plan's sufficiency (or comments on any matters that should be included) will be provided to the Audit Committee to allow it to approve the overall plan.

This report covers the work the committee has undertaken at the meetings held during 2020/21. It seeks to assure the Board on the work it has carried out and the assurances received, and to demonstrate that it has operated within its Terms of Reference.

Secretariat support is provided by the Corporate Governance Team in relation to agenda planning; minutes; managing cumulative action logs; and general meeting support.

## **ASSURANCE**

The committee receives assurance from the executive director members of the committee and from the subject matter experts who attend the meetings as required dependant on the agenda items being discussed.

Assurance is provided through written reports, both regular and bespoke, through challenge by members of the committee and by members seeking to validate the information provided through wider knowledge of the organisation; specialist areas of expertise; attending Board of Directors', and Council of Governors' meetings; visiting services; and talking to staff.

The committee is assured that it has the right membership to provide the right level and calibre of information and challenge and that the right reporting methods, structures and work plans are in place to provide oversight on behalf of the Board in respect of performance in the areas covered by its Terms of Reference.

Part of its assurance role is to receive the Board Assurance Framework (BAF); a primary assurance document for the Board which details those key controls in place to ensure that the risks to achieving the strategic objectives are being well managed. The BAF lists those committees that are responsible for receiving assurance in respect of the effectiveness of those controls, and the Workforce Committee will be asked to note, in particular, those where it is listed as an assurance receiver to ensure that it had received sufficient assurance through the reports that come to the committee or to commission further information where there was a lack of assurance (actual or perceived). The Workforce Committee is listed as an assurance receiver for the following risk:

- SR3 - Due to an inability to recruit and retain sufficient numbers of staff with the appropriate skills experience and behaviours, there is a risk that we are unable to deliver high quality, evidence based, person centred care to meet new models of care now and in the future.

The committee reviews the BAF on a quarterly basis prior to it being presented to the Board of Directors.

## **TERMS OF REFERENCE FOR THE WORKFORCE COMMITTEE**

In January 2021 the Terms of Reference (ToR) for the Workforce Committee were approved by the Board of Directors. The Workforce Committee reviewed the ToR at its meeting on the 1 December 2020 and agreed that the ToR reflected the committee appropriately.

## **MEETINGS OF THE COMMITTEE**

In 2020/21 the committee met formally on three occasions. It should be noted that the committee met informally throughout the Coronavirus pandemic to discuss key workforce issues. In 2020/21 all committee meetings were held virtually in order to comply with Government directions, which were included in the UK Coronavirus Act 2020, whereby public meetings of more than two people were deemed unlawful. The dates on which the committee has met during the year are as follows:

- | <b><u>Formal meetings</u></b> | <b><u>Informal meetings</u></b> |
|-------------------------------|---------------------------------|
| • 15 October 2020             | • 23 April 2020                 |
| • 1 December 2020             | • 18 June 2020                  |
| • 18 February 2021            | • 4 August 2020                 |

The draft agenda for each meeting is presented to the Chair of the Workforce Committee and the Director of Organisational Development and Workforce.

In line with its Terms of Reference, paperwork for this meeting is circulated to members seven calendar days prior to the meeting taking place. All actions pertaining to the meetings of the committee are tracked on a cumulative action log and presented to each meeting by the Committee Secretariat for assurance with progress made.

## **MEMBERSHIP OF THE COMMITTEE AND ATTENDANCE AT MEETINGS**

Membership of the Workforce Committee is made up of two non-executive directors; the Director of Organisational Development and Workforce; the Director of Nursing, Professions and Quality, the Chief Operating Officer and the Medical Director. The committee is chaired by a non-executive director (NED), Helen Grantham, and Andrew Marran is the other regular NED member of this Committee. Should the NED chair be unable to chair the meeting this role will fall to another NED.

Subject area experts are also invited to attend the meetings as appropriate, to provide expertise and knowledge on the areas that they are responsible for. On this occasion, they are attendees and do not count towards to membership of the meetings as outlined in the Terms of Reference.

The Trust also invites governors to observe Board sub-committee meetings. This opportunity allows governors to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. Governors observe Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

The table below shows attendance for substantive members of the committee for the meetings that took place during 2020/21.

### Attendance at Workforce Committee meetings by substantive members

Key:

- ✓ shows attendance
- shows when apologies had been given by a member for a particular meeting.
- stipulates when the individual was not eligible to attend the meeting
- \* stipulates the Chair of the meeting
- \*\* shows when the individual was observing the meeting

Name	15 October 2020	1 December 2020	18 February 2021
Helen Grantham (Non-executive Director, Chair of the Committee)	✓*	✓*	✓*
Claire Holmes (Director of Organisational Development and Workforce)	✓	✓	✓
Dr Chris Hosker (Medical Director)	-	✓	-
Joanna Forster Adams (Chief Operating Officer)	-	✓	✓
Andrew Marran (Non-executive Director)	✓	✓	-
Cathy Woffendin (Director of Nursing, Professions and Quality)	✓	✓	✓

## Attendance at Workforce Committee meetings by formal attendees

### Key:

✓ shows attendance

- shows when apologies had been given for a particular meeting

■ stipulates when the individual was not eligible to attend the meeting

\*\* shows when the individual was observing the meeting

Name	15 October 2020	1 December 2020	18 February 2021
Cath Hill (Associate Director for Corporate Governance & Trust Board Secretary)	✓	✓	✓
Kerry McMann (Acting Head of Corporate Governance & Deputy Trust Board Secretary)	✓	✓	✓
Angela Earnshaw (Interim Deputy Director of Workforce and Head of Learning and Organisational Development)	✓	✓	-
Andrew McNichol (Workforce Information Manager)	✓	✓	-
Lindsay Jensen (Deputy Director of Workforce)	-	■	■
Caroline Bamford (Head of Diversity and Inclusion)	■	✓	■
Tracey Needham (Organisational Development Lead – Culture and Engagement)	■	✓	■
Dr Wendy Neil (Consultant Psychiatrist and Responsible Officer)	■	✓	■
Cassie Good (Strategic HR Resourcing Manager)	■	✓	■
Dr Lyndsey Charles (Clinical Director)	■	■	✓

The Workforce Committee also extends an invitation to governors to observe its business. During 2020/21 the following governors attended main business meetings in the capacity of observer.

Key:

■ stipulates when the individual did not attend the meeting

\*\* shows when the individual was observing the meeting

Name	15 October 2020	1 December 2020	18 February 2021
Sarah Layton (Governor: staff, non-clinical constituency)	■	**	■
Niccola Swan (Governor: public, rest of UK constituency)	■	**	**

## REPORTS MADE TO THE BOARD OF DIRECTORS

The Chair of the Workforce Committee makes an assurance and escalation report regarding the most recent meeting of the committee to the next available Board of Directors' meeting. This report seeks to assure the Board on the main items discussed by the committee and should it be necessary to escalate to the Board any matters of concern or urgent business which the committee is unable to conclude. The Board may then decide to give direction to the committee as to how the matter should be taken forward or it may agree that the Board deals with the matter itself.

Where the Board wants greater assurance on any matters that are within the remit of the Terms of Reference of the committee the Board may ask for these to be looked at in greater detail by the Committee.

The below table outlines the dates that the assurance and escalation reports were presented by the Chair of the Workforce Committee to the Board of Directors meetings.

<b>Date of meeting</b>	<b>Assurance and escalation report to Board by Chair</b>
15 October 2020	29 October 2020
1 December 2020	28 January 2021
18 February 2021	25 March 2021

## **THE WORK OF THE COMMITTEE DURING 2020/21**

During 2020/21 the Chair of the Workforce Committee confirmed that the committee has carried out its role in accordance with its Terms of Reference. Further details of all of these areas of work can be found in the minutes and papers of the Committee.

A high-level presentation of areas of work on which the committee has received assurance and during 2020/21 are as follows:

### **Reports on:**

- Workforce performance data
- The NHS People Plan
- The development of the Trust's People Plan
- The Trusts reflections of the findings and recommendations from the Paterson Review
- Workforce planning across the Trust
- A redesign project focusing on clinical leadership across the Trust
- National, regional and local networking

### **Assurance on:**

- The progress made with the nationally mandated Wellbeing Assessments
- Board Assurance Framework
- The Trust's response to the Covid-19 pandemic in relation to workforce issues including staff vaccinations, redeployment, and staff sickness.

- The work carried out to improve compliance around appraisals
- Clinical supervision across the Trust

**Strategic discussions focused on:**

- Health and Wellbeing

**Conclusion**

The Chair of the Workforce Committee would like to assure the Board of Directors that the committee has fulfilled its Terms of Reference during 2020/21. This work is underpinned by the refresh of its Terms of Reference, and its Annual Cycle of Business. Throughout the year the Committee has monitored the impact of the pandemic on the workforce and gained assurance on how workforce matters are considered and addressed. It has added value by maintaining an open and professional relationship with officers of the Trust and has carried out its work diligently; discussed issues openly and robustly; and kept the Board of Directors apprised of any possible issues or risks.

Members of the Workforce Committee would like to thank all those who have responded to its requests during the year and who have supported it in carrying out its duties.

**Helen Grantham**  
**Non-executive Director**  
**Chair of the Workforce Committee**  
**March 2021**

**Kerry McMann**  
**Acting Head of Corporate Governance**  
**Secretariat for the Workforce Committee**  
**March 2021**

# WORKFORCE COMMITTEE

## Terms of Reference

(Approved on the 1 December 2020  
Ratified by the Board of Directors on the 28 January 2021)

### 1 NAME OF COMMITTEE

Workforce Committee.

### 2 COMPOSITION OF THE COMMITTEE

#### Members: full rights

Title	Role in the committee
2 Non-executive Directors	Chair and NED challenge to the executive arm of the organisation
Director of OD and Workforce	Assurance on the OD and Workforce aspects of their portfolio in relation to the delivery of the strategic aims, goals and plans relating to staff and legal and statutory HR functions
Director of Nursing, Professions and Quality	Assurance on the professional workforce aspects of the Nursing and Allied Health Professional, Psychology and Psychotherapy staff
Medical Director	Assurance on the professional workforce aspects of the medical staff
Chief Operating Officer	Executive Director with responsibility for oversight and delivery and development of Care Services. Assurance and escalation provider to the Workforce Committee.

#### In attendance: in an advisory capacity

Title	Role in the committee	Attendance guide
Associate Director for Corporate Governance	Trust Board Secretary overseeing the information flows of the committees	Each meeting

Title	Role in the committee	Attendance guide
Deputy Director of Workforce Development	Provide information and assurance on Workforce matters including; culture, health and wellbeing and performance against metrics	As Required
Head of Learning & OD	Provide information and assurance on talent development, including training, progression and apprenticeship initiatives.	As Required
Workforce Information Manager	Provision of workforce information and undertaking of analytics as required.	As Required
Strategic Resourcing Manager	Provide assurance on vacancies rates, the future direction of workforce skills and skills gaps	As Required
Head of Communications	Provide information and assurance on methods of communication	As Required
Head of Diversity and Inclusion	Provide information and assurance on the equality, diversity and inclusion agenda and plan	As Required

In addition to anyone listed above as a member, at the discretion of the chair of the committee may also request individuals to attend on an ad-hoc basis to provide advice and support for specific items from its work plan when these are discussed in the meetings.

## 2.1 Governor Observers

The role of the governor at Board sub-committee meetings is to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. The governor observes Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

At the meeting the governor observer will be required to declare any interest they may have in respect of any of the items to be discussed (even-though they are not formally part for the discussion. Governors will

receive an information pack prior to the meeting. This will consist of the agenda, the minutes of the previous meeting and summaries of the business to be discussed. Governor observers will be invited to the meeting by the Corporate Governance Team. The chair of the meeting should ensure that there is an opportunity for governor observers to raise any points of clarification at the end of the meeting.

### 3 QUORACY

**Number:** The minimum number of members for a meeting to be quorate is three and must include either the Non-Executive Director responsible for Workforce or the Director of OD & Workforce. Attendees do not count towards quoracy. If the chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the second non-executive director.

**Deputies:** Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements. In this case the deputy will be deemed a full member of the committee.

It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

**Non-quorate meeting:** Non-quorate meetings may go ahead unless the chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting.

**Alternate chair:** In the absence of the Chair the alternate chair of the meeting will be the second non-executive director.

### 4 MEETINGS OF THE COMMITTEE

Meetings may be held face-to-face or remotely as is considered appropriate. Remote meetings may involve the use of the telephone and / or electronic conference facilities.

**Frequency:** Bi-monthly

**Urgent meeting:** Any member of the committee may request an urgent meeting. The chair will normally agree to call an urgent meeting to discuss the specific matter, unless the opportunity exists to discuss the matter in a more expedient manner.

**Minutes:** The Corporate Governance Team will provide secretariat support to the Committee. Draft minutes will be sent to the chair for review and approval within seven working days of the meeting.

**Papers:** Papers for the meeting will be distributed electronically by the Corporate Governance Team seven working days prior to the meeting. Papers received after this date will only be included if agreed by the chair.

## 5 AUTHORITY

**Establishment:** The Workforce Committee is a sub-committee of the Board of Directors and has been formally established by the Board of Directors.

**Powers:** The Workforce Committee is constituted as a standing committee of the Board of Directors. The Committee is authorised by the Board to seek assurance on any activity within its terms of reference.

**Cessation:** The Workforce Committee is a standing committee in that its responsibilities and purpose are not time-limited. It will continue to meet in accordance with these terms of reference until the Trust Board determines otherwise.

## 6 ROLE OF THE COMMITTEE

### 6.1 Purpose of the Committee

The purpose of the committee is to provide the Board with assurance concerning all aspects of strategic workforce matters relating to the provision of care and services in support of getting the best clinical outcomes and experience for patients and staff.

Its purpose is also to ensure there is a positive working environment for staff which promotes an open culture that helps staff do their job to the best of their ability.

Trust Strategic Objective	How the committee will meet this objective
We deliver care that is high quality and improves lives	Assurance on the delivery of the Trust's strategic workforce plan
We provide a rewarding and supportive place to work	Assurance on the delivery of the Trust's strategic workforce plan
We use our resources to deliver effective and sustainable services	Assurance on the delivery of the Trust's strategic workforce plan

## **6.2 Guiding principles for members (and attendees) when carrying out the duties of the committee**

In carrying out their duties members of the committee and any attendees of the committee must ensure that they act in accordance with the values of the Trust, which are:

- We have integrity
- We are caring
- We keep it simple.

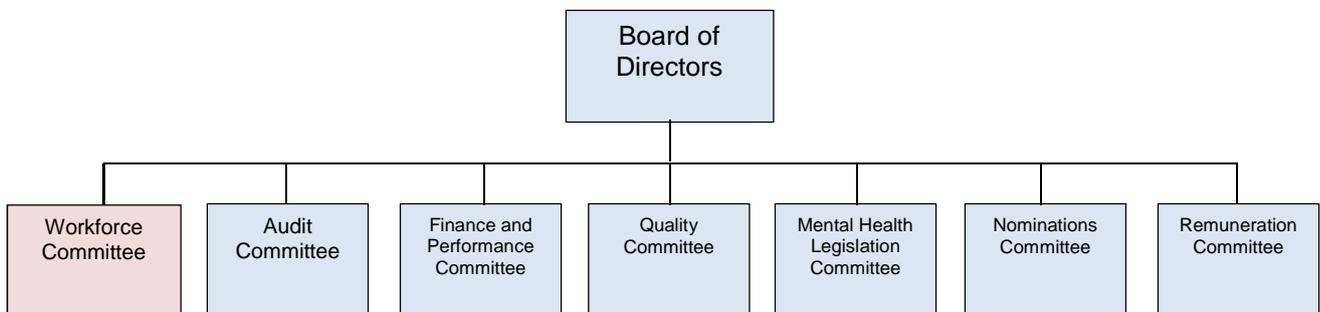
## **6.3 Duties of the committee**

On behalf of the Board of Directors the committee will:

- Seek assurance on the progress made against the NHS People Plan
- Seek assurance on the development and the delivery of the Trust's People Plan and have oversight of its key strategic themes which include: health and wellbeing; resourcing; equality and inclusion; engagement and retention; and leading together.
- Carry out the role of Wellbeing Champion
- Be responsible for signing off any underpinning workforce strategies
- Seek assurance on the development of the workforce to ensure the Trust has productive staff with the skills, competencies and knowledge to provide safe and effective care
- Seek assurance that the Trust is meeting its legal and regulatory duties in relation to its employees
- Have oversight of relevant workforce data and specific initiatives in relation to the Equality and Inclusion Agenda as requested by the Board of Directors, recognising that a significant element of the Trusts work to ensure equality and inclusion is with regard to the workforce
- Seek assurance that the Trust is actively involved and where relevant influencing work taking place at a national, regional and local level including the work carried out by the WY&H ICS relating to Workforce
- Seek assurance on progress against the workforce metrics
- Seek assurance around the risks delegated to it via the Board Assurance Framework. The committee should determine if the appropriate level of risk has been identified, review the effectiveness of the controls in place relevant to the risks, review and challenge the strength of the assurances provided, identify any gaps in control or assurance and ensure that the risk lead identifies appropriate actions to address such gaps

- Where necessary seek assurance into any area of work related to workforce and related matters on behalf of the Board.
- The committee will also review the draft Internal Audit Annual work plan so it can be assured on the sufficiency of the work the Auditors will carry out in respect of matters pertaining to the duties of the committee. Assurance on the plan's sufficiency (or comments on any matters that should be included) will be provided to the Audit Committee to allow it to approve the overall plan.

## 7 RELATIONSHIP WITH OTHER GROUPS AND COMMITTEES



## 8 DUTIES OF THE CHAIR

The chair of the committee shall be responsible for:

- Agreeing the agenda
- Directing the meeting ensuring it operates in accordance with the Trust's values
- Giving direction to the minute taker
- Ensuring everyone at the meeting has a reasonable chance to contribute to the discussion
- Ensuring discussions are productive, and when they are not productive they are efficiently brought to a conclusion
- Deciding when it is beneficial to vote on a motion or decision
- Checking the minutes
- Ensuring sufficient information is presented to the Board of Directors in respect of the work of the committee
- Ensuring the Chair's report is submitted to the 'parent' committee as soon as possible
- Ensuring that governor observers are offered an opportunity at the end of the meeting to raise any points of clarification.

It will be the responsibility of the chair of the committee to ensure that it (or any committee that reports to it) carries out an assessment of effectiveness annually, and ensure the outcome is reported to the Board of Directors along with any remedial action to address weaknesses. The chair will also be responsible for ensuring that the actions to address any areas of weakness are completed.

In the event of there being a dispute between any group / committees in the meeting structure it will be for the chairs of those groups / committees to ensure there is an agreed process for resolution; that the dispute is reported to the groups / committees concerned and brought to the attention of the Board of Directors and that when a resolution is proposed that the outcome is reported back to the all groups / committees concerned for agreement.

## **9 REVIEW OF THE TERMS OF REFERENCE AND EFFECTIVENESS**

The terms of reference shall be reviewed annually by the committee at least annually, and be presented to the Board of Directors for ratification, where there has been a change.

In addition to this the chair must ensure the committee carries out an annual assessment of how effectively it is carrying out its duties and make a report to the Board of Directors including any recommendations for improvement.

**Schedule of deputies**

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case please state below “no deputy required”.

<b>Full member (by job title)</b>	<b>Deputy (by job title)</b>
Director of OD & Workforce	Deputy Director of Workforce
Director of Nursing, Professions and Quality	Deputy Director of Nursing (as required)
Medical Director	Deputy Medical Director for Care Services (as required)
Chief Operating Officer	Deputy Chief Operating Officer (as required)