

## Escalation and Assurance Report

Report from the: **Workforce and Equality Committee**  
Date the meeting took place: **28 September 2020**  
Report to the: **Council of Governors**

Agenda  
item

7.6

### Key discussion points and matters to be escalated from the discussion at the meeting:

#### Alert:

No issues were noted that required further discussion or action.

#### Advise:

- Some further evidence that, unsurprisingly, **staff are feeling tired** generally (re COVID impact, in particular).
- Despite ongoing recruitment throughout COVID that has utilised new technology, there is a concern (along with a potential opportunity) re the effectiveness of “**mass recruitment**” campaigns (e.g. where, traditionally, the Trust might operate via large events in communities). In addition: there might be an associated risk that, by focusing so much on IT-driven recruitment processes, we miss out on certain communities/demographics.
- General risk of adverse impacts on the workforce re **COVID** surge/second wave.

#### Assure:

- The Trust is embedding what appears to be an innovative and effective mechanism to deal fairly, efficiently and proportionately with (relatively) less serious **disciplinary cases**: “case management discussions” – a lighter, more discursive, and more supportive alternative to formal hearings.
- Ongoing and effective **recruitment** activity has continued throughout (and despite) COVID (using IT).
- Appointment of **FTSU Guardian**: over 100 applications; open and well-managed competitive process.
- With learning and development having been paused / limited due to COVID, **Bradford Manager Course** re-designed (to better reflect current focus – e.g. managing teams remotely) and being delivered remotely.
- The Trust is **investing** in – and focussing on – equality and diversity work (with a genuine recognition that further improvements are needed).
- 2020 **staff survey** going ahead (despite COVID pressures). Ideas to enhance participation. Never, arguably, a more important time to get staff feedback.

#### Risks discussed:

- 2.2 – If we fail to recruit and retain a skilled workforce, then the quality of our services may deteriorate and our agency costs increase.
- 3.1 If we do not develop an engaged and motivated workforce, then the quality of our services may deteriorate

**New risks identified:**

- None identified

**Report completed by:** Simon Lewis  
20 November 2020