

Workforce Annual Report 2020/21

Public Board

20 May 2021`

Presented for:	Information and assurance
Presented by:	Tom Keeney, Chair of the Workforce Committee
Author:	Tom Keeney, Chair of the Workforce Committee and Rebecca Wolfenden, Workforce Committee Serving Officer

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Key points	
Terms of Reference – The Committee Chair, along with the Committee has reviewed the Terms of Reference to ensure that the Committee is fit for purpose and carries out its duties as delegated by the Board of Directors and can confirm that the Committee has discharged its duties in line with the ToR.	Assurance/Approval
Reporting Requirements – the Terms of Reference for the Workforce Committee state Reports will specifically comment on progress and performance both against national policy and the seven priorities of LTHT People Plan, with suitable performance metrics to measure	

progress.	
Work Plans – The Board of Directors approved the Committee’s Work Plan for 2020/21 and the Committee reports assurance against these items during the year (or stating where it cannot provide assurance). The Work Plan for the coming year (2021/22) is attached for endorsement by the Board (Appendix 3). Noting this may be amended during the year to reflect the new issues relating to COVID-19.	For approval

1. PURPOSE OF PAPER

The purpose of this report is to provide assurance to the Audit Committee and Trust Board that the Workforce Committee has discharged its duties in accordance with its Terms of Reference (ToR). A copy of the ToR is provided at Appendix 1, the ToR have been amended during the year to reflect the changes to the Committee membership, noting this was a new Committee established in November 2019. The Committee shall review annually the Committee’s terms of reference and its own effectiveness and recommend any necessary changes arising therefrom.

The report will also set out the performance of the committee against its 2019/21 workplan and propose its draft Work Plan for 2021/22.

2. PURPOSE OF THE COMMITTEE, TERMS of REFERENCE AND MEMBERSHIP

The Workforce Committee was established as a new Board assurance Committee in November 2019 with Mark Chamberlain as Workforce Committee Chair until the 13th May 2020. Mark stood down as a member of the Committee in November 2020 meeting as his terms of office as a Non-Executive Director came to an end. Tom Keeney became Chair effective from May 2020 onwards as part of a planned and well prepared transition.

The purpose of the Committee and membership is set out in its Terms of Reference (ToR) which are presented in Appendix 1, these have been reviewed throughout the year to reflect any changes and a line by line review has also taken place as part of the formal Committee review outlined below. The ToR describe the current activities of the Committee.

Tom Keeney and Tricia Storey-Hart have been the Non-Executive members of the Committee from its inception in November 2019. From December 2020 Tricia Storey-Hart left the Committee and two new LTHT Non-Executive Directors Laura Stroud and Rachel Woodman became members. Both attended their first Committee meeting in January 2021 (ToRs were amended to reflect these changes).

During 2019/20, the Workforce Committee met formally on six occasions: 29 November 2019, 4 March, 13 May, 22 July, 9 September and 5 November 2020. The meetings were quorate at all times. Due to the challenges and workforce pressures facing the Trust the meeting on the 13 May 2020 was streamlined and focussed on COVID-19.

At each meeting the Committee reviews the effectiveness of the content and meeting structure. As a new Committee some small changes were made to ensure appropriate time was given to assure key issues in line with the ToR – these changes did not materially impact the ToR. After each meeting, the Chair provides a verbal and written Chairs report back to the next Trust Board meeting, aimed at drawing attention to those matters of significance for the Board. The draft minutes of the meetings are received by the Trust Board and reported in the Blue Box. Based on this I believe the committee has operated effectively during the period and has plans in place to review the committee to identify any further improvements.

It is proposed that a formal review of the Committee will take place in 2021/22, and is included in the Committee' Work Plan this will involve feedback from stakeholders and the new NEDs who have recently joined the Committee. This will completed prior to November 2021 (the two year anniversary of the Committee). The review will look at a number of areas including:

- Benchmarking the Committee against peers;
- Ensure the Committee is responding and changing in line with post-pandemic people issues to make progress to delivering against our people priorities;
- Increase the strategic input of the Committee into other Board assurance Committees increasing alignment;
- A further review of the ToR for the Committee including memberships.

3. WORKFORCE COMMITTEE WORKINGS

The Workforce Committee has a 'Workplan & Calendar of Key Events' (Appendix 2) which sets out its annual cycle of work and reporting. This is kept under review at each meeting and often updated. The Workforce Committee aims to work with the Board's other Committees and will receive matters for its consideration and refers matters to other Committees.

4. COMMITTEES OBJECTIVES

The Committee's delivered all its 2019/21 objectives shown in Appendix 4. The Committee has also continues to identify areas of improvement and these will form specific tasks for 2021/22 and detailed in the Committee's proposed objectives for 2021/22 shown in Appendix 5.

The Workforce Committee has a well-established 'Work Plan & Calendar of Key Events' which sets out its annual cycle of work and reporting. This is kept under regular review and often updated. Prior to each meeting the Chair formally reviews the planned agenda separately with both the HR Director and the trust's Company Secretary. The Committee has a standing agenda items to ask all members towards closing the meeting if there are any issues they wish to escalate to the Board, other Committees (including Risk Management Committee) or Corporate Risk Register from any information they have received and discussed during the meeting.

In addition, the Chair of the Workforce Committee takes part in the regular meeting held by the Trust Chair of all Trust Board Committees to discuss governance arrangements and their implementation and efficiency.

The members of the Committee are encouraged to report back on their other sources of assurance; membership of other Board Committees, Chairing consultant interviews, attendance at other Board Committees and attending NHS leadership events for briefings. The programme of ward visits that enable the triangulation of "ward to Board" were initially suspended due to COVID-19 but were restarted in July 2020 in a virtual format. Committee members have also attended other virtual meetings (formal, informal, coffee morning style) such as HR lead Health and Wellbeing, networks, weekly tactical operational update, Report Outs, Staff thank you's, inductions, and awards to ensure that contact with hospital was retained despite COVID-19 restrictions. In addition to this each committee meeting has a 'Staff Story' section where the committee hears directly from staff on relevant issues which are impacting them and/or colleagues.

The Corporate Risk Register (CRR) and the BAF has been reviewed at the Committee and appropriate changes to risk levels (namely CRRS17 regarding Staff well-being) increased during COVID-19 and suggested changes made for the Executive Team to consider. Like all assurance Committees during Q1 in response to the national directive by NHSE/I "easing the burden on management", a number of the Boards Committees were suspended however, the Workforce Committee only missed 30 April 2020 meeting and when re-established it increased regularity given the workforce challenges faced by the trust during Q1. These included seeking assurance on the health and wellbeing of our staff and a number of COVID-19 operational responses including staffing the NHS Nightingale Yorkshire and the Humber and the vaccine programme.

This has been a challenging year for the workforce of LTHT and the Workforce Committee has tried to provide assurance to the Board on the key workforce issues, workforce risks and people priorities – especially those exacerbated by the COVID-19 pandemic. The Committee reported it's work programme to the Board in September 2019 and continues to review and report against the this Work Plan, defined by the ToR, via the annual report. There have been some very specific issues faced by staff in LTHT associated with COVID-19 and these are highlighted below in the review of the key issues the Committee looked at over the last. The key areas the Committee sought to address where are follows:

CRRS 17, Staff Health, Safety and Wellbeing during the COVID-19 Pandemic -

The Committee agreed in the May 2020 meeting that this issue would become a standing item to ensure they receive regular updates on the workforce risks and mitigating actions in place associated with this risk. The Committee fully supported the recommendation to increase the level of risk rating in November 2020 to a score of 20, which was escalated and supported by the Board, and recognised that this is likely to become a long term issue which requires a continued focus by the Committee and the Board. The Committee has also continued to focus on the BAME agenda, the impact of the pandemic on this staff group and the further development of the staff networks. The Committee sought to put the welfare of staff during the pandemic at the top of their agenda and this also involved ensuring issues on workforce raised by other Committees were understood. Assurance was also sought by ensuring staff feedback was covered at the Committees and that Non-Executive and Executive members were carrying out virtual visits during the pandemic.

As Committee Chair, I continue to work with the wider HR team to support the development of the new role of the Wellbeing Guardian role.

Workforce Planning - To support the LTHT response to the COVID-19 pandemic there was a requirement for an increased focus on Workforce Planning and availability limited by either sickness, Test and Trace, or winter pressures, taking into account the staffing requirements of Nightingale, Vaccination programme. Regular reviews of workforce challenges have been provided to the Committee and, in turn, the LTHT Board.

CSU People Priority Measures - The Joint Accountability and Assurance Framework - Workforce (JAAF-W) was agreed by the Workforce Committee in November 2019. This is a process for review by the HR Senior Business Partners to work with the CSUs to set out in a dash Board a means of measuring progress for against the delivery of the People Priorities. The process was operational across the Clinical CSUs from January 2020. The Framework was paused due to the pandemic with a temporary process agreed by the Committee in July 2020 to ensure CSU progress against the People Priorities was being discussed and captured. The workforce metrics continued to be reported to Board through the Integrated Quality and Performance Report (IQPR). During this period the measures defined under the People Priorities were reviewed and agreed by the Committee in September 2020. The JAAF-W meetings were re-established from September 2020 with the Dashboard being reviewed by the Committee at every meeting and further detail being provided within the deep dives.

People Priority Deep Dives - The Committee agreed through the Work Plan and Calendar of Key Events (Appendix 2&3) the deep dives would be used to provide the Committee with the operational detail sitting within each of the People Priorities, outline the operational risk and mitigating actions in place. The decision was taken by the Committee in September 2020 to limit the number of deep dives per meeting to two in order to provide a thorough and meaningful discussion on each of the priority areas. The Committee also agreed that assurance on the progress of CSUs against the People Priorities would be incorporated into the deep dive process. The

Committee has also commenced linking the deep dive with a staff story for assurance and triangulation.

NHS People Plan - The Committee sought to provide an oversight and assurance of the NHS People Plan to ensure all elements are reflected within our local People Priorities.

5. OTHER ISSUES ADDRESSED BY COMMITTEE IN YEAR

Other areas the Committee discussed and sought assurance on in 2019/20 included:

- Monitoring the Gender Pay Reporting across the Trust with discussions focussing on reducing the average pay gap between men and women.
- Regular updates on the Exit Interview Pilot and wider strategy to roll out across the Trust.
- The progress of the Violence amongst Colleagues Task and Finish Group (an action from the staff survey 2020) which was paused in March due to the pandemic but has now resumed.
- Regular updates on the national changes to the removal of Band 1 by the 31 March 2021.
- Regular updates on the progress of the Freedom to Speak Up Self-Assessment Tool, and the first peer review.

Key Update on the progress of the agreed Corporate and CSU Action Plan from the PwC Internal Audit Cultures and Behaviours Review which was reported back to the Audit Committee at their December meeting. Continued focus on the Staff Survey Results and wider associated action plans.

6. PROPOSED 2021/22 WORKPLAN

The proposed Work Plan for 2021/22 continues to provide assurance over the adequacy and effectiveness of the Trust's workforce framework.

7. EQUALITY IMPACT AGREEMENT

Throughout any of the issues raised within the Committee, due consideration was given to and equality issues.

8. PUBLICATION UNDER FREEDOM OF INFORMATION ACT

This paper is exempt from publication under Section 29/36/38/40/41/43 of the Freedom of Information Act 2000, as it contains information which is in draft format and may not reflect the organisation's final decision.

9. RECOMMENDATIONS

The Audit Committee and then the Trust Board is asked to receive the annual report and be assured the Workforce Committee has acted in accordance with its Work

Plan for 2019 to 2021 and Terms of Reference, and is asked to approve the Work Plan for the coming year for 2021 -2022.

Tom Keeney
Chair of the Workforce Committee

APPENDIX 1 – Terms of Reference – Workforce Committee

1. Main Authority / Limitations

- a. The Board has resolved to establish a Committee of the Board to be known as the Workforce Committee (“the Committee”). The Committee is comprised of Non-Executive Directors, accounts to the Board shall have Non-Executive responsibilities, powers, authorities and discretion as set out in these terms of reference. The purpose of the Workforce Committee is to lead on behalf of the Board of Directors the acquisition and scrutiny of assurances to ensure (i) LTHT delivers the aspirations set out in the Interim People Plan of the NHS Long Term Plan 2019, (ii) along with the Trusts the seven People Priorities (Workforce Planning, Clear Performance Expectations, Health & Care Systems, Free from Discrimination, Education & Training, Health & Wellbeing, Most Engaged Workforce), (iii) the sub Committee structure will provide further assurance and these groups will report to the Workforce Committee as set out in Appendix 2
- b. The Committee is authorised by the Board to investigate any activity within its terms of reference. The Committee may invite any Director, Executive, external or internal auditor, or other person to attend any meeting(s) of the Committee as it may from time to time consider desirable to assist the Committee in the attainment of its objective. The Committee may appoint, employ or retain such professional or legal advisors the Committee consider appropriate. Any such appointment shall be made through the Company Secretary. All Board Members shall be entitled, should they wish to do so, to see the advice received from the Committee’s advisors.
- c. The Committee will report annually on the delivery of its work programme. Reports will specifically comment on progress and performance both against national policy and the seven priorities of LTHT People Plan, with suitable performance metrics to measure progress.
- d. Approved minutes of the Committee are circulated to the Board for information at the first formal meeting of the Board after approval. The minutes are also circulated to those regularly in attendance. The Committee Chair provides the Board with a brief summary of the Committee’s work at the first available Board meeting opportunity after each Committee meeting. The Chair of the Committee will escalate matters to the Board as deemed appropriate and, if necessary, to the trust Board Chair prior to a Board meeting.
- e. Trust Standing Orders and Standing Financial Instructions apply to the operation of this Committee.

2. Objective

- 2.1 The Committee shall be accountable to the Board and examine assurances relating to financial and operational performance.

3. Primary Duties and Responsibilities

- 2.1 To oversee and provide assurance on workforce performance. In providing such oversight and advice to the Board the Committee shall oversee (i) current and forward-looking workforce, financial and operational performance pressures; (ii) consider future, workforce, financial and operational strategy, (iii) scrutinise assurances provided by management in respect of key workforce performance indicators against the Trusts the seven priorities of the People Priorities (Workforce Planning, Clear Performance Expectations, Health & Care Systems, Free from Discrimination, Education & Training, Health & Wellbeing, Most Engaged Workforce).
- 2.2 To consider and advise the Board on the risks associated with any material workforce issues as required from time to time by any Director in consultation with the Chairman and Chief Executive. In preparing such advice the Committee shall satisfy itself that a due diligence appraisal of the proposition is undertaken, focusing in particular on the implications for workforce, financial and operational performance, and is within the risk appetite and tolerance of the Trust, drawing on independent external advice where appropriate and available, before the Board takes a decision whether to proceed.
- 2.3 To require regular workforce reports from management, against each of the seven priorities of the People Priorities which enable the Committee to consider the workforce, financial and operational risks involved in the Trust's business and how they are controlled and monitored by management.
- 2.4 To work closely with and support the Audit Committee to review and oversee the effectiveness of the Trust's internal control framework.
- 2.5 To consider, within its agenda, material issues communicated to it by the Audit Committee arising from the work of the Internal Audit function relating to matters which fall within the scope of the objective and responsibilities of the Committee. The Committee shall provide feedback on its review of such referred internal audit work, in particular as to any shortcomings perceived in the scope or adequacy of the work. Additionally, the Committee shall respond to any other matters of an internal audit nature that are referred to it by the Audit Committee as appropriate.
- 2.6 To review and endorse the content of the workforce data within the annual report and accounts for submission to the Board.
- 2.7 To undertake or consider on behalf of the Chairman or the Board such other related tasks or topics as the Chairman or the Board may from time to time entrust to the Committee.
- 2.8 The Committee shall review annually the Committee's terms of reference and its own effectiveness and recommend to the Board any necessary changes arising therefrom.

- 2.9 To report to the Board on matters set out in these terms of reference and how the Committee has discharged its responsibilities.
- 2.10 The Chair of the Committee shall provide an annual letter of assurance to the Chair of Audit Committee confirming the effectiveness of the Committee and fulfilment of its objective, and to the effect that the Committee has reported to the Board financial or operational performance which could adversely affect achievement of corporate objectives.
- 2.11 Where there is a perceived overlap of responsibilities between the Trust's Finance & Performance Committee, Quality Assurance Committee, Digital & Informatics Committee and Building Development Committee usually in consultation with the Director of Human Resources & Organisational Learning, the respective Committee Chairman shall have the discretion to agree the most appropriate Committee to fulfil any obligation.
- 2.12 Where the Committee's monitoring and review activities reveal cause for concern or scope for improvement, it shall make recommendations to the Board on action needed to address the issue or to make improvements.

3. Duties and Etiquette

- 3.1 The duties of the Chairperson of the Committee shall be to:
- keep the Board informed regularly of any material matters which have come to the Committee's attention;
 - ensure that minutes of the Committee are an accurate reflection of discussion;
 - attend or designate another member of the Committee to attend public meetings of the Trust to answer any questions related to the work of the Committee;
 - submit an annual report on the work and effectiveness of the Committee to the Board; and
 - ensure that all significant risks are discussed and where necessary escalated in line with LTHT's Risk Management Policy.
- 3.2 The duties of members and attendees shall be to:
- attend and contribute;
 - have read the papers and materials in advance and be ready to work with them;
 - actively participate in discussions pertaining to Committee business ensuring that solutions and action plans have multidisciplinary perspectives and have considered the impact Trust-wide;
 - disseminate the learning and actions from the meetings;
 - to attend at least 75% of meetings of the Committee per year.

4. Constitution

- 4.1 The Committee shall meet with such frequency and at such times as it may determine. It is expected that the Committee shall meet a minimum of four times per year with normal practice of meetings bi-monthly.

- 4.2 The quorum for meetings shall be two non-Executive Directors, one of whom should be the Committee Chairman, unless he or she is unable to attend due to exceptional circumstances. In the absence of the Committee Chair a decision will be taken in advance of the meeting as to which independent Non-Executive Director who is a member of the Committee shall chair that particular meeting.

5. Membership and attendance

- 5.1 The Membership shall be disclosed in the Annual Report and shall be three independent Non-Executive Directors of the Board. At least one of the members shall have recent and relevant HR experience. There shall be no deputies allowed in the absence of a member attending. Any member of the Committee who is able to speak and be heard by each of the other members shall be deemed to be present in person and shall count towards the quorum. The Members shall be:

- Tom Kenney (Chair)
- Laura Stroud
- Rachel Woodman

- 5.2 The Director of Human Resources & Organisational Development, both Deputy Director of Human Resources, Chief Executive, Chief Medical Officer, Medical Director for Professional Standards and Workforce Development, Chief Nurse, Director of Strategy Chief Digital & Information Officer, Medical Director Strategy & Planning, Director of Estates & Facilities, and Company Secretary shall be in attendance at all meetings except in relation to reserved business. They may send deputies to represent them in their absence or invite specific colleagues to address the Committee where appropriate and agreed with the Committee Chairman.

- 5.3 In order for decisions taken by the Committee to be valid, the meeting must be quorate. This will consist of two members of the Committee being present at the point when any business is transacted. [See 5.1 above].

- 5.4 The Committee is serviced by Secretariat which organises meetings. Papers shall be available at least five clear days before each meeting. Papers shall not be tabled unless it is essential and only with the Committee Chair's prior agreement.

- 5.5 Terms of reference are reviewed annually or in the light of changes in practice or national/local guidance.

6. Version Control

Version Control	Date	Comments
V1	8 July 2019	Draft 1
V2	10 Sept 2019	Draft 2
V3	26 Sept 2019	Approved at Board
V4	30 Jan 2020	Updated to cross ref to est of new Cttees
V5	30 July 2020	Amend title of sub cttee - Learning, Education and Training Cttee
V6	28 Jan 2021	Amended NED membership

Document Owner

The Company Secretary is the owner of this document and of any Board Minute authorising any amendment.

Terms of Reference - Appendix 1

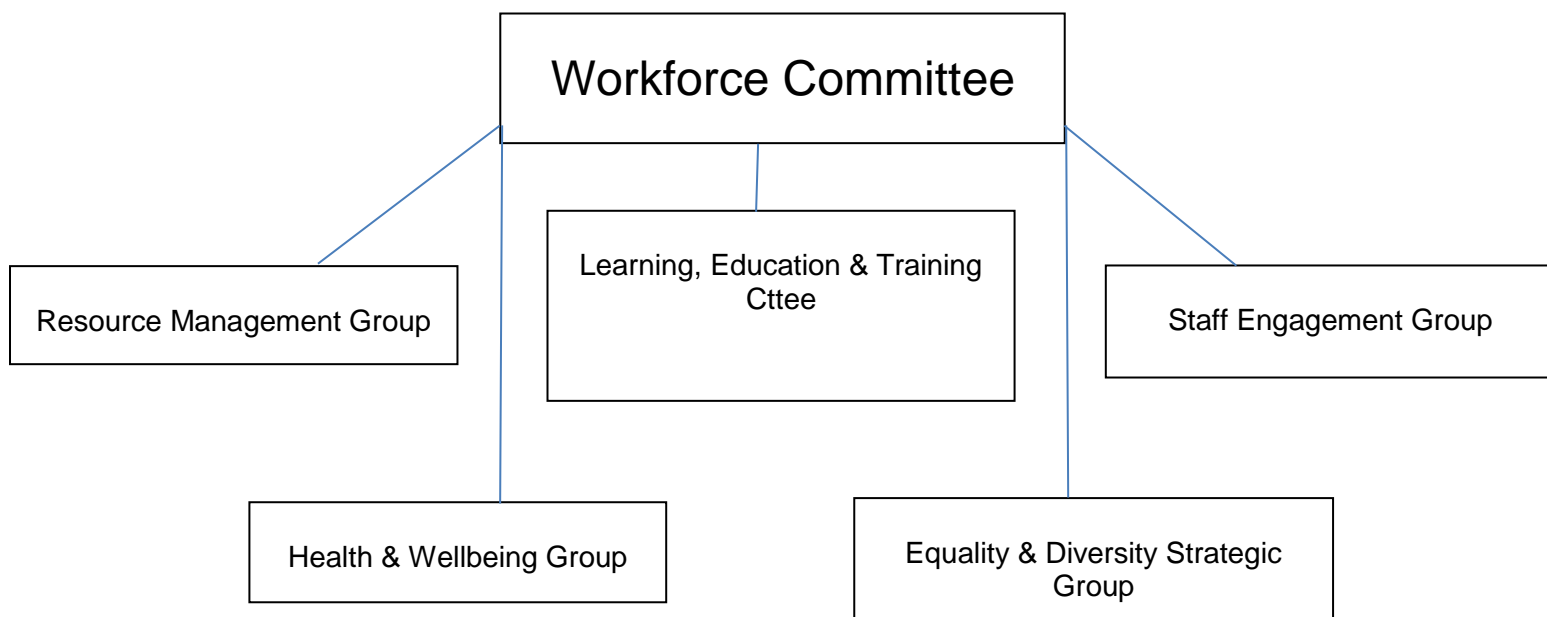


Our Priorities

1. Our **workforce planning** will ensure that we have the right skill mix and diversity to resolve gaps in staffing so that we can deliver the best for patient safety, quality and experience.
2. We will set **ambitious performance expectations, clear priorities** and support our staff to improve and be the best they can be.
3. We will enable our people to work across **the health and care system** with our partners to improve the health and wellbeing of the local population.
4. By working in a way which is **inclusive and free from discrimination** we will value and recognise the contribution of every employee, volunteer, and student.
5. We will provide **excellent education, training and development** so that people are skilled to do their job and realise their full potential.
6. We will enable **staff to maintain mental and physical wellbeing** with a diverse and wide ranging offer of activities so that everyone can meet the demands of their role
7. We will be **the most engaged workforce** in the NHS working in partnership in an outstanding health and care system.

Terms of Reference - Appendix 2

Sub Committee/Groups Reporting to the Workforce Committee



Appendix 2

Work Plan and Calendar of Key Events from est 2019 to March 2021

The Leeds Teaching Hospitals NHS Trust

Workforce Committee

Workplan and Calendar of Key Events from est in 2019 through to March 2021

Work Plan 2019-20 and through to March 2021										
Dates Agenda Item	29 Nov 2019	9 Jan 2020	4 March 2020	30 April 2020	Extra O mtg 13 May	22 July 2020	9 Sept 2020	5 Nov 2020	19 Jan 2021	11 March 2021
1. Standing Items										
1.1 Welcome and Introductions; Apologies for Absence; and Declarations of Interest Annual Statement of Independence	X	X	X	X		X	X	X	X	X
1.2 Approval of Minutes of the Previous Meeting	X	X	X	X		X	X	X	X	X
1.3 Matters Arising and review of Action Tracker	X	X	X	X		X	X	X	X	X
1.4 Items from other Board Committees	X	X	X	X		X	X	X	X	X
2. Briefings										
2.1 Chair of the Workforce Committee	X	X	X	X		X Tom	X	X	X	X
3. Risk and Governance										
3.2 Culture & Behaviours Review - Internal Audit Recommendations /Action Plan/Assurance (currently paused due to COVID-19 - an update will be		X	X					X		

Work Plan 2019-20 and through to March 2021										
Dates Agenda Item	29 Nov 2019	9 Jan 2020	4 March 2020	30 April 2020	Extra O mtg 13 May	22 July 2020	9 Sept 2020	5 Nov 2020	19 Jan 2021	11 March 2021
<i>scheduled when applicable)</i>										
4. National Issues										
4.1 NHSI Oversight Framework – workforce		X								
4.2 Pension and tax (<i>standing item until resolved; Update June 2020 - now resolved - bring final update to July c'ttee</i>)			X	X		X				
4.3 National & Regional Update (<i>normally verbal</i>)						X	X	X	X	X
4.4 Terms & Conditions Update (<i>if applicable</i>)						X	X	X	X	X
5. People Priorities										
5.1 CSU People Priority Measures (<i>verbal update in July; formal reporting to re-commence when full JAAF process re-established</i>)	X	X	X	X		X	X	X	X	X
5.2 Workforce Report			X	X					X	
5.3 Workforce Planning <i>Action from Nov 2019 Board (action plan & progress against nursing investment) Action from Nov WC, review risk in RMG and report in next deep dive to WC</i>	X					X				X
5.4 Clear Performance Expectations			X					X		
5.5 Health & Care Systems									X	
5.6 Free from Discrimination <i>(July - update on BAME Positive Action & Targeted Ambitions; Sep - WRES & WDES)</i>	X		X			X	X		X	

Work Plan 2019-20 and through to March 2021										
Dates Agenda Item	29 Nov 2019	9 Jan 2020	4 March 2020	30 April 2020	Extra O mtg 13 May	22 July 2020	9 Sept 2020	5 Nov 2020	19 Jan 2021	11 March 2021
<i>Review pre-publication (31 March) Gender pay Gap</i>										
5.7 Education & Training <i>Action from Board to monitor compliance of mandatory training and provide assurance</i> <i>Guardian of Safe Working Report (quarterly initially, then annually - dates to be put in when LET Sub-Committee Workplan is agreed)</i>				X ?			X			
5.8 Health & Wellbeing <i>NB – Update of Flu vaccination to be reported to BoD in CE reports</i> <i>Action from BoD – Deep Dive into Sickness (Nov 2019)</i> <i>Mental health support to be included in the next deep dive (April mtg)</i> <i>Include update – national data on violence & aggression towards staff</i>	X X			X		X	X	X		
5.9 Most Engaged Workforce <i>(July - update of activities; Nov - update on revisions to staff survey; Jan - preliminary staff survey results; March - full staff survey results)</i>			X			X		X	X	X
6. Operational Issues										
<i>The aim of the Cttee is to function as an assurance Cttee of the Board – we will work hard to ensure that operational issues are addressed in other appropriate meetings</i> <i>Any workforce issues re impact Covid-19 (as applicable)</i>				X		X	X	X	X	X
7. Corporate Governance Reports										
7.1 Review the workforce information within the Annual Report				X						

Work Plan 2019-20 and through to March 2021										
Dates Agenda Item	29 Nov 2019	9 Jan 2020	4 March 2020	30 April 2020	Extra O mtg 13 May	22 July 2020	9 Sept 2020	5 Nov 2020	19 Jan 2021	11 March 2021
7.2 Assurance of the work programme and effectiveness of the Committee to report annually to the Audit Committee in conjunction with attendance by the Chair at Audit mtg (review prior to attendance)			X						X	
7.3 Freedom to Speak Up Self-Assessment (reports to Board May & Nov) needs assurance via Cttee before Board Peer review report						X		X	X	
8. Blue Box (assurance from Sub Cttee structure)										
Each of these Cttee will need to provide an annual report to Workforce for assurance (Jan mtg – to ref in the Cttees own AR to Audit Cttee)									X	
8.1 Resource Management Group minutes	?					X	X	X	X	X
8.2 Education & Training Group minutes	?						X	X	X	X
8.3 Health & Wellbeing Group minutes	?					X	X	X	X	X
8.4 Staff Engagement Group minutes	?					X	X	X	X	X
8.5 Equality & Diversity Group minutes	?					X	X	X	X	X
9. Final Items										
9.1 Issues to escalate to the CRR	X	X	X	X		X	X	X	X	X
9.2 Issues to seek legal advice	X	X	X	X		X	X	X	X	X
9.3 Issues to escalate to CQC, NHSI/E	X	X	X	X		X	X	X	X	X

Work Plan 2019-20 and through to March 2021										
Dates Agenda Item	29 Nov 2019	9 Jan 2020	4 March 2020	30 April 2020	Extra O mtg 13 May	22 July 2020	9 Sept 2020	5 Nov 2020	19 Jan 2021	11 March 2021
9.4 Issues to raise with other Board Committee's	X	X	X	X		X	X	X	X	X
9.5 Strategic Issues to Escalate to the Board in the Chairs Summary Report	X	X	X	X		X	X	X	X	X
Other items										
Any other business	X	X	X	X		X	X	X	X	X
Date of next meeting	X	X	X	X		X	X	X	X	X
10.Other Issues to Note										
Freedom to Speak Up		X	X	X		X	X			
<ul style="list-style-type: none"> To be report to Board for Updates (Nov report stated that self assess update to Jan BoD) Update self assess, May now July BoD Update on peer review progress Audit Committee for assurance on process (to retain independent scrutiny) 										

Appendix 3

Proposed Work plan for 2021/22

The Leeds Teaching Hospitals NHS Trust**Workforce Committee****Workplan and Calendar of Key Events from March 2021 through to March 2022**

Work Plan 2021 and through to March 2022							
Dates Agenda Item	11 March 2021	4 May 2021	15 July 2021	15 Sept 2021	11 Nov 2021	12 Jan 2022	16 March 2022
1. Standing Items							
1.2 Welcome and Introductions; Apologies for Absence; and Declarations of Interest Annual Statement of Independence	X	X	X	X	X	X	X
1.2 Approval of Minutes of the Previous Meeting	X	X	X	X	X	X	X
1.3 Matters Arising and review of Action Tracker	X	X	X	X	X	X	X
1.4 Items from other Board Committees	X	X	X	X	X	X	X
2. Briefings							
2.1 Chair of the Workforce Committee	X	X	X	X	X	X	X
3. Risk and Governance							

Work Plan 2021 and through to March 2022							
Dates Agenda Item	11 March 2021	4 May 2021	15 July 2021	15 Sept 2021	11 Nov 2021	12 Jan 2022	16 March 2022
3.1 Focus on CRRS 17 Health & Safety of Staff	X	X	X	X	X	X	X
3.2 Focus on CRRS1 Inadequate Nurse Staffing Levels		X	X	X	X	X	X
3.3 CRRS2 Insufficient medical staff to deliver service		X	X	X	X	X	X
3.2 Health and Wellbeing Dashboard		X	X	X	X	X	X
3.3 Risk Appetite Framework		X					
To report new issues as required							
4. National Issues							
4.1 NHSI Oversight Framework – workforce							
4.3 National & Regional Update (<i>normally verbal</i>)	X	X	X	X	X	X	X
4.4 Terms & Conditions Update (<i>if applicable</i>)	X	X	X	X	X	X	X
4.5 Review of Disciplinary Procedures		X	X		X		X
5. People Priorities							
5.1 CSU People Priority Measures	X	X	X	X	X	X	X
5.2 Workforce Report						X	
5.3 Workforce Planning	X				X		
5.4 Clear Performance Expectations		X				X	

Work Plan 2021 and through to March 2022							
Dates Agenda Item	11 March 2021	4 May 2021	15 July 2021	15 Sept 2021	11 Nov 2021	12 Jan 2022	16 March 2022
5.5 Health & Care Systems				X			
5.6 Free from Discrimination		X					X
5.7 Education & Training			X				X
5.8 Health & Wellbeing			X		X		
5.9 Most Engaged Workforce <i>(July - update of activities; Nov - update on revisions to staff survey; Jan - preliminary staff survey results; March - full staff survey results)</i>	X			X		X	
6. Operational Issues							
<i>The aim of the Cttee is to function as an assurance Cttee of the Board – we will work hard to ensure that operational issues are addressed in other appropriate meetings</i>	X	X	X	X	X	X	X
7. Corporate Governance Reports							
7.1 Review the workforce information within the Annual Report		X					
7.2 Assurance of the work programme and effectiveness of the Committee to report annually to the Audit Committee in conjunction with attendance by the Chair at Audit mtg (review prior to attendance)						X	
7.3 Review of Committee Effectiveness					X		
7.4 Freedom to Speak Up Self-Assessment (reports to Board May & Nov) needs assurance via Cttee before Board		X			X		
7.5 Agree WFC Objectives for 2021/22		X					

Work Plan 2021 and through to March 2022							
Dates Agenda Item	11 March 2021	4 May 2021	15 July 2021	15 Sept 2021	11 Nov 2021	12 Jan 2022	16 March 2022
8. Blue Box (assurance from Sub Cttee structure)							
Each of these Cttee will need to provide an annual report to Workforce Cttee for assurance (and make ref in the Cttee own A/R)						X	
8.1 Resource Management Group minutes	X	X	X	X	X	X	X
8.2 Learning, Education & Training Group minutes	X	X	X	X	X	X	X
8.3 Health & Wellbeing Group minutes	X	X	X	X	X	X	X
8.4 Staff Engagement Group minutes	X	X	X	X	X	X	X
8.5 Equality & Diversity Group minutes	X	X	X	X	X	X	X
9. Final Items							
9.1 Issues to escalate to the CRR	X	X	X	X	X	X	X
9.2 Issues to seek legal advice	X	X	X	X	X	X	X
9.3 Issues to escalate to CQC, NHSI/E	X	X	X	X	X	X	X
9.4 Issues to raise with other Board Committee's	X	X	X	X	X	X	X
9.5 Strategic Issues to Escalate to the Board in the Chairs Summary Report	X	X	X	X	X	X	X
Other items							
Any other business	X	X	X	X	X	X	X
Date of next meeting	X	X	X	X	X	X	X
10. Other Issues to Note							
Strategic Workforce Planning Development		X					
Reset and Recovery: HWB		X					

Work Plan 2021 and through to March 2022							
Dates Agenda Item	11 March 2021	4 May 2021	15 July 2021	15 Sept 2021	11 Nov 2021	12 Jan 2022	16 March 2022

Appendix 4 Workforce Committee Objectives 2019/2021



Our Priorities

1. Our **workforce planning** will ensure that we have the right skill mix and diversity to resolve gaps in staffing so that we can deliver the best for patient safety, quality and experience.
2. We will set **ambitious performance expectations, clear priorities** and support our staff to improve and be the best they can be.
3. We will enable our people to work across **the health and care system** with our partners to improve the health and wellbeing of the local population.
4. By working in a way which is **inclusive and free from discrimination** we will value and recognise the contribution of every employee, volunteer, and student.
5. We will provide **excellent education, training and development** so that people are skilled to do their job and realise their full potential.
6. We will enable **staff to maintain mental and physical wellbeing** with a diverse and wide ranging offer of activities so that everyone can meet the demands of their role
7. We will be **the most engaged workforce** in the NHS working in partnership in an outstanding health and care system.

Appendix 5
Objectives 2021/2022

1. 20,300 staff in our organisation feel positively that our organisation and their line manager is concerned about and helps them to prioritise their health, safety and wellbeing. (Patient Centred).
2. 20,300 staff in our organisation consciously consider and discuss and overcome issues of being inclusive in their team. (Collaboration and Fair).
3. 20,300 staff agree that their appraisal helped them to be clear on their priorities. (Empowered and Accountable)
4. Every CSU/Corporate directorate and the professional workforce leads have a 5 year workforce plan that considers and aims to address existing and future underlying capacity and capability gaps (Patient Centred)