

Agenda item 2.i

Report to:	Board of Directors	Date: 7 December 2023
Report from:	Chair of the Workforce Committee	
Principal Objective/ Strategy and Title	GOVERNANCE: To update the Board on discussions at WFC Committee	
Board Assurance Framework Entries	1853, 1854, 1929	
Regulatory Requirement	Well Led/Code of Governance:	
Equality Considerations	To have clear and effective processes for assurance of Committee risks	
Key Risks	None believed to apply	
For:	Insufficient information or understanding to provide assurance to the Board	

1. Significant issues of interest to the Board

The committee had an extremely heavy agenda with some significant reports requiring thought and consideration. The key themes that emerged throughout all the discussions was:

- Concern that the Associate Director of Workforce position remains vacant and there were significant actions assigned to the role.
- Concerns with regard to the capacity of the workforce team given the significant agenda.
- Prioritising and protecting time for line management training and for them to then fulfil their responsibilities was key to unlocking appraisals, absence management, employee relations and team development.

1.1 No changes to the BAF were made, but a review of the controls and assurance are recommended for early next year as part of the normal cycle of business.

1.2 Andy Heath, the Chief Perfusionist, shared his experience of over 31 years as a perfusionist and how he entered the profession and his continued passion and pride for the profession and its pivotal role in care. In the nine years he had been at RPH he had learnt more than he had in the previous 21 years of his career. When he entered the profession, it wasn't seen as a career option, now people enter the profession through two routes, the graduate route, or clinical experts such as ODAs and nurses choosing to specialise in this area. There are four hundred perfusionists in the country and a need to train and retain more. There were two issues the committee asked the executive members for further reflection on, given that perfusionists are now trained to master's degree through an MSc in perfusion science delivered from Bristol is there an option to consider developing this in collaboration with others more locally. The other issue was that of retaining perfusionists given that London offers a salary of 8b as opposed to the current salary structure of 8a's again consideration of a more collaborative approach to expanding training capacity with London providers was suggested. An options paper will be developed to inform the future requirements.

- 1.3 The Workforce Director's report highlighted the improvements in vacancies, with a healthy nursing pipeline. Absence management had improved in some areas but had deteriorated in some others. The new electronic case management system had been implemented and existing records transferred. A new automated format for the employee relations report was presented and was welcomed, recognising that this would be developed iteratively over the coming months.
- 1.4 The Committee considered the 2022/23 WRES data and reflected that whilst there were no surprises it was concerning to see our position in comparison to others. Indicators 6 and 7 were highlighted as high priority areas for improvement. Over a third of BME staff reported experiencing harassment, bullying or abuse from staff in the last 12 months. Only around a third of BME staff believed the Trust provides equal opportunities for career progression or promotion. Addressing these issues should be a top priority and the committee felt this would be an important discussion point for our Board development session on 7 December.
- 1.5 The Sexual violence charter was supported but there is further consideration to be had in relation to data and our baseline and whether a separate policy is required.
- 1.6 The Committee considered the evaluation report from the first cohort of the Transformational Reciprocal mentoring programme. This was generally recognised as a good report with positive impact already being experienced from some of the leader participants, however there was more to explore to maximise the potential impact of this programme.
- 1.7 The Committee considered the Appraisal Audit from BDO which recommended that consideration was given to introducing an annual cycle for appraisals which had previously not been supported. The Committee agreed that it would be beneficial to introduce an annual appraisal cycle but given the constraints and the capacity of the team investment would be required and as such a proposal needs to be considered as part of the planning cycle.
- 1.8 The Committee considered the Job Planning paper and welcomed its content, recognising that this was a starting point and further exploration of some areas needs to be undertaken. Alignment with the activity plan and productivity work is important and is being tested in STA. The paper is on Part II of the board agenda.
- 1.9 The Biannual safer staffing review was recommended to the Board.
- 1.10 The first six-month review of the Workforce Strategy was received by the committee. The report was commended for its honesty and thoroughness. Members of the committee recognised the progress that was being made and the areas of future focus.

2. Policies etc, approved or ratified:

DN156 - The smoke free policy was approved.

3. Matters referred to other committees or individual Executives

None

4. Recommendation

The Board of Directors is asked to note the contents of this report.