

### **Agenda item 2.i**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 10 September 2025</b>
<b>Report from:</b>	<b>Chair of the Workforce Committee – Part 1 Meeting in July 2025</b>	
<b>Principal Objective/ Strategy and Title</b>	<b>GOVERNANCE: To update the Board on discussions at the July 2025 Part 1 Workforce Committee Meeting</b>	
<b>Board Assurance Framework Entries</b>	BAF 1853, 1854, 1929 and 3261	
<b>Regulatory Requirement</b>	Well Led/Code of Governance:	
<b>Equality Considerations</b>	To have clear and effective processes for assurance of Committee risks	
<b>Key Risks</b>	N/A	
<b>For:</b>	Discussion	

### **Issues of interest to the Trust Board**

#### **1. Matters Arising & Updates**

- **Industrial Action:** Harvey provided a verbal update on the industrial action and its impact. A more detailed written report on this matter will be presented at the next committee meeting.
- **CT Reporting:** Harvey delivered a comprehensive verbal report on the progress of workforce plans related to CT reporting. A detailed written report will be provided at the next committee meeting.

#### **2. BAF Risk Review**

- The current BAF risks were reviewed and deemed appropriate.
- Action Item: Dates of review for each risk to be added.

#### **3. Disability Network Presentation**

- The chair of the Disability & Difference and Working Carers Network delivered a presentation emphasizing the importance of embracing diversity and difference within the workplace. The message was clear that *“Inclusion doesn’t begin with policies, it begins with understanding.”*

- The presentation is attached for the board's information and is highly commended.

#### **4. STA Division Update**

- The STA division provided an update on progress made and ongoing focus areas related to staff issues identified through the staff survey and other feedback mechanisms.
- **Key Highlights:**
  - Significant improvements in recruitment and retention.
  - Implementation of Monday "huddles" to proactively address upcoming weekly issues.
  - Initiative: "Cup of Kindness"
- **Areas of Concern:**
  - Sickness and absence rates remain a concern.
  - Staff survey results indicated ongoing challenges requiring attention.
- **Key Takeaways & Action Items:**
  - Focus on attendance management.
  - Improve leadership and engagement.
  - Continue focus on recruitment and retention, with a KPI target of achieving less than 9% turnover across all business units.
  - Prioritize addressing bullying and harassment in theatres, where survey scores are significantly above trust averages.
  - Continue the improvement work on open reporting which the leadership team felt was a significant improvement.
  - Future management changes are anticipated to provide helpful support to the leadership team.

#### **5. Workforce Director's Report**

- **Appraisals:** A deep dive into appraisals had resulted in a number of improvements to the documentation and process but compliance rates were improving at a very slow rate and were considerably below the KPI. The executive team is to consider further strategies for achieving this including a more performance management approach, although given the current climate this may not be appropriate.
- **Sickness:** A plan is in development to support a return to an average sickness rate of 3.5% sickness rate, focusing first on Critical Care/ERU.
- **PULSE Survey:**
  - The small sample size made it difficult to draw definitive conclusions.
  - The Director of Workforce noted a shift in the free text narrative, with emerging themes of micromanagement and perceived inequalities in recruitment practices. These concerns were noted by the committee and will be further investigated.

**Partially Assured**

## **6. Job Evaluation & Career Pathway Programme**

- The Director of Workforce emphasized the importance of compliance with NHS job evaluation standards, as outlined in the Secretary of State's letter.
- This is crucial for ensuring fair pay practices, clear succession planning, and risk identification.
- Of all Band 4-7 Nursing roles reviewed, only 16 required further review to consider whether they warranted re-banding and/or the nursing deployment model being changed.
- The review has focused on nursing staff, but expansion to all staff groups is necessary and will require additional resources. The executive team needs to consider the affordability and capacity required for this expansion.
- This is a key industrial relations issue, and trade union confidence is essential.
- Staff side representatives have been actively engaged in the RPH approach, which has been an open and honest process.
- The team were congratulated.

**Assured**

## **7. Employee Relations Hub**

- Significant work has been undertaken to balance the need for effective management of difficult conversations and applying the appropriate process with the importance of being compassionate and ensuring psychological safety.
- The development of the Employee Relations Hub has been shaped by feedback from staff side and individuals who have been through some of our HR processes.
- The committee commended the work done.

**Assured**

## **8. Freedom to Speak Up Guardian Annual Report**

- The report was noted, having previously been approved at board level.

## **9. Education Report**

- Report covered Q4 2024/25 and Q1 2025/26.
  - National CPD funds for 2024/5 delivered as planned; 2025/6 award confirmed.
  - Mandatory training compliance remains relatively static at 86-88%. Focused review of L3 resuscitation, L3 Safeguarding, and Oliver McGowan training was covered in a separate report.
  - RPH awarded Teaching Partner status from University of Cambridge Clinical School. Recommendation for consideration of University Teaching Hospital status.

- Positive reviews and outcomes from undergraduate and postgraduate medical education engagement and QA visits.

### **Assured**

## **10. Mandatory Training Deep Dive**

- Focused on:
  - Resuscitation (Level 3)
  - Safeguarding (Level 3)
  - Oliver McGowan Mandatory Training on Autism and Learning Disability (OMMT)
- The report detailed the actions to deliver improved compliance although assurance was not secured on how Safeguarding training for doctors was going to be improved. This requires some further thought and a plan is to be brought back for assurance.

### **Partially Assured**

## **11. GMC Survey Progress**

- Progress is good in most areas, with some areas among the best in the country.
- The critical care position has deteriorated. Further work and remedial actions are underway, however an action plan has been requested to be brought back to the committee.

### **Partially Assured**

## **12. WRES and WDES 24/25 Data Submission**

- Two concerns raised by Director of Workforce both in the WRES data return:
  - Change in ratio of staff from a BAME background involved in disciplinary processes. There is a small number of staff involved in processes so small changes in numbers has a disproportionate impact. A tabletop review of all the cases had been undertaken by the Head of Employee Relations and a Cultural Ambassador. This review had not identified any concerns regarded biased decision making. It had identified a number of improvements in our processes which will be implemented.
  - There had been a significant deterioration in the ratio of BAME staff being appointed. This had been the first year that the data for this return came from Oleo which meant we were capturing all recruitment activity. A review has been commissioned to the decisions being made at each staff of the recruitment process. A report on this review will come to the September Committee.

### **Partially Assured**