

# Escalation and Assurance Report (AAA+D)

Agenda  
Item  
**18**

**Report from the:** Workforce & Equality Committee  
**Date of meeting:** 16<sup>th</sup> February 2023  
**Report to the:** Board of Directors

| Key escalation and discussion points from the meeting   |   |             |                               |
|---|---|-------------|-------------------------------|
| Alert   | Action (to be taken)  | By Whom     | Target Date                   |
| Key Performance Metric Concerns <ul style="list-style-type: none"> <li>Colleague Retention</li> <li>Turnover</li> <li>Sickness</li> <li>Colleague recruitment</li> </ul>  | A comprehensive plan is in place and is being reviewed and revisited on a regular basis. There is a lag time between consistent implementation of actions and them having a discernible impact. A review of the Workforce Strategy and implementation success to be undertaken at the next meeting. | BC          | Ongoing reviewed each meeting |
|   |   | BC          |                               |
| Implications of workforce for 2023/2024 financials  | Ongoing communication with FBIC to understand impact of workforce planning on Model Roster and financial implications for the forthcoming year.   | MA/MR/MW/BC | April                         |
| <b>Advise:</b>  |   |             |                               |
| <ul style="list-style-type: none"> <li>Significant progress has been made regarding the use of the Apprenticeship levy which is now being fully utilised. There are now 121 apprenticeships in place within the trust and gifting of some levy to support system is also taking place.</li> <li>Model Roster was discussed, and confirmation received by both finance and HR that this was still the right thing to do. I wanted to advise NED colleagues that there is consultation process associated with this work and that some colleagues working a 9-5, 5 day a week pattern may be asked to work shifts and over 7 days. Clearly this presents potential retention risks.</li> <li>The low-level of appraisal rate on the Committee dashboard was discussed, and The Chief People Officer confirmed that this was being closely monitored.</li> </ul>   |   |             |                               |
| <b>Assure:</b>  |   |             |                               |
| <ul style="list-style-type: none"> <li>Assurance was received through the staff stories of Cath Jones and Dean Davidson relating to the Menopause Café and linking with key workforce priorities of wellbeing and retention as also the culture.. Given the age of the workforce Menopause may present a significant challenge to some colleagues and the group now has 60 members creating a safe environment to share stories, seek help. As the NED Wellbeing Guardian this gave me strong assurance.</li> <li>An internal audit report was presented relating to retention policies which received a positive finding. The Chair Mark Rawcliffe received assurance from this that the right policies were in place however asked that the implementation and use of those policies also be looked at.</li> <li>The 2023 Gender Pay Gap Report was reviewed by the Committee and the Trust appears in the Top 25% of best performing similar benchmarked NHS organisations, assuring the Committee of the ongoing</li> </ul> |   |             |                               |

efforts. A pay gap still exists of 7.5% and work is ongoing to continue to address this. The Committee approved the GPG data for publication.

**Decisions / Recommendations:**

**Risks discussed:**

- The Committee Dashboard and the Board Assurance Framework encapsulates the main risks under considerations for this Committee namely Strategic Objective 2 (SO2) relating to prioritising our people
- 2.1 embedding a compassionate and inclusive culture.
- 2.2 recognising & rewarding staff, sharing learning – this area was highlighted as requiring more work
- 2.3 ensuring staff have a voice that counts
- 2.4 staff are safe and healthy. This risk requires a better understanding and ways to achieve the sub-objectives.
- Committee Dashboard focusing on risks of recruitment, retention, turnover and sickness.
- Racial bias in the recruitment and disciplinary process.

**New risks identified:**

- **The risk associated with the implementation of Model Roster was discussed and the potential impact on retention of existing colleagues being asked to work different working patterns was noted. This has been highlighted in the advise section of the report.**

**Report completed by:**

Mark Rawcliffe  
Committee Chair and Non-Executive Director