

## People and Culture Committee (PCC) - Tuesday 29 August 2023 12pm to 1pm

### Highlight Report

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

Agenda Item:	Assurance level:		Committee escalation:	ORR Risk Ref:
	Delivery plan/ Management process	Current performance		
Strategic Workforce Group (SWG)	Green	Amber	Committee noted one of the key items for addressing sickness absence was to develop an audit tool to enable us to see where the gaps are in the management of sickness absence. The audit tool and SOP for delivering this has been developed, now carrying out the first audit under that new process. Agreed assurance on sickness should remain outstanding on action log until audit and action in place for all directorates.	
Policy Progress Report	Green	Amber	Committee welcomed the policy report showing policies in date, those needing review and progress on proposed actions.	
Workforce and Agency Reduction Plan	Assurance was discussed under each workstream and target.			
<b>Agency Reduction:</b> Stop off framework use. Reduce price cap breaches.	Green	Amber	Spend within target for first four months of the financial year which the committee welcomed. However, increased off framework use for Registered Nurses (RNs) in July and August due to the impact of school holidays and vacancies. Noted seasonal variations are taken into account in agency reduction plan. Executive team to consider a report on impact and risks in stopping use of off framework RNs. ORR risk will then be reviewed. Agreed assurance on plan still green at this stage but understanding this would change if current actions do not achieve intended reductions in off framework use.	85
<b>Recruitment &amp; Retention:</b> Increase number of Health Care Assistants (HCAs) on bank.	Green	Red	Biggest risk is backlog of successful candidates waiting to be onboarded with over half of candidates in the recruitment pipeline either amber or red in terms of time taken to recruit. This is also impacting on continuing recruitment activity - HCW recruitment action has been stalled as resources diverted to onboarding. More HR staff now in post to address backlog. Quality Improvement programme of work being progressed to improve recruitment	84, 85,

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Reduce Trust vacancies. Improve retention.			performance including twice weekly gold calls on activity. After discussion committee agreed to leave assurance on plan at green to reflect actions put in place to mitigate risk but early days in evidencing effectiveness and will be reviewed at next meeting. Assurance on impact reduced to red. Risk 84 has been increased to reflect current position. Recruitment risk summit taking place on 1 September with Chief Executive and Managing Director. Retention work progressing well as is action on medical workforce plan.	
<b>Growth &amp; Development:</b> Number of trainees Number of staff in new roles Skill mix	Amber	Amber	Increase to the number of grow our own medical trainees but limited due to capacity to support and supervision capacity of learners in practice. Has been decided to prioritise introducing Nurse Associate (NA) roles. Executive Team members will support work but more needs to be done on Directorate understanding of the NA role and how can be introduced into service areas. Amber assurance on plan as appropriate actions and processes still being developed. Still to see an accelerated impact.	84, 61, 74
Performance Report	Green	Amber	Committee received the performance report to triangulate data. The vacancy rate in the report is based on establishment figures, whereas our recruitment plan is based on our target towards those establishment figures resulting in a disconnect in terms of data.	61,73, 74, 84
People and Culture Committee Workplan	Green	Green	Workplan reviewed, agreed to remove Safe and Effective Staffing Review six monthly report as goes to QAS.	
Staffside Facilities Annual Report	Green	Green	Received and acknowledged is below recommended benchmark.	
Organisational Risk Register (ORR)	Green	Green	The committee considered six risks through a people lens – three allocated to this committee and three under the oversight of other level 1 committees.	61,73, 74
		Red– three of current risks considered are red; one is outside appetite	Risk 84 had increased in its risk scoring due to onboarding backlog. Mitigating action for these risks was covered under the Workforce and Agency reduction plan - see above.	84, 85, 86
Any Other Business	No items.			
Next Meeting	Tuesday 31 October 2023 - 12pm to 1pm via MS Teams			

<b>Chair of Committee:</b>	Ruth Marchington
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