Minutes of the Workforce Committee
Thursday 4 May 2023 at 1pm via Teams

Present: Miss Helen Grantham, Non-executive Director (Chair of the Committee)
Mrs Joanna Forster Adams, Chief Operating Officer
Dr Chris Hosker, Medical Director
Mrs Kaneez Khan, Non-executive Director
Mr Darren Skinner, Director of People and Organisational Development
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

In attendance: Ms Rose Cooper, Corporate Governance Officer
Ms Alex Cowman, Head of Wellbeing (agenda item 10)
Dr Frances Dodd, Associate Director for People Experience
Ms Cassie Good, Head of Strategic Resourcing and Talent Development
Mrs Cath Hill, Associate Director for Corporate Governance
Mr Andrew McNichol, Head of People Analytics and Temporary Staffing
Ms Heather Prest, HR Business Partner (agenda item 11)
Ms Holly Tetley, Associate Director of Employment

Action

Welcome and Introduction

Miss Grantham opened the meeting at 1pm and welcomed everyone.

23/023 Apologies for absence (agenda item 1)

No apologies had been received from members of the Committee. Apologies from attendees had been received from Mrs Fiona Sherburn, Associate Director for People and Organisational Development.

The Committee was quorate.

23/024 Declaration of any conflicts of interest in respect of agenda items (agenda item 2)

No one present declared any conflicts of interest in respect of agenda items.

23/025 Minutes of the meeting held on the 9 February 2023 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 9 February 2023 were a true record.

23/026 Approval for the minutes of the meeting held on the 9 February 2023 to be uploaded to the Trust's external website (agenda item 3.1)

The Committee **agreed** that the minutes of the Workforce Committee meeting on 9 February 2023 were suitable to be uploaded to the Trust's external website.

23/027 Matters Arising (agenda item 4)

There were no matters arising.

23/028 Cumulative Action Log (agenda item 5)

The Committee confirmed that actions 150, 175, 176, 177, 178, 180, 182, 183, 184 and 185 were complete and could be removed from the log. The Committee then discussed the open actions and received the following updates.

Action 61: Dr Dodd and Dr Hosker provided a verbal update on the development of the culture dashboard. The Committee noted that meetings were taking place with key staff and work was ongoing to define the structure of the culture dashboard which they had agreed to separate from the quality dashboard. A draft proposal was expected by July, and it was agreed that a further update would come to this Committee in October 2023.

Action 165: the Committee agreed to schedule this item for the June meeting.

Action 179: Mr Skinner updated the Committee on the benchmarking exercise which was now complete, and it was agreed that this action could be closed.

Action 166: the Committee noted that a Board strategic session on workforce matters had taken place the previous week and agreed to keep this action on hold until further discussion had taken place at the private Board meeting in May which could generate further action for this Committee.

Action 162: the Committee received the update provided and agreed that this action could be marked as complete.

Action 174: Mr Skinner noted that following discussions with his team they had agreed that instances of staff having secondary employment would be recorded on Learn. The Committee agreed that this action could be marked as complete.

Action 186: Mr Skinner informed the Committee that the annual process for staff agreeing to the Trust's Code of Conduct would be done via Learn. The Committee agreed that this action could be marked as complete.

The Committee **received** the action log and **noted** the updates provided.

23/029 Board Assurance Framework (agenda item 6)

Miss Grantham referred to Datix reference 604 in the contributory risks section of the report and suggested that 'attract' and 'retain' were handled as separate risks as they required two different approaches. Miss Grantham also suggested

that Datix reference 308 should be broader than just personal development reviews and instead refer to career progression as a whole. It was agreed that Mr Skinner would consider these suggestions for the next update.   **DS**

The Committee then considered how recording themes from exit interviews could be used to identify hotspot areas of poor culture within teams and between managers and staff with the aim of improving retention. The Committee noted some of the challenges associated with relying on data from face to face exit interviews and heard that automated exit interview questionnaires had recently been developed where data was recorded through ESR which staff could complete in private. It was also noted that this issue had been identified as a gap by the civility and respect work and would be picked up in more detail there.

The Committee **received** the Board Assurance Framework, **reviewed** Strategic Risk 3, and was **assured** that it was being appropriately controlled.

23/030   People and Organisational Development (POD) Governance Group Chair's Report (agenda item 7)

The Committee received an update on Health Education England (HEE) funding and heard that work was ongoing to understand the implications of the merger with NHS England / Improvement which could lead to a reduction in funding stream opportunities for the Trust in the future. However, the Committee was pleased to note that the HEE Continuing Professional Development (CPD) funding had come through for 2023/24 with no reduction in value.

The Committee then received an update on industrial action and noted that the NHS Staff Council had recently met and accepted the pay award and work was ongoing to understand the next steps and assess the impact for those who receive benefits. The Committee also received an update on the Clinical Excellence Awards and noted that the process for application was being reviewed to ensure it was fit for purpose. This would be launched in July 2023 with payments to be made by March 2024.

Mrs Forster Adams clarified that the Assertive Outreach Team would not be going into Business Continuity as was suggested in the report but advised that the service model was being reviewed to address the staffing issues as part of the community transformation work.

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

23/031   Update on national, regional, and local networking (agenda item 7.1)

See above.

23/032   Our People Plan – Refresh Annual Update (agenda item 8)

The Committee received the report and noted that progress with the Trust's People Plan roadmaps and key performance data would be presented to this Committee every six months, with a full refresh taking place each year to ensure that the roadmaps and actions reflected the Trust's current challenges and opportunities. The Committee welcomed the Impact Report which captured valuable qualitative feedback from staff and noted this would be included in the six-monthly report to this Committee going forward.

To enable the Committee to have clear oversight of its development, Miss Grantham requested that future update reports clearly documented what changes had been made to the People Plan and the reasons why.

FD / AMc

> The Committee **reviewed** and **supported** the refresh of the Trust's People Plan.

Dr Hosker left the meeting.

23/033 People Plan Dashboard (agenda item 8.1)

Mr McNichol provided a detailed update on progress with the People Plan roadmaps which included updated objectives for 2023 and provisional objectives for 2024. The Committee was assured to note that the objectives for 2023 had been reviewed to be smarter and more appropriate. Mr McNichol also provided an overview of several key performance indicators over the last year, including compliance with compulsory training, clinical supervision, and personal development reviews.

The Committee requested that the People Plan performance dashboard was added to the June agenda and circulated with the papers to give Committee members the opportunity to review it in advance. The Committee noted that the dashboard would be included as part of the six-monthly People Plan update going forward.

AMc

Mrs Forster Adams noted that performance relating to staff absence as a consequence of stress and anxiety was relatively consistent at 32% and asked how the Trust benchmarked with other organisations in the sector. The Committee heard that the Trust had limited access to the relevant data held by central systems and noted that what was available was often out of date. Mr McNichol agreed to relook at this and see if any useful data could be accessed. Mrs Forster Adams also suggested using local networks to gather intelligence on metrics such as these. The Committee was concerned to note that the quality issues with the data held by central systems prevented the Trust from being able to fully benchmark with other organisations in the sector and this presented a challenge and a barrier to learning from good practice elsewhere.

AMc

Mr Skinner also referred to undertaking a review of the Trust's mental health pathway to assess what areas were working effectively and if any improvements were required. The Committee highlighted that measuring whether staff were returning to work more quickly as a result of the pathway interventions should be a key focus of this review.

> The Committee **received** the update provided.

23/034 Workforce Performance Report (agenda item 9)

The Committee received an update on progress with integrating non-clinical staff data into the performance report and noted this was likely to take around three months to complete.

> The Committee **received** the report and **noted** that the latest performance data had already been discussed in detail as part of the People Plan Dashboard item.

23/035 Wellbeing Guardian Report (agenda item 10)

Ms Cowman introduced the report and highlighted some areas for the Committee to note, including the Wellbeing Roadshows which had started at various sites across the Trust.

The Committee discussed the update for action 178 on the cumulative action log, and Ms Cowman provided some further assurance on the robustness of Health Assured's support offer. Miss Grantham highlighted the importance of having a clear understanding of the data stored and support offered when considering the procurement of services such as these in the future.

The Committee also received an update on the West Yorkshire Staff Mental Health and Wellbeing Hub which would be funded at a system level going forward (it had previously been funded through NHS England). The Committee noted this positive news, in the context that some hubs in other regions could not be maintained and were having to close.

> The Committee **considered** and **endorsed** the actions and progress detailed within this report and continued to be **assured** across all nine aspects of the Wellbeing Guardian Framework.

Mrs Hill left the meeting and Dr Hosker re-joined the meeting.

23/036 Civility and Respect Update (agenda item 11)

Ms Prest introduced the report which provided an update on the civility and respect work which was ongoing across the Trust. The Committee noted that as part of this work six services had been identified as requiring more specific intervention and were part of a diagnostic project. The Committee heard that Attain had already been commissioned to do a piece of work with Forensic Services and noted that the civility and respect work would sit alongside this, not separate to it.

Mrs Woffendin requested that once key themes had been identified, any areas of concern were signposted to the appropriate teams for example Safeguarding, in order to bring in the relevant expertise. Ms Prest agreed and advised that the Civility and Respect Task and Finish Group contained representatives from various staff groups including Care Services and the Patient Experience Team.

The Committee also had a discussion on the relationship between civility and respect and psychological safety. Dr Hosker noted that the psychological safety work was a key component of the Quality Strategic Plan and suggested that the civility and respect work should sit beneath psychological safety. The Committee noted that further consideration was needed around how to link the two strands of work and Miss Grantham suggested that this conversation was taken offline.

The Committee was assured by the approach detailed in the report and supported Ms Prest reporting key themes back to the Committee in due course. It was agreed that a review of how other organisations have implemented a civility and respect framework would also be shared as part of this update, along with a plan for resourcing the recommended interventions, bringing in external support and learning as required.

HP

The Committee **supported** the approach taken to date regarding civility and respect within the workplace; **noted** the diagnostic approach proposed to identify key themes in the six services; and **identified** areas which required further discussion.

23/037 Update on the Workforce Cultural Dashboard (agenda item 12)

The Committee **noted** that Dr Dodd had provided an update earlier in the meeting as part of the cumulative action log where it had been agreed that the Committee would revisit this work in October 2023.

23/038 Workforce Committee Annual Report (agenda item 13)

The Committee **reviewed** and **approved** its Annual Report for 2022/23 ahead of submission to the Board of Directors in June 2023, and **noted** the positive developments the Committee had made over the last year.

23/039 Key messages and/or any matters to be escalated to the Board of Directors or other Board subcommittees (agenda item 14)

The Committee **agreed** the items to be included in the Chair's Report to the next public Board of Directors' Meeting on the 25 May 2023.

23/040 Any other business (agenda item 15)

The Committee **noted** that it was Mrs Woffendin's last Workforce Committee and **thanked** her for her support and significant contribution to the work of the Committee and **wished** her the best for the future.