

**Workforce Committee Chair's Report**  
**Public Board**  
**20 May 2021**



<b>Presented for:</b>	Information and Assurance
<b>Presented by:</b>	Tom Keeney, Chair of Workforce Committee
<b>Author:</b>	Rebecca Wolfenden, Senior HR Business Partner
<b>List of meeting dates:</b>	4 May 2021

<b>Trust Goals</b>	
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	✓

<b>Key points</b>	
This summary provides an overview of significant issues of interest to the Board, highlights key risks discussed, key decisions taken, and key actions agreed.	For information and assurance

## **ISSUES OF INTEREST TO THE BOARD**

### **Matters Arising from the last meeting**

No items to report.

### **Significant Issues to Note**

#### **Workforce Committee Objectives 2021/22**

The Committee was presented with four proposed objectives for 2021/22 which were developed out of the seven people priorities and focussed attention on key four areas. The Committee was informed that the objectives had been tested with the Staff Engagement Sub Committee and CSUs directly and had been well received.

The Committee was informed that the objectives had been aligned to the Integrated Quality and Performance Report (IQPR) measures and targets. The committee agreed the new objectives and agreed that these would be shared with the board once alignment with IQPR had been completed. These were also shared with the Audit Committee on 6 May 2021.

#### **Strategic Workforce Planning Development**

The Committee was provided with an update on Strategic Workforce Planning Development following a time out session on 29 April 2021 with all Professional Leads. The focus of the session was on data analysis and planning, system working and Hospitals of the Future. The session generated lots of shared learning and the findings will be cascaded to CSUs to support development of their five year Strategic Workforce Plans. This outcomes and key issues from this will now be shared with the LTHT Board at the Trust Board Timeout meeting in June, which will feature a session on workforce planning, it was agreed that Non-Executive colleagues would benefit from an advanced briefing.

#### **Focus on CRRS 1 Inadequate Nurse Staffing**

The Committee reviewed CRRS 1 with associated paper providing assurance of the processes, governance and actions in relation to this risk. A number of successes were highlighted in relation to internal recruitment;

- 204 nurses are now in post
- Complete in June 2021 with a total of 340 nurse in post
- No reduction in recruitment activity since the move to virtual events

The Committee was informed that whilst Adult Critical Care had returned to working within the guidelines for the Provision of Intensive Care Services, that the temporary workforce still plays a prominent role within the Trust in terms of providing safe care.

The Committee was informed that the Nursing establishment had returned back to normal and that robust escalation processes were in place for staff to raise concerns over staffing levels.

#### **Focus on CRRS 2 Insufficient Medical Staff to Deliver Service**

The Committee reviewed CRRS 2 and it was noted that it was a long standing risk, which is likely to be extremely difficult to fully mitigate for the organisation. An update was provided on the trainee Junior Dr workforce and the Committee was informed of a number of mitigations that had been put in place to address the challenges of redeployment as a result of the COVID-19 pandemic.

The Committee was informed that feedback from a Consultant Workforce survey would be included in the development of a Medical Workforce Strategy which would be presented at the next Committee meeting.

### **Deep Dives**

The Committee was given a deep dive presentation on the following priorities:

- Clear Performance Expectations
- Free from Discrimination

### **Clear Performance Expectations**

The Committee was informed that the performance measures are reported into the Trust Board via the IQPR.

It was highlighted that the appraisal process and associated targets are deemed to be key to recovery. In light of this, a refreshed appraisal process has been introduced in time for the upcoming appraisal season which runs from April - June. Medical appraisals were paused during COVID-19, but have since restarted with a new system in place.

The Committee was informed that the induction process has been tightened to capture all entry routes into the organisation and improve compliance rates.

The Committee was updated on employee relations and how the Personalised People Management (PPM) approach is being applied across the Trust, which has seen an associated reduction in the length of cases. It was also noted that the PPM approach is also closely linked to other development programmes across the Trust, such as the Achieving Potential workstream and work around the inclusion agenda.

### **Free From Discrimination**

The Committee was provided with a presentation in line with the on-going activity regarding the Free from Discrimination People Priority, detailing the objectives, action plan and progress.

The presentation provided analysis of the 2020 Staff Survey which highlighted a number of challenges across different demographic groups. The Committee was informed that although activity was underway to address these challenges, it was important to recognise that some of this work would take time to embed before any the desired outcomes were likely to be achieved.

Furthermore, a detailed summary of the LTHT position in relation to the Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) was presented. The Committee was informed of the following key information;

- The LTHT BME result has deteriorated compared to 2019
- For all four Staff Survey indicators the LTHT BME result was better than average in benchmarked organisations
- The size of the gap in experience between white and BME colleagues in LTHT was consistent with the gap in benchmarked organisations; the size of the gap was not reducing
- The gap in experience at LTHT between staff with long term conditions and without long term conditions was greater than average for all relevant indicators
- The result for LTHT staff with long term conditions has deteriorated for six of the nine indicators compared to 2019
- The LTHT result for staff with long term conditions was worse than average for staff without long term conditions for 5 of the nine indicators.

The Committee was informed by the HRBP's of the work underway in some of the CSUs which specifically relate to this People Priority.

### **Other Issues for Information**

### **Chairs Verbal Update**

The Chair highlighted that a number of issues linked to Workforce were being discussed at the Finance and Performance Committee which would continue to drive greater cross working and should provide added assurance to the Committee.

Colleagues were informed that there would be a review of the Committee in November. As part of the review, work will be undertaken with the Non-Executive Directors to gain their insight and feedback, and to review the Terms of Reference and Work Plan.

The Chair referenced his upcoming attendance at an Audit Committee meeting to present the Workforce Committee Annual Report.

The Chair also informed the Committee of his attendance at a meeting regarding Leeds CCG staff and the implications of the move to an Integrated Care System.

The Chair discussed his recent observation of a virtual leadership walk-around in Cardio-Respiratory and reflected on staff sharing their experiences and their open communication / honesty which he commented was humbling. The Chair commented on how assured he was to hear that staff within the department felt fully aware of the support available from the Trust.

### **Update on National / Regional Issues**

The Committee was provided with an update on the national HR & OD Review which the Trust was involved in which was currently in the engagement phase. Across West Yorkshire HR Directors had already met to identify specific areas of focus and where development activity could help to strengthen the HR & OD function across the region. This, alongside the output of the National Review, would enable the development of a five year plan for LTHT to be developed and published in 2022.

### **Focus on CRRS 17 Health and Safety of Staff**

The Committee reviewed CRRS 17, Staff Health, Safety and Wellbeing during the COVID-19 Pandemic. The risk had been refreshed and now had a greater focus on addressing the question of whether there was anything more the Trust should be doing as an organisation, to enable more proactive Health and Wellbeing support.

With regards to National Guidance on Social Distancing, it was confirmed that there would not be any easing of Social Distancing in healthcare settings until the next anticipated wave has passed in August / September.

### **Staff Story- Experiences and Shielding and Returning to Work**

The Committee listened to a staff story which was focussed on the issue of shielding and returning to work. This linked to earlier conversations concerning the on-going Health and Wellbeing agenda.

### **Health and Wellbeing Guardian Role**

The Committee were provided with an update on the newly appointed Health and Wellbeing Guardian Role and its remit within the organisation.

### **CSU People Priorities Measures Dashboard**

The Committee was presented with the CSU People Priority Dashboard focusses on seven People Priorities across the CSUs.

The Committee was informed that the HR team meet weekly to discuss the dashboard from the outcomes from the Joint Accountability and Assurance Meetings.

The Committee was informed that HR were in the process of establishing a way for the Executive Team to review the performance measures for each CSU, and gain oversight to other data sets to strengthen discussions.

#### **IQPR Measures 2021/22**

The Committee was informed of the need to refresh the measures and targets within the IQPR, which are reported into Board to reflect the new financial year. The Committee was then provided with further detail regarding the changes to measures to each of the 7 People Priorities.

The Committee was informed that the measures as set out in the National People Plan were incorporated within the IQPR, with the target for 2021/22 of 87% being retained from the 2020/21 IQPR.

#### **Personalised People Management Approach to Employee Relations Cases**

The Committee was presented with a detailed report of how the Personalised People Management approach has been incorporated into the conduct and disciplinary processes. This provided the Committee with assurance of the Trust's compliance with recommendations as set out by NHS Improvement in May 2019.

#### **Operational Issues**

There were no issues to report.

#### **Standing Agenda Items**

There were no other issues to escalate to the CRR, no issues required legal advice or escalation to NHS England/Improvement, CQC or to the Board.

#### **Corporate Governance**

There were no issues to report.

**Tom Keeney, Chair Workforce Committee**  
**10 May 2021**