

Item  
22.2



Bradford District Care  
NHS Foundation Trust

**Workforce and Equality Committee  
April 2021**

**Annual Report**

**March 2020 to March 2021**

## Contents

### Section

1	Period covered by this report
2	Introduction
3	Terms of Reference for the Workforce and Equality Committee
4	Meetings of the Workforce and Equality Committee
5	Membership and attendance at meetings
6	Reports made to Board
7	Work of the Workforce and Equality Committee
8	Conclusion
Appendix 1	Terms of Reference for the Workforce and Equality Committee

## **1 Period covered by the report.**

March 2020 and March 2021

## **2 Introduction**

The group was established in March 2020 following a recommendation from the external Well Led review undertaken by Deloitte that the Trust should establish a Workforce and Equality Committee to strengthen the Board's connection to the delivery of the People Development Strategy and provide oversight on this key area within the Trust.

As part of the decision-making process an external benchmarking exercise was also undertaken to capture learning from partner trusts on best practice. Corporate Governance also undertook a review of workforce items that had previously been presented to Corporate Governance meetings over a year period, which outlined that workforce, as one of the Trust's key workstreams, was discussed across all meetings with papers received at Board, the Finance Business and Investment Committee and Quality and Safety Committee. It was also felt that forming the Committee would create focused discussion on these key items, utilise colleague time better in a focused way, and provide efficiencies to avoid duplicative reporting.

The review noted the importance of the workforce agenda in the achievement of the Better Lives, together strategy, as well-as the NHS People Plan.

The review was discussed by the Non-Executive Directors in summer 2019, and at a Board of Directors Away Day, Autumn 2019. Following this a series of recommendations was presented for consideration by the Board of Directors at their meeting in public on 28 November 2019, which included:

- establishing a Board sub-committee focused on 'workforce' from 2020.
- calling the Board sub-committee, the Workforce and Equality Committee to show the Trust's commitment to the equality agenda.
- the sub-committee would meet twice a year.

The Board accepted the recommendations and agreed to formally establish the Workforce and Equality Committee from Spring 2020.

As part of the ongoing development work, it was agreed that the Workforce and Equality Committee would meet three times in its first year, with the first meeting taking place for the Committee to agree the supporting governance framework. The Committee is an assurance receiver on behalf of the Board of Directors, the Committee monitors key workforce performance metrics, risks and mitigations, and delivery of the Trust's People Development Strategy and supporting workforce plans and underpinning strategies.

Within the People Development Strategy there are five priorities, they are focused on:

- staff engagement
- recruitment and retention
- talent management
- leadership and management development
- diversity and inclusion.

It was proposed that the Committee focused on monitoring delivery of the five priorities, with the bi-annual meetings focusing on:

**March/April** – staff engagement; gender pay gap reporting (Equality, Diversity, and Inclusion); and talent management.

**September/October** – leadership and management development; and diversity and inclusion.

The Trust welcomes and encourages feedback and recognises the importance of being a learning organisation. It was proposed that a colleague experience / story is presented at the start of each Workforce and Equality Committee meeting, with the view that the experience / story will be linked to one of the identified priorities being discussed at that meeting. This new approach will provide an opportunity for Board members to triangulate, build relationships with Trust colleagues, and support the Board's ongoing journey for Board visibility.

Benchmarking took place to review existing performance management practice from other NHS provider trusts, work has also taken place to understand the cut off points for data extraction from electronic systems used within the Trust to understand the timeliness of data presented, ensuring that the data has been presented to the right governance pathway on its journey to the Board Datapack.

### **3 Terms of Reference**

The Terms of Reference are attached at appendix one, these were reviewed and ratified by the Board on 30 April 2020.

### **4 Meetings of the group / committee**

During 2020 the Committee met three times: 2 March 2020, 22 June 2020, and 28 September 2020.

## 5 Membership of the committee and attendance at meetings

*The Members of the Committee are as follows: -*

- Non-Executive Director (Chair)
- Non-Executive Director
- Non-Executive Director
- Chair (as an optional attendee to support assurance processes) \*
- Chief Executive\*
- Director of Human Resources and Organisational Development
- Medical Director
- Director of Nursing
- Chief Operating Officer

*\*As the Committee was in the first year it was agreed that the Chair of the Trust, and the Chief Executive would attend the meetings to provide support and scrutiny to Committee members.*

Any Executive and Non-Executive Director can attend a Board sub-committee meeting because of the position that they hold. When carrying out this duty they will assume full member rights.

The Deputy Director of Human Resources and Organisational Development; the Freedom to Speak Up Guardian; Head of Equality and Diversity; and the Corporate Governance Manager will attend all meetings.

In addition to anyone listed above, the Chair of the Committee may also request individuals to attend on an ad-hoc (or regular) basis to provide advice, support, or to otherwise contribute to the Committee's work.

The Committee welcomes and encourages Governors to attend its meetings and to observe the work of the Committee, to get a better understanding of the work of the Trust and the extent to which Non-Executive Directors appropriately challenge and support the Executive Directors.

At the meeting, the Governor observer(s) will be required, along with other participants, to declare any potential or actual conflicts of interest they may have in respect of any of the items to be discussed.

In addition, an open invite to be extended to the Staff Side Chair or delegated member of the Staff Partnership Forum and Local Negotiating Forum for each meeting and to the Staff Network Chairs or delegated member.

*Quoracy rules for the committee are as follows: -*

The Committee shall be quorate when three members attend the meeting, two of which must be Non-Executive Directors. Attendees do not count towards quoracy.

If the Chair is unable to attend a meeting, and if otherwise quorate, the meeting will be chaired by one of the other Non-Executive Directors.

Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate unless the deputy is representing the member under formal “acting up” arrangements.

A non-quorate meeting may go ahead unless the Chair decides not to proceed. Any decisions made by a non-quorate meeting must be reviewed at the next quorate meeting.

*Membership at the meeting is as follows: -*

Name	2 <sup>nd</sup> March 2020	22 <sup>nd</sup> June 2020	28 <sup>th</sup> Sept 2020
<b>Membership</b>			
Simon Lewis, Non-Executive Director	X	X	X
Maz Ahmed, Non-Executive Director		x	
Dr Zulfi Hussain, Non-Executive Director		x	x
Brent Kilmurray, Chief Executive	x	x	x
Cathy Elliott, Chair of the Trust		X	
Theresa Patten, Chief Executive*			x
Sandra Knight, Director of Human Resources and Organisational Development	x	x	x
Dr David Sims, Medical Director	x	x	x
Phillipa Hubbard, Director of Nursing, Professions and Care Standards			x
Patrick Scott, Chief Operating Officer		x	x
Liz Romaniak, Director of Finance	x	x	x
<b>Required</b>			
Jenny Wilkes, Deputy Director of Risk, Compliance and Nursing and Freedom to Speak Guardian	x	x	
Fiona Sherburn, Deputy Director of Human Resources and Organisational Development		x	x
Fay Davies, Head of Workforce Development			x
Nikki Wilson, Head of Workforce Information and Planning			x
Lisa Wright, Head of EDI	x	x	x

<b><i>In attendance</i></b>			
Jeanette Homer, Staff side chair		X	
Aneela Ahmed, Councillor, Appointment Governor, Bradford Council			X
Grainne Eloi, Deputy Director of Nursing	x	x	X
Leeroy Golding, Chair of the Aspiring Culture Network		x	X
Nicky Green, Governor, Public Keighley & Lead Governor			X
Zafar Iqbal, Chair of the Disability Network		x	X
Sarah Jones, Next Director Programme			X
Aisha Karim, Executive Support Assistant			x
Abdul Khalifa, Governor, Staff nonclinical (observing)		x	X
Ravinder Kullar, Clinician			X
Fran Limbert, Deputy, Trust Board Secretary (Committee Secretarial)	x	x	X
Ella Mitchell, Executive Assistant (observing)			X
Darryll Monroe, Chair of the LGBTQ and Network		x	X
Pamela Shaw, Governor, Staff Clinical (observing)			X
Ruth Shaw, Leadership and Management development Manager			X
Helen Farrar, Staff Engagement Manager	X		x
Paul Hogg, Director of Corporate Affairs	X		
Pernaik Singh, HR Business Partner	X		
Joanne Triller, Mental Capacity Act and Deprivation of Liberty Clinical Lead	x		

\*attended to observe the Committee meeting as part of their induction process when they commenced in their role at the Trust.

## 6 Report made to the Committee

The Committee receives at each meeting an update on risks that it is responsible for and the Workforce and Equality Dashboard.

In addition, the Committee receives reports and updates on a range of workforce related matters.

### 2 March 2020

The 2 March 2020 Committee meeting received the following reports: -

- An overview of the workforce topics that would be received at each corporate governance meeting.
- The 2018 staff survey results and draft action plan
- The Gender pay gap report.

It was agreed to transfer the following strategic risks within the Board Assurance Framework (BAF) from the Finance, Business, and Investment Committee to the Workforce and Equality Committee: -

- 2.2 – Recruit and Retain a skilled workforce.
- 3.1 – develop an engaged workforce; and
- 3.2 – attract a diverse workforce.

The Committee also agreed that the following risk:

- 3.3 -dynamic cultural innovation - iCare and best place to work

would be shared between the Workforce and Equality Committee and the Finance, Business, and Investment Committee members after noting its connections to both workforce and business and growth.

The following issues were escalated to the Board: -

- Terms of reference for ratification
- 2018 Staff Survey report
- Gender Pay Gap report.

In addition, the committee agreed to commission two further reciprocal mentoring sessions – one on disability and one on sexual orientation.

## **22 June 2020**

The following reports were received by the Committee: -

- The Rainbow Campaign
- Freedom to Speak Up Guardian (FTSUG)
- Delivering on our ambitions for a Diverse Workforce and BAME Leadership.

The update action lot was presented, and the following updates were received:

- 25/11/19-2: Assurance Report on Talent Management, the Committee noted that the work had temporarily been paused to support the Trust's response to the COVID-19 pandemic.
- 21/01/20-1: Support Programme for Talent Management, the Committee noted that the work had temporarily been paused to support the Trust's response to the COVID-19 pandemic.

In terms of assurance the Committee noted the risks that had been made to the report since it had last been presented and the updates that had been included which outlined the impact seen due to the Pandemic.



The Committee agreed to share the discussion on the following items with the Board of Directors on 25 June 2020:

- Developments that had taken place to support the governance framework for the Committee, including supporting additional attendees for the meetings to ensure that the meeting was representative.
- Findings from the Staff Experience on their feedback of using the FTSUG service.
- Discussion that had taken place on the supporting framework for the FTSUG workstream and the recommendation from the Senior Leadership Team.
- Findings from the Rainbow Badge Scheme and the ongoing engagement with external partners to raise awareness and learn lessons from others.
- Findings from the Equality Diversity and Inclusion (EDI) report on developments taking place across the system and the Committee's suggestion of establishing an ethnicity pay gap reporting framework.

## **28 September 2021**

The following reports were received by the Committee: -

- Workforce, Governance and Oversight arrangements
- COVID-19 Update on Recruitment and Staff Support
- COVID-19 NHS People Plan
- Leadership and Management development
- Talent Management
- Staff Survey
- EDI Annual report
- NHS People Plan
- NHS People Promise
- Best Place to Work enabling Programme.
- The BAF workforce risks.

The Chair agreed to draft a paper for the Board capturing the key issues from the meeting to provide assurance.

## **7 The work of the committee or group during the year**

During 2020 the Committee has progressed the following work.

- Refined the Workforce Dashboard to include metrics to monitor culture and management / leadership capability and to develop a plan to support Talent Management across the Trust in line with the NHS People Plan.
- Commissioned a review of gender pay gap and supported the development of an action plan to address issues highlighted by the review,
- Overseen the implementation of the 2018 Staff Survey action plan and the Trust's response to feedback from staff.

- Commissioned and taken part in two further “reciprocal mentoring” sessions - one on disability and one on sexual orientation. It was agreed that the two sessions would be connected to the two remaining Committee meetings for 2020, with 90 minutes being protected each day for those sessions.
- Supported the recruitment of a substantive FTSU Guardian to ensure this role was properly embedded within the Trust and supported the engagement work that had taken place for the FTSUG workstream to raise awareness of the workstream with colleagues.
- Supported the promotion of the Rainbow scheme within the voluntary and community sector partners to raise awareness across the Bradford Place.
- Agreed the Trust’s Equality Objectives and action plan for 2020/21 and how progress would be monitored.
- Supported the establishment of the Best Place to Work enabling programme.
- Provided assurance on the workforce matters in relation to COVID-19 including workforce supply, health and wellbeing, Personal Protective Equipment availability and homeworking.

Assurances on the key workstreams that the Committee is responsible for has been provided via regular reports, monitoring of the action plan and the Workforce and Equality Dashboard.

## **8 Conclusion**

Although the Committee is newly established it has fulfilled its duties including monitoring and advising on key human resources metrics via the dashboard, promoting the Trust’s values and vision through a wide range of staff development including the Trust’s comprehensive leadership and management programme. The Committee has also supported the development of the Trust’s three key enabling workforce programmes i.e., Best Place to Work, Talent Management and E Rostering.

To support the work of the committee the Best Place to Work Accountability and Governance Group (AGG) has been established with several task and finish groups reporting into it; namely, creating a Fair and Compassionate Culture, Recruitment and Retention, Talent Management, E Rostering, the Staff Charter and NHS People Promise and Reward and Recognition. The Best Place to Work AGG in turn reports into the People Plan and Innovation Senior Leadership Team, highlighting achievements and accelerating any issues that it is not able to address.

Regular updates on these groups have been received by the Committee.