

**Minutes of the Workforce Committee
Thursday 8 June 2023 at 1pm (Hybrid)**

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
Ms Nichola Sanderson, Director of Nursing and Professions
Mr Darren Skinner, Director of People and Organisational Development

In attendance: Mr Kieran Betts, Corporate Governance Assistant (meeting support)
Ms Alex Cowman, Head of Wellbeing (agenda item 9)
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 Charlotte Noon, Human Resources Advisor (observing agenda item 10)
Ms Jessica Shires, Human Resources Business Partner (agenda item 10)
Ms Holly Tetley, Associate Director of Employment
Ms Jo Third, Talent Development and Retention Lead (agenda item 11)

Action

Welcome and Introduction

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

23/041 Apologies for absence (agenda item 1)

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

The Committee was quorate.

23/042 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.

23/043 Minutes of the meeting held on the 4 May 2023 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 4 May 2023 were a true record.

23/044 Approval for the minutes of the meeting held on the 4 May 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 4 May 2023 were suitable to be uploaded to the Trust's external website.

23/045 Matters Arising (agenda item 4)

There were no matters arising.

23/046 Cumulative Action Log (agenda item 5)

The Committee confirmed that actions 187 and 188 were complete and could be removed from the log and noted that actions 161, 165 and 189 related to items on the agenda and could be marked as complete. The Committee also confirmed that actions 61, 169, 174 and 181 were scheduled for consideration at future meetings. The Committee then discussed the open actions and received the following updates:

Action 191: Ms Tetley informed the Group that the civility and respect update would need to go through the Workforce Governance Groups ahead of it being reported back to the Committee and agreed to confirm a date with Ms Cooper in due course.

Action 192: Mr Skinner informed the Committee that the Northeast and Yorkshire nurse vacancy rates remained high at 14.8%, with the Trust's own figure remaining at 22%. The Committee agreed that Ms Good should reach out to other organisations in the Northeast to investigate whether there were any best practices being employed by these organisations that the Trust could incorporate into their own practices for recruiting nurses.

Action 193: the Committee agreed that the action should be re-worded as the original discussion was around the need for greater assurance on how different service areas were being operationally impacted as a result of staff sickness and availability. Miss Grantham noted that some of this had already been discussed at the Board Strategic Discussion in April 2023 and the outputs from that would be taken forward. She added that a further conversation needed to take place with the Chair of the Finance and Performance Committee to ascertain if there was any further action for this Committee.

Action 166: the Committee noted that workforce redesign and new roles would be discussed further at the Efficiency and Productivity Group and the Reducing Vacancies Group and agreed that an update on this would be provided at the August Workforce Committee by Mr Skinner.

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

23/047 Board Assurance Framework (agenda item 6)

Miss Grantham suggested that Mr Skinner update the BAF with the outputs from the Board Strategic Discussion held in April 2023. Mrs Hill then noted that there were a number of internal audit reports which had been returned with significant assurance and suggested these should be listed against the controls. She also suggested that any audit reports which were returned with limited assurance should be listed as potential gaps in the BAF.

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

23/048 People and Organisational Development (POD) Governance Group Chair's Report (agenda item 7)

The Committee received an update on the National Staff Survey Results Plan and noted that 22 teams had received their results presentations with another 10 scheduled. The Committee also received an update on the LYPFT Big Thank You Campaign and heard that the team had been working to encourage underrepresented staff groups, such as Bank staff, to apply to attend the Big Thank You Carnival. The Committee also noted that staff working at the time of the event would be offered hampers to ensure that they felt included in the celebrations.

Following this, the Committee was informed that the Bank Staff Handbook was undergoing revisions to simplify the procedures outlined in the document as well as to make it clear that work location transfers would be expected where this was deemed appropriate. The Committee noted that these proposed changes were still being formalised through the appropriate governance processes. The Committee then received an update on industrial action and noted that both the British Medical Association and the Royal College of Nursing strike ballots were scheduled to close in June. The Committee noted that this industrial action would have a direct impact on the Trust if the ballots were successful.

Next, the Committee discussed the Critical Incident Staff Support Pathway update and noted the positive impact this was having on staff as evidenced by the feedback listed in the report. However, the Committee commented on the case of a staff member who had a peer debrief session scheduled in the middle of their shift and found it difficult to return to work. It was agreed that Ms Sanderson would feed this back to ward managers and Dr Dodd would feed this back to the staff who deliver the debrief sessions to ensure they are timed appropriately.

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Finally, the Committee was pleased to note that 33 nursing preceptees had been recruited to the Trust from outside West Yorkshire as part of a dedicated out of area recruitment campaign. Ms Good added that the team would be requesting feedback from these recruits to better understand why they chose to join LYPFT so that this could be incorporated into future recruitment efforts.

The Committee was **assured** by the updates provided.

23/049 Update on national, regional, and local networking (agenda item 7.1)

See above.

Ms Cowman joined the meeting.

23/050 People Plan Dashboard (agenda item 8.1)

Mr McNichol provided a detailed update on the progress with the People Plan roadmaps and their related key performance indicators. This included reports that:

- Staff sickness was on a downward trajectory based on a six-month rolling average, with stress and anxiety remaining the largest category at 32%.
- Staff turnover was down at 9.45%, which was within the healthy boundaries of 8-10%.
- Compulsory training compliance was at 83%, with classroom training comprising the bulk of non-compliance. It was noted that staffing pressures often resulted in short notice cancellations of training.
- Personal Development Review completion was at 69% and clinical supervision compliance was at 70%. The Committee commended the work of the team on the positive progress with compliance in these areas.

The Committee next received an update on action 190 which related to benchmarking the Trust's stress and anxiety sickness absence with regional organisations. The Committee noted that 32% of the Trust's absences were due to stress and anxiety which was in-line with figures reported at South West Yorkshire Partnership Foundation Trust, but due to differences in data entry it meant that reported figures from other trusts did not always offer a suitable benchmark.

Mr McNichol then reported that a data filtering issue with ESR (Electronic Staff Records) had been identified and that he was waiting on this to be resolved before being able to confidently report this benchmarking data in full. The Committee agreed on the importance of consistency when reporting on metrics to support accurate benchmarking across the region. It was agreed that this issue would be highlighted to the Board via the Chair's Report for further consideration of how the Trust influences benchmarking at a West Yorkshire Integrated Care Board level.

The Committee next considered whether a pathway could be created for Trust staff to enable them to get priority access to specialist mental health services. It noted that support for staff was already offered through the Employee Assistance Programme and through Wellness Hubs, but that these did not currently provide specialist support. The Committee agreed that the Executive Directors should consider this in more detail and bring a proposal back to the Committee.

EDs

The Committee requested that the People Plan Dashboard was included in the report from the Director of People and Organisational Development to the next Board of Directors' meeting.

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The Committee **received** the report and discussed it in detail.

23/051 Workforce Performance Report (agenda item 8)

See above.

23/052 Wellbeing Guardian Report (agenda item 9)

Ms Cowman presented the Wellbeing Guardian Report to the Committee. She highlighted the ongoing Wellbeing Roadshows that were taking place across the Trust in May and June 2023, noting that these had been well received, in particular the free physical health checks and helpful physiotherapy tips offered as part of the roadshow. The Committee thanked Ms Cowman for the update.

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

Ms Cowman left the meeting. Ms Shires and Ms Noon joined the meeting.

23/053 Update and Evaluation of the Implementation of Agile Working (agenda item 10)

Ms Shires introduced the report which provided an update on the implementation of agile / hybrid and flexible working across the Trust. The Committee heard that there had been many reported benefits from the implementation of agile working which included positive feedback from colleagues with disabilities; improvements in work-life balance reported by colleagues across the Trust; and a reduction of costs both from the Trust perspective and Trust staff perspective. It also noted that the Trust was further ahead of other organisations in the region in implementing agile working, and that it was hoped that a more flexible approach would lead to greater staff retention. The Committee recognised the work performed by colleagues in implementing agile working across the Trust since the Covid-19 pandemic.

The Committee then considered the impact of agile working on the Trust. It recognised that while it had an overall beneficial impact, there were some residual issues as staff adjusted to hybrid working. Ms Shires noted that many of the issues identified were already covered in the plan and the Committee highlighted the importance of consistently embedding the Agile / Hybrid Working Policy across the Trust.

The Committee recognised the challenge of balancing individual and team needs alongside service delivery in the context of wider workforce challenges and suggested a few areas for further consideration. The Committee agreed that the issues which had been identified following the implementation of agile working

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across the Trust should be discussed further at the Collective Leadership Forum. It also agreed that these considerations should be raised at the Flexible Working Task and Finish Group.

The Committee was **assured** by the approach taken to date regarding agile and flexible working at the Trust and **identified** areas for further consideration. The Committee **noted** that it was not within its remit to endorse the decision to stand down the Agile Working Task and Finish Group as this was an operational matter.

Ms Shires and Ms Noon left the meeting. Ms Third joined the meeting.

23/054 Career Pathways and Progression for Band 5 and 6 Nurses (agenda item 11)

Ms Good introduced her report which provided an overview of Band 5 and 6 nursing retention from April 2021 to April 2023 and highlighted some key findings from the data set. The Committee noted the introduction of new development roles to support Band 5s to be ready for internal promotion and address the issue of band 5s leaving for band 6 positions elsewhere which was already starting to show positive results. The Committee was also pleased to note that dashboards had been developed to enable access to this live turnover data which would be used to inform the retention work and track the career journey of staff.

The Committee received the Career Pathways at LYPFT document and agreed that it was informative and comprehensive. Ms Third noted that the document was designed to support the career conversations process and would form part of a suite of documents on the careers resource section of the new Staffnet. The Committee also received assurance on the development of the 'volunteer to career' workstream and the support this would provide to volunteers considering employment with the Trust.

When reviewing the career pathways document in more detail, Mrs Forster Adams noted that the Head of Operations career pathway was open to all managers with the relevant experience not just nurses as indicated in the guidance. Ms Third agreed to correct this for the next iteration. The Committee also noted that a social work pathway was due to be added to the document.

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The Committee **noted** the significant work already underway to support career progression and the retention of band 5 and 6 nurses and **supported** the work programme associated with this.

Ms Third left the meeting.

23/055 Administration Workforce Overview (agenda item 12)

The Committee received the report which provided analysis of the Trust's admin vacancies by band and temporary staffing use and highlighted opportunities to reduce bank and agency expenditure. Ms Good discussed ways to increase apprenticeship uptake, particularly for admin staff which had previously been an underdeveloped area and informed the Committee of their plans for a targeted campaign around this. Alongside this, she also noted plans to reintroduce the

band 5 Administration Team Leaders role into the Administration Support Services career structure to create a pathway for band 3 staff which they hoped, if approved, would increase retention of this staff group as they often left the Trust for promotion elsewhere.

The Committee then discussed how temporary agency contracts were not suitable for a lot of people who might otherwise be qualified for the role. Mr McNichol explained that the type of contract offered was often dictated by the funding available but suggested the Trust may need to revisit the ban on external agencies for admin and clerical positions as they were costly and presented a barrier to recruitment. The Committee also discussed the importance of differentiating between the various roles which sit under the blanket term of 'admin' and valuing the skills and training required to carry out these roles.

The Committee was **assured** by the recruitment and retention activity already taking place and **supported** the further work to be undertaken relating to recruitment, increased apprenticeship uptake, reduction of agency spend, and turnover as per the paper's recommendations.

23/056 Update on the Trust's Use of Locum and Agency Staff (agenda item 13)

The Committee received a review of the use of agency and locum staff within the organisation and the costs associated with this, alongside an update on the recruitment of medical staff. Mr Skinner noted the rigour around negotiating agency rates led by Mr McNichol and explained that agency usage was at times unavoidable and dictated by vacancies and the acuity of those in inpatient services. The Committee noted plans to establish a new group starting next month which would focus on locum spend and filling vacancies.

The Committee acknowledged the potential impact that workforce vacancies can have on service users and their quality of care. Mrs Khan was also concerned to note that the rough sleeper consultant position was vacant and reflected on the impact of this, and Dr Hosker explained that this was a new post which reflected the need for this targeted support, and they hoped to be able to appoint to it soon.

The Committee then discussed acuity levels and safer staffing requirements. Ms Sanderson noted the current level of acuity had been high for some time and was likely to continue which showed that staffing levels and therefore recruitment needed to increase, rather than relying on short term agency cover. Mr Skinner referred to the current safer staffing benchmark which was difficult to achieve and queried if a rebasing exercise was required in light of the current workforce shortages.

The Committee also noted the pressure that service expansion put on staffing levels and recruitment and referred to previous conversations around reviewing staff skill mix to boost capacity. Mr Skinner advised that some of this was due to be considered by the Efficiency and Productivity Group.

The Committee **noted** the contents of this paper and the continuing work in respect of recruitment and retention.

23/057 Review of the Workforce Committee Terms of Reference (agenda item 14)

The Committee reviewed its updated Terms of Reference (ToR). Ms Tetley noted that the language of the ToR should be updated so that it was consistent with that of the Maintaining High Professional Standards in the NHS policy. It was agreed that this wording would be sent to Ms Cooper.

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The Committee **approved** the updated ToR, subject to the requested amendments being completed.

23/058 Key messages and/or any matters to be escalated to the Board of Directors or other Board subcommittees (agenda item 15)

The Committee **agreed** the items to be included in the Chair's Report to the next public Board of Directors' Meeting on the 27 July 2023.

23/059 Any other business (agenda item 16)

The Committee **noted** that it was Mrs Hill'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.