

Meeting Title	Board of Directors		
Date	18 November 2021	Agenda item:	Bo.11.21.14

Report from the Chair of the People Academy

Presented by	Jon Prashar, Non-Executive Director, Deputy Chair of the Academy		
Author	Katie Shepherd, Corporate Governance Manager		
Lead Director	Pat Campbell, Director of Human Resources		
Purpose of the paper	To provide a summary of the discussions and outcomes from the People Academy meeting held on 27 October 2021		
Key control	This report is relevant to Strategic Objective 3: To be in the top 20% of Employers in the NHS.		
Action required	To note		
Previously discussed at/ informed by	People Academy 27 October 2021		
Previously approved at:	Committee/Group	Date	
	N/A		

Meeting held 27 October 2021

Key Matters Discussed
<p>1. People Academy dashboard</p> <p>The highlights from the period 01 April 2021 to 30 September 2021 included:</p> <ul style="list-style-type: none"> There EDI metrics had been updated and a revised suite of equality, diversity and inclusion metrics would be available for review at the November 2021 meeting. Contact with the staff advocacy service remained fairly constant with a number of queries raised relating to the provision of reasonable adjustments and the interpretation of the disability equality policy. There was an increase in the number of harassment and bullying related cases during 01 April 2021 to 30 September 2021 compared to the previous six-months, however it was noted that there had been an increase in the number of cases that were reported as 'no case to answer' or 'resolved informally'. Further information would be received on civility in the workplace programme at the next meeting and there would be an introduction of the Freedom to Speak Up metric to provide the Academy with a complete overview of the number of contacts through different means. There was little change in the use of bank and agency staff in-month and staff turnover remained stable. A new metric had been introduced to monitor the number of apprentice starts each month, and the Trust reported 269 apprentices on an apprenticeship programme at various stages of their pathways. Managers continued to be challenged at recruitment approval stage on whether vacant roles could be filled by an apprenticeship post. The Trust reported a slight increase from 14.5% to 15.22% in the representation of colleagues from an ethnic minority background in senior management positions during the period. Sickness absence continued to increase month-on-month with the most common reason reported being related to anxiety/stress/depression. There had been a reported increase in the number of COVID-19 related absences. It was noted that partner organisations within WYAAT had all reported similar absence rates. <p>2. Strategic Risks relevant to the academy</p>

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There were no new, amended or closed risks relevant to the Academy; however RISK ID 2944 relating to staffing remained an extreme risk. It was noted that the risk had both an adverse impact on both patients and staff. Some staff were reluctant to work additional shifts due to the ongoing pressures. Ward safety was managed through the use of e-roster/safe care as this allowed for live monitoring of skill-mix, with a robust process in place to underpin this, managed by the Matrons. A total of forty overseas nurses had been recruited and a number of newly-qualified nurses and midwives had commenced. There was a focus on improving the uptake of the healthcare support worker role and following Board approval, recruitment efforts had commenced for the recruitment of around 100 healthcare support workers.

3. Healthcare Worker Influenza Vaccination Programme 2021-22 and Best Practice Management Checklist

The Trust vaccinated 80.2% of all Trust staff during the 2020 flu campaign. All Trusts had been set a target of offering the influenza vaccine to 100% of front line health and social care workers with an ambition of 85% uptake by end of February 2022. A winter vaccination group had been set up to manage the influenza and COVID-19 booster vaccination programmes. There had been a good initial uptake of the influenza vaccination offer to date with approximately 50% of colleagues choosing to receive both the influenza and COVID-19 booster at the same time. The Academy noted the review of the 2020 flu campaign, the proposals for 2021 and the Best Practice Management Checklist which was required to be reviewed by a public Board of Directors meeting.

4. Temporary Workforce Audit Report

The report found that there were strong controls in place around the use of temporary bank staff, and suitable arrangements for ensuring that shifts were advertised and accepted by appropriate staff members with the correct skill level. The report received significant assurance with two minor recommendations. Actions had been agreed to strengthen the training process for bank staff, and to review the controls and processes in place to approve hours worked by bank staff within Pharmacy.

5. People Winter Plan

The Academy received a presentation outlining a number of key areas of focus as required by NHS E/I on workforce winter preparedness which included:

- Supporting staff: The Trust had launched wellbeing conversations in the summer and continued to support colleagues to take their annual leave. Menopause support would be offered and a working group had been created to identify ways that support could be provided. Colleagues experiencing long COVID-19 would be provided line manager and occupational health support.
- Ensuring that all staff had been risk assessed had been in place at the Trust for a period of time and a new process had been implemented to try to ensure that new starters underwent a risk assessment in their first week of employment
- Ensure that all staff were vaccinated from COVID-19, influenza and the COVID-19 booster.
- Ensure that all staff have access to, and wear appropriate PPE.
- Ensure that staff have access to COVID-19 testing (PCR, lateral flow device).

Staff absence was highlighted as a potential issue throughout the winter period, and it was noted that further work was required to ensure that meaningful wellbeing conversations were taking place.

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6. Looking After Our People

The Academy received a presentation detailing the priorities in place for 2021/22 to ensure that all Trust staff, who had experienced sustained pressure for an extended period of time, were looked after. The highlights of the presentation were:

- A comprehensive wellbeing offer was in place for colleagues which included a regional mental health and wellbeing offer, psychologist support and occupational health support.
- The Trust had commenced the delivery of the NHS People Plan.
- Options were being reviewed for the introduction of other offers to colleagues including that of mindfulness based activities, physical fitness and kind acts.
- Work would continue to review what the Trust's longer-term offer to staff would be.
- Managers had a comprehensive offer to be able to support their teams. This included the leadership management modules available to aspiring leaders, new managers and progressing leaders. There was also readily available resources and interventions for managers to assist them in supporting their staff and themselves

7. Workforce Growth and Transformation Sub-Group

The Workforce Growth and Transformation Sub-Group work plan of activity includes actions to:

- Identify new ways of working and delivering care.
- Identify new ways of working, and implement processes to grow our own workforce.

The group had an established work plan of activity which included increased collaborative working, to implement and embed new roles within the Trust such as the Physician Associate role, and to implement the volunteer's strategy. The work plan consisted of thirteen actions; however there was further work to be completed to understand the priorities.

8. NHS People Plan/Strategy Workplan

The Academy received an update on the key progress made against the NHS People Plan during the previous six-months which highlighted that whilst some work had been delayed due to COVID-19 pressures, that Trust had demonstrated good progress in key areas such as the introduction of the new Flexible Working Policy and the launch of the new 'Thrive' engagement platform for health, wellbeing, development, staff benefits and recognition. There were also improved staff facilities in place and the health and wellbeing offer to staff continued to be reviewed.

9. Workforce Race Equality Standards (WRES) / Workforce Disability Equality Standards (WDES) Action Plans

The Academy had received a report at the previous two meetings on the Trust's response to the WRES/WDES which had since been submitted within the deadline. Since this, a range of analysis had taken place and action plans had been established in response to improving the Trust's overall position for WRES/WDES and the gender pay gap. This would include efforts to raise the profile of equality, diversity and inclusion (EDI) within the Trust. The existing action plans had been reviewed to ensure that they addressed any issues highlighted by the recent data analysis. The updated action plans had been aligned to regional and national priorities relating to EDI.

Areas of focus would include:

- Engagement and coproduction.
- Recruitment and selection.
- Staff engagement and staff networks.
- Raising awareness of EDI.
- Compassionate conversations and ensuring managers are equipped to undertake these.

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- Review of the equality impact assessment tool.
- Raising awareness of disabilities in the workplace.
- Increased engagement with aspiring female colleagues and promotion of female representation in senior management roles.
- Increased engagement with men at all levels of the organisation.
- Work/life balance.

It was felt that there should be more deadlines set within the action plan, these would be updated so that progress could be monitored and measured.

The Academy approved the action plan.

10. 2021-22 Priorities and Operational Planning

NHSE/I had published guidance on their approach to oversight for 2021/22 which outlined that the NHS would continue to manage the impact of COVID-19 and provide a full range of non-COVID services within an evolving local, regional and national context. The Trust had been allocated to segment 2 out of 4, which was a continuation of where the Trust had been allocated prior to the COVID-19 pandemic. The aspiration was to be allocated to segment 1 which would require no specific support needs.

11. October 2021–March 2022 Workforce Submission

The Academy received the draft narrative workforce submission and draft workforce planning submission for the period October 2021 – March 2022. The Trust would not submit a separate workforce planning submission as the information was aggregated at Place level. The information yet to be finalised was the March 2022 staff establishment figures which would include the investments made relating to the Ockenden report, safer nursing review and any pipeline business cases in progress.

The Academy noted the submission.

Items of Positive Assurance, Learning and/or Improvement

Many of the reports received and discussions held feature elements of assurance, learning and improvement. In particular however, as Deputy Chair of the Academy, I would like to highlight the work undertaken to support the development of the WRES/WDES and gender pay gap action plans.

The Academy was assured that the risks recorded on the Strategic Risk Register are appropriate in the context of the information presented, and are being managed appropriately.

Matters escalated to the Board of Directors for consideration

See Appendix 1 for the 'Healthcare Worker Influenza Vaccination Programme 2021-22 and Best Practice Management Checklist' for assurance on the associated actions.

New/emerging risks

There were no new risks.

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Recommendation

The Board of Directors is requested to:

- **note** the discussions, actions and outcomes from the People Academy held on 27 October 2021; and
- **note** the review of, and be **assured** from the Healthcare Worker Influenza Vaccination Programme 2021-22 and Best Practice Management Checklist.