

**Minutes of the Workforce Committee  
Thursday 5 October 2023 at 1pm via Teams**

**Present:** Miss Helen Grantham, Non-executive Director (Chair of the Committee)  
Ms Zoe Burns-Shore, Non-executive Director  
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:** Ms Rose Cooper, Deputy Head of Corporate Governance (meeting support)  
Dr Frances Dodd, Associate Director for People Experience  
Mr Andrew McNichol, Head of People Analytics and Temporary Staffing  
Ms Holly Tetley, Associate Director of Employment  
Mrs Julie Thornton, Head of Organisational Development

**Action**

**Welcome and Introduction**

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

**23/079 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 and Mrs Angela Earnshaw, Associate Directors for People Resourcing and Organisational Development and Mrs Clare Edwards, Associate Director for Corporate Governance.

The Committee was quorate.

**23/080 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.

**23/081 Minutes of the meeting held on the 3 August 2023** (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 3 August 2023 were a true record.

**23/082 Approval for the minutes of the meeting held on the 3 August 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 3 August 2023 were suitable to be uploaded to the Trust's external website.

### **23/083 Matters Arising** (agenda item 4)

In reference to minute 23/070, Mr Skinner confirmed that Mr McNichol had discussed the sickness absence data with Mrs Khan and confirmed that there were no anomalies in the data according to protected characteristics.

The Committee **noted** the matter arising.

### **23/084 Cumulative Action Log** (agenda item 5)

The Committee confirmed that actions 193, 200, 202, 206, 208, and 210 were complete and could be removed from the log and noted that actions 169, 174 and 191 were addressed via the POD Chair's Report and could be marked as complete. The Committee then discussed the open actions and received the following updates:

Action 166: the Committee agreed that this action could be closed on the basis that workforce redesign was being considered as part of the work led by Ms Good looking at different roles across professional groups and as part of the NHS Long Term Workforce Plan, both of which superseded this action. Miss Grantham suggested adding an item to the Committee's cycle of business around workforce redesign. **RC**

Action 195: the Committee recognised that the nature of the work done by staff may impact their mental health and affect their ability to work. The Committee noted the current support available for staff via the West Yorkshire Wellbeing Hub, Occupational Health, and the Employee Assistance Programme all of which would signpost staff to existing pathways as required. The Committee supported the approach that the Trust should provide rehabilitation and treatment for NHS staff on a case by case basis but not to the detriment of the health needs of other patients and agreed that this action could be closed.

Action 201: Miss Grantham asked that the actions from the Board Strategic Session on workforce in April 2023 were used to inform the next iteration of the People Plan. The Committee noted there was a separate open action for Mr Skinner to update the Board Assurance Framework with the outputs from this session (action 199).

Action 204: Mrs Forster Adams indicated that further consideration of the quality and safety impact of staff vacancies was needed in the QDAP meetings. It was agreed that an update on this would come back to a future meeting. Ms Cooper would liaise with Mrs Forster Adams to agree a timescale for this.

Action 205: the Committee agreed that the workforce planning update should be received at every other meeting (a total of three times a year) and should include outputs from the Reducing Vacancies Group and Agency Spending Group. Ms Cooper would update the cycle of business for 2024 accordingly. **RC**

207: Mr Skinner informed the Committee that he was meeting with Mr Carl Money, Head of Performance and Informatics, and Mr McNichol on 9 October 2023 to look at incorporating the clinical and non-clinical data into one report for Board subcommittees.

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

Mr McNichol joined the meeting.

**23/085 People and Organisational Development (POD) Governance Group Chair's Report** (agenda item 6)

The Committee received the POD Governance Group Chair's Report which included updates on Civility and Respect, the Trust's Retention Strategy, and International Recruitment. Mr Skinner noted that in line with national trends the number of students starting their mental health nurse training in Leeds had dropped significantly from last year which could store up challenges for the future in terms of the Trust's workforce plan and recruitment. Ms Sanderson offered some assurance following the success of the recent out of area student recruitment drive which could mitigate this, but the Committee acknowledged there were additional issues such as the lack of apprenticeship uptake which could exacerbate the position.

The Committee then discussed the civility and respect update in more detail and recognised that all staff had a responsibility in terms of civility and respect but highlighted the important role of managers and leaders to embed it within teams and systems. Next, the Committee noted that Dr Dodd and her team were undertaking a self-assessment of the NHS Violence Prevention and Reduction Standard and that a report would be brought to the December meeting. The Committee also noted that the Workforce Development Fund from NHS England had been significantly reduced this year which could have a direct impact on staff being able to access training on areas such as non-medical prescribing and trauma informed care. The Committee agreed to consider adding an item to the cycle of business around the funding available for staff training and development.

**FD**

**RC**

Miss Grantham then referred to the update on the Clinical Excellence Awards (CEA) and asked Dr Hosker to check if the non-executive director for workforce was still required to sit on the CEA review panel and to liaise with Ms Burns-Shore if this was the case.

**CHo**

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

**23/086 Update on national, regional, and local networking** (agenda item 6.1)

Mr Skinner **advised** the Committee that he was attending the Annual Strategic Workforce Forum organised by NHS Employers the following week.

Ms Burns-Shore joined the meeting.

### **23/087 People Plan Update** (agenda item 7)

The Committee received the updated People Plan for 2023, performance dashboard and the six-monthly impact report. The Committee heard that the next iteration of the People Plan would involve co-production with staff, utilise national and internal expertise, bring together contributions from the Board Strategic Session in April and the Board to Board in September, and incorporate findings from the 2023 Staff Survey results. Mr Skinner added that they also planned to link the four workforce strategies (Nursing, Allied Health Professions, Medical, and Psychological Professions) into the People Plan. He also informed the Committee that there were no outputs from the next phase of the NHS Long Term Workforce Plan to include at this stage, but these would be factored in when available.

The Committee supported the approach being taken to refresh the People Plan but emphasised that the plan should be realistic. The Committee suggested that a small number of strategic priorities were identified, and that analysis was undertaken regarding effort versus expected impact in order to make the best use of resources. The Committee also suggested that the People Plan referred to the Trust's efficiency challenge and linked with the Trust's digital agenda.

The Committee **reviewed** and **supported** the update on the People Plan.

Mrs Thornton joined the meeting. Dr Hosker left the meeting.

### **23/088 NHS Long Term Workforce Plan** (agenda item 7.1)

The Committee reviewed the report which highlighted the key actions and reforms required as part of the NHS Long Term Workforce Plan and what this meant for the Trust's People Plan. The Committee noted the areas where there was more work to do, particularly around identifying efficiencies. Miss Grantham also queried if the Staff Survey should be used as an example of a cultural review (see page 5 of the report).

The Committee **reviewed** and **accepted** the NHS Long Term Workforce Plan.

### **23/089 Workforce Performance Report** (agenda item 8)

Mr McNichol provided an update on performance against the Trust's high-level metrics and mandated standards. This included reports that staff sickness was on a downward trajectory based on a 12-month rolling average, with stress and anxiety still the largest category at 33%. Compulsory training compliance had stayed at 86% and Personal Development Review compliance was at 71% which indicated that the new Learn system was continuing to make a positive impact. The Committee noted that clinical supervision compliance was at 68% and that some recent process changes had led to an improvement in nurses being able to access and record their supervision which had contributed to the increase in compliance over recent months.

Miss Grantham noted that the Trust's turnover rate was within a healthy range at 9.36% but suggested that what was considered a healthy turnover may need to decrease given the current recruitment challenges. She also requested that the Workforce Performance Report included the number of staff leavers and joiners each month as well as the percentage of staff turnover.

The Committee **received** the report and **noted** the performance data.

#### **23/090 Non-clinical Dataset** (agenda item 8.1)

The Committee noted the high level of vacancies in the Chief Financial Officer directorate and recognised that this was a priority area for recruitment. The Committee also discussed the high level of agency use in this directorate and noted that this was being overseen by the Agency Task and Finish Group chaired by Dr Hosker.

The Committee **reviewed** the latest non-clinical dataset ahead of the November Council of Governors' meeting.

#### **23/091 Collective Leadership Update** (agenda item 9)

The Committee received the update on the Collective Leadership programme and was pleased to note that a communications and engagement plan was being developed to support a shared understanding of collective leadership across the Trust.

The Committee then suggested some areas for further consideration outside of the meeting. The Committee asked if there was consistency across the Trust's various management and development offers; if the Trust was using collective leadership principles in recruitment and if this was being done consistently; at what point feedback would be gathered from the rest of the organisation as to what collective leadership needs to be; how collective leadership could be systematised to ensure long term sustainability; where collective leadership training sits as a priority and if this should be mandatory or voluntary; and finally, the Committee highlighted the importance of ensuring key messages from the initial cohort of staff were cascaded across the Trust.

Miss Grantham suggested that areas with low engagement in collective leadership were cross referenced with service areas which were underperforming in terms of cultural measures. She also highlighted the importance of being able to measure whether collective leadership had been successfully embedded across the whole organisation and suggested that these areas were picked up as part of the evaluation. Mrs Thornton thanked the Committee for the feedback and noted the suggestions made.

The Committee **noted** the update and **supported** the ongoing work.

Mrs Thornton left the meeting.

**23/092 Wellbeing Guardian Report** (agenda item 10)

Dr Dodd presented the report to the Committee and noted that the Trust's new Head of Wellbeing was due to start in November. The Committee also noted that an additional question relating to domestic violence and sexual assault had been added to the NHS Annual Staff Survey. Dr Dodd outlined what measures had been put in place to prepare and support staff with this and explained that this would be one of the areas of focus for the new Head of Wellbeing.

Dr Dodd then referred to the ongoing work to reduce the risk of suicide in the Trust, which would include a review of the relevant policies and governance arrangements. The Committee noted that the work led by the Integrated Care Board on suicide prevention had been paused but Ms Sanderson agreed to share a summary of the Suicide Prevention Strategy published by the Department of Health and Social Care with Dr Dodd for information. Miss Grantham then reminded the Committee of the requirement for the death by suicide of any member of staff to be independently examined and the findings reported through the Board to the Wellbeing Guardian as per Principle Five of the framework. It was agreed that each of NHS England's Nine Board Principles that support the Wellbeing Guardian would be integrated into the People Plan as part of its next iteration.

**NS**

**FD**

The Committee **received** the report for information and assurance.

**23/093 People and Organisational Development (POD) Governance Update** (agenda item 11)

The Committee recognised that it needed greater assurance on health and safety matters relating to workforce as per Principle One of the Wellbeing Guardian Framework. Therefore, it was agreed that the Trust's new Head of Health and Safety would join the Workforce Committee as a regular attendee to present updates and assurance. In addition to this, the Committee noted that Mr Skinner was now a member of the Health and Safety Committee which would help to strengthen the link between workforce and health and safety.

**DS /  
DH**

The Committee then received a verbal update on progress with the action plan to address the findings of the limited assurance report into the utilisation of the e-Rostering system. Mr McNichol informed the Committee that good progress was being made and it was agreed that a full report on this plus a copy of the limited assurance report would come to the December meeting. Ms Cooper would update the action log number 203 accordingly.

The Committee **noted** the updates provided.

**23/094 Workforce Committee Effectiveness Review** (agenda item 12)

The Committee discussed the results and comments received as part of its effectiveness review, noted the areas where it had performed well and those which required further consideration to ensure the Committee remains effective. The

Committee noted that regular attendees as well as Committee members had been invited to contribute which was consistent with other Board subcommittees.

Miss Grantham referred to the questions which had received 'disagrees' and invited the rest of the Committee to share its views and suggest developments to improve the effectiveness of meetings. The Committee discussed question 13 of section 2: *The group has made a conscious decision about how it wants to operate in terms of the level of information it would like to receive for each of the items on its work schedule.* The Committee acknowledged that further direction may need to be given as to the length, purpose, and assurance requirements of the reports that it receives as per its work schedule.

The Committee discussed question 11 of section 2: *The group meets sufficiently regularly to discharge its duties effectively.* The Committee acknowledged the benefits of meeting more regularly given the ongoing risks associated with workforce but understood that more frequent meetings would put additional pressure on staff who prepare the reports. The Committee agreed to keep the frequency of its meetings under review.

In relation to question 21 of section 4, the Committee was assured that there was a clear route for the escalation of issues or risks, for example, the route of escalation to the Board via the Chair's Report. The Committee did not identify any specific issues or actions in relation to the rest of the 'disagrees'. Therefore, the Committee supported further conversations taking place with the relevant individual(s) outside of the meeting if required to give them the opportunity to seek clarification and provide further feedback on existing governance processes.

The Committee then agreed that the questionnaire form should stipulate that if you disagree or strongly disagree with any of the statements then you must explain why. It was felt that this would provide clarity as to how the Committee can effectively act on these areas and Ms Cooper agreed to amend the form accordingly. Miss Grantham also reiterated the importance of Committee members and attendees responding to the survey in order to get representative views from across the Committee.

RC

The Committee **considered** the results and comments received and **discussed** what developments could take place to ensure the Committee remains effective.

#### **23/095 Workforce Committee Cycle of Business for 2024** (agenda item 13)

The Committee discussed its cycle of business and noted the additional items suggested earlier in the meeting. The Committee also agreed to remove the winter planning item, noting that it already went to the Finance and Performance Committee and the Board of Directors on an annual basis and could be referred to this Committee if there were specific workforce issues and implications to be considered.

The Committee **considered** and **approved** its Cycle of Business for 2024.

**23/096 Future topics for internal audits** (agenda item 14)

Ms Sanderson informed the Committee that an internal audit into the Trust's arrangements for reporting on safer staffing requirements was due to start shortly. She added that Internal Audit had also been tasked with carrying out a benchmarking exercise looking at safer staffing governance arrangements. It was noted that the findings of this internal audit would be of interest to this Committee given the links to workforce availability.

The Committee **noted** the update provided.

**23/097 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 30 November 2023.

**23/098 Any other business** (agenda item 16)

The Committee received the slides from a recent event organised by Audit Yorkshire on the subject of "Workforce Transformation in the NHS".

The Committee then noted that it was Miss Grantham's last Workforce Committee, thanked her for the significant contribution she had made to the work of the Committee and wished her the best for the future.

The Committee **noted** the items of other business.