

**Minutes of the Workforce Committee meeting
Thursday 17 June 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
Mr Darren Skinner, Interim Director for HR

In attendance: Ms Frances Dodd, Associate Director for People Experience
Mrs Angela Earnshaw, Interim Deputy Director of Workforce/Head of Learning and Organisational Development
Mr Fabrizio Girolomini, Improvement Manager (for item 6)
Miss Kerry McMann, Acting Head of Corporate Governance (Committee secretariat)
Mr Andrew McNichol, Workforce Information Manager
Ms Nichola Sanderson, Deputy Director of Nursing
Ms Julia Zebelys, CQC inspector (observer)

Action

Welcome and Introduction

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

21/034 Apologies for absence (agenda item 1)

Apologies were received from Mrs Cathy Woffendin, Director of Nursing, Quality and Professions, who is a member of the Committee. The Committee noted that Ms Sanderson was in attendance to deputise for Mrs Woffendin.

Apologies were also received from Mrs Cath Hill, Associate Director for Corporate Governance, who is an attendee of the Committee.

The Committee welcomed Ms Zebelys and noted that she would be observing the meeting.

The Committee was quorate.

21/035 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.

21/036 Minutes of the last formal meeting on the 15 April 2021 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 15 April 2021 were a true record.

21/037 Approval for the minutes of the meeting on the 15 April 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 15 April 2021 were suitable to be uploaded to the Trust's external website.

21/038 Matters Arising (agenda item 4)

The Committee discussed minute number 21/021 which referred to an update on clinical supervision that was provided by Dr Eli Joubert, Clinical Director. The Committee agreed that a further update on this work should be provided in October 2021.

EJ

The Committee next discussed minute 21/022 which referenced the clinical governance restructure. Ms Sanderson informed the Committee that zoom meetings had taken place with staff as part of the consultation process. She confirmed that these had been well received. The Committee noted the update provided and welcomed the involvement of staff in the consultation.

The Committee went on to discuss minute number 21/023 which referred to a framework that would be produced for the reset and recovery of services. The Committee noted that this had since been discussed at a Board of Directors meeting.

Miss Grantham informed the Committee that Ms Alex Cowman, Head of Wellbeing, had attended a regional event for Wellbeing Guardians. Miss Grantham shared the feedback that had been provided about the event.

The Committee **noted** the updates provided.

21/039 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 log number 64, regarding the impact of the McCloud judgement, and noted that an update would be provided in August 2021.

The Committee next discussed log number 65, for Quality Health to attend a Workforce Committee meeting to make a presentation on the 2021 Staff Survey results. The Committee agreed that this action was no longer relevant and could be closed. Mrs Earnshaw provided an update on log number 56 around how the Trust could support managers as a profession. She agreed to provide an update on this in October 2021.

The Committee went on to discuss log number 61, for a cultural dashboard to be developed. Mr Skinner confirmed that an update on this work would be provided at the August 2021 meeting and the final dashboard would be presented at the October 2021 meeting.

The Committee was **assured** with the progress made on the actions within the cumulative log and **agreed** on which actions should be closed. It **agreed** timescales for the completion of existing actions.

Ms Zebelys left the meeting.

21/040 The process used for NICE guidance (agenda item 6)

Mr Girolomini delivered a presentation on the process used to collate and disseminate NICE guidance across the Trust. He shared an example of a baseline assessment and an action plan. The Committee thanked Mr Girolomini for the presentation and was assured on the process used to collate and disseminate NICE guidance relating to workforce.

The Committee **received** a presentation on the process used to collate and disseminate NICE guidance across the Trust.

21/041 Workforce risks, priorities and plan (agenda item 7)

Mr Skinner provided an overview the work that had been carried out since he joined the Trust. He went on to outline the priorities for the coming months, which included:

- Developing a wellbeing offer for staff
- Implementing a new workforce governance structure
- Developing a support package for managers
- Considering the approach that would be taken for staff members returning to the work place
- Restarting the development of the Trust's People Plan following the hibernation of this work during the pandemic
- Recruitment
- Engaging with staff networks

The Committee received an update on collective leadership. Mrs Earnshaw explained that she had been working with Dr Claire Kenwood, Director for Improvement, to refresh the ambition around collective leadership.

Mrs Forster Adams praised the work of the workforce work stream which had acted as a bronze group in the Trust's incident command arrangements throughout the pandemic. The Committee welcomed this and agreed on the importance of learning from the joint working that had taken place during the pandemic. Mrs Forster Adams explained that although the incident command arrangements had been stepped down, the Executive Management Team had

continued to receive data around staff sickness and absence. The Committee discussed a potential risk related to the number of staff isolating.

The Committee **noted** the update provided.

21/042 Workforce governance structure – draft proposal (agenda item 8)

Mr Skinner presented the draft proposal for the new workforce governance structure. He explained that the model was currently being reviewed by the HR and OD team and the Executive Management Team. He confirmed that, if approved, the structure would be implemented by the end of June 2021 and added that a work plan would be agreed by the end of July 2021. The Committee reviewed the draft governance structure and agreed that an update on the development of the governance structure and work plan should be presented at the August meeting.

DS

The Committee was informed that the Internal Audit Team had carried out a piece of benchmarking around Workforce Committees. It agreed that this work should be presented at the August meeting.

SB

The Committee **reviewed** the draft workforce governance structure

21/043 Workforce Performance Report (agenda item 9)

Mr McNichol presented the Workforce Performance Report. He highlighted the vacancy data, noting that this showed an increase from April 2021, and informed the Committee that the increase was due to re-budgeting. Mr Skinner provided an update on the number of posts that had been filled since the report had been circulated and the number of staff that had joined the Trust's Bank and Temporary Staffing Service. Mr McNichol provided an update on staff unavailability. The Committee was pleased to hear that the percentage of sickness due to stress and anxiety had reduced each month since August 2020 and that annual leave rates had increased. The Committee was informed that there were 31 absences due to Covid-19. It noted that only six of these had tested positive and the rest had been contacted by the NHS Test and Trace app.

Mr McNichol went on to provide an update on compulsory training. He explained that as a result of the Covid-19 pandemic and the social distancing guidelines in place, capacity for classroom based training including PMVA and Resus had been reduced. The Committee noted that priority had been given to existing staff that had been redeployed as well as new starters and that recovery plans were being developed around this.

The Committee **received** the Workforce Performance Report and **discussed** the information provided.

21/044 Update on clinical supervision (agenda item 9.1)

Mr McNichol provided an update on clinical supervision. He informed the Committee that the data had been reviewed and had been found to include a number of corporate staff members. He explained that the Team were reviewing this on a case by case basis to confirm whether clinical supervision was required for those roles. He went on to confirm that in June 2021 74% of eligible staff had received a clinical supervision, noting that this was the highest compliance rate for six months. The Committee noted that the rate had increased.

The Committee **noted** the update provided on clinical supervision.

21/045 Update on appraisals (agenda item 9.2)

Mr McNichol informed the Committee that as of June 2021 appraisal rates had improved to 67%. He outlined the work that had been carried out to restart appraisal process and increase the number taking place across the organisation. He went on to inform the Committee that the appraisal framework was under review.

The Committee **noted** the update provided on appraisals.

21/046 Wellbeing activity (agenda item 9.3)

Ms Dodd provided an update on wellbeing activity across the Trust. She informed the Committee of four new roles that would support staff wellbeing, including: herself as Associate Director for People Experience; Ms Alex Cowman, Head of Wellbeing; and Dr Kerry Hinsby, Lead Consultant Clinical Psychologist; and a Physical Activity Co-ordinator role which was currently being recruited to.

She went on to outline the Trust's priorities around wellbeing, which included:

- Implementing a critical support package
- Implementing a long covid support package
- Establishing Wellbeing Champions within teams
- Developing a mental health first aid package
- Reviewing wellbeing areas across the Trust's estates such as rest rooms
- Developing a menopause support package.

The Committee asked about workforce resilience. Mr Skinner suggested that resilience training could be considered. The Committee went on to ask how the wellbeing support available to staff would be promoted amongst clinical staff members who did not always have access to a computer. Ms Dodd confirmed that engagement was taking place with clinical services and that the team were due to visit a number of wards in the coming weeks.

The Committee agreed that a standing item around wellbeing should be added to the cycle of business to ensure the Committee received assurance as the Trust's Wellbeing Guardian. The Committee also asked for a detailed update around the wellbeing assessments to be provided at the next meeting.

KM

AC

The Committee **received** an update on wellbeing activity across the Trust

21/047 Update from the West Yorkshire Mental Health Services Collaborative (WYMHSC) Joint Non-executive Director and Governor event held 11 June 2021 (agenda item 10)

Miss Grantham informed the Committee that she had attended the WYMHSC Joint Non-executive Director and Governor event on 11 June 2021. She outlined that at the event there had been a presentation from Dr Hinsby on the work of the Mental Health and Wellbeing Hub and provided a verbal summary of the presentation.

The Committee noted the number of referrals since the Hub had opened and explored how the Hub could be promoted to staff across the Trust. It acknowledged the role of line managers in having wellbeing conversations. The Committee agreed to invite Dr Hinsby to a future meeting to provide an update on the work of the Hub.

KH

Miss Grantham **provided** an update from the WYMHSC Joint Non-executive Director and Governor event on 11 June 2021.

21/048 Update on national, regional and local networking (agenda item 11)

Mr Skinner provided an update from the Leeds One Workforce Strategic Board. Mrs Earnshaw provided an update on discussions that had taken place around workforce delivery and new partnerships that may be developed within the ICS footprint.

The Committee went on to discuss the recent announcement that Covid-19 vaccinations would be mandatory for all care homes staff. It noted that it had not yet been confirmed whether the vaccination would be mandatory for NHS staff. The Committee discussed the Trust's position on this and the potential impact on staff wellbeing.

The Committee **noted** the updates provided.

21/049 Board Assurance Framework (agenda item 10)

The Committee **reviewed** the Board Assurance Framework. It **agreed** that SR3 should be reviewed. Mr Skinner **confirmed** that a written proposal would be presented to the next meeting in August 2021.

21/050 Workforce Committee Hibernation Plan (agenda item 13)

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.

21/051 Workforce Committee Annual Cycle of Business (agenda item 14)

The Committee **reviewed** the Annual Cycle of Business. It was agreed that Mr Skinner and Miss McMann would update this document.

DS / KM

21/052 Assurance and escalation reporting (agenda item 15)

No updates were provided.

21/053 Cumulative escalations log – for information only (agenda item 15.1)

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

21/054 Any Other Business (agenda item 16)

Miss Grantham explained an action that had been agreed for the Workforce Committee to receive an update on the support provided to the staff who worked at the Assessment and Treatment Unit. The Committee noted that the action had been delegated by the Quality Committee. Ms Sanderson informed the Committee that she would be meeting with all staff members individually and confirmed that she would provide an update on this at the next meeting.

NS

Miss Grantham informed the Committee that she had recently met with Mr Aiden Hugill, Head of Health and Safety. She provided an update on the discussion that had taken place.

The Committee noted the updates provided.

21/056 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 shared with the Board of Directors:

Issues to which the Board needs to be alerted:

- No issues to which the Board needs to be alerted.

Issues for advice from the Board

- No issues for advice from the Board.

Things on which the Board is to be assured:

- The Committee received an update from Mr Skinner on the work that had been carried out since he joined the Trust and the priority areas for the coming months. It reviewed the draft Workforce and Organisational Development governance structure. It noted that the final structure would be presented at the next meeting on the 5 August 2021.
- The Committee received the Workforce Performance Report. It was pleased to hear that the percentage of sickness due to stress and anxiety had reduced each month since August 2020 and that annual leave rates were increasing. It received an update on clinical supervision and was informed that in June 2021 74% of eligible staff received a clinical supervision. The Committee noted that this was the highest compliance rate for six months. The Committee also received an update on appraisals. It noted that as of June 2021 appraisal rates had improved to 67%.
- The Committee discussed the government's proposal for the Covid-19 vaccination to be mandatory for health and social care staff, noting that a final decision was yet to be made. It discussed the Trust's position on this and the potential impact on staff wellbeing
- The Committee reviewed the Board Assurance Framework. It noted that strategic risk three would be reviewed and that a written proposal for this risk would be provided at the next meeting on 5 August 2021.
- The Committee received an update on the support provided to the staff who worked at the Assessment and Treatment Unit. It noted that Ms Sanderson would be meeting with the staff members individually and that an update would be provided at the next meeting.
- The Committee received an update on wellbeing activity across the Trust. It was informed of plans to: implement a critical support package; implement a long covid support package; establish Wellbeing Champions within teams; develop a mental health first aid package; review wellbeing areas across the Trust such as rest rooms; and develop a menopause support package. It discussed the West Yorkshire and Harrogate Health and Care Partnership's Mental Health and Wellbeing Hub and how the Hub could be promoted to staff across the Trust.