

Workforce Committee Chair’s Report

Public Board
31st March 2022

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| Presented for: | Information and Assurance |
| Presented by: | Tom Keeney, Chair of Workforce Committee |
| Author: | Ronnie Alexander, Senior HR Business Partner |
| Previous Committees: | Workforce Committee – 16 th March 2022 |

| Trust Goals | |
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| 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 | ✓ |

| Trust Risks (Type & Category) | | | | |
|-------------------------------|-----|--|-----------------------|----------|
| Level 1 Risk | (✓) | Level 2 Risks | (Risk Appetite Scale) | Risk |
| Workforce Risk | | <p>Workforce Supply Risk We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply</p> <p>Workforce Deployment Risk We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required</p> <p>Workforce Retention Risk We will deliver safe and effective patient care, through supporting and training, development and health and wellbeing of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services</p> <p>Workforce Performance Risk We will deliver safe and effective patient care through having the right systems and processes in place to manage performance of our workforce</p> | Cautious | ↔ (same) |

| Key points | |
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| 1. 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 |

1. Introduction

The Workforce Committee provides assurance to the Board on workforce performance. It does this principally through analysis of the, current and future workforce, financial and operational performance pressures; and scrutinise assurances provided in respect of key workforce performance indicators against the Trusts People Priorities.

2. Significant Issues Of Interest To The Board

Most Engaged Workforce - Staff Survey Results

The Committee was shown a presentation which provided an analysis of the Staff Survey Results 2021. It showed that the survey was aligned to our people priorities but also highlighted the key theme of the deterioration of the staff engagement scores over the last three years. As a result of this the information would be used for focused work within the CSU's, in particular supporting line managers in getting the best from their staff. It was also noted that there was an increase in respondents up to 59% compared to 38% in 2020.

It was explained the Staff Survey results had influenced the five people priorities that would be a focus for this year, and had been signed off by the Executive Team:

- High staff engagement consistently across the organisation
- Improve our EDI outcome measures by rolling out inclusive conversations and de-biasing our recruitment and promotion processes
- Ensure we have affordable capacity to deliver our objectives by maturing our workforce planning approach
 - a) Strength capacity, workforce and financial planning over a five year period to aid maximum flexibility to delivery (LTHT)
 - b) Phase 1 workforce plan for priority roles as Leeds Health and Care system
- Unplanned staff absence managed optimally
- Managers consistently equipped with the knowledge, skills and confidence to help their staff and teams to work at their best

The Committee was assured by the conclusion of the presentation which set out the next steps which would provide the governance and oversight on the delivery of the priorities.

The Committee was reminded of the correlation that good staff engagement was directly linked to providing a quality service and the safety of our patients, and the balance of understanding the data but using it as a motivator for engagement and empowerment of our teams in response to the different phases of the pandemic.

The Chair summarised the value and benefit of analysing data but with insight and understanding of how it is used moving forward.

Free From Discrimination

The Committee was shown a presentation which highlighted the on-going work in relation to Free From Discrimination. It provided an insight into the range of supportive measures that was used to manage performance.

It showed the IQPR data that detailed the aspiration and ambition of the Trust with regards to Inclusion, it also highlighted the ambitious targets for 2021 that the Trust had not achieved, but it was progressing in the right direction. It also summarised the work on Inclusive Recruitment and the progress of the role of the Inclusive Ambassador.

The Committee was updated on the approach and work regarding Inclusion and the support provided which included:

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- Delivery of Inclusive Conversation workshops
- New Chairs of staff networks for sustainability and impact
- Free from discrimination (FFD) conversations at CSU level scaling up local FFD activity
- Increase in Dignity at Work Advisors from 41 to 47
- Increase in BME Champions from 32 to 39
- Increase in staff that have completed the BME Allyship Training from 76 to 106

The Committee also received a personal reflection from a mentor on the Reciprocal Mentoring Program, commenting on the depth and richness that was being shared and the benefits this was building across the organisation.

People Priorities

The Committee was shown an updated People Priorities Dashboard which provided an up to date overview on where the CSU's were rated against five People Priorities. The process was explained by the process of the joint assessment and delivery on the priority and the level of risk between the HRBP and the CSU Tri Teams. The rating was measured by the level of activity, ie how much was being done, the breadth, depth and impact of the activity. It was also noted that some hard measures had been added to the dashboard, related to the IQPR measures, in order to help understand the desired impact.

It was commented that the updated dashboard had strengthened the governance reporting, with a focus on the balance between money, quality, performance and constitutional standards.

It was also explained to the Committee the use of the data within the HR & OD function and it is used to target the resources needed to support the HRPB and the CSU. This was echoed by an update on the work of the Centres of Excellence and the HRBP's regarding the Staff Survey results, using it to work with the CSUs and set out action plans for health and wellbeing and staff engagement.

The Chair stressed the importance in the use of and the triangulation of data which provided assurance.

Other Issues

Update on National / Regional Issues

The Committee was given an update on the Winter Task Group citywide work that had been reported to F&P Committee, reminding of the focus on recruitment and the Staff Portability Agreement which allowed staff to move between organisations, across organisational boundaries and underpinned by a legal framework. Concern was also

raised regarding the gap in the care workforce both registered and non-registered. It was explained the approach had now shifted into more transformational work, providing incentives, deployment and flexible hours and ways of working, and with preference of the bank employment model to giving more flexibility.

The Committee was given a workforce update on the West Yorkshire Vaccination Programme noting the workforce model was based on low hours flexible working. It was stressed the importance of maintaining engagement with this group of staff in order to scale up or down if required for future vaccination programmes and also to stay and contribute in primary and community healthcare settings. It was also noted that Elland Road would close at the end of the month.

Staff Story- Employee Support Fund

The Committee watched a video which provided a short insight from a member of staff who explained how the Employee Support Fund has provided much needed financial support. She qualified as a surgeon in her originating country but on coming to the UK to work at LTHT, with limited evidence of paperwork and funding, explained the difficulties in gaining her GMC registration. The fund allowed her to pay the GMC registration fee.

The video initiated a further discussion regarding Ukrainian refugees being offered roles at LTHT and what support would be required.

Vaccination as a Condition of Deployment (VCOD)

The Committee was informed that as of 15th March 2022 VCOD had been rescinded and all work and data collection had been paused. It was stressed the data was not accessed or destroyed in light of the Covid Public Inquiry and the 'Do Not Destroy' guidance issued to the Trust. Also the Trust had not paused the VCOD for new starters, noting there was no national agreement for this, with this being suggested to be a local decision and noted this was not to be a condition of employment across WYAAT.

It was also explained that some reflective learning had taken place, with key themes relating to communication, confidence, data collection and future training on how to use data more effectively.

The Chair thanked the HR Team for their huge effort around everything related to VCOD and welcomed the reflective learning that had taken place and the value of it moving forward.

3. Risk

Focus on CRR 04 Health and Safety of Staff

A report was shared with the Committee to provide an update to Corporate risk CRR 04.

The Committee was informed of the variety of blended working that was taking place across the Trust and also the concern that some members of staff had spent the entirety of the pandemic working from home. It raised the issue of disconnect with colleagues and the working environment and the impact on wellbeing and mental health. To address this issue the Committee was updated on the work of the Remote Working Project with reference to possible changes to Infection Prevention and Control (ICP) measures.

The Committee was also notified of the changes to Lateral Flow testing of staff. Tests had been provided nationally free of charge to the Trust but this will cease after 31st March 2022. How this is managed in the future is being looked at by the ICP team.

The Chair reflected on the challenges of CRR04 and that the Board required continued oversight of the risks.

4. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000

5. Recommendation

The Trust Board is asked to receive and note the Workforce Committee Chair's report.

6. Supporting Information

There was no supporting information.

Tom Keeney
Chair Workforce Committee
22nd March 2022