

Agenda item 2.a.i

Report to:	Board of Directors	Date: 1 December 2022
Report from:	Chair of the Performance Committee	
Principal Objective/ Strategy and Title	GOVERNANCE: To update the Board of Directors on discussions at the Performance Committee	
Board Assurance Framework Entries	678, 1021, 1853, 1854, 2829, 2904, 2985, 3009, 3074, 3223, 3261	
Regulatory Requirement	Well Led/Code of Governance:	
Equality Considerations	None believed to apply	
Key Risks	To have clear and effective processes for assurance of Committee risks	
For:	Information	

1. Significant issues of interest to the Board

Theatre Improvement Programme. The Committee received an in-depth presentation from the triumvirate divisional management team; it detailed the four key themes and the work being undertaken within each theme to move towards improving the position. This item is under close monitoring and review by the Division Triumvirate and the Executive Team. The Committee thanked the team for an excellent presentation. A Part 2 meeting was convened for the Executive and Non-executive Directors to discuss confidential issues relating to this.

Recruitment. In response to its previous request, the Committee received an overview of the Trust's recruitment activity, the current pipeline for new recruits and issues affecting the performance of our recruitment process and ability to attract candidates. It was noted that some factors are out of the Trust's control, such as shortages in the labour market, recruitment to specialist positions where there are national shortages and the high cost of living in the Cambridge area. The Committee received assurance that efforts were being taken to reduce the recruitment lead time including filling vacancies in the recruitment team and a more risk-assessed approach to pre-employment checks. The Committee agreed to maintain close scrutiny of recruitment lead times benchmarked against our KPI. It was acknowledged that, while effective recruitment is important, retention remains key.

Industrial Action. The Committee discussed the Trust's action plan for the proposed forthcoming industrial action, acknowledging that strike action may not just include nursing staff, but other staff in the Trust. This item is a risk in the Board Assurance Framework: while likelihood is clearly very high, impact will be reassessed when Executives are comfortable that all actions identified in the self-assessment to manage impact on patient care have been taken and more information is available on what form the strike action will take.

PIPR. PIPR moved from amber to red this month as a combined result of Safe moving from amber to red and both Caring and Finance moving from green to amber. The metrics in Safe have seen a drop related to the safer staffing fill rate and this prompted a useful discussion

around bed capacity on Ward Level 5 (and knock-on effects on length of stay in Critical Care); the challenges in this area were noted and it was agreed to bring this as a Spotlight Report in next month's PIPR.

Finance. Financial performance for the year to date and this month was positive, including CIP on track but the performance on Better Payment Practice Code had dipped in month, where actions are in place to improve this. The Pharmacy Homecare backlog had also deteriorated and the team are looking to recruit an additional person to address this.

Cyber Risk update. The Committee received its quarterly update on cyber risk including the action plan and an updated Cyber Risk business continuity plan. The Committee received assurance that cyber risk was being mitigated to the extent reasonably possible. AR agreed to come back to the Committee to confirm the planned response specifically in the event of a Ransomware attack similar to Advanced 111.

2023/24 Operational Planning Framework. National guidelines are awaited and expected in January/February next year. The Committee received assurance that the Trust's process for preparing the forward plan, whilst these guidelines are awaited, is comprehensive and robust.

Value Testing Soft FM Services. Under the PFI arrangement, the Soft FM Services (such as portering, cleaning, catering) are subject to value testing every five years, the first instance of which is required to be completed by mid-February 2023. The report detailed the initial results from the benchmarking exercise. This was presented for information with a final report coming to Committee in December for approval.

2. Matters referred to other committees or individual Executives

None.

3. Other items of note

None.

4. Recommendation

The Board to note the contents of this report