



**Sandwell and West Birmingham NHS Trust**

**Board Committee Chair’s Report**

<b>Meeting:</b>	People and OD Committee		
<b>Chair:</b>	Lesley Writtle		
<b>Dates:</b>	24 <sup>th</sup> May 2023 & 28 <sup>th</sup> June 2023		
<b>Present:</b>	<b>Name</b>	<b>24<sup>th</sup> May 2023</b>	
	Lesley Writtle, Non-Executive Director <b>(Chair)</b>		
	Jo Wass, Assoc- Non-Executive Director <b>(Member)</b>		Apologies
	Frieza Mahmood, Chief People Officer <b>(Member)</b>		
	Mark Anderson, Chief Medical Officer <b>(Member)</b>		Apologies
	Mel Roberts, Chief Nursing Officer <b>(Member)</b>		
	Daren Fradgley, Managing Director/Deputy CEO Core Org <b>(Member)</b>		
	Simon Sheppard, Director of Operational Finance <b>(Member)</b>		
	James Severs, Chief AHP & Healthcare Scientist <b>(Member)</b>		
	Jo Newens, Chief Operating Officer <b>(Member)</b>		Apologies
	Meagan Fernandes, Deputy Chief People Officer		Apologies
	Chilufya Dawo, Head of Internal Communications	Apologies	Apologies
	Dan Conway, Assoc Director of Corporate Governance		
	Val Taylor, Assoc- Non-Executive Director		
Martin Sadler, Executive Director for Information Technology and Digital			

\* See Reading Room for assurance classification

## 24<sup>th</sup> May 2023

1.	<p><b>POD Committee Effectiveness report and draft update Terms of Reference</b></p> <p><u>Chair's opinion:</u> There was a good responsiveness to the Sub Committee review, some useful feedback that has led to review of membership and terms of reference to Committee. Chair has reviewed the POD workplan against the BAF and the TOR there are some areas that need to be included in the future work programme</p>	Substantial Assurance
2.	<p><b>POD operating Model update and next steps</b></p> <p><u>Chair's opinion:</u> The Paper looked at a review of the HR operating model that has taken place over the last year, the proposal looks at organising the approach to delivering the people plan focussed on key areas of work. The work has been shared with the People and OD teams and requires sign off at Executive team. The committee was asked for support for further investment this was seen as unlikely in the current financial situation . It was advised that this needed discussion with executive team alongside benchmarking information and identification of key risks to likelihood of delivery. Work on our future approach to Recruitment was asked to be explored quickly.</p>	Partial Assurance
3.	<p><b>Leadership Framework Update</b></p> <p><u>Chair's opinion:</u> The committee received a positive update on the delivery of the Compassionate and Inclusive leadership model development programme part of the leadership framework offer. It is planned to roll this out further but targeting areas that would have the most benefit.</p>	Reasonable Assurance
4.	<p><b>Culture Heat Map</b></p> <p><u>Chair's opinion:</u> The report was noted, excellent tool for managers and team leaders to hone in on areas of good performance and to troubleshoot failing areas. Incorporate 6 monthly into POD metrics</p>	N/A
5.	<p><b>POD metrics</b></p> <p><u>Chair's opinion:</u> Good standard of report received highlighting on and off track areas of performance. Two Points considered in detail : the committee were asked to approve a revised rolling target for sickness of 5.5% this aligns with the Black Country system. (Trust Current position 5.1%) EDI data improvement needed on data recorded on ESR for accurate data . We need to be clear with staff about why data is important : so that we can become a more inclusive and diverse organisation.</p>	Reasonable Assurance
6.	<p><b>POD Forward Planner</b></p> <p><u>Chair's opinion:</u> Revised plan received and approved</p>	NA
	<b>MMUH Recruitment status and forecast</b>	

7.	<b>Chair's opinion:</b> The committee received feedback on the Recruitment element of work. Some improvement noted on time to hire , good progress on hard to fill posts. Discussion took place regarding our ambition to recruit 35% of staff from our local communities.			Partial Assurance
	<b>Positive highlights of note</b>	<b>Matters of concern or key risks to escalate to the Board</b>	<b>Matters presented for information or noting</b>	<b>Actions agreed</b>
	<ul style="list-style-type: none"> <li>Leadership development work on Compassionate and inclusive leadership model</li> </ul>	<ul style="list-style-type: none"> <li>Continued challenge with levels of Sickness</li> <li>Need to secure a long term resilient approach to Recruitment</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

28 <sup>th</sup> June 2023				
8.	<b>Pulse Check Report</b>			
	<b>Chair's opinion:</b> The committee received the recent pulse survey report, the numbers responding where reduced but this was attributed to a change in methodology prior to survey. COMMS team are currently raising the profile of work being done in the trust as a result of the last staff survey: work done to improve rest rooms, changes to PDR process and more work directly with professional groups. It is planned to have more posters on "you said we did" , greater visibility of the Board out and about.			Partial Assurance
9.	<b>Just and Learning Culture Report</b>			
	<b>Chair's opinion:</b> The committee heard about the continuing improvement to handling of HR Casework by taking a more restorative approach : Just and Learning Culture. Whilst data showed some improvements it also raises more questions about hotspots linked to BAME staff, Trust sites. The committee felt that work was needed to explain to staff about Just and Learning Culture and staff stories to demonstrate learning.			Reasonable Assurance
10.	<b>Values and behaviours report</b>			
	<b>Chair's opinion:</b> POD heard about the continuing roll out of this work alongside the Leadership development offer. A range of methodologies are being used to make it a reality with staff on a day to day. Regular Stories in comms, QIHD focus, YouTube videos to name a few.			Reasonable Assurance
11.	<b>POD Metrics</b>			
	<b>Chair's opinion:</b> Quality of reporting to the committee is now very good with a hybrid of using Board level metrics and HR workforce data. Area of concern remains sickness which this month will rise to 7% further detailed work is needed with a range of approaches needed. The financial impact of this workforce loss is significant. Workforce Turnover has reduced to 13% but close examination by the committee shows hotspots in certain areas that are concerning.			Partial Assurance
12.	<b>Retention (incl. flexible working and QI programmes)</b>			
	<b>Chair's opinion:</b> The Committee received feedback on the Pilots rolled out in the Trust on retention: Pharmacy ( improving workload) and Health visiting (having a voice that counts). 2 completely different approaches taken with good results. Rolling out 3 more areas all will focus on Sickness : Health and Wellbeing Improvement. Project developing well but early days			Partial Assurance

13.	<b>Policy compliance report</b>			
	<u>Chair's opinion:</u> deferred			
14.	<b>Workstream sprint status</b>			
	<u>Chair's opinion:</u> Review of all four quadrants received, whilst there is progress it is slow			Partial Assurance
15.	<b>Workforce Performance Report</b>			
	<u>Chair's opinion:</u> Comprehensive report received on workforce performance , this will be reviewed monthly along side Finance Committee to ensure strong grip and control. The report shows details of Substantive staff , Bank and agency. Albeit substantive staff have increased in the organisation we still have many vacancies and using bank and agency. Therefore expenditure is not controlled. The report is very good but POD could not be assured at this stage of control of the situation			No Assurance
16.	<b>Management of Change report</b>			
	<u>Chair's opinion:</u> Phase one of consultation has commenced with Ultrasonography. Phase two will commence soon which includes the Matrons. Conversations with staff will be consolidated with staff as much as possible i.e. talking about contract and base changes together whilst not affecting the quality of conversation. It was felt that this was early days so partial assurance. Committee felt strong communication plan was required alongside staff discussions			Partial Assurance
17.	<b>BAF Report with Risk Register (applicable to committee only)</b>			
	<u>Chair's opinion:</u> BAF received, committee preferred the new layout much clearer. Generally accepted the revised plan . Will spend dedicated time in July reviewing all risks			Reasonable Assurance
18.	<b>Terms of Reference</b>			
	<u>Chair's opinion:</u> Accepted			N/a
	<b>Positive highlights of note</b>	<b>Matters of concern or key risks to escalate to the Board</b>	<b>Matters presented for information or noting</b>	<b>Actions agreed</b>
	<ul style="list-style-type: none"> <li>Progress with Retention project</li> <li>Progress with restorative casework approach</li> <li>Rollout of Values and behaviours work</li> </ul>	<ul style="list-style-type: none"> <li>Continued concern about sickness levels and staff health and wellbeing</li> <li>Workforce performance : cost</li> <li>Capacity and capability of Workforce team to support MMUH/ CORE work</li> </ul>	<ul style="list-style-type: none"> <li>BAF</li> </ul>	<ul style="list-style-type: none"> <li>Regular reporting on workforce performance</li> <li>Review of approach to staff health and wellbeing</li> </ul>