



Sandwell and West Birmingham NHS Trust

Board Committee Chair's Report

Meeting:	People Committee		
Chair:	Lesley Writtle		
Dates:	27 th September 2023 and 25 th October 2023		
Present:	Name	27th September 2023	25th October 2023
	Lesley Writtle, Non-Executive Director (Chair)	Attended	Attended
	Jo Wass, Assoc- Non-Executive Director (Member)	Attended	Attended
	Mark Anderson, Chief Medical Officer (Member)	Attended	Attended
	James Fleet, Interim Chief People Officer (Member)		Attended
	Mel Roberts, Chief Nursing Officer (Member)	Attended	Attended
	Daren Fradgley, Managing Director/Deputy CEO Core Org (Member)	Attended	Apologies
	Simon Sheppard, Director of Operational Finance (Member)	Apologies	Attended
	James Severs, Chief AHP & Healthcare Scientist (Member)	Attended	Apologies
	Jo Newens, Chief Operating Officer (Member)	Attended	Attended
	Meagan Fernandes, Deputy Chief People Officer	Attended	Attended
	Chilufya Dawo, Head of Internal Communications	Attended	Apologies
Dan Conway, Assoc Director of Corporate Governance	Attended	Attended	
Val Taylor, Assoc- Non-Executive Director	Attended	Attended	

* See Reading Room for assurance classification

1.	Finance update on 23/24 Plans, incl. CIP and workforce <u>Chair's opinion:</u> <ul style="list-style-type: none"> Comprehensive report received , same report to finance committee, performance to date better than expected. Consistent and reliable reporting in place. Still carrying significant vacancies 800 + related challenge with Bank and Agency 	Reasonable Assurance
2.	National, Regional and Local ICS Updates <u>Chair's opinion:</u> <ul style="list-style-type: none"> Update on work in ICS, looking at joined up work across Black Country where possible. : same provider for staff survey, alignment on on call rates, policy development. 	Noted
3.	Update on MMUH OD Plan <u>Chair's opinion:</u> <ul style="list-style-type: none"> Work progressing as plan focussing on priority areas, risks mainly aligned to capacity of the team which is growing and impact of industrial action 	Partial Assurance
4.	Update on MMUH Management of Change <u>Chair's opinion:</u> <ul style="list-style-type: none"> Management of change has commenced as plan however some challenges due to capacity of staff side to support process, should not underestimate scale of work to be done and again impact of industrial action 	Partial Assurance
5.	Equality Reports : WRES, WDES and Gender Pay Gap <u>Chair's opinion:</u> <ul style="list-style-type: none"> Report received , lots of information that needs analysis and focus to draw out important facts , noted and asked to be re submitted when key areas of focus agreed 	Noted
6.	NHS Staff Survey Results and forward plans <u>Chair's opinion:</u> <ul style="list-style-type: none"> Organisation using new provider, comms plan in place, some concern that we have not capitalised on using our good news work to promote staff to complete. This will be monitored at all POD meetings over next 3 months 	Partial Assurance
7.	e-rostering Report <u>Chair's opinion:</u> <ul style="list-style-type: none"> Committee updated on progress, 400 teams now transferred to the system and phase 1 complete. Challenges in staff becoming familiar with system and other systems running in the background. Phase 2 commencing some concerns and risk around workforce to deliver change which will be complex over the next year 	Reasonable Assurance
	POD Metrics	

8.	Chair's opinion:			Noted
	<ul style="list-style-type: none"> 			
	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"> Successful rollout out of phase 1 e rostering 	Capacity to deliver MOC and OD work linked to industrial action impact and capacity of staff side to support	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

25th October 2023

9.	Workforce Optimisation Report			
	Chair's opinion:			Reasonable Assurance
	<ul style="list-style-type: none"> Comprehensive report received that aligns with reporting to Finance committee. Pressures coming from cost of industrial action, need to recruit more rapidly to substantive vacancies rather than using agency and bank. The work undertaken with Groups is proving useful in tracking posts both this year and for planning 2024/25. However substantive staff not increasing quickly enough. Reporting excellent progression on key areas a risk 			
10.	People Committee Metrics & Board Level Metrics			
	Chair's opinion:			Reasonable Assurance
	<ul style="list-style-type: none"> Good quality reporting , now needs honing down and focusing on key actions for improvement. Problem areas : sickness, mandatory training, Improvement in Turnover and time to hire. 			
11.	Update on Flu Vaccination Programme			
	Chair's opinion:			Partial Assurance
	<ul style="list-style-type: none"> Campaign commenced the beginning of October progress slow Flu vaccine uptake 6.7% and Covid vaccination 5.2%. Requested work to provide clinical teams with sickness related to Flu from last year to motivate leaders to encourage staff with uptake of vaccine. 			
12.	Management of Change and Organisational Development combined delivery against transformational schemes (including Key risks and mitigations)			
	Chair's opinion:			Partial Assurance
	<ul style="list-style-type: none"> POD updated on progress against plan, there are key risks related to operational capacity of teams to engage and a significant risk due to current staff side capacity and relations. Taking stock will be important especially as we approach pressures of winter. 			
13.	Stage 3 MMUH posts for 23/24 recruitment			
	Chair's opinion:			Partial Assurance
	<ul style="list-style-type: none"> POD were asked to support a paper on the next stage of recruitment for MMUH. The paper will be considered at MMUH and finance committee. Stage 3 relates to 64 posts. The committee were in support in principle : supporting the model of delivery and in anticipation of completed QIAs . However they felt that due to the 			

	Trusts financial position Finance committee must scrutinise decision, POD also asked are all the posts new and is there an element of double running they may see a reduction in the future.			
14.	Leadership Framework (Incl. values and behaviours implementation)			
	Chair's opinion: <ul style="list-style-type: none"> Update provided on rollout of programme, POD requested that certain groups are targeted that have a lower take up of places 			Noted
15.	Estates Report			
	Chair's opinion: <ul style="list-style-type: none"> Update provided on the estates programme of work with particular focus on staff experience : staff rest rooms that linked to matters raised in staff survey. We also heard about the estates strategy and MMUH readiness 			Reasonable Assurance
16.	Mandatory Training			
	Chair's opinion: <ul style="list-style-type: none"> The report received required more work on accurate figures and a definitive way forward to approach mandatory training for the future this is urgent and will be needed in the next 2 months 			Partial Assurance
	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"> Revised approach to POD meetings , Alternating one month focus on business and performance next month focus on working with a Clinical Group and staff story. 	<ul style="list-style-type: none"> Under the 'Management of Change and Organisational Development combined delivery against transformational schemes (including ley risks and mitigations)' item (9) as Chair of the People Committee, I am escalating to the Board a risk that was raised which could impact the MMUH organisational change programme. Specifically, the Trust is not currently able to engage and consult with all trade union organisations, through a co-ordinated staff-side function. This means that the Trust is required to consult with some independent trade 	<ul style="list-style-type: none"> Leadership Framework progress 	<ul style="list-style-type: none"> POD has agreed prioritisation of its work programme to focus on the following four areas in line with the CEOs focussed approach: Staff Engagement and Satisfaction Sickness and absence EDI priorities Recruitment and Retention

	<p>unions, in addition to the staff side organisations.</p> <ul style="list-style-type: none">• Staff Sickness and Wellbeing• Capacity and capability to lead on key issues			
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