

PEOPLE ACADEMY MINUTES

Date:	25 th May 2022	Time:	1130 - 1300
Venue:	Microsoft Teams meeting	Chair:	Karen Walker, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Mr Altaf Sadique, Non-Executive Director (ASa) - Mr Jon Prashar, Deputy Chair & Non-Executive Director (JP) - Ms Sughra Nazir, Non-Executive Director (SN) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Ms Pat Campbell, Director of Human Resources (PC) - Dr Ray Smith, Chief Medical Officer (RS) - Ms Karen Dawber, Chief Nurse (KD) - Ms Amanda Hudson, Head of Education (AH) - Mr Amandeep Singh, Partnership Lead/BAME Staff Network Representative (AS) - Ms Catherine Shutt, Head of Organisational Development (CS) - Mr David Smith, Director Of Pharmacy (DS) - Mr Faeem Lal, Deputy Director of HR (FL) - Ms Jane Kingsley, Lead Allied Health Professional (JK) - Ms Katie Shepherd, Corporate Governance Manager (KS) - Mr Kez Hayat, Head of Equality Diversity and Inclusion (KH) - Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Ms Ruth Haigh, Staff Experience Manager (RH) - Ms Susan Franklin, Freedom to Speak Up Guardian (SF) 		
In Attendance:	<ul style="list-style-type: none"> - Mr Matthew Howson, Head of Service and Business Development (MH) - Ms Linda Preston, Executive Assistant (LAP) (minutes) 		

Agenda Ref	Agenda Item	Actions
PA.5.22.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Ms Amanda Grice, Workplace & Health Well-being Centre Manager (AG) - Mr David Hollings, Deputy Chief Digital and Information Officer (DH) - Ms Joanne Hilton, Assistant Chief Nurse (JH) - Ms Louise Robinson, Enable Staff Network Representative (LR) <p>Absent</p> <ul style="list-style-type: none"> - Mr Alex Brown, Deputy Chief Medical Officer (AB) - Mr Chris Smith, Deputy Director of Finance (CS) - Ms Jacqui Maurice, Head of Corporate Governance (JM) - Ms Nasaybah Bibi, Enable Staff network Chair (NB) - Ms Rachel Waddington, Deputy Director of Operations (RW) 	

PA.5.22.2	Declarations of Interest	
	There were no interests declared.	
PA.5.22.3	Draft Minutes of the Meeting Held on 27th April 2022	
	The minutes of the meeting held on 27 th April 2022 were approved as an accurate record of the meeting.	
PA.5.22.4	Matters Arising	
	There were no matters arising to discuss.	
PA.5.22.5	Workforce Race Equality and Workforce Disability Equality Standards / EDI Update Report	
	<p>RH referred to the circulated report and analysis on progress and suggested next steps. KH and RH then provided a presentation which showed what our WRES and WDES data was telling us, comparisons with national results, and progress indications.</p> <p>In relation to WRES, KH detailed progress made in relation to the existing WRES Action Plan such as engagement sessions held with targeted groups of staff focussing on concerns around the Covid vaccination. These sessions have also raised interest in the staff networks.</p> <p>Another significant piece of work over the last 12 months has been around raising the profile of the Staff Equality networks, ensuring that they are in line with the national ambitions. A successful launch was held on the national day of staff networks on 11th May 2022. The next steps are to work with the new and existing members of the networks to build on their knowledge of the role and remit of the networks, and to develop work programmes aligned to the Trust's EDI agenda. Good outcomes are beginning to be seen such as additional members of staff coming forward to influence and build the LGBT network and agenda.</p> <p>Excellent feedback has been received following the review of recruitment and selection training which includes focus on the impact of ED&I within recruitment and selection.</p> <p>In terms of next steps it is felt increased focus should be given to ethnic minority staff in leadership roles, personal development opportunities for ethnic minority staff in conjunction with the Organisational Development team eg around interviewing skills, and increased focus on civility in the workplace.</p> <p>Work continues on developing the Trust's Equality, Diversity & Inclusion Strategy and this will be submitted to the People Academy at a future meeting.</p> <p>Further analysis is also to be undertaken around the gap between white and ethnic minority staff accessing non-mandatory training which is significant, looking at what the issues are and possible solutions, and a paper will be submitted to the July People Academy meeting.</p> <p>Questions were received from KW around diverse recruitment panels and from JP in relation to the concept of reciprocal mentoring,</p>	Head of Education PA22019

	<p>coaching and role modelling, building staff confidence, and the concept of representation. JP also asked if work is being considered around appraisal and performance management to ensure staff positively embrace inclusiveness and kindness in their day to day work. KH confirmed a group of staff from ethnic minority backgrounds are members of interview panels for bands 8a and above roles, and work continues to encourage staff with disabilities/long-term health conditions to join the panels. In relation to reciprocal mentoring KH advised this was paused due to the pandemic but is shortly to be relaunched. Staff have also already applied for some of the ICS coaching offers which have recently been shared with the Staff Equality networks. Regarding the wider culture change, work continues to empower managers through the civility in the workplace initiatives with key areas of focus centred around empowerment, accountability and mediation. In relation to appraisal and performance KH said managers are encouraged to discuss Equality, Diversity and Inclusion with focus also being given to wellbeing conversations.</p> <p>RS asked if the WRES data includes medical staff, and also commented that in relation to aspiring leaders we need to consider staff coming through the banding structure to apply for the band 8a and above roles. KH confirmed there are no representation issues within the Trust's medical and dental staff and the minimum level of 35% representation has been reached. KH continued work does need to be undertaken to identify where our talent sits within the organisation, the development of those staff, and looking at the impact and return on investment from our current leadership offers.</p> <p>SN commented that in relation to diverse panels there is a need to ensure staff's involvement is meaningful, and ensuring they are involved from the beginning of the process at the development of the advert and job description stages etc, to which KH agreed.</p> <p>SN asked if data is available around the numbers of people applying for roles and the percentage of these which then go on to be short-listed. SN also asked if it was possible to look at the barriers to staff accessing non-mandatory training and opportunities. KH said an understanding of what these are needs to be included in the existing Action Plan, with focus on encouraging individuals to look at what is on offer and attendance wherever possible. FL added a new operational structure is being developed with a large focus being around succession planning and offering career paths to enable staff to progress.</p> <p>In relation to targeted intervention SN questioned if there are any examples available where positive action has been implemented, particularly in relation to the senior nursing roles recently advertised. KD described the process followed in relation to these and the barriers faced therein.</p> <p>RH then continued the presentation in relation to WDES highlighting the key points which KH then expanded on.</p> <p>JP commented he believes the Trust is making significant progress though in terms of the health profession he considers more needs to</p>	
--	---	--

	<p>be done around disability and some of the other areas given some of the intricacies around views of health etc. He said he would like to learn more around the disability equality training and was happy to have a discussion outside of the meeting.</p> <p>SN asked when the Academy could expect to see finalisation of the EDI Strategy. KH advised the Strategy will be submitted to the Trust's Board for final approval in November 2022.</p> <p>SN also asked how much can/is being done around empowering managers and providing them with a toolkit to address items such as 'banter' which can escalate into bullying/harassment. CS said this is part of the Civility Programme Board's action plan and a toolkit is already available for staff. A meeting recently took place with Dr Chris Turner, Consultant in Emergency Medicine who leads the national Civility Saves Lives work and is one of the key speakers at the Leadership Conference on 20th June 2022 where there will be a large focus on civility. Dr Turner has also agreed to work with the Trust outside of the Leadership Conference to make the civility tools and guides etc accessible to all within the organisation.</p> <p>The Academy approved both the WRES and WDES report/data submissions.</p>	
PA.6.22.6	Looking After Our People	
	<p>FL advised the Academy due to a recent drop in attendance at the Looking After Our People workstream meetings, membership of the group is to be reviewed. Ongoing work continues in relation to Thrive, Civility at Work and Just Culture and where synergies exist the work-strands will be amalgamated.</p> <p>In terms of the People Plan achievements within the plan have been realised and work continues to build on these under the ethos of the People Promise, and to also look more broadly at what is being done within Bradford and ensure this is categorised and aligned to the Looking After Our People agenda and focus.</p> <p>KW asked if output/measures are available and FL advised during the pandemic no updated areas to the overall strategic aims were received, and therefore much of the work was undertaken as part of the Covid response and included within the national People Plan.</p> <p>PC expanded in that with the Trust being a People Promise Exemplar site, this very much follows on from the NHS People Plan in this regard. This is an improvement programme over the next 12 months in terms of the impact of bundles of interventions against the seven elements of the People Promise to assess impact on retention. To assess the impact on retention there will be a requirement to undertake analysis and PC suggested a presentation is made to the Academy at its July 2022 meeting by Carly Wilson, People Promise Manager to provide an update. This was agreed.</p> <p>PC also suggested a presentation is given at the July 2022 Academy meeting by the Trust's Occupational Health and Psychology Services around interventions in place for staff referral rates and waiting times, and qualitative analysis on staff health and wellbeing. This</p>	<p>People Promise Manager PA22020</p> <p>Occupational Health & Psychology PA22021</p>

	<p>was agreed.</p> <p>FL suggested he update the Academy in September 2022 on all the work being undertaken by the Looking After Our People strand and receive any suggestions on other areas to consider. This was agreed.</p>	<p>Deputy Director of HR PA22022</p>
PA.5.22.7	Workforce Growth and Transformation Sub-Group	
	<p>AH gave a verbal update on the group. She advised PC recently shared the new structure across the Place and ICS and the regional approach which has effected a change in their work plans. Following this it was felt it was an appropriate time to move into a pause and reflect phase of our own work plan post-Covid to review membership and determine what our priorities should be which will then be incorporated into the work plan.</p> <p>The priorities currently identified include putting systems, processes and support in place for development of new roles across the Trust. Physician Associate roles in the Trust are to be reviewed, along with the use of the Calderdale Framework to support the workforce transformation work and look at how to implement the free support offered by HEE. It is planned to provide an update in relation to this at the July meeting of the Academy.</p> <p>RS acknowledged the importance of having a Trust wide strategic overview of roles and recruitment into the Trust and reiterated his support for the work being undertaken by the group.</p> <p>The Academy noted the update.</p>	
PA.5.22.8	People Academy Dashboard	
	<p>PC discussed the new metrics provided to the Academy highlighting the key areas, and advised the Glossary is currently being worked on. She invited any views on the new information provided.</p> <p>With regard to the reduction in formal harassment and bullying cases she said a potential wider HR review is required to determine if those deemed as no case to answer could have been handled differently. We do however need to be mindful that in these cases the individual has the right to have a complaint handled formally and so whilst the informal route can be encouraged, it cannot be insisted upon.</p> <p>With regard to non-medical appraisals an incremental month on month dip is being seen and bearing in mind the staff survey results, a paper is to be submitted to the Executive Team Meeting shortly detailing plans to improve performance in this area. Discussions are also taking place at the Executive to CBU and Moving to Outstanding meetings.</p> <p>The stability metric will be revisited as the current information provided could be somewhat misleading.</p> <p>Sickness absence management is being covered in the Exec to CBU meetings with a slight decrease in monthly absence being seen, however this does remain a challenging area in terms of managing short-term absences.</p>	

	The Academy noted the update.	
PA.5.22.9	High Level Risks Relevant to the Academy	
	<p>PC referred to the circulated high level Risk Register and advised the main people risks remain the same in terms of safe staffing around planned and unplanned care and corporate. The risks in relation to children and maternity staffing also remain the same.</p> <p>Risk no 3767 is a new risk aligned to the People Academy around the effectiveness and supply of lone worker devices in maternity. This risk has been recently been discussed by the Executive Management Team and Paul Rice, Chief Digital and Information Officer is seeking further advice around timelines for the replacement of these devices and other mitigations that can be introduced in the meantime. This risk will be kept under close review and also submitted to the Health & Safety Committee.</p> <p>The Academy noted the update.</p>	
PA.5.22.10	Proposed Risk Appetite Statement	
	<p>PC said the risk appetite statement aligned to the People Academy has been revisited in terms of the Academy's strategic objective and ambition as these are not reflected in the current statement.</p> <p>PC asked for the Academy's views on the circulated draft updated Risk Appetite Statement. There were no further amendments/updates suggested by the Academy.</p> <p>PC advised the Statement will be submitted to the Executive Team Meeting and to the July 2022 Board Meeting.</p>	
PA.5.22.11	Freedom to Speak Up Annual Report	
	<p>SF presented the circulated Annual Report and commented on the key highlights including the Freedom to Speak Up (FTSU) policy, the FTSU eLearning package, the recommendations of the Ockenden report, the staff survey results, and the training of the new Associate Guardians who were recruited via the staff networks and expressions of interest across the Trust.</p> <p>She reiterated the roles and responsibilities of all leaders across the Trust in terms of supporting the FTSU Guardians.</p> <p>In relation to the FTSU app SF advised the Academy that all concerns reported are dealt with in the way requested ie some are asked to remain anonymous and it is important in such cases that this is respected.</p> <p>SF also referred to the Equality data which only covers those concerns which are not reported anonymously. It can be seen staff with a disability are reporting their concerns which is pleasing to see. The Academy noted the contents of the report.</p>	
PA.5.22.12	Guardian of Safe Working Hours Annual Report	
	RS referred to the circulated paper and discussed the key highlight	

	<p>points. He also mentioned he is working with Joanna Glascodine, Guardian of Safe Working on how to make the Report into an Improvement Report going forwards which can be used to ensure the offer given to the Junior Doctors is more meaningful.</p> <p>The Academy noted the contents of the Report.</p>	
PA.5.22.13	People Academy Annual Review	
	<p>KW suggested the review of the Academy Terms of Reference is undertaken at the same time as reviewing the results of the Mentimeter covered under Any Other Business, and this was agreed by LP.</p> <p>In the interests of time LP also stated she is happy to receive any comments on the Annual Report from the Academy members by email.</p>	
PA.5.22.14	Place Based Governance Arrangements	
	<p>In the interests of time PC invited members of the Academy to review the draft proposed structure paper circulated and to contact her with any questions outside of the meeting.</p> <p>This was noted by the Academy.</p>	
PA.5.22.15	Any Other Business	
	<p>With assistance from MH, KW led a session reviewing the effectiveness of the Academy using the Mentimeter software.</p> <p>KW will bring the results of the session back to a future Academy meeting.</p> <p>There was no further business to discuss.</p>	<p>Chair PA22023</p>
PA.5.22.16	Matters to Share with Other Academies	
	There were no matters to share with other Academies.	
PA.5.22.17	Matters to Escalate to the Board of Directors	
	<p>There were no matters to escalate to the Board of Directors.</p> <p>PC noted the Equality Report is submitted to the Board of Directors.</p>	
PA.5.22.18	Date and Time of Next Meeting	
	29 th June 2022, 1100–1300.	
PA.5.22.19	For Information: Internal Audit Report – Payroll	
	KW encouraged the Academy members to read the Audit Report circulated.	

ACTIONS FROM PEOPLE ACADEMY – 25th May 2022

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA22014	30.03.22	PA.3.22.13	Workforce Report It was felt that it will be difficult to move our external outsourcing back to internal due to the shortages with our workforce supply that we are seeing. Our internal workforce is unwilling to take on additional work and are minimising the amount of extra shifts they undertake. There has been an increase in retirements and staff returning on lesser hours which is having an impact on our internal staffing model and has financial implications. The Chair suggested that this is discussed further at a future academy meeting.	Director of HR	29.06.22	Workforce Report included on agenda for June People Academy.
PA22015	27.04.22	PA.3.22.8	Statutory and Mandatory Training – how this was delivered/paused throughout the pandemic and progress to date PC suggested she and FA have a discussion outside of the meeting regarding if the correct information is being captured through the Dashboard so the Academy is correctly sighted and this was agreed.	Director of HR / Education Manager	29.06.22	Dashboard has been updated with the correct terminology for mandatory training. Complete

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA22023	25.05.22	PA.5.22.15	Any Other Business With assistance from MH, KW led a session reviewing the effectiveness of the Academy using the Mentimeter software. KW will bring the results of the session back to a future Academy meeting.	Chair	29.06.22	Added to agenda for June People Academy meeting. Complete
PA22019	25.05.22	PA.5.22.5	Workforce Race Equality and Workforce Disability Equality Standards / EDI Update Report Further analysis is also to be undertaken around the gap between white and ethnic minority staff accessing non-mandatory training which is significant, looking at what the issues are and possible solutions, and a paper will be submitted to the July People Academy meeting.	Head of Education	27.07.22	Item added to the agenda for the July People Academy. Complete

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA22020	25.05.22	PA.5.22.6	Looking After Our People PC expanded in that with the Trust being a People Promise Exemplar site, this very much follows on from the NHS People Plan in this regard. This is an improvement programme over the next 12 months in terms of the impact of bundles of interventions against the seven elements of the People Promise to assess impact on retention. To assess the impact on retention there will be a requirement to undertake analysis and PC suggested a presentation is made to the Academy at its July 2022 meeting by Carly Wilson, People Promise Manager to provide an update. This was agreed.	People Promise Manager	27.07.22	Carly Wilson, People Promise Manager invited to attend the July People Academy meeting. Complete
PA22021	25.05.22	PA.5.22.6	Looking After Our People PC also suggested a presentation is given at the June 2022 Academy meeting by the Trust's Occupational Health and Psychology Services around interventions in place for staff referral rates and waiting times, and qualitative analysis on staff health and wellbeing. This was also agreed.	Occupational Health and Psychology Services	27.07.22	Fiona Purdie invited to the July People Academy meeting. Complete
PA22022	25.05.22	PA.5.22.6	Looking After Our People FL suggested he update the Academy in September 2022 on all the work being undertaken by the Looking After Our People strand and receive any suggestions on other areas to consider. This was agreed.	Deputy Director of HR	28.09.22	Item added to the agenda for the September People Academy. Complete