

## PEOPLE ACADEMY MINUTES

<b>Date:</b>	29 <sup>th</sup> September 2021	<b>Time:</b>	1100 - 1300
<b>Venue:</b>	Microsoft Teams meeting	<b>Chair:</b>	Karen Walker, Non-Executive Director
<b>Present:</b>	<p><b>Non-Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Mr Altaf Sadique, Non-Executive Director (ASa)</li> <li>- Mr Jon Prashar, Deputy Chair &amp; Non-Executive Director (JP)</li> <li>- Ms Karen Walker, Non-Executive Director (KW)</li> </ul> <p><b>Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Ms Pat Campbell, Director of Human Resources (PC)</li> <li>- Dr Ray Smith, Chief Medical Officer (RS)</li> <li>- Mr Alex Brown, Deputy Chief Medical Officer (AB)</li> <li>- Mr Amandeep Singh, Partnership Lead/BAME Staff Network Representative (AS)</li> <li>- Ms Catherine Shutt, Head of Organisational Development (CS)</li> <li>- Mr David Smith, Director of Pharmacy (DS)</li> <li>- Mr Faeem Lal, Deputy Director of HR (FL)</li> <li>- Ms Jacqui Maurice, Head of Corporate Governance (JM)</li> <li>- Ms Karon Snape, Interim Head of Facilities for agenda item 9 (KS)</li> <li>- Ms Katie Shepherd, Corporate Governance Manager (KS)</li> <li>- Mr Kez Hayat, Head of Equality Diversity and Inclusion (KH)</li> <li>- Ms Joanne Hilton, Assistant Chief Nurse (JH)</li> <li>- Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP)</li> <li>- Ms Lisa Fletcher, Assistant Director of HR (LF)</li> <li>- Ms Louise Robinson, Enable Staff Network Representative (LR)</li> </ul>		
<b>In Attendance:</b>	<ul style="list-style-type: none"> <li>- Ms Linda Preston, Executive Assistant (LAP) (minutes)</li> </ul>		
<b>Observer</b>	<ul style="list-style-type: none"> <li>- Vikki Thwaites – Care Quality Commission (VT)</li> </ul>		

Agenda Ref	Agenda Item	Actions
PA.9.21.1	<b>Apologies for Absence</b>	
	<ul style="list-style-type: none"> <li>- Ms Karen Dawber, Chief Nurse (KD)</li> <li>- Ms Amanda Grice, Workplace &amp; Health Well-being Centre Manager (AG)</li> <li>- Ms Amanda Hudson, Head of Education (AH)</li> <li>- Mr David Hollings, Deputy Chief Digital and Information Officer (DH)</li> <li>- Ms Jane Kingsley, Lead Allied Health Professional (JK)</li> </ul> <p>Absent</p> <ul style="list-style-type: none"> <li>- Mr Chris Smith, Deputy Director of Finance (CS)</li> <li>- Ms Nasaybah Bibi, Enable Staff network Chair (NB)</li> <li>- Ms Rachel Waddington, Deputy Director of Operations (RW)</li> </ul>	

PA.9.21.2	<b>Declarations of Interest</b>	
	There were no interests declared.	
PA.9.21.3	<b>Draft Minutes of the Meeting Held on 28<sup>th</sup> July 2021</b>	
	The minutes of the meeting held on 28 <sup>th</sup> July 2021 were accepted as an accurate record of the meeting.	
PA.9.21.4	<b>Matters Arising</b>	
	There were no matters arising.	
PA.9.21.5	<b>People Academy Dashboard</b>	
	<p>KW explained the purpose of the Dashboard which is to give a single view of the people indicators aligned to our strategic objectives, and they should be reviewed and challenged as they are presented in line with the Terms of Reference. Any specific matters are then reported to the Board as necessary.</p> <p>PC reminded the meeting that reporting is still being done on limited people metrics with a more complete view to be presented at the October People Academy.</p> <p>In terms of the metrics, our engagement and equality and diversity metrics are only updated every six months and therefore these will be updated for the next meeting.</p> <p>With regard to staffing indicators our use of agency staff has reduced and there has been a slight increase in bank deployment. This reduced fill is due to the increased demand over the last few months for agency staff across the NHS and independent and private sectors, has led to difficulties in filling some shifts with agency staff.</p> <p>Staff turnover has increased month on month to our pre-pandemic level at around 11% which is within our tolerance level, however this will be kept under close review.</p> <p>The maternity indicator saw a slight dip in performance in August.</p> <p>With regard to staff sickness absence PC advised that whilst this was reducing, we have seen a month on month increase since May and June. There have also been increases in the number of staff isolating and Covid related absences. The main causes of sickness absence are anxiety, depression and stress, and work continues in relation to the interventions offered to staff. We are not doing particularly well in this regard when measured against our comparator Trusts, and work has commenced in conjunction with Bradford District Care Trust who have similar levels of staff sickness absence.</p> <p>KW asked other than those retiring early, what other reasons are we seeing for staff choosing to leave the Trust. PC commented they include work-life balance, promotion opportunities at other Trusts, and unregistered staff moving to other sectors such as retail and hospitality. KW asked if the work-life balance is being addressed specifically, and PC confirmed this to be the case and advised the newly approved Flexible Working Policy is being launched to encourage a change in culture in the organisation.</p>	

	<p>AS commented that with regard to the BAME senior leaders metric, the disparity between the current level and the trajectory is still quite large and asked if this should be explored in more detail. PC stated this metric is kept under close review and there are a number of actions in the WRES Action Plan to improve performance in this area. KH confirmed the updated WRES Action Plan will be submitted to the October People Academy.</p>	
<b>PA.9.21.6</b>	<b>Strategic Risks Relevant to the Academy</b>	
	<p>KW reminded the Academy these are again a means of controls, mitigation and assurance, and ensuring we have confidence in our management of the risks on the register.</p> <p>PC mentioned the risk profile remains similar to the previous one. In terms of key changes she commented that risk no 3489 around staffing risk has increased. This is due to increasing pressures on staff because of the continuation of Covid, and the demands of the service which are impacting on fill rates, short-term and long-term sickness levels. Extensive mitigations are in place in relation to this. The risk around a safe working environment for staff during the pandemic has been reduced.</p> <p>PC urged the Academy when considering the risks to refer to the section on safe staffing in the nursing recruitment and retention plan later in the agenda which summarises the mitigation.</p>	
<b>PA.9.21.7</b>	<b>Diversity / Belonging</b>	
	<ul style="list-style-type: none"> <li>WRES Disciplinary Data Submission Change and 2021 Update</li> </ul> <p>KH provided an update in relation to the submission change in that data is now required for 12 months rather than two years. This has shown that over a rolling two year period ethnic minority staff were 1.19 times more likely than white staff to enter the formal disciplinary process. The change in reporting means that this is 1.91 times more likely for the 12 month period.</p> <p>FL commented over the last 12 months there was a drop in numbers of cases due to the pause on the majority of employee relations work as a result of the pandemic, with only urgent cases continuing to be managed and processed. In conjunction with this, data for the 2020/21 period appears in proportion to show a higher number of BAME staff than white staff going through the disciplinary process, and this is abnormal compared to our usual pattern for the previous two years which fluctuated around a similar experience regardless of background and ethnicity. From April 2020 to March 2021 this significantly changed however, and because of the pause on work there was a much smaller number of cases, which gave an outcome showing BAME staff were more likely to enter a disciplinary process than white staff. Further analysis is to be done to understand the reasoning for this as processes were paused across the board and the data currently suggests BAME staff were more disproportionately affected. This will be closely monitored going forward to determine if we are now following the same trajectory in terms of likelihood of staff entering the disciplinary process. The figures</p>	

	<p>have been looked at again based on this year's trajectory to try and understand if the imbalance is still occurring which does not appear to be the case. He went on to say that since normal processes have resumed the current year's numbers seem to have gone back in line with the usual levels of activity, and work is therefore being done to try and understand the reasoning for the disproportionate results during the period when most cases were paused.</p> <p>KW asked if information exists to gain an understanding of how quickly cases are being resolved across all dynamics and demographics. FL explained model hospital data is available which shows how quickly cases are dealt with. This currently shows average cases are taking around 15 weeks, and work is being done to ascertain if this can be improved upon, and looking at the experiences of staff going through the process. Work also continues with staff side colleagues on the Trust's Disciplinary Policy and to see if cases can be resolved at an earlier stage. KH also advised eight mediators are currently being trained with a view to informal resolution being achieved in cases where possible.</p> <p>KW asked if an update can be provided at a future meeting in relation to the civility work being undertaken and the difference it is hoped to make. PC advised the approach was signed off at the Executive Management Team meeting on 27<sup>th</sup> September 2021 and the paper will be presented at the October Academy meeting.</p> <ul style="list-style-type: none"> <li>• Gender Equality Focus Group Feedback and Academy Views on Action Plan Development</li> <li>• PC informed the meeting that our Gender Pay Gap Reporting data has now been published with the Government Office as per our legal requirements. PC talked about the recent focus groups that have taken place with a range of colleagues from across the Trust. Lots of useful discussion and ideas have been considered as part of the focus groups which will feed into the 2021/22 proposed Gender Equality Action Plan.</li> </ul> <p>Areas for consideration for the Gender Equality Action Plan are: increasing engagement with aspiring females and increasing representation of women in senior management roles and potential blockers; promoting a culture of flexible working; and addressing the under-representation of men at mid-level roles and challenge the traditionally female role stereotypes.</p> <p>JP gave his full support for the gender equality activity and wanted it noted that this work links to wider culture change, current debate and learned behaviours in wider society to be recognised. He also commented on the importance of personal responsibility, good management, good leadership and good behaviour in this spectrum.</p> <ul style="list-style-type: none"> <li>• Reciprocal Mentoring</li> </ul>	<p>Head of Organisational Development</p>
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	<p>PC provided an update with regard to the plan to relaunch the scheme, which is a key action of the WRES and WDES Action Plans. Staff to be targeted are ethnic minority staff, at band 8a+ and staff with a long-term health condition or disability. The process will commence in October 2021 and all Board members and senior leaders will be offered training.</p> <p>KH discussed the External Reach mentoring scheme which has been running over the last year; five members of staff from ethnic minority backgrounds have participated. The scheme has proved to be very effective with three of the staff on the programme gaining promotions within their current roles.</p> <p>FL added another important aspect is for senior leaders to gain the perspective of some of our ethnic minority and disabled staff and learning to be gleaned from this.</p>	
<b>PA.9.21.8</b>	<b>Workforce Growth and Transformation Sub-Group</b>	
	<p>JH gave an update of the Group and the contents of its workplan, the detail of which is currently being worked on and the areas for focus and timescales. Different members of the organisation will be co-opted in to support with the aims of the workplan as required.</p>	
<b>PA.9.21.9</b>	<b>Estates and Facilities Workforce Update</b>	
	<p>KS briefed the Academy on the work undertaken in Estates and Facilities around colleague engagement and the various communication and briefings held with staff across the Trust. Any gaps found in these communication methods will be addressed, and senior leadership are soon undertaking walkabouts to engage with staff and use it as an opportunity to encourage completion of the staff survey.</p> <p>An initiative is currently being worked on in conjunction with Organisational Development looking at mental health support and a mental health first aider for Estates and Facilities staff which will hopefully help to reduce sickness absence.</p> <p>Through the Senior Management Team the Back to the Floor programme continues to be run with the next one working with the Waste Team. The programme provides an opportunity to engage with staff and listen to them and their perceptions of their roles, the Trust and the management team, to determine what works well and what does not work well. The aim is to improve relationships between management and the teams and good feedback has been received on sessions which have already taken place.</p> <p>In terms of the apprentice programme KS advised this is well established with a number of apprentices within Clinical Engineering and Estates. The programme also provides an opportunity to support succession planning within Estates and Facilities as a number of staff are approaching retirement age. PC queried if apprenticeship pathways have been considered for roles such as porters, ward hospitality positions and cleaners, and KS confirmed these are included in the work to be done and work will be done looking at what pathways exist that can be worked alongside.</p>	

	<p>Alongside the apprentice programme is the Kickstart programme with an appointment already made from the first cohort and further appointments planned.</p> <p>AS asked if personal development opportunities could be included going forward for Estates and Facilities staff and KS confirmed work is taking place with Organisational Development in this regard.</p>	
<b>PA.9.21.10</b>	<b>Nursing Recruitment and Retention Plan</b>	
	<p>JH provided a presentation and commented on the following.</p> <p>Safe staffing continues to be a challenge, especially over the last three months with various activities undertaken to assess the wellbeing of staff and patients, reviewing patient needs, available staff and how they are deployed into the appropriate areas to provide the support required. A significant amount of senior nurse scrutiny, decision making and prioritisation is undertaken, liaising with colleagues appropriately.</p> <p>A quality and safety trigger tool initiated at the start of the pandemic continues to be used which provides assurance and is a mechanism for recording and escalating concerns.</p> <p>In relation to Registered Nurse recruitment there are currently 90 whole time equivalent vacancies and pipeline work continues to fill these posts. Working in conjunction with the University of Bradford and University of Bolton an increased number of student placements are provided, and we undergo recruitment activities to secure those nurses joining us in the organisation. This has seen 66 nurses joining which is the usual outturn of nurses.</p> <p>Development and growth of our workforce continues, with 20 apprentice trainee Nursing Associates commencing in December and a further 20 in March 2022. The appetite for this programme has not diminished with a high level of interest from both current staff wanting to develop and external people wanting to join.</p> <p>Registered Nursing degree apprenticeships continue which is a four year programme culminating in a nursing degree, and apprentices are already in place.</p> <p>Another popular programme for trainee Nursing Associates entails them working with us for a year as Registered Nursing Associates after which they are eligible to apply for a top up if they wish to become Registered Nurses. 20 nurses will top up to become full Registered Nurses from February 2022 onwards.</p> <p>A recent six monthly establishment review was undertaken resulting in agreement to invest in 14 whole time equivalent Registered Nurses, particularly around supporting ongoing requirements in respiratory nursing.</p> <p>International recruitment continues with 18 nurses having recently joined the Trust and a further 12 joining shortly. National conversations are also taking place and with the international recruits around Stay and Thrive which look at career progression for them.</p>	



	<p>We are still experiencing a significant challenge with the recruitment of Health Care Support Workers and as a result of the establishment review an increase of 55 whole time equivalents has been agreed. The current vacancy rate stands at 28.43 whole time equivalents. Band 2 and band 3 vacancies remain with the band 3 vacancies proving difficult to fill, however recruitment efforts to fill these continue.</p> <p>The Step into Kindness programme received a good response and other initiatives are being explored to engage with the local community to recruit additional Health Care Support Workers.</p> <p>NHS England provides a wealth of support around all elements of recruitment and weekly meetings take place around international and Health Care Support Worker recruitment, and additional funding has been made available to support new recruits pastorally and in their development.</p> <p>Various initiatives are also taking place around the retention of the different staff groups with as many educational activities as possible continuing throughout the pandemic.</p> <p>A small number of refugee nurses have been recruited and this is an area it is hoped to expand.</p> <p>The restart of band 5 – 7 development programmes is proving challenging as a result of the ongoing staffing challenges.</p> <p>Any nurse leavers have the opportunity to attend an exit interview with a Lead Nurse and opportunities to move into another area within the organisation are explored if they wish to develop their skills or expertise further.</p> <p>An accelerated Care Certificate programme is run for Health Care Support Workers which is proving popular especially with regard to work-life balance.</p> <p>The provision of functional skills and level 3 qualifications continues for Health Care Support Workers.</p> <p>The NHSE initiative for the new professional nurse advocate role is also being rolled out and nurses are joining the course.</p> <p>In relation to the Safecare digital reporting tool ASa asked for further information in relation to its functionality. JH provided detail of how the system works and explained it is purely focussed on in-patient wards, Registered Nurses and Health Care Support Workers to enable reviews around safe staffing.</p> <p>RS emphasized to the Academy the daily challenge of maintaining safety and skills mix whilst dealing with staff sickness levels and ward moves, and acknowledged, commended and thanked the staff for their flexibility, creativity and resilience. This was echoed by KW.</p> <p>AS asked as some of the staff absences are in relation to stress and</p>	
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	<p>anxiety, what practical interventions are being used to manage those stress levels and general low morale. JH explained due to the activities undertaken to support and keep patients safe these can be at the detriment to staff, and therefore the matrons continue to speak to staff in the clinical areas regarding any concerns they may have, their wellbeing, and any support they require. Conversations also take place with staff in relation to any sickness absence and the reasons for this and any assistance they need.</p>	
<b>PA.9.21.11</b>	<b>Nurse Staffing Data Publication</b>	
	<p>JH advised there is still a significant increase in terms of acuity and dependency of patients which is replicated in other Trusts. We are also experiencing an increase in the number and acuity of patients with mental health conditions.</p> <p>JH also commented there has been a rise in the number of incidents relating to staffing, however staff are encouraged to incident report near misses and any potential resulting harm, and where provision of a service is not possible due to staffing issues.</p> <p>Fill rates over the last three months have been reasonably static at 80% for Registered Nurses during the day, with an increase for night shifts.</p> <p>Health Care Support Workers fill rates have dropped and an incentive rate of pay exists, with additional hours being monitored from a health and wellbeing perspective.</p>	
<b>PA.9.21.12</b>	<b>Staff Survey Action Plan / Staff Survey Update</b>	
	<p>CS referred to the paper already circulated which details the key priorities and progress achieved against the 2020 action plan. She highlighted the development and launch of the pathways for our leaders which have received good engagement, and provided further information in relation to each pathway. Recruitment selection for managers training has also taken place. CS commented that good progress has therefore been made on the training aspect of developing our leaders.</p> <p>KW and RS expressed their support for the initiatives and noted the importance of them. RS asked what actions are being taken to recruit a diverse mix of people to the early leadership programmes and CS confirmed it is an area which needs concentrating on. KH alluded to the WRES and WDES action plans which are looking into this, and focus needs to be on the engagement element in conjunction with the staff networks. PC commented on the importance of appraisal discussions taking place and perhaps looking at the supporting resources available for managers in relation to these. AS asked if some of the work could be fed into the wider EDI strategy and KH confirmed there will be objectives around workforce and engaging with networks to ensure staff are aware of the programmes, and to assist with overcoming personal barriers and lack of confidence in recruitment and selection.</p> <p>Other key actions are around wellbeing conversations with a challenge remaining to encourage staff to record when a wellbeing conversation has taken place. This is not a mandatory requirement and only 32 have been recorded at present, however over 130 staff</p>	



	<p>have attended the webinars so far.</p> <p>With regard to civility a high level action plan has been formulated covering items such as developing our behaviour framework, an awareness campaign, the development of a senior leadership summit, work in relation to Just Culture, and policy reviews.</p> <p>In relation to staff engagement the launch of the new employee experience brand Thrive is taking place via a series of roadshows. Thrive encompasses a new intranet site with an employee platform which is accessible from any device. This looks at culture change and giving an identifiable brand which staff can feel part of.</p> <p>Invitations were issued a week ago for staff to complete the staff survey and the response rate currently stands at 11% against a target for this year of 55%, compared to a target of 44% for last year. To encourage responses initiatives taking place this year include weekly incentives, walkarounds, and targeted work with Estates and Facilities staff and other areas with traditionally lower response rates. Initial high level results from the survey are expected in December with benchmarked results being received between February and March 2022 which will then be shared with the Academy.</p> <p>KW asked how communication of the whole picture in terms of recruitment successes etc is done and are people given the time to listen, so they understand things are moving in the right direction. CS commented that Thrive is crucial in this regard as it provides an identifiable brand that staff will feel a part of, and the support and services available are accessible in the one place. The staff survey is also a mechanism for assuring staff of the importance of providing their views and getting their voices are heard.</p>	
<b>PA.9.21.13</b>	<b>Flu / Vaccine Booster Update</b>	
	<p>PC advised the flu campaign has now been launched with direct patient facing staff being prioritised. Sessions are being held on the concourse at BRI, through mobile clinics and via Occupational Health nurses visiting wards and departments. A number of peer vaccinators are currently being trained. The flu vaccination will also be available at the same time as receiving Covid booster jabs.</p> <p>JH informed the Academy the launch of the Covid booster vaccinations takes place on Friday 1<sup>st</sup> October 2021 and details will be issued to the Trust to allow staff to book a vaccination. Predominantly frontline staff will be encouraged to book initially, and there needs to be a six month gap between receipt of the second Covid vaccination and the booster jab. The boosters will be provided at a static clinic based in the Sovereign Lecture Theatre.</p> <p>In relation to the participants of the Novovax Trial RS said there is an issue as it remains an unlicensed product and is not viewed as a recognised product outside the UK. It has been confirmed the trial participants can be offered the Pfizer booster and work continues around the issue of offering a new primary course of the vaccine.</p>	
<b>PA.9.21.14</b>	<b>Freedom to Speak Up Audit Report</b>	
	PC asked the Academy to note that the Trust was given significant	

	<p>assurance that we have effective processes in place for staff to raise a concern. There are a number of minor recommendations in the report, some of which are due to the impact of Covid.</p> <p>The report was noted by the Academy.</p>	
<b>PA.9.21.15</b>	<b>Any Other Business</b>	
	<p>There was no other business to discuss.</p> <p>KW expressed her thanks to the people teams across the Trust for all their hard work.</p>	
<b>PA.9.21.16</b>	<b>Matters to Escalate to Other Academies</b>	
	There were no other matters to share with the other Academies.	
<b>PA.9.21.17</b>	<b>Matters to Escalate to the Board of Directors</b>	
	There were no items to escalate to the Board of Directors.	
<b>PA.9.21.18</b>	<b>Date and Time of Next Meeting</b>	
	27 <sup>th</sup> October 2021, 1100–1300	

### ACTIONS FROM PEOPLE ACADEMY – 29<sup>th</sup> September 2021

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA21032	29/09/2021	<b>PA.9.21.7</b>	<b>Diversity / Belonging:</b> KW also asked if an update can be provided at a future meeting in relation to the civility work being undertaken and the difference it is hoped to make. PC advised the approached was signed off at the Executive Management Team meeting on 27 <sup>th</sup> September 2021 and the paper will be presented at the October Academy meeting.	Head of Organisational Development	24/11/2021	Item deferred to People Academy 24 <sup>th</sup> November 2021.