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3As Highlight Report					
Meeting Name: People and Culture Committee					
Date: 19 December 2023					
Quorate: Yes					
Policies & expiry date: See assurance below					
Agenda Item:	Reference:	Lead:	Description:	ORR Reference:	Directorate Risk Register Reference:
ALERT: Alert to matters that need the Board's attention or action, e.g., an area of non-compliance, safety, or a threat to the Trust's strategy					
Workforce, Recruitment and Agency Reduction Plan	Recruitment work stream	SW	Below plan target for recruitment to Consultants, Admin, Nursing Associates (NA) and bank Health Care Assistants (HCA). Although on target against plan for recruitment to Registered Nurses, the target is set around workforce plan to NHSE and what realistically can be achieved in current market. This is insufficient to reduce use of agency staff significantly in some areas especially CHS Community. NA recruitment is reliant on grow your own with lead in time so target unrealistic. Seen as an outlier by NHSE for recruitment to HCA posts but this is due to changes in establishment for extra beds. Medical workforce plan mainly on track with delays highlighted on addressing estate/working environment issues. Workforce Recruitment and Agency Reduction Plan needs to be reviewed and targets rebased. Vacancy rate also highlighted as an exception report in performance report to committee.	94 Red 86 Red NB Little movement in reducing risk scoring over year.	
	Recruitment productivity	SW	Although improvement made in progress to clear backlog of successful applicants not the stepped improvement which is sought through action plan. Speed of improvement unlikely to increase significantly without new electronic system – introduction of the system itself planned for early 2024 will cause disruption.	95 Red	
ADVISE: Advise the Board of areas subject to on-going monitoring or development or where there is negative assurance					
Workforce, Recruitment	Agency reduction	SW	On the whole reduction in agency and Thornbury use progressing positively with spend being within year-to-date target. CHS community reduction on a much slower track – improvement	94 Red	

and Agency Reduction Plan			from month 7 to 8 likely to be normal variation and there will be a seasonal increase in use as staff take holidays.		
	Growth and Development	SW	No change since last highlight report. This continues to be a slow burn area with a focus on putting the right conditions in place to introduce new roles. This includes addressing the challenge of placement capacity for trainees. Cannot consider accelerating progress until this risk is addressed. Committee asked for this risk and mitigating action to be reflected more in papers.	94 Red	
	Mandatory training compliance	SW	Board had asked PCC to ensure assurance received on improving compliance for BLS and ILS. Committee received and accepted this but not yet seen impact of actions put in place. Improvement in compliance expected by end of quarter four for four areas of focus: BLS, ILS, safeguarding level three, and disengagement.	61 Amber	
ASSURE:					
Inform the Board where positive assurance has been received					
Workforce, Recruitment and Agency Reduction Plan	Retention workstream	SW	Good progress in priority areas within plan. Turnover of HCAs to be reviewed.	94 Red	
Strategic Workforce Group	OD/Health and well being	SW	Our future our way culture work progressing- subgroups for each priority have been organised. Actions have included team time out initiative, compassionate leadership conferences and leadership behaviours for all training sessions.	73 Amber 74 Amber	
	Policies	SW	Policies to be reviewed in hand. Schedule received.		
CELEBRATING OUTSTANDING:					
Share any practice, innovation, or action that the Committee considers to be outstanding					
	Organisational development	SW	Great news: As a result of our workplace health needs assessment now classified as a Healthy Workplaces Leicestershire 'Engaged' Employer	74 Amber	
	Staff Survey	SW	Pleasing to note increase in staff survey response – up to 54% from 51% for substantive staff and up to 30% from 20% for bank staff. Better than average response rate.	73 Amber	
	Health and well being	SW	Accredited as an 'Employer with Heart', supporting staff after the loss of a baby.	73 Amber	