

**Minutes of the Workforce Committee  
Thursday 5 October 2021 at 9.30am  
Via Zoom**

**Present:** Miss Helen Grantham, Non-executive Director (Chair of the Committee)  
Mr Cleveland Henry, Non-executive Director  
Dr Chris Hosker, Medical Director  
Mrs Joanna Forster Adams, Chief Operating Officer  
Mr Darren Skinner, Interim Director of HR  
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

**In attendance:** Dr Frances Dodd, Associate Director for People Experience  
Mrs Angela Earnshaw, Interim Deputy Director of Workforce & OD / Associate Director of People and OD  
Mrs Cath Hill, Associate Director for Corporate Governance  
Dr Kerry Hinsby, Psychology Lead WY&H Staff Mental Health & Wellbeing Hub  
Dr Eli Joubert, Clinical Director  
Miss Kerry McMann, Head of Corporate Governance  
Mr Andrew McNichol, Workforce Information Manager  
Ms Tracey Needham, Head of People Engagement  
Dr Sharon Prince, Deputy Director Psychological Professions  
Ms Holly Tetley, Associate Director of Employment  
Ms Amanda Eagle, Associate Director Deloitte LLP (observing)  
Mr Ian Andrews, Non-clinical Staff Governor (observing)  
Ms Hazel Griffiths, Carer Governor (observing)

**Action**

**Welcome and Introduction**

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

**21/082 Apologies for absence** (agenda item 1)

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

The Committee was quorate.

**21/083 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.

**21/084 Minutes of the last formal meeting on the 5 August 2021** (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 5 August 2021 were a true record.

**21/085 Approval for the minutes of the meeting on the 5 August 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 5 August 2021 were suitable to be uploaded to the Trust's external website.

**21/086 Matters Arising** (agenda item 4)

Miss Grantham **noted** that the detail on the implications for staff of the McCloud judgement had been welcomed by the Board at its meeting on the 30 September 2021. The Board had asked if the Committee was assured that this information had been communicated fully to all staff, especially those approaching retirement age. Mr Skinner **advised** that this process was managed by NHS Pensions, and they would be in direct contact with any scheme members who were affected.

**21/087 Cumulative Action Log** (agenda item 5)

The Committee agreed to close the actions on the cumulative action log that had been completed and acknowledged those actions that remained hibernated.

Mr Skinner provided an update on action 073. He confirmed that the organisation did already adopt the "model of social disability" and advised that they were due to receive information from NHS England / Improvement that week setting out a programme of work around disability that the Trust was keen to sign up to and progress. The Committee looked forward to receiving future reports on the disability agenda.

The Committee discussed action 072 and it was agreed that Mrs Woffendin and Ms Tetley would discuss this further offline and seek assurance that learning had taken place following the review. A verbal update would be provided at the next meeting.

**CW / HT**

The Committee noted that other actions were for later meetings.

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

**21/088 Workforce risks - proposal for strategic risk three** (agenda item 6)

The Committee **agreed** that this item would be taken with the Board Assurance Framework later on the agenda.

#### **21/089 Trust People Plan** (agenda item 7)

The Committee received a detailed presentation from Mrs Earnshaw which set out the refocused vision and people ambitions following an initial round of engagement with staff.

The Committee was assured by the clear ambition and strong governance framework and highlighted a few areas for further consideration. These included emphasising further the Trust's commitment to employing people with (or a history of) mental health issues in line with the Trust's anchor status; developing a strapline that summarised why people might want to work for the Trust; and using consistent language when talking about leadership qualities.

The Committee also talked about the importance of being able to demonstrate to staff and stakeholders that progress was being made by measuring and tracking the milestones and outcome measures. Mrs Woffendin asked that the reference to working together with neighboring trusts on International Nurse Recruitment was phrased carefully so that the Trust was not restricted in its involvement with this programme.

The Committee **paused** the discussion to take agenda item 9.

Dr Prince joined the meeting.

#### **21/090 Psychological Professional Strategy** (agenda item 9)

Dr Prince presented the Psychological Professions Strategy for 2021 to 2024 which highlighted the priorities for the psychological professions over the coming years. Dr Prince discussed some of the initiatives being developed such as the Leeds Psychology Board which would look at using resources in Leeds more efficiently and ongoing work to increase access to psychological therapies and develop models of service delivery. She highlighted some resource issues and noted there was currently a lack of psychological practitioners to meet the demand.

The Committee supported the recommendations set out in the strategy and noted that an action plan would be developed in due course.

Mrs Woffendin noted that she was creating a Professions and Nursing Council (PNC) which would have oversight of all professional strategies (except medical) and would monitor the implementation and progress of action plans. It was agreed that Mrs Woffendin would send the PNC Terms of Reference to a future Workforce Committee meeting.

**CW**

The Committee discussed the governance arrangements for the Psychological Professional Strategy. It was felt it was important that this and future

professional strategies should be looked at from both a quality and workforce perspective. Mrs Hill suggested thought needed to be given to how these professional strategies sat under the central Workforce Strategy. It was agreed that a further conversation on the governance route for professional strategies needed to take place outside of the meeting to ensure there was a consistent approach going forward. It was also agreed that the Quality Committee should review the Psychological Professional Strategy before approval.

**CW / CHi**

**HG / SP**

The Committee **noted** the content of the report and recommendations.

Dr Joubert joined the meeting. Ms Griffiths and Dr Prince left.

**21/091 Update on the clinical supervision work** (agenda item 10)

The Committee received an update on clinical supervision and noted that the target was 85% and performance was currently at around 70%. The Committee discussed some of the barriers to achieving the target which included staff not having sufficient time to record their supervision. The Committee heard about the digital solutions that were being explored to streamline the recording process. There were also plans for a campaign to teach staff more about clinical supervision and its importance.

The Committee **welcomed** the update and **noted** the ongoing actions.

Dr Joubert left the meeting.

**21/092 Trust People Plan** (agenda item 7)

The Committee returned to the discussion on the Trust People Plan. Miss Grantham felt that career pathways and apprenticeships could be emphasised further under the workforce development section and suggested making clearer links to supporting those with lived experience. She also asked whether the link to the digital strategy was strong enough and queried the reference to 'HR systems and processes' under the new ways of working section and suggested this was reworded.

The Committee agreed that the final draft of the Trust People Plan would come to the December Workforce Committee.

**DS / AE**

The Committee **received** the Trust People Plan.

**21/093 Finalised workforce governance arrangements** (agenda item 8)

The Committee **noted** the contents of the paper.

## 21/094 Workforce Performance Report (agenda item 11)

Mr McNichol introduced the report and summarised some key areas for the Committee to note. Firstly, he highlighted that in-month sickness was on the increase but explained there was a new process in place which looked at sickness absence data in more detail and was starting to be used by managers to monitor absence in their service.

Mr McNichol outlined the 18-month recovery plan to get PMVA training back on track. The Committee was pleased to hear there had been a 10% increase in training compliance to date which showed that the recovery plan was making an impact, however it acknowledged this was still a critical area for the Trust and a CQC area of focus. The Committee agreed that further assurance was required on the PMVA training compliance of inpatient staff. Mr McNichol would share this information with Committee members outside of the meeting. The Committee noted that a stocktake of the 18-month plan, which would include a forward trajectory and assess the impact of the actions so far, would go to the People and Organisational Development Governance Group in the next few months.

AMN

Mrs Forster Adams asked that performance forecasting was introduced into future Workforce Performance Reports and the Committee welcomed this.

AMN

Mrs Forster Adams then talked about the Board's commitment to minimising the disruption to staff and services over the coming months. She asked for more detailed redeployment data to be captured in the report, including a measure that clearly described how many people were redeployed as a consequence of service pressures and which staff had been moved at short notice. It was felt that the Committee should have sight of this data as it would impact on teams being able to deliver consistent care and was a key issue for winter.

AMN /  
JFA

Mr McNichol advised that rostering data was currently being held by a third party, but work was ongoing to bring the data under the management of the Trust. He confirmed that he would be able to collect the redeployment data manually on an interim basis until the transfer was complete.

The Committee **reviewed** and **noted** the content of this report.

Ms Needham joined the meeting.

## 21/095 Wellbeing Guardian Report (agenda item 12)

The Committee received the Wellbeing Guardian Report which included more detail on absence hotspots as per the Committee's request and outlined what actions were being taken to address these. Dr Dodd highlighted some key areas of work for the Committee to note which included the roll-out of Trustwide critical support with the introduction of the CrISSP pathway, a more defined pathway for investigating staff suicide, and more robust support for staff suffering racial abuse at work.

The Committee requested that the next report contained more detailed information on the occupational health offer for staff, including the range of support offered and assurance as to whether this could be accessed in a timely way.

The Committee **welcomed** a thorough report on all nine aspects of the Wellbeing Guardian Framework and was **assured** that progress was being made in all aspects.

**21/096 Update on the work of the Mental Health and Wellbeing Hub** (agenda item 12.1)

The Committee reviewed a detailed update on the West Yorkshire and Harrogate Mental Health and Wellbeing Hub from Dr Hinsby. The Committee noted that the hub had received a commitment from NHS England for funding for the next financial year, but it was unclear what support would be offered beyond that point. The Committee noted that work was ongoing with ICS partners to maximise support for the hub going forward.

The Committee discussed the importance of enabling early conversations with staff about their mental health and reducing the stigma associated with coming forward for help.

The Committee **received** the update.

Mr McNichol left the meeting.

**21/097 Workforce planning update** (agenda item 13)

The Committee **agreed** to defer this item to the December meeting.

Dr Hinsby left the meeting.

**21/098 2021 NHS and Bank Staff Survey** (agenda item 14)

Ms Needham provided an update on the Staff Survey response rate at day 4 of the survey going live, which compared favourably to the same time last year. The Committee felt that it would be useful to understand where previous year's action plans were having an impact on the 2021 results.

The Committee **received** the 2021 NHS and Bank Staff Survey update.

**21/099 Update on the development of a cultural dashboard** (agenda item 14.1)

The Committee **agreed** to defer this item.

**FD**

**21/100 Future topics for internal audits** (agenda item 15)

It was **agreed** that members should email Miss Grantham with any suggestions of future topics.

**21/101 People and OD Delivery Group Chairs Report** (agenda item 16)

The Committee **received** the verbal update.

**21/102 Board Assurance Framework** (agenda item 17)

The Committee reviewed the Board Assurance Framework and noted that there was an ongoing action for Mr Skinner to review and rewrite Strategic Risk 3, which currently focused on recruitment and retention, to be broader and better reflect all workforce risks. The Committee also discussed adding a second risk to the BAF relating to workforce wellbeing.

The Committee noted that the refreshed BAF was due to be presented at November Board of Directors' meeting so this work would need to be completed in advance of that.

The Committee **reviewed** Strategic Risk 3 and **noted** that it was to be redefined to be more representative of the issues outlined in the NHS People Plan and this work was still to take place.

**21/103 Meeting dates for 2022 – for information only** (agenda item 18)

The Committee **received** the Workforce Committee meeting dates for 2022.

**21/104 Cycle of Business for 2022 – for information only** (agenda item 19)

The Committee **received** the Workforce Committee Cycle of Business for 2022.

**21/105 Workforce Committee Hibernation Plan – for information only** (agenda item 20)

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.

**21/106 Assurance and escalation reporting** (agenda item 21)

No updates were provided.

**21/107 Cumulative escalations log – for information only** (agenda item 21.1)

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

**21/108 Any Other Business** (agenda item 22)

The Committee did not discuss any other business.

**21/109 Key messages and/or any matters to be escalated to the Board of Directors** (agenda item 23)

The Committee **agreed** the items to be included in the Chair's Report to the next public Board of Directors' Meeting on the 25 November 2021.