

<b>BAF Risk 5</b>	<b>If the Trust fails to effectively plan for, recruit and retain people with the right skills, this may adversely impact on the Trust's ability to deliver the Trust's strategy</b>								
<b>Strategic Priority</b>	<b>Improved staff experience</b>	<b>Risk Score 2021/2022</b>							
<b>Review Date</b>	13 February 2022	<b>Residual</b>	<b>Apr/May</b>	<b>Jun/Jul</b>	<b>Aug/Sept</b>	<b>Oct/ Nov</b>	<b>Dec/ Jan</b>	<b>Feb</b>	<b>Target</b>
<b>Executive Lead</b>	Chief People Officer	16	16	16	n/a	16	16	16	9
<b>Lead Committee</b>	Appointments & Remuneration Committee		↔	↔		↔	↔	↔	
<b>Context</b>					<b>Gaps in Control or Assurance</b>				
<p><b>Covid and VCOD</b></p> <ul style="list-style-type: none"> <li>Significant amount of work undertaken leading to 31 Jan 2022 working closely with staffside and NEL ICS</li> <li>Announcement on 31 Jan 2022 by SoS re change in policy to mandate the Covid-19 vaccination</li> <li>Range of feelings being expressed by staff including betrayal and heightened tensions; delivering Trust-wide events to create spaces for discussions and provide support</li> </ul> <p><b>Workforce planning, recruitment and retention:</b></p> <ul style="list-style-type: none"> <li>Project on agency workers is ongoing and is seeing some traction</li> <li>The first Picker quarterly pulse survey launched in January 2022 and closed on 31 January 2022</li> <li>The 2021 National Staff Survey closed at the end of November and closed on c.40.01% and is embargoed until end-March 2022</li> </ul> <p><b>Training:</b></p> <ul style="list-style-type: none"> <li>Reverted BLS and PMVA training to run face to face and Covid compliant; remaining training is virtual</li> <li>Trust online induction programme and local induction programme launched</li> <li>Disclose and Barring Checks (DBS) have improved exponentially and over 2,000 DBS checks have been carried out since May 2021</li> </ul>					<ul style="list-style-type: none"> <li>New post created and recruited to lead on workforce planning; started Nov 21</li> <li>Recruitment &amp; Retention Group amended to reflect recruitment across all professions</li> <li>Bank Expansion Group completed the review of Bank structure and recruitment into Bank was completed. Given demands on Bank, Group being reformed. Also in scope is a review of Bank rates to make this competitive</li> <li>Project focusing on agency recruitment initially focusing on doctors, now being broadened across all staff groups. A project manager is being recruited to who will process map all recruitment processes and make change idea recommendations</li> <li>10 projects under way to make improvements; two of which are QI projects</li> <li>Exploring what support can be offered to staff who decide not to be vaccinated, e.g. outplacement support</li> <li>Exploring PILON and a Settlement Agreement to reduce the number of ET claims that could be received by the Trust</li> </ul>				
<b>Progress</b>									
<b>What's going well inc future opportunities</b>			<b>What are the current challenges inc future risks</b>			<b>How are these challenges being managed</b>			
<p><b>Staff recognition, wellbeing and support:</b></p> <ul style="list-style-type: none"> <li>Salad Money commissioned to help staff</li> <li>Hardship fund to support staff/service users</li> <li>Online webinars continue to support shielding staff</li> <li>Considering trauma informed approach to services/corporate functions to support wellbeing agenda around wider determinants of health</li> <li>ELFT people plan being revised to support refreshed Trust strategy</li> </ul> <p><b>Mass vaccination:</b> putting in place mechanisms to support longer term view</p> <p><b>DBS:</b> significant progress made with backlog</p> <p><b>Cost of living pay increases for non-AfC staff</b></p>			<p><b>Workforce planning and recruitment:</b></p> <ul style="list-style-type: none"> <li>Significant workforce planning requirement (CAMHS Tier 4 and MHS in NEL and BLMK)</li> <li>Challenge to continue to support staff wellbeing and teams</li> <li><b>Cauldwell Medical Centre dispute:</b> holding up organisational change process which is causing anguish for staff and affecting morale</li> </ul>			<ul style="list-style-type: none"> <li>New post to lead on workforce planning created and recruited to</li> <li>Recruitment &amp; Retention Group covers all professions</li> <li>Bank Expansion Group reformed with revised terms of reference; will also review bank rates to ensure these remain competitive</li> <li>Project focusing on agency recruitment initially focused on doctors, now broadening across all staff groups</li> <li>Two QI project in progress: one focusing on experience of new starters; second on further reducing the time to hire. In addition, there are 10 others, which are focusing on 'business as usual projects' to improve our services</li> <li>DBS: Move from 3 to 5 year checks following review</li> </ul>			