

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	Karen Walker, Non-Executive Director, 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 29 September 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 29 September 2021		
Previously approved at:	Committee/Group	Date	
	N/A		

Meeting held 29 September 2021

Key Matters Discussed
<p>1. People Academy dashboard</p> <p>Reporting continued with limited metrics as the dashboard review progressed. There had been a reduction in the use of agency staff, and a slight increase in the usage of bank staff. The reduction in agency was due to the difficulty filling shifts not the Trust trying to reduce agency spend. The Trust reported a staff turnover increase from 10.01% to 11.06% in-month which was back to pre-pandemic turnover rates; however this remained within the Trust's tolerance of between 10-12%. In addition to retirement, it was reported that colleagues had chosen to leave to improve their work/life balance. The Flexible Working Policy had been approved, and would be launched soon, which would allow all colleagues the opportunity to seek flexible working arrangements in their roles.</p> <p>A key focus of the discussion related to sickness absence. As previously advised the Trust did not benchmark well comparatively against other Trusts and work had now commenced with Bradford District Care Foundation Trust (BDCFT) who had reported similarly to the Trust, to identify areas for improvement.</p> <p>The equality metrics would be updated in October but it was noted that the metric relating to BAME Senior Leaders would continue to be closely monitored and a number of actions had been included within the Workforce Race Equality Standards (WRES) action plan to identify areas to improve performance. The updated WRES action plan would be presented to the People Academy in October 2021.</p> <p>2. Strategic Risks relevant to the academy</p> <p>Risk ID 3489 – the risk that staff will have a poor experience due to reduced staffing levels and the need to move staff had been increased to a rating of 20. The impact of the COVID-19 pandemic alongside recovery continued to put pressure on staff and the Trust's services. Mitigations included the nursing recruitment and retention plan that was discussed at item 6.</p> <p>Risk ID 2944 – the risk that the current staffing model in Theatres will not be able to support the</p>

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

Trusts requirement with the restart of elective surgical lists following the COVID-19 response was highlighted.

Risk ID 3561 – the risk that the organisation does not provide a safe working environment for staff during the COVID-19 pandemic had been reduced. Although community levels of infection remained high, social distancing working arrangements had been maintained, home working where possible continued and regular communications were sent to staff.

The Director of HR asked Academy members to consider the safe staffing mitigations included in the recruitment and retention report when considering the risks.

3. Diversity / Belonging

WRES Disciplinary Data Submission Change and 2021 Update

Since the initial report to the People Academy in May 2021 the national Workforce Race Equality Standards (WRES) team had made a change to Indicator 3 which would see disciplinary data submitted for a 1-year period (01/04/2020 – 31/03/2021) as opposed to 2-year rolling period. The revised report indicated that whilst there had been a significant decrease in the number of staff entering the formal disciplinary process due to the pause in employee relations work during the COVID-19 pandemic, Ethnic Minority staff members were 1.91 times more likely to enter the formal disciplinary process than White staff. However it was noted that data from the first five months of 2021/22 is showing an improved position, with Ethnic Minority staff being less likely to enter the formal disciplinary process when compared to White staff. The Disciplinary Policy would be reviewed to improve the length of the disciplinary process. Mediation training had been sourced to support informal conflict resolution. It was agreed that an update would be provided at the next Academy meeting on the civility work taking place.

Gender Equality Focus Group Feedback and Academy Views on Action Plan Development

A number of Gender Equality Focus Groups had been held during August which saw good attendance and feedback from people providing lived experience. Key themes identified include:

- The need to increase engagement with aspiring females and to increase females in senior management roles.
- Explore potential blockers for women progressing including flexible working.
- Explore the underrepresentation of men at middle levels of the organisation and to challenge the roles that were traditionally stereotyped as 'female' roles.

International Women's Day takes place during the month of March and therefore the Trust would increase engagement with women in senior positions and invite aspiring women to share their lived experiences.

Reciprocal Mentoring

Prior to the COVID-19 pandemic the Trust had planned to commence the Reciprocal Mentoring Programme which would see staff from underrepresented groups invited to take part in the scheme with Board members and senior managers to share their experiences with the addition of the relationship between the mentor and mentee being reciprocal in nature. The Trust would commence this programme in October 2021.

4. Workforce Growth and Transformation Sub-Group

The Workforce Growth and Transformation Sub-Group had been established. The work plan was

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

in the development stages and would be based on identified gaps so that proactive improvements could be made.

5. Estates and Facilities Workforce Update

The Academy received an update on the five key work streams underway within the Estates and Facilities team:

- A Colleague Engagement Plan had been developed to set out the types of communication and briefings that would take place with staff, with an aim to ensure that there was clear visible leadership, engagement and feedback.
- There was a focus on mental health support and mental health first aid training was being explored.
- The senior management team had engaged with the 'back to the floor' programme.
- Apprenticeship programmes had been embedded within the service including that of an Apprentice Painter and Admin and Clinical Engineering with scope to consider in the Facilities workforce

6. Nursing Recruitment and Retention Plan

The Academy received a presentation on the Trust's Nursing Recruitment and Retention Plan. The key points from the discussion were:

- Staffing continued to be a challenge, however assurance was provided on the procedures in place to manage this on a day-by-day basis. Senior nurses undertake an assessment on the number of patients and available staff to inform the decision making process of how staff are deployed into relevant areas. An escalation process was also in place.
- It was reported that there was a vacancy rate of 90WTE registered nurses; however the Trust had recruited 66WTE nurses who commenced in September 2021.
- A cohort of twenty Trainee Nurse Associates would commence in December 2021, followed by a further twenty in March 2022.
- A cohort of 25 would commence the four-year Registered Nurse and Degree Apprenticeship programme in February 2022.
- Following an establishment review, funding had been approved for the addition of 14WTE registered nurses to support ongoing requirements within the respiratory department.
- The Trust welcomed 18 international nurses who had settled well and were receiving good support from the Trust. A further 12 were due to commence.
- There had been an increase of 55WTE Healthcare Support Workers (HCSW) from the safe staffing review. A programme to develop and retain HCSWs was in place.
- Retention activities continued within the Trust which included development programmes, robust induction programmes and opportunities to transfer to other areas to develop different expertise.
- NHS England had developed a Professional Nurse Advocate programme which the Trust had engaged with. Work was underway to identify how this would progress at BTHFT.
- The Trust was exploring the use of the Safer Care Digital Tool within the e-roster system based on the Safer Nursing Care Tool which would provide a digital solution to the management of patients and the required skill-mix of the nursing workforce.

7. Nurse Staffing Data Publication

The Academy received a report on the mandatory nurse staffing data for June-August 2021 which highlighted:

- There had been an increase in the number of patients presenting with mental health conditions.

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

- Fill-rates of staff per shift remained a challenge. This was due to the enhanced care required for individual patients, the increase in nursing numbers required to provide non-invasive ventilation support, sickness absence, COVID-19 related absence, vacancies and the need to support annual leave.
- There was an additional rate of pay in place for registered nurses and healthcare assistants however the fill rate had not significantly increased and the number of shifts requested had increased. Trusts across the region were in a similar position.

8. Staff Survey Action Plan / Staff Survey Update

The report included the progress made against the 2020 NHS Staff Survey Action Plan. The Academy noted and discussed the following:

- The Trust's developments/launch of a Leadership Development Pathway programme which consisted of four programmes for aspiring leaders, developing leaders, progressing leaders and advancing leaders. The first two programmes had been launched and had seen good numbers of registrants. The progressing leaders course would be launched week commencing 04 October 2021 and the advancing leaders course would be launched during 2022.
- Wellbeing conversations started in June 2021. A suite of webinars were developed and had been delivered to over 130 members of staff. Although not mandated wellbeing conversations could be recorded on ESR to enable to Trust to capture how many wellbeing conversations had taken place.
- A high-level 'Civility in the Workplace' action plan had been developed which would include training for all colleagues, to be delivered during Q4 2021/22.
- The Trust would launch its new employee experience 'Thrive' platform week commencing 04 October 2021 - a one-stop-shop for wellbeing offers, employee voice and recognition.

The 2021 Staff Survey was launched on 20 September 2021 and to date there had been an 11% response rate. The Trust received a response rate of 44% during 2020. The target for 2021 was 55%.

9. Flu / Vaccine Booster Update

The 2021 flu campaign was launched on 23 September 2021. Initially patient-facing staff would be prioritised. The COVID-19 booster vaccination programme would commence on 01 October 2021 as a booked service, initially available to staff that received their second COVID-19 vaccination during the months January-March 2021. Flu vaccine would also be available at these sessions.

It was noted that some staff had been impacted by taking part in the Novavax trial. As it was an unlicensed product, it was not recognised as part of the 'vaccine passport' if staff travel to the EU. The staff affected would be offered the COVID-19 booster vaccine and the Trust would continue to support those affected, and would be led by national guidance.

10. Freedom to Speak Up Audit Report

The Trust received a significant assurance rating following the Freedom to Speak Up audit. In particular it was reported that the Trust had effective processes in place for staff to raise a concern.

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 Chair of the Academy, I would like to thank the People Team and all staff involved in supporting Trust staff through a challenging time.

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

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

None

New/emerging risks

There were no new risks.

Recommendation

The Board is requested to note the discussions, actions and outcomes from the People Academy held on 29 September 2021.