

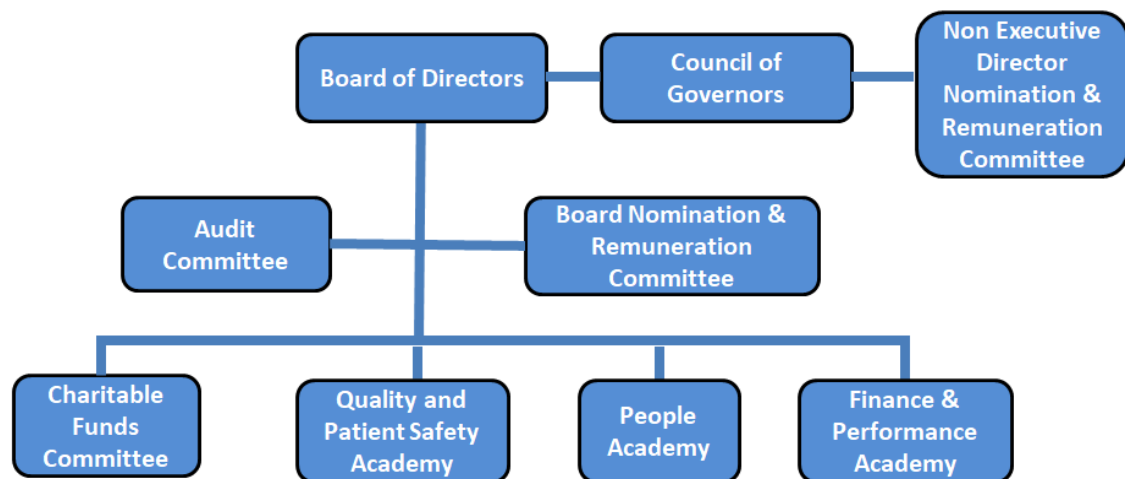
People Academy Annual Report 2021/22

1. Introduction

Good practice requires that the Trust's Board of Directors ('the Board') should review the performance of its Committees and Academies annually to determine whether they have been effective, and whether further development work was required.

1.1 Board Governance Structure

The Board and Committee/Academy Structure is outlined below:



During 2021/22, the Trust has continued to embed its Academy governance model, which was developed and introduced in the latter half of 2020/21. Academies were introduced to focus on learning, improvement and assurance in relation to quality and patient safety; people; and finance and performance. The Terms of Reference and work plans were approved in March 2021.

A Regulation & Assurance (R&A) Committee was also introduced as an interim measure during 2020, to mitigate the governance risks at a time when we were unable to have regular Board and Committee meetings due to the pressure of the pandemic, and it was subsequently included in the revised governance structure. As we resumed "normal business" with a full suite of Academies and Board meetings, it was agreed to disestablish the R&A Committee and revert to using the Board as the cornerstone of our governance model with a clear line of sight to academies responsible for learning, improvement and assurance. As they were now reporting directly to the Board rather than the R&A Committee, it was agreed that all academies would be chaired by a Non Executive Director (although it should be noted that the F&P Academy was chaired by a NED throughout). This change was implemented from September 2021.

1.2 Scope of this Annual Report

This annual report incorporates a summary of the activities of the People Academy during and in respect of 2021/22. The period reported on is from **April 2021 to March 2022**.

2. People Academy Terms of Reference

As noted above, since September 2021 the People Academy has reported directly to the Board.

The Terms of Reference of the Academy were reviewed and approved by the Board of Directors in September 2021 and were attached at Appendix 1.

2.1 The role and objectives of the People Academy

The purpose of the People Academy is to seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust.

The Academy supports the Board by actively seeking assurance of compliance with legal and regulatory requirements relating to people, oversees the delivery of action plans, for example relating to the staff survey and Workforce Race Equality Standard, and monitors a range of metrics including safe staffing levels, sickness absence and turnover. Working groups have been set up to align with the commitments within the NHS People Plan, and these report to the Academy on a regular basis. The Health & Safety Committee now also reports to the People Academy (rather than the Quality & Patient Safety Academy), the first report will be presented in June 2022.

2.2 Reporting requirements

It is the duty of the Academy Chair to report to the Board on the Academy's activities on a timely basis.

Reports from the Academy Chair are presented at the public meetings of the Board of Directors. These reports highlight the key items discussed and draw attention to any issues that require disclosure, or may require executive action.

The minutes from meetings of the Academy are also presented to the Board once approved, for information and assurance.

The Academy is also required to present to the Board an annual report summarising the Academy's activities and the assurance received and provided, and outlining its work plan for the future year. This report will be presented to the Board in July 2022.

The Chair of the Academy is satisfied that the Academy fully complied with its reporting requirements during and in respect of 2021/22.

3. Membership and attendance record during and in respect of 2021/22

From April 2021 to March 2022 the Academy met 10 times. In January 2022, due to operational pressures being experienced at the time and in line with the 'reducing burden' guidance received from NHS England and Improvement, the Academy held a briefing meeting with a shortened agenda.

Membership and attendance is recorded in the table below.

Membership / Meeting dates	28/04/21	26/05/21	30/06/21	28/07/21	29/09/21	27/10/21	24/11/21	26/01/22	23/02/22	30/03/22	Total
Karen Walker (Chair)	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	8 / 10
Altaf Sadique, Non-Executive Director	✓	✗	✓	✓	✓	✗	✓	✓	✓	✗	7 / 10
Jon Prashar, Non-Executive Director	✓	✗	✓	✓	✓	✓	✓	✓	✓	✗	8 / 10
Selina Ullah , Non-Executive Director	✓	✓	✓	✓							4 / 4
Sughra Nazir, Non-Executive Director								✓	✓	✓	3 / 3
Pat Campbell, Director of HR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10 / 10
Ray Smith, Chief Medical Officer	✓	✓	✗	✓	✓	✓	✓		✓	✓	8 / 9
Karen Dawber, Chief Nurse	✗	✓	✓	✓	✗	✓	✓	✓	✓	✗	7 / 10
Chris Smith, Deputy Director of Finance	✗	✗	✗	✗	✗	✗	✗		✗	✗	0 / 9
David Smith, Director of Pharmacy	✓	✗	✓	✗	✓	✗	✓		✓	✓	6 / 9
David Hollings, Deputy Chief Digital and Information Officer	✗	✗	✗	✗	✗	✗	✗		✗	✗	0 / 9
Faeem Lal, Associate Director of HR	✓	✓	✓	✗	✓	✓	✗	✓	✗	✓	7 / 10
Cat Shutt, Assistant Director of HR/Head of Organisational Development			✓	✓	✓	✓	✓		✗	✓	6 / 7
Lisa Fletcher, Assistant Director of HR	✓	✓	✓	✓	✓	✗	✓		✓	✗	7 / 9
Amanda Grice, Workplace and Wellbeing Centre Manager	✓	✓	✗	✓	✗	✗	✗		✗	✓	4 / 9
Kez Hayat, Equality, Diversity and Inclusion Manager	✓	✓	✓	✓	✗	✓	✓		✓	✓	8 / 9
Rachael Waddington, Deputy Director of Operations	✗	✓	✓	✗	✗	✗	✓		✗	✓	4 / 9
Jo Hilton, Assistant Chief Nurse	✓	✗	✗	✓	✗	✗	✗	✓	✗	✓	4 / 10
Amanda Hudson, Head of Education	✓	✓	✗	✓	✗	✗	✗		✗	✓	
Amandeep Singh, Partnership Lead / Chair - RESIN Network	✓	✓	✓	✗	✗	✓	✓		✗	✗	5 / 9
Louise Robinson, Chair – Enable Staff Network	✓	✗	✓	✗	✓	✓	✓		✗	✗	4 / 9
Jane Britton, Chair – LGBT Staff Network	✗	✗	✗	✗	✗	✗	✗		✗	✗	0 / 9
Jane Kingsley, Lead Allied Health Professional	✓	✓	✓	✓	✗	✓	✓		✓	✓	8 / 9
Alex Brown, Deputy Medical Director	✗	✓	✓	✗	✓	✓	✓		✗	✗	5 / 9
Denotes period when not a member of the Committee:			Attended:		✓	Didn't attend:		✗			

The People Academy meetings were also attended by the Associate Director of Corporate Governance/Board Secretary. Other members of staff were invited to attend meetings when appropriate to discuss specific matters related to their roles.

4. Summary of the work of the Academy during and in respect of 2021/22

During the year, the Academy focused on people related items under two key headings: learning and improvement, and assurance.

4.1 Learning and Improvement

4.1.1 Our People

Looking after our People: The Academy received bi-monthly updates on how the Trust endeavoured to look after its people. The reports included updates on the current position, sickness absence trends, the wellbeing offer to colleagues and the approach to be taken to continuously improve areas such as culture, civility and respect.

NHS People Promise Exemplar Site: The Trust had received funding for a 12-month People Promise Manager post, as one of twenty three Trusts being classed as a people Promise exemplar site, which would see an improvement cycle approach to how the Trust puts interventions against the People Promise pillars into place to improve retention.

4.1.2 NHS Staff Survey

2020 NHS Staff Survey Results: During the year, the Academy received assurance on progress made against the 2020 NHS Staff Survey Results. The key priorities following the analysis of the results were:

- Safe environment – bullying and harassment
- Immediate managers – investment in skills & leadership
- Team Work
- Improving morale – ‘feel good factor’
- Staff engagement – give staff a voice – motivation and ability to contribute

In March 2021 the Academy was advised that due to challenges seen during the year, many actions had been delivered, but there were a number of outstanding actions which would be incorporated into the 2021 NHS Staff Survey Action Plan.

2021 NHS Staff Survey Results: The Academy received a comprehensive presentation in March 2022 detailing the results of the 2021 NHS Staff Survey. The Trust received a response rate of 47.2%, its highest ever response. Following a review of the results, the Trust had considered five priority areas for 2022, which would be subject to further engagement with an interest in Academy member views:

- Improve staff engagement levels and morale.
- Improve communication to colleagues regarding the ‘employee offer’.
- Focus on colleagues feeling valued in the workplace.
- Focus on team effectiveness, the role of line managers and team working.
- Ensure that colleagues feel confident and safe to speak out.

The Academy will continue to monitor progress against the actions.

4.1.3 Freedom to Speak Up

During 2021/22 the Academy received quarterly reports on Freedom to Speak Up (FTSU), including one which provided an overview on the previous financial year. Through comprehensive reports, the Academy was informed of the number of concerns raised, the staff groups they were coming from and the category they aligned to.

The Academy received assurance following the audit undertaken by Audit Yorkshire into 'speaking-up' arrangements within the Trust. The report was received in December 2021. The Trust achieved a rating of 'significant assurance' from the audit.

During the year, the FTSU Group had recruited a further nine FTSU Associate Guardians whose role it was to provide guidance and advice to those working within the Trust, can raise and escalate concerns outside of the normal line management or reporting structures.

4.1.4 Equality, Diversity and Inclusion

Belonging, Diversity and Inclusion: Throughout the year the Academy received regular updates pertaining to belonging, diversity and inclusion within the Trust. The Academy was assured that progress had been made during the year, and would continue throughout 2022/23 with the relaunch of the Staff Equality Networks to further establish and embed their role and remit. EDI focused activities have also taken place within the Trust, including a "Women in Senior Leadership Panel Event" featuring senior women in positions of leadership within the Trust to offer their personal, reflective and inspirational professional journeys.

Workforce Race Equality Standard (WRES) / Workforce Disability Equality Standard (WDES) / Gender Equality Action Plans: In October 2021 the Academy received and approved the actions plans aligned with the Trust's requirement to submit annual data to NHSE/I on the workforce in terms of its race and disability demographic, and the government requirement to report annually on our gender pay gap.

4.1.5 Kindness and Civility

In March 2022 the Academy received a joint update on embedding kindness and civility within the Trust, including the initial 6 month work plan which would be overseen by the Civility Project Board, with quarterly updates to the Academy.

4.1.6 Recruitment and Retention

Workforce Growth and Transformation: The Academy received regular updates from the Workforce Growth and Transformation Sub-Group whose activities and action plan was linked to:

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

Nursing Recruitment and Retention Plan: The Academy received a comprehensive update and report on the nursing recruitment and retention plan biannually. Staffing continued to be a challenge; however the Academy was assured that there was a robust plan in place to tackle this. The Board had approved the business case to increase the number of health care support workers by 55wte during the year, although it wasn't expected that these posts would be fully recruited to until 2022/23. There was a continued focus on the 'grow your own' model which would see the continuation of development opportunities for the workforce to develop through apprenticeship programmes such as the Trainee Nurse Associate apprenticeship or the Registered Nurse Degree apprenticeship programme. The Trust had recruited a number of international nurses during the year, all of which had

successfully passed their Objective Structured Clinical Examinations (OSCE), and were registered nurses with the NMC as a result.

4.1.7 Training and Education

Statutory and Mandatory Training compliance reporting was paused during the COVID-19 pandemic, however the team continued to run shadow reports to identify and deal with areas of risk. Board reporting resumed in January 2022. The Mandatory Training Policy had been reviewed and approved by the Executive Management Team (ETM) in January 2022. Mandatory training compliance was reported as 93.44% in March 2020, which reduced to 91.42% by March 2021 and further reduced to 86.01% in March 2022. Action plans were in place to improve training compliance in areas required and the Academy would continue to seek assurance on this during 2022/23.

4.2 Assurance

4.2.1 People Academy Dashboard

The Academy received a monthly dashboard.

During the year, a comprehensive review was undertaken of the metrics that were reported to ensure that what was reported was meaningful and aligned to the NHS People Promise work. The new metrics would continue to be reviewed in terms of meaningfulness and the Academy would continue to seek assurance against progress.

4.2.2 Workforce Report

The Academy received a quarterly Workforce Report which outlined the performance of the Trust in relation to the key workforce metrics and trends. These included data and the analysis against the establishment, bank and agency usage, staff turnover, recruitment, sickness absence, organisational development, pay and pensions.

4.2.3 Delivery of the NHS People Plan

In October 2021 the Academy received an update on progress against the actions arising from the NHS People Plan. Whilst some work had been delayed due to Covid pressures, there was good progress in key areas, for example a new Flexible Working Policy had been developed and launched which was a key priority for action, and the launch of 'Thrive', our new engagement platform for health, wellbeing, development, staff benefits and recognition. We have achieved new and improved staff facilities and a continued review of our health and wellbeing offer.

4.2.4 Guardian of Safe Working Hours

As a requirement of the 2016 Junior Doctors contract, the Academy received a quarterly report, on behalf of the Board, which provided assurance that doctors and dentists in training were working safe hours.

Throughout the year a number of concerns were raised, however, assurance was provided that each exception report was carefully considered and investigated, and where appropriate and necessary action was taken to mitigate the concerns.

4.2.5 Board Assurance for Nurse Staffing

Following the receipt of the NHSE/I published guidance on nursing and midwifery safer staffing, the Academy received a report in February and March 2022 on the Trust's ability to provide evidence against its preparedness, decision-making and its escalation process. Assurance was provided that, whilst the Trust continued to see daily nursing and midwifery staffing challenges, there were robust systems and processes in place to manage this on a daily basis. This would continue to be reported and monitored during 2022/23.

4.2.6 Review of Strategic/High Level Risks

Up to October 2021, the Academy reviewed all risks within its remit which were included on the Strategic Risk Register at each meeting. Following the introduction of a revised escalation process in November 2021, the Academy had reviewed all risks within its remit scoring 15 and above, alongside an overview of the Executive Team's discussion in relation to the risks and any issues raised. The Academy had sought assurance that the risks were being managed appropriately and that the risks recorded were appropriate in the context of the information being presented.

4.2.7 Governance

Work Plan – the Academy reviewed its work plan for 2022 in November 2021. Going forward the work plan will be presented at each meeting to ensure that the plan is kept up to date and that all appropriate items are included.

Interim Effectiveness Review – an interim effectiveness review was undertaken in July 2021. Academy members were asked to consider the following - was the membership appropriate, what works well, what could be improved and any other feedback. A small number of responses were received (5). There was positive feedback on what was working well and members were benefitting from the rich content and the deep dives on certain topics. There were some good suggestions for improvement particularly with regard to communicating information out across the Trust, and reviewing the length of the meetings.

5. Conclusion

The Academy believes that during 2021/22 it took reasonable steps to perform its duties as delegated by the Board and specified in its terms of reference. The Academy has reviewed all relevant items in line with its Terms of Reference and work plan.

Karen Walker
People Academy Chair

May 2022

Appendix 1

People Academy Terms of Reference

Purpose	To seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust.
Responsible to	Board of Directors
Delegated authority	<p>The Academy is authorised to investigate any activity within its terms of reference. It is further authorised to seek any information it requires from any employee of the Trust and invite them to attend the Academy to contribute to a discussion or to enable the 'lived experience' to be captured as part of the debate.</p> <p>The Academy may make a request to the executive management team for legal or independent professional advice. The Academy may request the attendance of external advisers with relevant experience and expertise if it considers this necessary to either contribute to an agenda item or to run development sessions for its members.</p>
Duties	<p>Assurance:</p> <ul style="list-style-type: none"> • People Dashboard and metrics to include safe staffing • To receive and review the Strategic Risks (with a risk score of 12 or more) or any other risks identified or being managed by the Trust allocated to it by the Board of Directors, monitoring progress made in mitigating those risks, identifying any areas where additional assurance is required, and escalating to the Trust Board as agreed by the Academy. • Delivery of the NHS People Plan • Ensuring compliance with relevant legislation and regulations relating to People. • Ensuring delivery of action plans to include but not restricted to the NHS Staff Survey, WRES and WDES action plans • CQC standards relating to People • Make recommendations to the Audit Committee concerning the annual programme of Internal Audit work and work with the Audit Committee to ensure effective scrutiny of the risks and systems of internal control related to people matters. • Consideration of relevant internal audit reports.

	<ul style="list-style-type: none"> • In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues. <p>Learning: To develop good practice and recommend the consideration of innovative approaches to people practices within the Trust</p> <ul style="list-style-type: none"> • To learn from other Organisations who are considered the ‘best’ employers in the Trust’s ambition to become an outstanding Organisation • To learn from Employment Relations/Employment Tribunal cases to inform policy/practice change • System/partnership working <p>Improvement:</p> <ul style="list-style-type: none"> • To improve people practices • To oversee the development and implementation of action plans following the NHS Staff Survey results to drive improvement • To ensure the development of a just and compassionate culture within the Trust • To improve leadership capacity and talent management
Sub-Groups	<p>New ways of working and delivering care Growing for the future/Recruitment and Retention Looking After Our People Health, Safety & Resilience Committee</p> <p>Whilst not reporting to the Academy, the Academy will be mindful of the work of the Equality and Diversity Council (EDC) as it affects people management and practices. A workforce sub-group will be tasked to lead pieces of work or undertake research, which will feed into the People Academy as well as the EDC as agreed.</p>
Chairing arrangements	<p>The Academy will be chaired by a Non Executive Director. In the absence of the Chair, the Deputy Chair (who is also a Non Executive Director) will act as Chair.</p>
Membership	<ul style="list-style-type: none"> • Director of HR • Chief Medical Officer • Chief Nurse • Up to four Non-Executive Directors (including the Chair and Deputy Chair) • Deputy Director of Finance • Director of Pharmacy

	<ul style="list-style-type: none"> • Deputy Chief Digital and Information Officer • Assistant Director of HR/Head of OD • Associate Director of HR • Assistant Director of HR • Workplace and Wellbeing Centre Manager • Equality, Diversity and Inclusion Manager • Deputy Director of Operations • Director of Estates and Facilities • Assistant Chief Nurse • Head of Education • Partnership Lead – BAME Chair Network • Chair – Enable Staff Network • Chair – LGBT Staff Network • Lead AHP • Clinical Lead for Medical Workforce (or Deputy)
In attendance	<ul style="list-style-type: none"> • Associate Director of Corporate Governance/Board Secretary • Head of Corporate Governance • The Academy may invite other employees or external advisors to attend as appropriate • Any non-member NED
Secretary	Secretarial support will be provided by the Executive Assistant or PA to the Director of HR.
Quorum	A minimum of five members, including the Chair or Deputy Chair and at least one Executive Director.
Frequency of meetings	Monthly (except August and December) At the request of the Chair, the Committee may hold meetings by telephone, video link or by email exchange. Normal rules relating to quoracy will apply to such meetings. These meetings will be deemed as standard meetings of the Committee.
Circulation of papers	Papers will be distributed a minimum of three clear working days in advance of the meeting.
Reporting	The Chair of the Academy is responsible for reporting to the Trust Board on those matters covered by these terms of reference through a regular written report. The minutes of the Academy shall also be submitted to the Trust Board for information and assurance. The Chair of the Academy shall draw to the attention of the Trust Board any issues that require disclosure, or may require executive action. The Academy will present a written annual report to the Trust Board summarising the work carried out during the financial year and outlining its work plan for the future year.
Date agreed by the Academy:	28 July 2021
Date approved by the Trust Board:	18 November 2021
Review date:	March 2022