

**Minutes of the Workforce Committee  
Tuesday 1 October 2019 at 9.00am  
at Co>Space North, Platform, New Station St, Leeds, LS1 4JB**

**Present:** Miss Helen Grantham, Non-executive Director (Chair of the Committee)  
Mrs Claire Holmes, Director of Organisational Development and Workforce  
Mrs Joanna Forster Adams, Chief Operating Officer  
Mr Andrew Marran, Non-executive Director

**In attendance:** Mrs Caroline Bamford, Head of Diversity and Inclusion  
Mrs Angela Earnshaw, Head of Learning and Organisational Development  
Mrs Cath Hill, Associate Director for Corporate Governance  
Miss Kerry McMann, Corporate Governance Team Leader (Committee secretariat)  
Mr Andrew McNichol, Workforce Information Manager  
Dr Sophie Roberts, Clinical Director for Specialist Services  
Mrs Nichola Sanderson, Deputy Director of Nursing

**Action**

**Welcome and Introduction**

Miss Grantham opened the meeting at 9.00am and welcomed everyone to the first meeting of the Workforce Committee.

**19/001 Apologies for absence** (agenda item 1)

Apologies were received from Dr Kenwood, Medical Director. It was noted that Dr Sophie Roberts, Clinical Director for Specialist Services, was attending the meeting on her behalf.

Apologies were also received from Mrs Woffendin, Director of Nursing, Quality and Professions. It was noted that Ms Nichola Sanderson, Deputy Director of Nursing, was attending the meeting on her behalf.

Apologies were also received from: Mrs Lindsay Jensen; Deputy Director of Workforce Development; and Mr Oliver Tipper, Head of Communications; who are attendees of the Committee.

The Committee was quorate.

**19/002 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.

### 19/003 Cumulative Action Log (agenda item 3)

The Committee discussed the cumulative action log. It noted that the log consisted of actions that had been delegated to the Workforce Committee by the Board of Directors or other Board Sub-committees.

The Committee first discussed the action around the creation of an overarching framework that would lead to a support package for staff. Mrs Holmes confirmed that this action had been transferred from the Quality Committee action log, and provided further context around how this action arose. She confirmed that the Health and Wellbeing Manager would lead on this work. It was agreed that a report on the support package for staff following significant incidents, and the provisions in place for this would be presented to the Committee on the 20 February 2020.

The Committee next discussed the action around apprenticeships which had been delegated to the Committee by the Board of Directors; Mrs Holmes provided further context around how this action arose. The Committee agreed to have a strategic discussion which would focus on apprenticeships at the Committee meeting on the 21 November 2019, and that this action would be covered within the strategic discussion.

The Committee next discussed the action around the digital agenda, which had been delegated to the Committee by the Board of Directors. It noted the importance of future technology and the Trust being a pioneer in this area, but agreed that the first focus should be on having a workforce that is confident in basic IT skills. The Committee agreed that key focuses would be: assurance that the Trusts workforce had the basic IT skills required to enable the easier implementation of new technologies and systems; assurance that the technology invested in by the Trust in would enable the workforce to perform to its highest abilities and that the workforce was considered before investing in any new technologies; and the consideration of all staff members with regard to the accessibility of technology, specifically bank staff. Miss Grantham agreed to feed this back to the Board of Directors at their meeting on the 28 November 2019 as part of the Chairs Report; the Committee agreed that this action could be closed.

HG

Mrs Holmes informed the Committee that the NHS People Plan would be published in January 2020, which would include information around workforce and the digital agenda. The Committee agreed to discuss the digital agenda in relation to workforce at the Committee meeting on the 20 February 2020. The Committee also agreed that where there was a major IT system change, it should be consulted in the planning process. It agreed that an evaluation of the learning from the rollout of the Electronic Patient Records system would be presented to the Committee meeting on the 18 June 2020.

JFA

The Committee **discussed** the actions within the cumulative log and **agreed** on timescales for the completion of the actions. The Committee **agreed** on which actions should be closed.

Mrs Sanderson joined the meeting.

**19/004 Workforce Performance Report** (agenda item 4)

The Committee received the Workforce Performance Report. It noted the percentage of sickness due to mental health and stress. It agreed that it would be useful if the Workforce Performance Report included granular data which would help the Committee understand what factors had led to mental health and stress related sickness and observe any trends. It suggested that the report could also include the type of mental health issue that had led to the sickness absence, the levels of sickness by individual service, the age profiles of those on sick leave, and the length of the sickness absence amongst other metrics. It noted the importance of understanding what support was in place for those individuals who were off work due to mental health and stress related sickness. Mrs Holmes confirmed that the new Health and Wellbeing Manager role would focus on this, and that a report would be provided to the November Committee meeting which would outline how the Trust supported individuals who were on sick leave due to mental health and stress related sickness, and how this support would develop in the future as the profile of the workforce changed.

**CH**

The Committee explored the support available for members of staff aged 50 and the career pathways available. The Committee agreed that this would be discussed at a future meeting.

The Committee next reviewed the data on vacancies. Mrs Forster Adams highlighted a number of inaccuracies with the data on staff vacancy distribution by staff group. Mr McNichol agreed to work with Mrs Forster Adams to correct the inaccuracies. The Committee agreed that it was difficult from the data to see the impacts that the vacancies were having and suggested that the vacancy data be separated into the specific professional groups. Mr McNichol explained that there was limited data available around vacancies, as it was not recorded on the Electronic Staff Record (ESR) system. He informed the Committee of ongoing work to direct the data from the ESR system and from the finance system to COGNOS which would allow the data from both systems to be triangulated. Mr McNichol agreed to provide a verbal update on the progress of this work at the next Committee meeting on the 21 November 2019.

**AM  
JFA**

**AM**

The Committee went on to discuss vacancies for hard to fill roles and what plan was in place for this to prevent those vacancies from having an impact on the Trust's ability to meet its strategic objectives. The Committee asked for a report to be presented to the November 2019 meeting which outlined those posts that were difficult to recruit to and the planned approach for recruiting to those posts.

**CH**

The Committee agreed that year on year trends were a useful feature of the report. It agreed that the data should be inclusive of bank staff, and also suggested that future reports feature data around agency costs and the use of agency. The Committee noted that there was no metric around staff engagement and agreed that it would be useful.

Miss Grantham asked all members and attendees to consider what metrics would be useful on future Workforce Performance Reports and to feed this back at the next Committee meeting on the 21 November 2019.

**ALL**

The Committee **received** the Workforce Performance Report and **noted** the contents. It **agreed** what metrics were useful in the report and **suggested** what metrics would be useful to feature in future reports.

**19/005 NHS Interim People Plan** (agenda item 5)

The Committee **discussed** the NHS Interim People Plan. It **agreed** that it would be useful to review the final NHS People Plan, once it had been published in January 2020, at the Committee meeting on the 20 February 2020.

**19/006 Leeds Health and Social Care Plan – shared priorities** (agenda item 6)

The Committee reviewed the plan. Mrs Holmes informed the Committee that the Trust was part of the Leeds Anchors Network, and that she sat on the Strategic Board for the Anchor Organisations.

Mrs Forster Adams drew attention to workforce improvement themes in the plan and questioned why there was not a higher emphasis towards Leeds being a lead provider of both high-class specialist mental health services and high-class specialist learning disability services. The Committee agreed. Mrs Holmes agreed to feed this back to the next Workforce Workstream Programme Board meeting.

CH

The Committee **received** the Leeds Health and Social Care Plan and **noted** the content.

**19/007 Workforce and Organisational Development Strategic Plan and Priorities** (agenda item 7)

Mrs Holmes presented the Workforce and Organisational Development (OD) Strategic Plan and Priorities. She informed the Committee that the plan would be refreshed to strengthen the emphasis on three areas: integrated care systems and partnership working; the equality and inclusion agenda; and the development of new roles and apprenticeships.

The Committee agreed that the Workforce and OD Strategic Plan should be a shared vision and that it should be accessible by all staff across the Trust, including the remote workforce in the Trusts regional services. It agreed that having an easy read format of the Strategic Plan would be beneficial. Mrs Holmes agreed to bring back a revised version of the Workforce and OD Strategic Plan and a proposal for staff engagement to the Committee meeting on the 23 April 2020.

CH

The Committee **received** the Workforce and Organisational Development Plan and Priorities.

**19/008 Workforce Race and Disability Equality Data Report** (agenda item 8)

Mrs Bamford presented the Workforce Race and Disability Equality Data Report. The Committee noted that the report had been presented to the Board of Directors on Thursday 26 September 2019. It discussed the content of the report and agreed that there would be a standing item on the agenda which would be an action plan focusing on equality, diversity and inclusion.

The Committee **welcomed** the Workforce Race and Disability Equality Data Report and **noted** the content.

**19/009 E-Workforce Submission** (agenda item 9)

Mrs Holmes and Mr McNichol **presented** the E-Workforce Submission paper. The Committee had an in depth discussion around workforce planning and was **assured** by the process for developing and completing the e-workforce submission.

**19/010 Board Assurance Framework** (agenda item 10)

Mrs Hill presented the Board Assurance Framework. Mrs Holmes outlined that many of the control measures were outdated. Mrs Hill agreed to share the BAF with Mrs Holmes and Mrs Jensen for them to review the wording.

**C Hill**

The Committee **received** the Board Assurance Framework. It **agreed** that the control measures should be updated.

**19/011 Terms of Reference** (agenda item 11)

The Committee reviewed the Terms of Reference. Mrs Forster Adams drew attention to the list of Committee members and their roles in the Committee on page one. She outlined that the word 'clinical' in the role of the Director of Nursing, Professions and Quality and the Medical Director should be amended to professional. The Committee agreed.

The Committee agreed that Mrs Bamford should attend each Committee meeting and should be added to the attendees list in the Terms of Reference. Miss McMann agreed to action the amendments.

**KM**

The Committee next discussed the structure of its meetings. It agreed that going forward; each meeting would consist of a 1.5 hour business meeting and a one hour strategic discussion on a specific area of the workforce. It agreed that a representative from the chosen area of the workforce would be invited to attend to allow for a comprehensive discussion. Miss McMann agreed to work with Mrs Holmes to arrange this outside of the meeting.

**KM/CH**

The Committee **agreed** that the Terms of Reference reflected the Committee appropriately, subject to two minor amendments. The Committee also **agreed** how its future meetings would be structured.

**19/012 Meeting dates for 2019** (agenda item 12)

The Committee **noted** the meeting dates for 2019.

**19/013 Meeting dates for 2020** (agenda item 13)

The Committee **noted** the meeting dates for 2020. It **suggested** that the meetings be held in a range of meeting rooms across the Trust, not just at the Trust Headquarters. Miss McMann **agreed** to look into this.

**KM**

**19/014 Assurance and escalation reporting from EMT** (agenda item 14)

There were no items to escalate from the Executive Management Team meeting.

**19/015 Key messages and/or any matters to be escalated to the Board of Directors** (agenda item 15)

The Committee agreed that it would be useful to receive feedback from the other Board Sub-committees in six months' time to evaluate the impact that the Committee had.

The Committee **agreed** that the following would be reported to the Board of Directors meeting on the 28 November 2019. The Committee:

- received a range of papers for context including the NHS Interim People Plan, Leeds Health and Social Care Plan and the Trust's Workforce and Organisational Development Strategic Plan
- agreed an action log reflecting items forwarded from the Board and other Sub committees
- developed and agreed a forward plan of items to consider and noted that Daniel Hartley, Director of Workforce and Organisational Development at NHS England and NHS Improvement, would be attending the next meeting on the 21 November 2019
- received the Workforce Performance Report and agreed further developments to better understand workforce issues

- discussed the action around the digital agenda and agreed that key focuses should be: assurance that the Trusts workforce had the basic IT skills required to enable the easier implementation of new technologies and systems; the consideration of all staff members with regard to the accessibility of technology, specifically bank staff; and assurance that the technology invested in by the Trust in would enable the workforce to perform to its highest abilities and that the workforce was considered before investing in any new technologies
- resolved that each Committee meeting would include a strategic discussion to focus on key aspects of the workforce, with relevant individuals invited, and that the first topic would be apprenticeships
- resolved to have Equality, Diversity and Inclusion as a standing item.

**19/016 Any other business** (agenda item 16)

The Committee **did not** discuss any other business.