

Meeting Title	Board of Directors		
Date	14 July 2022	Agenda item:	Bo.7.22.9

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 30 March 2022		
Key control	This report was 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 25 May 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

1. Workforce Race Equality Standards / Workforce Disability Equality Standards / Equality Diversity and Inclusion Update Report

Introduced in April 2015 and included within the NHS Standard Contract, the Trust was required to publish its associated performance on an annual basis. Whilst WRES/WDES were reported to the CQC, the Trust also maintained a wider focus on belonging and inclusion.

The highlights of the report were:

Workforce Race Equality Standards (WRES)

- As of 31 March 2022, 34.9% of all Trust employees were from an ethnic minority background. Against a target of 35% by 2025
- Ethnic minority colleagues continued to be underrepresented at senior management level, however this had increased to 15.5% from 14.5% the previous year
- There was improved ethnic minority representation in the clinical workforce at all bands up to and including 8b
- Whilst the Trust reported that more people from an ethnic minority background were shortlisted in the previous 12-months than white people, the likelihood of ethnic minority applicant being appointed from shortlisting had not changed since the previous year. This was however still better than the national position.
- Ethnic minority staff were less likely than white staff to enter the formal disciplinary process, whereas in the previous year ethnic minority staff were more likely to do so.
- White staff were 2.28 times more likely than ethnic minority staff to access non-mandatory training over the past 12-months. This was twice as much as the national position. Separate report to be provided to July People Academy on this.
- There had been a 3.6% increase in ethnic minority staff reporting harassment and bullying from other staff. The Civility Programme Board were working to address this through the development of a behavioural framework, and the launch of a mediation service.
- Voting membership of the Board was broadly representative of the workforce and the community the Trust serves at 33.3%. There had been no change to the Executive Team

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- during the year. Board representation has been highlighted as an area of improvement.
- Benchmarking data indicated that the Trust performed favourably against other Trusts.
 - Medical and dental staff were representative Workforce Disability Equality Standards (WDES)
 - The number of staff declaring a disability had increased proportionately with the growing workforce and remained at 4%.
 - 23% of staff survey respondents declared a long-term health condition/disability.
 - Non-disabled applicants were 1.26 times more likely to be appointed than non-disabled applicants. The gap had increased by 5% during the year.
 - There were no disabled staff that entered the formal capability process during the two-year rolling period April 2020 to March 2022.
 - Although disabled staff continued to report a poorer experience within the staff survey, there had been a 4% reduction in disabled staff reporting harassment and bullying from their line manager.
 - 51% of disabled staff who said they had experienced harassment and bullying said that they had reported it last time it occurred.
 - There had been a 5% increase in the representation of disabled staff at clinical band 8c and above.
 - There was a 2% improvement in satisfaction that the Trust provides equality in career development opportunities.

2. Looking after our People

The Academy received an update on the progress made to ensure that colleagues of the Trust were supported in their roles. There had been a reduction in the number of people attending the working group and therefore the membership was under review. The Thrive and Civility and Work programmes progressed well, and efforts would be made to align the work of these alongside the Just Culture work to ensure that there was no duplication. Good progress had been made against the actions of the People Plan. It was agreed that the Academy would receive an update on progress made against the People Promise Exemplar Site programme at the July 2022 meeting.

3. Workforce Growth and Transformation Sub-Group

The highlights of the report were:

- The work plan for the group had been devised, however following the receipt of the new Place and ICS structure, it was agreed that this would be amended to ensure that the Trust's actions were in line with priorities and there was no duplication of effort.
- Some priorities had already been identified and included the requirement to implement systems and processes to ensure that managers were supported when developing new roles within the Trust.
- A paper would be received at the next Sub-Group meeting on Physician Associate expansion and the benefits of that role.

4. People Academy Dashboard

The Academy received the People Academy Dashboard. The highlights of the report were:

- Following a review of the dashboard, new metrics had been developed. The glossary was yet to be updated and further work was required on RAG ratings.
- Contact with the Staff Advocacy Service had reduced slightly over the previous six months and the proportion of cases resolved informally had reduced to 28%.
- The number of formal cases relating to harassment and bullying during the previous six months had reduced significantly from 25 to 15.

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- The non-Medical appraisal rate for April 2022 had reduced in-month from 71.92% to 70.50%.
- Overall mandatory training compliance was reported as 87% for April 2022 against a trajectory of 85%.
- Staff turnover had increased from 12.93% in March 2022 to 13.18% in April 2022.
- Since the mediation service had launched, five cases had been seen. Four had produced a positive outcome.
- Sickness absence was reported as 7.08% for April 2022.

5. High Level Risks relevant to the Academy

The Academy reviewed the high level risks relevant to the Academy. These were:

- Risk ID 3730: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the financial impact this could have on the Trust.
- Risk ID 3732: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the impact this could have on patient experience.
- Risk ID 3744: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the impact this could have on staff experience.
- Risk ID 3630: Staffing shortages compromising the Children's Community Team ability to provide the level of respite care that had been agreed by the CCGs.
- Risk ID 3767: A risk that some community maternity colleagues were not carrying a lone-worker device.
- Risk ID 3404: A risk that optimal staffing levels within all areas of the maternity service are not achieved.

6. Proposed Risk Appetite Statement

The risk appetite for the People Academy was 'seeking': eager to be innovative and to choose options offering higher business rewards; and it was therefore advised that the current description did not reflect this and the revised version aimed to describe this in a more realistic way. The Academy reviewed the proposed risk appetite description, and agreed that the new statement was reflective of the appetite.

7. Freedom to Speak Up Annual Report (2021/22)

The Academy received the Freedom to Speak Up Annual Report (FTSU) 2021/22. The highlights of the report were:

- The newly recruited FTSU associates had received their training and were able to commence their role. Initially they would buddy up with an established associate.
- The Trust's FTSU Policy was updated in February 2020 which includes the relevant national guidance. The National Guardians Office was reviewing their policy guidance and therefore the Trust's Policy would be updated to reflect any changes.
- Two eLearning modules had been launched during the year: 'Speak Up' for all workers and 'Listen Up' for managers. There would be the introduction of a new module for Board level colleagues during 2022/23.
- It was recognised in the Ockenden Report the importance that colleagues are able to speak up. The Trust would commence listening events within maternity services in June 2022, which would then be rolled out the rest of the Trust.
- The Trust was able to monitor the answers of the staff survey in relation to safety, culture

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and raising concerns. The most recent staff survey results indicated that Trust colleagues felt that they were able to speak up about concerns.

- Sixty concerns were raised during 2021/22, a slight increase from 2020/21.
- The main categories that concerns were raised in during 2021/22 related to bullying and harassment, and values and behaviours.
- Further work was required to ensure that the Trust had a 'speak up' culture.
- Staff continued to report issues anonymously via the FTSU app.

8. Guardian of Safe Working Hours Annual Report (2021/22)

The highlights of the report were:

- There were 204 exception reports related to working-hours/rest breaches and missed educational opportunities.
- This was a 93% increase on the previous year, however it was anticipated that this was due to the return to non-COVID-19 rotas.
- The three highest reporting specialities were within Trauma and Orthopaedics, General Medicine and Obstetrics and Gynaecology.
- The data would be used to drive improvements in the offer provided to junior doctors.

9. People Academy Annual Review

The Academy was asked a series of questions via the Mentimeter platform which would enable answers to be provided anonymously. The questions considered were:

- effectiveness of the meeting (rate from ineffective to effective),
- How could we make the meetings more effective?
- I feel engaged with the Academy meetings (rate from disengaged to fully engaged),
- Do you feel able to challenge and ask questions during the meeting? If not, why not?
- Do the meetings include the right mix of learning, improvement and assurance? Which area needs more focus?
- Are the right people involved in the meeting? Is anyone missing?
- Is two hours long enough?

The results would be collated and analysed in preparation for a comprehensive discussion at the next meeting. The Academy terms of reference would be reviewed at the next meeting in line with the results of the question/answer session.

10. Place Based Governance Arrangements

The draft Place Based Governance Arrangements were presented for information which highlighted the proposed new leadership structure at Place level. The final version would be shared with the Academy once approved..

Items of Positive Assurance, Learning and/or Improvement

- Significant improvements were seen within the WRES presentation, including that the Trust's workforce was representative of the local population.
- The WDES Innovation fund video and travelling photography exhibition was highlighted as a key way to raise the profile of disability inclusion in the Trust. Overall mandatory training compliance was reported as 87% for April 2022 against a trajectory of 85%.

Matters escalated to the Board of Directors for consideration

There were no matters to escalate to the Board.

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New/emerging risks	
A new risk was highlighted: Risk ID 3767: A risk that some community maternity colleagues were not carrying a lone-worker device.	
Recommendation	
The Board of Directors was requested to note the discussions, actions and outcomes from the People Academy held on 25 May 2022.	