

3As Highlight Report					
Meeting Name: People and Culture Committee (PCC)					
Date: 20 February 2024					
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	<p>Below plan target for recruitment to Consultants, Admin (NB vacancy control in place for this cohort), Nursing Associates (NA), Health Care Assistants 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 continues to be insufficient to reduce use of agency staff significantly in some areas especially CHS Community although the Trust has also responded to system and national priorities for additional beds and staff.</p> <p>Seen as an outlier by NHSE for recruitment to HCA posts but this is due to changes in establishment for extra beds and the added risk of rising turnover in this cohort of staff. Results of a deep dive into turnover of HCAs considered by committee - future monitoring on impact of actions proposed through Strategic Workforce Group (SWG).</p> <p>Medical workforce plan mainly on track with delays highlighted on addressing estate/working environment issues.</p> <p>Workforce Recruitment and Agency Reduction Plan will be reviewed with priorities and targets rebased from May aligning to submission to NHSE.</p> <p>Vacancy rate also highlighted as an exception report in performance report to committee but note establishment figures different to workforce plan target figures.</p>	94 Red 86 Red	NB Little movement in reducing risk scoring over year although stand still position in the face of the external environment and demand pressures may be considered a positive picture.

	Recruitment productivity	SW	Backlog of successful applicants has now been addressed so expecting to see an improvement in time to hire performance for next meeting. Speed of improvement likely to increase significantly with new electronic system although introduction of the system itself (now planned for May) will cause disruption.	95 Red	
	Agency reduction	SW	Annual spend has moved above target with price cap and framework breaches continuing. Main use of off framework use is within CHS Community nursing teams where the vacancy rate and skill set required to work independently are driving demand. CHS considering what other steps can be taken to mitigate risk of failing to meet target at year end.	94 Red	
ADVISE: Advise the Board of areas subject to on-going monitoring or development or where there is negative assurance					
Workforce, Recruitment and Agency Reduction Plan	Growth and Development	SW	Good discussion following deep dive on the risk around training placements and supervision. Committee welcomed proposal to review Terms of Reference for Grow Our Own group. It will report to SWG so it can bring a strategic focus to looking at what is needed by Trust moving forward with performance measures of success and a more accelerated programme. Progress to be included in next report to Committee.	94 Red	
	Mandatory training compliance	SW	Good progress in improving compliance for four areas of priority focus: BLS. ILS, safeguarding level three, and disengagement. Should be fully assured by end of March.	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 except HCAs – see above alert.	94 Red	
Strategic Workforce Group	OD/Health and well being	SW	Leadership conferences specifically for Band 7s and 8As running to support and develop leaders. Health and wellbeing tool being embedded.	73 Amber 74 Amber	
	Policies	SW	Policies to be reviewed in hand. Schedule received.		
	ORR Risks	PCC	All ORR risks under oversight of committee discussed and updates agreed		
CELEBRATING OUTSTANDING: Share any practice, innovation, or action that the Committee considers to be outstanding					
	Organisational development	SW	Our menopause support work is being used by NHSE.	74 Amber	