

## PEOPLE AND OD COMMITTEE - MINUTES

**Venue:** Room 15, Education Centre, Sandwell General Hospital      **Date:** 17 December 2018, 11.00 – 12.30

**Members Present:**

Mr Harjinder Kang, Non-Executive Director & Chair  
Mrs Raffaella Goodby, Director of People & OD  
Ms Paula Gardner, Chief Nurse  
Mr Toby Lewis, Chief Executive  
Ms Rachel Barlow, Chief Operating Officer

HK  
RG  
PG  
TL  
RB

**In Attendance**

Ms Sue Bullock, Executive Assistant

SB

Minutes	Paper Reference
<b>1. Welcome, apologies, declarations of interest</b>	<b>Verbal</b>
Apologies were received from Richard Samuda	
<b>2. Minutes of the previous meeting held on 2<sup>nd</sup> October 2018</b>	<b>POD (12/18) 001</b>
The Minutes were agreed as accurate.	
<b>3. Action log and Matters Arising from previous meeting</b>	<b>POD (12/18) 002</b>
There were no matters arising that are not covered on today's agenda.	
Action Log: Workforce Planning – carried to next meeting as a substantive item All other items on Agenda	
<b>ACTION: It was agreed that these meetings would run bi-monthly from April 2019 and be held on Friday.</b>	
<b>4. Strategic Board Assurance Framework BAF 8 &amp; BAF 9</b>	<b>POD (12/18) 003</b>
To remain as a standing item on the agenda as working document.	
The two BAF items, 8 & 9 were discussed by the committee. BAF 8 continues to be of concern. Mrs Goodby highlighted that the Board Assurance Framework Scrutiny sessions will be held on Thursday/Friday of this week. Will be looking at and discussing market forces. There is still a need to break BAF 8 down into smaller, more manageable parts.	
BAF 9 – progress has been made this year. Achieved 2.3% target of workforce being apprentices.	

Actions individually are taking place but further work is needed linking to workforce planning.

There is a query around whether the allocated £1 million included in the budget for training would be enough for this year. Mr Lewis said that it may not, and would be willing to look at increasing this amount.

**ACTION: RG/PW to continue working on BAF 8, breaking it down into acute risks.**

**5. People Plan Metrics IQPR and expectations for Q4**

**POD (12/18) 004**

Mrs Goodby presented the report.

- Flu vaccinations now at 83%.
- Positive progress on induction for new starters.
- Positive achievement of PDR completion.
- WeConnect scores will be available from January, along with the response rate and will be reported verbally at the January Board meeting.

Mr Lewis commented that the 11% on qualified nursing vacancy rate didn't sound right and felt we are targeting a 2% vacancy rate generally.

Mandatory training figures need to reflect the number of people who are fully compliant and the number of people who are not.

It was noted that the pattern of sickness absence appears to mirror what happened last year. Interventions have been put into place which should help, particularly around mental health and we have appointed 3 Band 5 HR Officers to assist the administrative/chasing process. Current long-term sickness equates to 242 people being on long-term sick. The target is to reduce this to 140. A '140 Plan' to be reported to February Board detailing how this might be achieved.

**6. Rostering Performance in November 2018**

**POD (12/18) 005**

Mrs Gardner presented the paper.

The committee were concerned to note that currently only 40% of ward are complying fully with the rostering system, meaning 60% are not. It is difficult to understand where the problem lies and this needs further investigation. It was felt that the process is straightforward.

Mrs Gardner asked for a list of compliant wards.

Mr Lewis asked whether we can look at putting a hard stop on the system which then won't allow for extra staff to be rostered above the limit.

It was suggested that Matrons and GDONs spend some time sitting in the bank office to see the impact and this was agreed.

**ACTION: Mrs Gardner to bring an update to the next meeting**

<b>7. Aspiring to Excellence: PDP's for A rated employees</b>	<b>POD (12/18) 006</b>
<p>Mrs Goodby presented the paper.</p> <p>All people scoring 'A' in their PDR were contacted to complete a survey which requested they provide their individual aspirations, any development agreed as part of the PDR, whether they would consider coaching and/or mentoring to support their journey and any potential blockers getting in the way of achievement of aspirations. Only 48 employees responded to this request for feedback and it is not clear why the response was so low as around 450 people had been contacted.</p> <p>It was felt important to understand what has happened with all of these people and Mrs Goodby agreed to look at how this can be followed up and tracked. If we are able to tell positive stories for 450 people, it will strengthen the motivation and commitment of others when they can see the rewards/benefits.</p> <p>It is also important for Managers to understand the importance of this and provide staff with both the time and resources to achieve their aspirations.</p>	
<p><b>ACTION: Mrs Goodby to look at how to follow up/track the progress of the survey non-responders</b></p>	
<b>8. Nurse Career Escalator Update</b>	<b>POD (12/18) 007</b>
<p>Mrs Gardner presented an update to the Nurse Career Escalator programme which was launched in April. This is to be re-launched in the new year. 41 people are currently eligible. Comms to go out promoting the programme including 'Heartbeat' in January.</p> <p>There will be a similar programme for HCA's who want to upskill and comms will feature in February 'Heartbeat'. We are able to draw down on the apprenticeship levy which it is felt will give HCA's more value.</p>	
<p><b>ACTION: Packs to be written for Sisters and Matrons to give to staff whom they identify as potential candidates for the programme.</b></p>	
<b>9. Getting to 2% vacancy position in 19-20</b>	<b>Presentation</b>
<p>Mrs Goodby gave a slideshow presentation on how the Trust will get to a 2% vacancy position in 2019/20 although recognised that 5% would be more realistic.</p> <p>Estimate there will be 120 Band 5 nurse vacancies by March 2019 (13%) although the situation is improving in that we are now losing around 5 nurses per month as opposed to 11 previously. Only 50% of nurses who are offered jobs are actually starting in post and this needs to be increased.</p> <p>Band 6 nurse vacancies – projection currently 8% by March 2019.</p> <p>Medical staffing have 89 vacancies. Mrs Goodby will present more detail to the Board in January. We have data for each vacancy and have identified what's happening with it. There are currently around 38 vacancies which we are not confident we will fill by March. In addition to these 89, there are a further 29 new posts for income delivery for next year. Again, we have data for every post, where it's up to and when it's planned for. This is being monitored on a weekly basis.</p>	

<b>ACTION: Mrs Goodby to circulate presentation slides and provide further update to the next meeting.</b>	
<b>10. Matters to raise to the Trust Board</b>	<b>Verbal</b>
<ul style="list-style-type: none"> <li>• Rostering</li> <li>• Vacancies</li> <li>• Predicted agency spend</li> </ul>	
<b>11. Agenda items for next meeting</b>	<b>Verbal</b>
<ul style="list-style-type: none"> <li>• Workforce Planning – Substantive item</li> <li>• BAF 8 &amp; 9 - Update</li> <li>• Rostering - Update</li> <li>• Nurse Escalator – Update</li> <li>• Getting to 2% vacancy position - Update</li> </ul>	
<b>12. Any other business</b>	<b>Verbal</b>
No other items of business were received.	
<b>Details of Next Meeting</b>	<b>Verbal</b>
25 <sup>th</sup> March 2019, 11.00 – 12.30, Room 13, Education Centre.	

Signed .....

Print .....

Date .....