



Sandwell and West Birmingham NHS Trust

Board Committee Chair's Report

Meeting:	People and OD Committee		
Chair:	Lesley Writtle		
Dates:	25th January 2023 & 22nd February 2023		
Present:	Name	25th January 2023	22nd February 2023
	Lesley Writtle, Non-Executive Director (Chair)	Attended	Attended
	Jo Wass, Assoc- Non-Executive Director (Member)	Attended	Attended
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Mark Anderson, Chief Medical Officer (Member)	Attended	Attended
	Mel Roberts, Chief Nursing Officer (Member)	Attended	Apologies
	Daren Fradgley, Chief Integration Officer (Member)	Attended	Apologies
	Simon Sheppard, Director of Operational Finance (Member)	Attended	Attended
	James Severs, Chief AHP & Healthcare Scientist (Member)	Attended	Apologies
	Meagan Fernandes, Deputy Chief People Officer	Attended	Attended
	Chilufya Dawo, Head of Internal Communications	Attended	Attended
	Dan Conway, Assoc Director of Corporate Governance	Attended	Attended
	Val Taylor, Assoc- Non-Executive Director	Attended	Attended
Warren Grigg, Director of Estates Development	N/a	Attended	

* See Reading Room for assurance classification

25th January 2023

1.	<p>Retention Programme Progress Report</p> <p><u>Chair's opinion:</u> Update provided to POD for assurance, some excellent work being Piloted in the Trust in relation to retention within Health Visiting and Pharmacy teams. Work also being undertaken into Exit interviews, specific work with clinical professional groups, late career support, supporting new starters, reward, and recognition. Early learning will be shared with leaders and managers for early adoption. Further update to POD early summer on tangible plans that will make a difference,</p>	Reasonable Assurance
2.	<p>Flex for the Future Programme Progress Report</p> <p><u>Chair's opinion:</u> Excellent progress report received on the Trusts intended approach to flexible working. Will focus on culture, capability and systems need to embed. Priorities outlined for the next 3 years. POD felt looking at organisations outside NHS would be valuable. Need to ensure this has synergy with other work in the trust linked to productivity and standardisation. Discussion amongst all executive directors suggested to ensure full support as this will be a significant but important change for the Trust</p>	Reasonable Assurance
3.	<p>EDI Plan</p> <p><u>Chair's opinion:</u> Final working plan for 2022 to 2027 received very clear and focussed on actions in 4 key principal areas for the next 2 years. POD agreed the plan with the assurance that this will be discussed thoroughly, and views taken from the organisation.</p>	Reasonable Assurance
4.	<p>POD Metrics (includes response to action from last meeting)</p> <p><u>Chair's opinion:</u> POD received final version of presentation of metrics these were accepted by the committee. Easy to identify on and off-track performance and deep dive into 2 metric areas per month.</p>	Reasonable Assurance
5.	<p>Industrial Action Planning</p> <p><u>Chair's opinion:</u> Update received on current situation about industrial action and current Ballot positions. POD was assured that good communication was taking place with Trade unions and actions taken in the event of any strike action.</p>	Reasonable Assurance
6.	<p>Sickness Progress Reports</p> <p><u>Chair's opinion:</u> Sickness remains an area of concern for POD in December the figure was 6.44% this was a worsening position but very much linked to short term sickness: colds and flu. January has seen a daily reduction in these figures. The overall work on sickness improvement continues. Questions were raised about the current low uptake of Flu and COVID vaccinations something that requires renewed focus for next winter</p>	Partial Assurance
7.	<p>Organisational Development Status Report</p> <p><u>Chair's opinion:</u> Report received outlining the OD approach for MMUH, this aspect is struggling now due to lack of leadership and capacity. Plans are in place to address this, and stabilisation is expected by March 2023</p>	Partial Assurance
	<p>MMUH Recruitment Progress Reports</p>	

8.	Chair's opinion: Improvement seen overall in recruitment, very clear and focussed report received outlining performance against current vacancies. Very clear tracking and monitoring of the appointment process. Work is taking place now on hard to fill vacancies and accessing staff from local communities			Reasonable Assurance
9.	MOC Critical Path and Scope			Partial Assurance
	Chair's opinion: Report received outlining the MOC (Management of Change) approach for MMUH, this aspect is struggling at the moment due to lack of leadership and capacity. Currently looking at recruitment to address this. POD received an outline of the work currently in progress			
	Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
	<ul style="list-style-type: none"> Signed off the EDI Working Document Work received on Retention and Flexible working 	<ul style="list-style-type: none"> F2SU Sickness Current Capacity to support MMUH OD and MOC approach Capacity to support the implementation of the EDI plan 	<ul style="list-style-type: none"> Industrial Action Planning 	<ul style="list-style-type: none">

22nd February 2023

1.	POD BAF Report			Reasonable Assurance
	Chair's opinion: Five new controls added, Gap around risks with Freedom to speak up to be added. The BAF is now driving the agenda setting. Formal committee review in May POD meeting			
2.	Staff Survey Report			Reasonable Assurance
	Chair's opinion: The committee received a report detailing the recent staff survey. Significant improvement seen in relation to leadership and working with your manager also with regards to working within a team. Areas for improvement: experience of PDR, job satisfaction, safety and wellbeing. POD will receive a targeted plan for action in March /April . Work will take place with the Trust Board at our development session. Focus on timely feedback and communication with staff discussed			
3.	POD Metrics			Reasonable Assurance
	Chair's opinion: Focus this month on PDR and mandatory training, both areas require improvement in the approach the Trust takes. This mirrors feedback in the staff survey. Changes in both areas will be agreed at a future POD meeting. Overall the new approach to key metrics was felt to be very positive. Feedback on 16 areas in each report but only focus on 2 per month. Assurance received that all metrics will mirror expectations required for CQC compliance			
4.	Estates Report			

<p>Chair's opinion: Comprehensive report received and discussed. Focus on the responsiveness of EQUANS to maintenance requests, currently 1000 open requests. These are monitored closely. The committee was particularly interested in the work taking place on staff restroom areas as this has been an area staff have regularly complained about. POD heard that 30 projects are currently underway across the trust at a cost of £50,000 these are envisaged to be completed by the end of March 2023 POD also heard that water Coolers are to be re introduced across the Trust</p>			<p>Reasonable Assurance</p>
<p>MMUH MOC Report</p>			
<p>Chair's opinion: POD received a report regarding the Management of Change process. It was reported that this is a 3-stage process, this is important as most staff in the organisation will be affected by change. Appropriately focus is being placed on training for 650-line managers and leaders. Staff base change will affect 4500 staff and 1300 staff will be affected due to contractual changes due to 7 day working, roles and integration of teams.</p>			<p>Reasonable Assurance</p>
<p>MMUH Recruitment Report</p>			
<p>Chair's opinion: The intense focus on recruitment continues, whilst progress is reasonable and time to hire is improved it still is behind timescales this is down to a number of factors in the process particularly clinical teams swiftness to shortlist and re-employment checks</p>			<p>Partial Assurance</p>
Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
<ul style="list-style-type: none"> Improved outcomes in staff survey POD Metrics reporting Estates work on staff restrooms 	<ul style="list-style-type: none"> Capacity of senior workforce team to support BAU and MMUH work Concern regarding local Trusts applying recruitment and retention premium to jobs 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Staff survey discussion by quality health at future board development day