

**Minutes of the Workforce Committee
Thursday 17 February 2022 at 1pm
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
Miss Merran McRae, Non-executive Director
Mr Darren Skinner, Interim Director of HR
Mrs Cathy Woffendin, Director of Nursing, Quality and Professions

In attendance: Mrs Sharron Blackburn, Deputy Head of Internal Audit
Ms Rose Cooper, Corporate Governance Officer
Ms Alex Cowman, Head of Wellbeing
Dr Frances Dodd, Associate Director for People Experience
Mr Andrew McNichol, Workforce Information Manager
Ms Tracey Needham, Head of People Engagement
Ms Holly Tetley, Associate Director of Employment
Mr Rob Buchanan, CQC Inspector (observing)
Ms Hazel Griffiths, Carer Governor (observing)
Dr Gail Harrison, Clinical Staff Governor (observing)
Mr Bryan Ronoh, Carer Governor (observing)

Action

Welcome and Introduction

Miss Grantham opened the meeting at 1pm and welcomed everyone. She also noted that it was Miss McRae's first meeting of the Workforce Committee.

22/001 Apologies for absence (agenda item 1)

No apologies were received from members of the Committee.

Apologies were received from the following attendees: Mrs Angela Earnshaw, Associate Director for People and Organisational Development and Mrs Cath Hill, Associate Director for Corporate Governance.

The Committee was quorate.

22/002 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.

22/003 Minutes of the last formal meeting on 2 December 2021 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 2 December 2021 were a true record.

22/004 Approval for the minutes of the meeting on the 2 December 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 2 December 2021 were suitable to be uploaded to the Trust's external website.

22/005 Matters Arising (agenda item 4)

There were no matters arising.

22/006 Cumulative Action Log (agenda item 5)

Regarding action 77, the Committee noted that a forward plan of topics for strategic discussions for the year (linked to the People Plan) would come to the April meeting.

Regarding action 76, the Committee agreed to defer the review of the workforce governance structure to a later date to give the sub-groups time to embed.

Regarding actions 103 and 105, Miss Grantham suggested that Ms Cowman linked with Mr Aiden Hugill about the wellbeing agenda before he delivered his Health and Safety report to the April meeting.

AC

The Committee agreed that action 91 was complete on the basis that the agency information was shared with the Finance and Performance Committee at its meeting the following week.

The Committee agreed to discuss a timeframe for action 93 as part of agenda item 9.

Regarding action 94, Mr Skinner explained the work to incorporate the key points from the medical training report into the People Plan action plan was ongoing. A further update would be provided as part of the action log next time.

Regarding action 96, Mr Skinner confirmed that the People Plan was for those on substantive fixed term contracts or volunteers, not contractors or externally employed staff. The Committee agreed that this action was complete.

Regarding action 98, the Committee asked that this was actioned ahead of the Board Assurance Framework coming to the April meeting.

The Committee agreed to combine actions 92, 104 and 106 into a new action which looked at training, learning and development, and appraisals more broadly. An overview of the processes and systems would be developed to provide assurance that the Trust was delivering on outcomes and focusing on the correct areas. Mr McNichol explained they had developed a Training Needs Analysis (TNA) for compulsory training and plans were in place to migrate to a new Learning Management System post-April 2022. Mr McNichol agreed to circulate the TNA Matrix outside of the meeting for information.

AMc

AMc

Regarding action 102, it was agreed that Mr Skinner would liaise with Mrs Earnshaw to ask that the People Talent and Organisational Development Group consider this action and report back to the Committee in due course.

DS / AE

Regarding action 106, Dr Dodd would update the Committee on progress with the work to reduce violence and aggression as part of agenda item 10.

Regarding action 107, the Committee noted that a representative from the Health and Safety Team had been invited to the April meeting. The next step was for Mr Hugill to be linked into the workforce governance arrangements.

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

22/007 Draft Internal Audit Plan 2022/23 (agenda item 11)

Mrs Blackburn introduced the paper and outlined the proposed 2022/23 Internal Audit Plan for Workforce. She explained that the strategic internal audit plan (SAP) that was originally agreed for the three-year period had been significantly impacted by the pandemic which had subsequently pushed a number of audits backwards in the cycle. The continued need for some of these audits or changes to timing was also forming part of the review.

The Committee discussed the upcoming Equality and Diversity audit and noted that work was ongoing to define the scope of the audit and that this was likely to look at recruitment practices.

Mrs Blackburn also outlined the timescales for an audit on the People Plan, which would take place next year and would look at how the Plan had been implemented and overseen and what impacts it had made.

The Committee **reviewed** the draft Internal Audit Plan for 2022/23 (at its current stage of development) and **agreed** that it met its assurance needs and priorities. The Committee **noted** that once complete a revised internal audit plan would be taken to the Executive Team on 23 March 2022 for final review before being presented to the Audit Committee for approval on 19 April 2022.

22/008 Future topics for internal audits (agenda item 11.1)

See above.

22/009 Update on Staff Survey (agenda item 6)

Ms Needham provided an update on the 2021 Staff Survey and outlined when the national and local results were expected to be published. She highlighted some key themes that had come out of the review of the raw data which included staff feeling that more support was needed for their health and wellbeing and that more staff were needed to enable them to do their job safely and properly. The Committee noted that the survey had run from October to November 2021 which was around the time of the third wave of Covid-19 and Ms Needham assured the Committee that the Trust was not an outlier in its results as unfavourable scores were replicated across the sector.

Ms Needham explained how findings from the survey would feed into the launch and implementation of the Trust's People Plan. She also noted that the results would be used to inform an intention setting exercise with managers at a local level to work towards improving services and staff experience. The team also planned to carry out 'deep dives' into responses relating to violence and aggression, bullying and harassment and health and wellbeing to pull out specific themes. The Committee was assured that the key areas of concern highlighted by the results were covered in the People Plan action plan.

The Committee **received** the verbal update and was **assured** that the key areas of concern highlighted by the Staff Survey results were covered in the People Plan action plan.

22/010 Update on the Trust's People Plan (agenda item 7)

See above.

22/011 Draft Medical Strategy (agenda item 8)

Dr Hosker introduced the late-stage draft of the Medical Strategy which would inform the leadership and development of the medical workforce within the Trust for the next three years.

The Committee was assured by the content of the strategy and agreed that it would be useful as a marketing tool to support medical recruitment but felt that some work needed to be done to develop the appearance of the document. The Committee also suggested there should be a consistent approach in terms of the design of the Trust's strategy documents and how they were launched (such as having an accompanying executive director video) with consideration given to the timing of the various strategy launches. It was agreed that Mr Oliver Tipper would be contacted about this.

CHos

The Committee noted that work was ongoing to link the Medical Strategy into the workforce governance arrangements. It was agreed that an annual report would be provided to the Committee in October 2022 which would include updates on the action plan and assurance that it was progressing as planned.

CHos

The Committee **considered** and **approved** the Medical Strategy.

22/012 Workforce Performance Report (agenda item 9)

Mr McNichol introduced the report and summarised some key areas for the Committee to note. He provided the current data for January in-month absence (6.93%) and rolling absence (5.78%) and noted that the Omicron variant had been a considerable factor in these increases. Clinical supervision had fallen to 61% and was being monitored closely. Appraisals remained the same at 66% and compulsory training was still on target at 85%. The Committee was pleased to note that the PMVA recovery plan was ahead of schedule and compliance was at 85%.

Mr McNichol also gave an update on redeployment and noted that 22 out of a total of 24 staff would be redeployed back to their base unit within the agreed 6-week timeframe. Miss McRae asked if any lessons had been learnt from the redeployment process over the last two years which could inform the People Plan. Mr Skinner explained that the approach had been adjusted following the first round of redeployment and since then further consideration around wellbeing and improved communication had resulted in improved feedback and staff feeling more positive about the process.

The Committee queried why the data in the performance report was from September 2021 and Mr McNichol agreed to discuss this further with the Informatics Team to find out what the timing issue was.

AMc

Miss Grantham asked for a plan of how the workforce performance framework was going to be developed now that the People Plan and associated governance arrangements had been finalised. She requested that an update came to the April meeting which considered how this was going to be achieved, what resources were needed and realistic timescales. Miss Grantham also noted that a reset of targets for workforce areas would need to be considered in due course.

AMc

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

Mr McNichol left the meeting.

22/013 Wellbeing Guardian Report (agenda item 10)

The Committee received the Wellbeing Guardian Report and Ms Cowman highlighted some key areas of work for the Committee to note. She also noted that herself and a colleague planned to visit different teams and services to ask staff directly about ways they could be further supported, and findings would be reported back to this Committee via the Wellbeing Guardian Report.

The Committee then received an update on the violence reduction work from Dr Dodd which would involve implementing the NHS Violence Prevention and Reduction Standard. The standard provided a risk-based framework that supported a safe and secure working environment for NHS staff, safeguarding

them against abuse, aggression and violence. Dr Dodd explained this was a collaborative piece of work which would involve staff from across the Trust, including representation from the Health and Safety Team and the NHS England / Improvement violence reduction team. She added that they had also linked with the Trust's Communications Team to launch this project in conjunction with the People Plan in order to increase staff awareness. Mrs Woffendin suggested that it would be useful for Dr Dodd to link with Mrs Linda Rose who sat on the Positive and Safe Practice Group which looked at safe restraint procedures amongst other things.

The Committee also heard that Dr Dodd had recently become a representative on a West Yorkshire working group looking at violence reduction which was one of several national pilots bringing together different trusts. It was agreed that Dr Dodd would provide a comprehensive update on progress with the violence reduction work at the June Workforce Committee meeting.

FD

The Committee also recognised that anxiety and work-related stress amongst staff had been highlighted to the Committee through various routes but was assured that plans were in place to address this.

The Committee **considered** and **endorsed** the actions and progress undertaken within this report and continued to be **assured** across all nine aspects of the Wellbeing Guardian Framework. The Committee looked forward to measuring the impact of the wellbeing interventions through the People Plan in due course.

Ms Cowman left the meeting.

22/014 Workforce sub-groups' terms of reference – for information (agenda item 12)

The Committee received the Workforce sub-groups' terms of reference for information and noted that work continued to make sure the membership was correct from a care services directorate perspective, noting that there needed to be clarity around the roles and function of members and attendees, particularly regarding heads of operations and clinical leads.

The Committee noted that Internal Audit would be looking at the sub-groups' terms of reference as part of their audit on the new workforce governance arrangements in the near future.

The Committee **received** the terms of reference for information.

22/015 People Employment Group Terms of Reference (agenda item 12.1)

The Committee **received** the terms of reference for information.

22/016 People Experience Group Terms of Reference (agenda item 12.2)

The Committee **received** the terms of reference for information.

22/017 People Resourcing and Retention Group Terms of Reference (agenda item 12.3)

The Committee **received** the terms of reference for information.

22/018 People Talent and Organisational Development Group Terms of Reference (agenda item 12.4)

The Committee **received** the terms of reference for information.

22/019 Assurance and escalation reporting (agenda item 13)

No updates were provided.

22/020 People and OD Governance Group Chair's Report (agenda item 13.1)

Mr Skinner noted that due to the Trust being in business continuity mode the Workforce sub-groups had been temporarily stood down and would resume in March but that any issues which required escalation in the meantime would be reported to the weekly Bronze People and Organisational Development Group meeting as per the interim governance arrangements.

The Committee also received an update on the vaccination as a condition of deployment (VCOD) for all healthcare workers and noted that the work had been paused following the announcement from the government that the legislation was being reconsidered. Mr Skinner noted that the Trust had submitted a response to the government's consultation on the proposals for repealing the VCOD and the results were expected to be published later that month. Mr Skinner explained that they were now undertaking a programme of work to support staff and managers following the announcement and communication was being sent to those staff who were directly affected outlining the next steps. The Committee recognised the difficulties associated with the VCOD process.

The Committee **received** the verbal update.

22/021 Cumulative escalations log – for reference only (agenda item 13.2)

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

22/022 Any Other Business (agenda item 14)

The Committee did not discuss any other business.

22/023 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 31 March 2022.