

People and Culture Committee – 28 February 2023 12 noon-1300

Highlight Report

| Strength of Assurance | Colour to use in 'Strength of Assurance' column below |
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| Low | Red - there are significant gaps in assurance and/or not properly assured as to the adequacy of action plans/controls |
| Medium | Amber - there is reasonable level of assurance but some issues identified to be addressed. |
| High | Green – there are no gaps in assurance and there are adequate action plans/controls |

| Agenda Item: | Assurance Level: Process and Action | Assurance Level: Impact | Committee escalation: | ORR Risk Reference: |
|------------------------------------|--|--|--|-------------------------------|
| Strategic Workforce Group (SWG) | Green | Amber | Issues escalated to the People and Culture committee were on the agenda and covered by the Workforce and Agency reduction plan assurance report – below. | |
| Organisational Risk Register (ORR) | Amber -need to confirm new committee considering appropriate ORR risks | Amber – two of current risks considered are red; one is outside appetite | The committee noted the mitigating action of a deep dive planned by SWG on sickness absence and the increased focus on mandatory training for bank staff and agency workers. | Risk 61 Risk 73 Risk 74 |
| | | | The Committee also discussed two risks allocated to other level one committees: Risk 84 relating to the impact of a high vacancy rate (a red current risk) and Risk 85 relating to the impact of high agency use (a red current risk and outside risk appetite). Mitigating action for these risks was covered under the Workforce and Agency reduction plan- see below. | Risk 84 Risk 85 |
| Policy Report | Amber-governance process to be adjusted | Amber | It was agreed this report needs to come via the SWG in future as difficult for a level one committee to assign responsibility and deadlines for policy updating. 10 Policies overdue for review at present but current policies still apply in the meantime. | |

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|---|--|-------------------------|--|---------------------|
| Workforce and Agency Reduction Plan | Assurance was discussed under each workstream & target | | | |
| Agency Reduction: Stop off framework use Reduction in agency spend | Amber | Red | Committee welcomed further disaggregation of data including by hotspots and staff group so that assurance on impact of action can be more easily assessed/seen. Agreed different actions needed, to have greater impact. Green shoots on reduction but needs to be sustained over several months before confident assurance can be given. Each Directorate to have its own improvement plan so can track more specifically action and performance improvement and increase local ownership of plan. | Risk 85 |
| Recruitment & Retention: Increase number of Health Care Assistants (HCAs) on bank Reduce trust vacancies | Amber | Amber | Plan for reducing admin and nursing support vacancies likely to be achieved by revised date of June/July. On track for achieving Registered Nurses short term target. Agreed need short- term and long- term creative strategy for consultant recruitment. Lack of resource in HR impacting on target to increase number of HCAs on bank. | Risk 84 |
| Growth & Development: Improve Registered Nurse (RN) Retention | Green | Green | Committee was fully assured on RN retention action and impact. Consideration of action and impact on embedding use of new roles and discussion re skill mixing was delayed until the next meeting due to time constraints. | Risk 84 Risk 61 |
| Transformation Committee Highlight report | | | This is a level two group reporting to Finance and Performance Committee. Agreed highlight report not needed for People and Culture Committee as agency reduction assurance data provided elsewhere. | |
| Staff Survey | | | To be considered at next | |

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| Chair of Committee: | Ruth Marchington |
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