



## Sandwell and West Birmingham NHS Trust

### Board Committee Chair’s Report

<b>Meeting:</b>	People Committee
<b>Chair:</b>	Lesley Writtle
<b>Dates:</b>	27 <sup>th</sup> March 2024 & 24 <sup>th</sup> April 2024

27 <sup>th</sup> March 2024		
1.	<p><b>Finance Update on 23/24 Plans, incl. CIP and workforce.</b></p> <p><u>Chair’s opinion:</u></p> <ul style="list-style-type: none"> <li>Committee received an update on the financial and workforce position of the Trust, reporting and assurance is of a good standard. The challenge of recruiting substantive staff quickly enough remains as opposed to using Bank or agency staff. Reporting excellent grip and control during last 6 months of a good standard</li> </ul>	<b>Substantial Assurance</b>
2.	<p><b>EDI</b></p> <p><u>Chair’s opinion:</u></p> <ul style="list-style-type: none"> <li>Committee received an overview of the existing plan, we will reset the agenda and focus on four key priority areas: delivery of effective staff networks, establishing robust EDI team, using Inclusive recruitment approach, Improving our talent management approach for diverse staff groups. Requires socialisation and launching with organisation.</li> </ul>	<b>Partial Assurance</b>
3.	<p><b>Deep Dive – MEC Group</b></p> <p><u>Chair’s opinion:</u></p> <ul style="list-style-type: none"> <li>Excellent conversation with the MEC group leadership, we heard of the many challenges that staff have working at the moment but we also heard that it’s a good place to work.</li> <li>Challenges, too many conflicting priorities, insufficient clear data to use, spending significant time on capacity issues rather than on significant things to change ways of working, need to focus on long term sickness levels, improve experience of BAME staff</li> <li>What’s working well : set up the PET people engagement team. Staff say it’s a good place to work</li> </ul>	<b>Noted</b>

\* See Reading Room for assurance classification

	<ul style="list-style-type: none"> <li>Group want help with , Team appraisal, comms and' you said we did approach', help with more targeted recruitment, clear direction on EDI strategy.</li> </ul>			
4.	<b>MMUH Agile Working</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>•High level plan and timetable received by the committee, consultation process to commence in May. Support given to proposal, more detailed information next month</li> </ul>			<b>Partial Assurance</b>
5.	<b>MMUH Quadrant Update</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>• Feedback received on the 4 quadrants of work, recruitment is the most significant challenge for the organisation. A number of options are being considered to improve performance.</li> <li>• Right sizing work also of concern.</li> </ul>			<b>Partial Assurance</b>
6.	<b>MMUH Ready Set Go</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>•</li> </ul>			<b>Noted</b>
<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>• Continued work on workforce oversight good quality</li> <li>• MEC engagement with people committee</li> </ul>		<ul style="list-style-type: none"> <li>• Rate of recruitment</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Receive further information on Agile working, note tight timescales</li> </ul>

<b>24<sup>th</sup> April 2024</b>				
7.	<b>People Committee Metrics</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>• Excellent data provided to committee , good data now available to groups , significant issues remain with ability to recruit in terms of targeting new staff and time to hire. We should be aiming to appoint 125 staff a month currently 104. We are looking at working with some new headhunting agencies after a thorough process, the committee expressing some concern at minimal improvement with current arrangements.</li> <li>• Bank and Agency higher the last month hindered by slow recruitment.</li> <li>• Sickness showing some slight improvement</li> </ul>			<b>Reasonable Assurance</b>
8.	<b>Finance Update on 24/25 Plans, incl. CIP and workforce.</b>			

	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Across the year we have seen a well managed position on workforce . Over recovery on CIP but Non Recurrent so this needs addressing. Need a realistic target on recruiting new staff into post. Overall a net reduction of 158 staff needs to be seen by year end. Detail on how this will be delivered needed at next people committee</li> </ul>	<b>Partial Assurance</b>
9.	<p><b>Mental Health &amp; Health Wellbeing</b></p> <ul style="list-style-type: none"> <li><b>Annex 1 MH Wellbeing report</b></li> </ul> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Paper received on external review of Trusts Health and wellbeing approach. A short term approach of providing a more resilient approach to Occupational health will be provided alongside psychological support services.</li> <li>The committee recognised the huge amount of work being done and requested a detailed plan for longer term resilient service and an indepth review of all aspects of the external review, in summary a fundamentals of care approach for staff</li> </ul>	<b>Partial Assurance</b>
10.	<p><b>GoodShape Update</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>The people committee has been scrutinising the Trusts approach to managing sickness and supporting staff for sometime. Its recognised that a new and transformative approach is required. The committee received a presentation about the new 'Goodshape' approach, this proposes a comprehensive recording system, 24/7 support/ facilitation of return to work interviews. This also links to early intervention and signposting. The committee discussed this thoroughly and heard that there was full support clinically and operationally .</li> <li>The new approach was supported, noting that comms around this must be managed well.</li> </ul>	<b>Reasonable Assurance</b>
11.	<p><b>New Governance arrangements paper</b></p> <p><b>Chair's opinion:</b></p> <p>Revised Governance structure presented to People Committee, this refreshes current arrangements and acknowledges transfer of work from MMUH workstream into business as usual. Recommendation agreed</p>	<b>Reasonable Assurance</b>
12.	<p><b>BAF – Quarterly Update</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Some movement and improvement noted in the BAF risks, a revised recommendation on risk score was agreed</li> </ul>	<b>Reasonable Assurance</b>
13.	<p><b>Heads of Terms – Learning Campus</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Verbal update , formal paper in May 2024</li> </ul>	<b>Noted</b>
14.	<p><b>Organisational Change Policy</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Policy received for ratification . committee heard about length discussions and consideration</li> <li>Policy approved , but noted more work on this required after opening of mmuh</li> </ul>	<b>Reasonable Assurance</b>
15.	<p><b>MMUH Quadrant Update</b></p>	

	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>• Reports received good progress on OD and management of change , as evidenced by the people story this month</li> <li>• Recruitment challenging</li> <li>• ESR on track but deep dive into delivery next month at committee</li> </ul>			<b>Reasonable Assurance</b>
16.	<b>Ready Set Go Assurance (Risk, CSFs, Ops Readiness and Clinical Hazards)</b>			
	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>• noted</li> </ul>			<b>Noted</b>
17.	<b>Agile Working update</b>			
	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>• Linked to the MMUH management of change process the committee received information on Agile working</li> <li>• Significant work taking place through a dedicated agile working group, this involves MMUH and retained estate, very clear principles and approach, STACC involved</li> <li>• People committee assured by the work and noted significant progress some final work with some staff groups to be concluded</li> </ul>			<b>Partial Assurance</b>
18.	<b>Freedom to Speak Up - Update</b>			
	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>• The committee heard the quarterly update from the speak up lead, significant increase in capacity and accessibility has seen an increase in concerns being lodged. Themes emerging : inappropriate behaviour, staff attitude, bullying and harassment.</li> <li>• Detailed work taking place to look at issues and make sure these matters and wellbeing taken seriously</li> </ul>			<b>Reasonable Assurance</b>
<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>• Staff Story from OD consultant lead working with theatres using Affinia tools</li> </ul>		<ul style="list-style-type: none"> <li>• Pace of recruitment which could pose risk toMMUH and workforce efficiency profile</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational change policy approved</li> </ul>	<ul style="list-style-type: none"> <li>• Long term arrangement options for recruitment to people committee by October</li> </ul>