

**Minutes of the Workforce Committee meeting
Thursday 15 April 2021 at 9.30am
Via Zoom**

Present: Miss Helen Grantham, Non-executive Director (Chair of the Committee)
Mrs Joanna Forster Adams, Chief Operating Officer
Dr Chris Hosker, Medical Director
Mr Andrew Marran, Non-executive Director
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

In attendance: Ms Alex Cowman, Head of Wellbeing
Mrs Angela Earnshaw, Interim Deputy Director of Workforce/Head of Learning and Organisational Development
Mrs Cath Hill, Associate Director for Corporate Governance
Ms Helen Kemp, Appointed Governor: Volition - Leeds (mental health representative) (observing)
Dr Eli Joubert, Clinical Director
Miss Kerry McMann, Acting Head of Corporate Governance (Committee secretariat)
Mr Andrew McNichol, Workforce Information Manager

Action

Welcome and Introduction

Miss Grantham opened the meeting at 9.30am and welcomed everyone to the meeting. The Committee acknowledged that Mrs Claire Holmes, Director of Organisational Development and Workforce, had left the Trust since the last meeting and thanked her for her hard work and dedication over the last two and a half years.

21/017 Apologies for absence (agenda item 1)

No apologies were received from members or attendees of the Committee.

The Committee was quorate.

21/018 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.

21/019 Minutes of the last formal meeting on the 18 February 2021 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 18 February 2021 were a true record.

21/020 Approval for the minutes of the meeting on the 18 February 2021 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 18 February 2021 were suitable to be uploaded to the Trust's external website.

21/021 Matters Arising (agenda item 4)

Dr Joubert provided an update on the development of clinical supervision across the Trust. He informed the Committee that he had reviewed the accuracy of the data available and found that although clinical supervision was taking place across the Trust, it was not always being recorded accurately. He explained that this could be due to a number of reasons, including lack of time or redeployment, but confirmed that he would be looking into this in more detail.

Dr Joubert informed the Committee of a paper on clinical supervision that had recently been presented to the Trustwide Clinical Governance Group. It was agreed that Miss McMann would circulate this paper to members of the Committee. Mr Joubert went on to assure the Committee that Operational Managers and Clinical Leads received clinical supervision compliance reports on a weekly basis. He added that he would regularly be attending meetings of the Clinical Cabinet to discuss clinical supervision and that clinical supervision would become a standing item on all clinical team meeting agendas.

KM

The Committee discussed redeployment; it explored whether redeployment could have been a factor in the reduction of clinical supervision across the Trust, and agreed the importance of clinical supervision being carried out for redeployed staff. Mrs Forster Adams informed the Committee that the majority of redeployed staff would return to their substantive roles by the 19 April 2021.

The Committee discussed previous internal audit findings around clinical supervision. Mrs Woffendin confirmed that the Clinical Supervision Policy had been revised and ratified as per the recommendation from the internal audit. The Committee noted that the oversight of clinical supervision sat across four directorates. It was informed that a proposal to streamline the management of clinical supervision was being prepared. The Committee thanked Dr Joubert for the update. It agreed that it was assured on the progress made with the development of clinical supervision in the Trust.

The Committee **discussed** clinical supervision and redeployment.

Dr Joubert left the meeting.

21/022 Cumulative Action Log (agenda item 5)

The Committee agreed to close the actions on the cumulative action log that

had been completed and noted those that remained hibernated. It discussed action 50 regarding the controls being updated for strategic risk three on the Board Assurance Framework. The Committee agreed that strategic risk three should be reviewed so that it relates to the NHS People Plan.

Interim
Director of
Workforce
and OD

Mrs Woffendin and Dr Hosker provided an update on action 53 regarding clinical and professional leadership. The Committee noted that a paper on the professional leadership, clinical leadership and clinical governance restructure would be provided to a future Quality Committee meeting following discussion at an Executive Management Team meeting. It was agreed that Mrs Earnshaw would provide a paper to outline the organisational development and HR support for this restructure.

CHos /
CW

AE

The Committee discussed action 40 regarding professional workforce strategies. It noted that the Board of Directors supported the proposal to extend the review dates of the strategies by one year and agreed to close the action.

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

21/023 2020 NHS Staff Survey and Bank Staff Survey: Making the Most of the Results (agenda item 6)

Mrs Earnshaw presented a report which outlined how teams would be supported to take action based on the results of the 2020 NHS Staff Survey. She outlined that teams would not be required to complete and submit local action plans but would be supported and encouraged to access their results via Cognos to inform future plans on recovery. Mrs Forster Adams provided an update from a NHS England and NHS Improvement regional event, where the impact of recovery planning on staff wellbeing was discussed. The Committee discussed the light touch approach and explored how this would be managed in areas where the results showed that improvements were needed. Mrs Forster Adams informed the Committee that a framework would be produced for the resetting and recovery of services. The Committee noted this.

Mrs Earnshaw went on to explain that the five workforce work streams that support the NHS People Plan would be given results relating to their fields and asked to take account of the data when developing their strategies and plans in 2021. The Committee discussed the governance arrangements for the five work streams and the terms of reference for these groups. It noted that this information would be shared at a future Executive Management Team meeting.

The Committee discussed the results for the bank staff survey. Mrs Earnshaw explained that the results from the Bank Staff Survey would be taken to the Bank Forum and discussed with the Trust's Bank Workforce to continue conversations on how to improve their experience of working at the Trust. Miss Grantham asked about the development of a cultural dashboard. Mrs Earnshaw confirmed that this was a priority for 2021-22 and it was agreed that, when developed, this would be presented to a Workforce Committee meeting.

AE / TN

The Committee **received** a report which outlined how teams would be supported to take action based on the results of the 2020 NHS Staff Survey. It **noted** the light touch approach that would be taken. The Committee **discussed** the five workforce work streams and the governance arrangements around these work streams. It also **discussed** the development of a cultural dashboard and **agreed** that, when developed, this should be presented at a Workforce Committee meeting.

21/024 Workforce Performance Report (agenda item 7)

Mr McNichol presented the Workforce Performance Report. He informed the Committee that the total unavailability of staff had decreased for the first time since April 2020. He added that absence levels were decreasing and the percentage of staff taking annual leave had increased. The Committee was pleased to hear this.

The Committee discussed appraisals compliance. Mr McNichol informed the Committee of a recovery plan to increase appraisal rates across the Trust and agreed to share information on this plan with Mrs Woffendin. The Committee acknowledged that some staff had been unavailable to have an appraisal due to shielding, long term sickness, redeployment and other reasons.

AMc

Mrs Hill reminded the Committee of an action for the Workforce Committee that arose from the Board of Directors meeting in March 2021 regarding the themes and outcomes of exit interviews. The Committee agreed that this would be picked up as part of a full review of the workforce performance dashboard as soon as it was appropriate to do so.

**Workforce
Committee
AMc**

The Committee **received** the Workforce Performance Report. It **reviewed** the content and **discussed** the data around appraisals and staff unavailability.

21/025 NHS Providers key responsibilities and 9 Board Principles to support wellbeing (agenda item 9)

Ms Cowman presented a paper which set out the key responsibilities and the nine principles of the Wellbeing Guardian, a mandated role due to be established as per guidance from NHS England. The Committee reviewed the paper. It discussed the nine board principles and the proposed three phased approach to implementing the Wellbeing Guardian role and embedding the nine principles. It was agreed that the Committee would take on the role of the Wellbeing Guardian. The Committee agreed that a standing item on wellbeing would be added to the agendas for future meetings to ensure data around health and wellbeing of staff was reviewed.

The Committee **received** a paper which set out the key responsibilities and the nine principles of the Wellbeing Guardian. It **agreed** that the Committee would take on the role of the Wellbeing Guardian and that a standing item on wellbeing would be added to the agendas for future meetings.

21/026 Board Assurance Framework (agenda item 10)

Mrs Hill presented the Board Assurance Framework (BAF). The Committee reviewed the BAF and acknowledged that the controls in place and the overseeing groups had been reviewed since the last meeting. The Committee agreed that it was assured that strategic risk three was being adequately controlled but agreed that the risk should be refreshed to reflect the NHS People Plan.

The Committee **reviewed** the BAF and **agreed** that it was assured that strategic risk three was being adequately controlled.

21/028 Workforce Committee Annual Report (agenda item 11)

The Committee **reviewed** and **approved** its Annual Report for 2020/21. It **noted** that it would be presented to the Board of Directors on the 10 June 2021.

21/029 Workforce Committee Hibernation Plan (agenda item 12)

The Committee **reviewed** the Hibernation Plan and **noted** that any items from the cycle of business that had been missed would be re-scheduled for a future meeting.

21/030 Assurance and escalation reporting (agenda item 13)

Mrs Woffendin informed the Committee that a piece of work had been carried out around student placements and that an agreement had been made with the Yorkshire Ambulance Service NHS Trust for some of the Trust's student placements to be carried out there. The Committee noted the update provided.

The Committee **noted** the update provided on student placements.

21/031 Update on national, regional and local networking (agenda item 8)

The Committee discussed the staff covid vaccination policy, particularly in relation to staff members who remained unvaccinated. Mrs Forster Adams explained that the Trust's Ethics Advisory Group had recently met and discussed this. She went on to inform the Committee that the Department of Health and Social Care had launched a five week consultation on proposals to require care homes staff to have a covid-19 vaccine as part of their conditions of employment. The Committee discussed the potential implications of this on the Trust's workforce.

The Committee **noted** the update provided around the staff covid vaccination policy, particularly in relation to staff members who remained unvaccinated.

21/031 Cumulative escalations log – for information only (agenda item 13.1)

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

21/032 Any Other Business (agenda item 14)

Miss Grantham informed the Committee of an action that had been agreed at the Quality Committee on the 13 April 2021 for the Workforce Committee to explore how the Trust could support managers as a profession. The Committee discussed this action. It discussed key standards for managers, professional leadership development and support for new managers.

The Committee **discussed** an action that had been agreed at the Quality Committee on the 13 April 2021 for the Workforce Committee to explore how the Trust could support managers as a profession

21/033 Key messages and/or any matters to be escalated to the Board of Directors (agenda item 15)

The Committee **agreed** that the following areas of discussion should be shared with the Board of Directors:

Issues to which the Board needs to be alerted:

- The Committee discussed appraisals compliance. It was informed that Mrs Woffendin would be meeting with the CQC at the end of April where appraisals compliance would be discussed amongst other areas. The Committee was informed of a recovery plan to increase appraisal rates across the Trust. It acknowledged that some staff had been unavailable to have an appraisal due to shielding, long term sickness, redeployment and other reasons and noted that these staff members would be excluded from the data.

Things on which the Board is to be assured:

- The Committee reviewed the BAF and agreed that it was assured that strategic risk three was being adequately controlled. It agreed strategic risk three should be refreshed to reflect the NHS People Plan.
- The Committee received an update on the development of clinical supervision across the Trust. It noted that the oversight of clinical supervision sat across four directorates and was informed that a proposal to streamline the management of clinical supervision was being prepared.

The Committee went on to discuss redeployment; it explored whether redeployment could have been a factor in the reduction of clinical supervision across the Trust and agreed the importance of clinical supervision being carried out for redeployed staff. Mrs Forster Adams informed the Committee that the majority of redeployed staff would return to their substantive roles by the 19 April 2021. The Committee agreed that it was assured on the progress made with the development of clinical supervision in the Trust.

- The Committee received a paper which set out the key responsibilities and the nine principles of the Wellbeing Guardian. It discussed the nine board principles and the proposed three phased approach to implementing the Wellbeing Guardian role and embedding the nine principles. It was agreed that the Workforce Committee would take on the role of the Wellbeing Guardian and that a standing item on wellbeing would be added to the agendas for future meetings.
- The Committee discussed an action that had been agreed at the Quality Committee on the 13 April 2021 for the Workforce Committee to explore how the Trust could support managers as a profession. The Committee discussed this action. It discussed key standards for managers, professional leadership development and support for new managers.
- The Committee reviewed the Workforce Performance Report. It discussed total unavailability of staff and was pleased to hear that this figure had decreased for the first time since April 2020. The Committee discussed an action that arose from the Board of Directors meeting in March 2021 regarding the themes and outcomes of exit interviews. It agreed that this would be picked up as part of a full review of the workforce performance dashboard which was a priority for the Committee in 2021-22.
- The Committee received a report which outlined how teams would be supported to take action based on the results of the 2020 NHS Staff Survey. It noted the light touch approach that would be taken. The Committee discussed the five workforce work streams and the governance arrangements around these work streams. It also discussed the development of a cultural dashboard and agreed that, when developed, this should be presented at a Workforce Committee meeting.