

PEOPLE ACADEMY MINUTES

Date:	29 th June 2022	Time:	1100 - 1300
Venue:	Microsoft Teams meeting	Chair:	Karen Walker, Non-Executive Director (KW)
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Mr Jon Prashar, Deputy Chair & Non-Executive Director (JP) – absent from meeting 1115 to 1145 <p>Executive Directors:</p> <ul style="list-style-type: none"> - Ms Pat Campbell, Director of Human Resources (PC) - Ms Karen Dawber, Chief Nurse (KD) – absent from meeting 1100 to 1200 - Ms Amanda Grice, Workplace & Health Well-being Centre Manager (AG) – departed meeting 1200 - Ms Amanda Hudson, Head of Education (AH) - Ms Catherine Shutt, Head of Organisational Development (CS) - Mr Faeem Lal, Deputy Director of HR (FL) - Ms Jane Kingsley, Lead Allied Health Professional (JK) - Ms Jacqui Maurice, Head of Corporate Governance (JM) - Ms Joanne Hilton, Assistant Chief Nurse (JH) - Mr John Bolton, Deputy Chief Medical Officer & Medical Director (Ops) representing RS – left meeting at 1200 - Mr Kez Hayat, Head of Equality Diversity and Inclusion (KH) - Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) 		
Observing	<ul style="list-style-type: none"> - Mr David Wilmshurst, Vice-Chair Governor (DW) 		
In Attendance:	<ul style="list-style-type: none"> - Ms Caroline Nicholson, Head of Non-Clinical Risk (CN) for agenda item PA.6.22.9 - Mr Scott Hymas, Pharmacy Assistant (SH) & Dominique Allatt, Principal pharmacy Technician (DA) for agenda item PA6.22.5 - Ms Linda Preston, Executive Assistant (LAP) (minutes) 		

Agenda Ref	Agenda Item	Actions
PA.6.22.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Mr Altaf Sadique, Non-Executive Director (ASa) - Ms Sughra Nazir, Non-Executive Director (SN) - Dr Ray Smith, Chief Medical Officer (RS) - Mr Alex Brown, Deputy Chief Medical Officer (AB) - Mr David Smith, Director Of Pharmacy (DS) - Mr David Hollings, Deputy Chief Digital and Information Officer (DH) - Ms Louise Robinson, Enable Staff Network Representative (LR) - Ms Nasaybah Bibi, Enable Staff network Chair (NB) - Ms Rachel Waddington, Deputy Director of Operations (RW) - Ms Rukeya Miah, Deputy Associate Director of Nursing (RM) 	

	Absent - Mr Amandeep Singh, Partnership Lead (AS) - Mr Chris Smith, Deputy Director of Finance (CS) - Ms Katie Shepherd, Corporate Governance Manager (KS)	
PA.6.22.2	Declarations of Interest	
	There were no interests declared.	
PA.6.22.3	Draft Minutes of the Meeting Held on 25th May 2022	
	The minutes of the meeting held on 25 th May 2022 were approved as an accurate record of the meeting.	
PA.6.22.4	Matters Arising	
	There were no matters arising to discuss.	
PA.6.22.5	Staff Story: Modernisation of Pharmacy Services Presentation	
	<p>DA described the background to the formation of the Stores Improvement Programme encompassing five projects looking at stock control, cost effective purchasing, home care top-up and learning & innovation.</p> <p>SH then provided a presentation giving an overview of the top-up project detailing the project principles, goals and aspirations, benefits realisation, barriers faced, progress to date and next steps.</p> <p>Following questions and comments from CS, AH, JH, FL and DW discussion took place around lessons learnt in improving collaboration with other teams in the Trust.</p> <p>The contents of the presentation were noted and it was agreed relevant points would be followed up as appropriate.</p>	
PA.6.22.6	Workforce Report	
	<p>Referring to the circulated quarterly Workforce Report PC highlighted the key themes and also referenced the relevant Dashboard metrics. Points of note were:</p> <ul style="list-style-type: none"> • Staff in post has increased. Agency usage has increased since February, but broadly since then has been static along with bank usage. • Turnover has increased from 12.5% to 13.08% however a small decline has been seen for the last month. • The sickness absence year to date figures have continued to increase, however in month sickness for May 2022 has reduced by 1.25% when compared to April 2022. • March saw a high number of nursing leavers, which is commonly seen in both March and December. This has also been impacted by the pandemic and NHS Pensions have reported a 35% increase in the last six months in those choosing to access their pension. Nursing leavers and joiners have been more static in both April and May 2022. 	

	<ul style="list-style-type: none"> • Insourcing capacity has been used in outpatients and it is hoped to recruit staff on fixed term contracts to reduce this. In terms of inpatient recovery, the use of insourcing is essential at present to keep recovery work on track given the vacancy position within theatres. • As can be seen from the report vast recruitment efforts are being made, including Open Days which have proved successful. There are still a high level of HCA vacancies due to the increase in establishments on the healthcare support worker workforce through the safe staffing reviews and internal promotions. • There is a focus on retention and PC highlighted the legacy mentor role in maternity and the professional nurse advocate role. • Pharmacy remains an area under considerable pressure with quite high turnover rates and difficulties in recruitment being experienced, which can be attributed in part to the expansion in community pharmacies. Work is being undertaken to make pharmacy roles within the Trust more attractive. • Physiotherapy is also an area under pressure in terms of recruitment and retention, however all the Band 5 posts for September have now been filled. • Success is being seen in Consultant recruitment however some key specialities such as haematology and non-surgical oncology are still proving challenging to recruit into. Attempts are being made to source staff for these from both the domestic and international markets via agencies. Service reviews are being undertaken across WYAAT. • Junior medical fill rates for August are high which is positive in terms of trainees. • Both long-term and short-term sickness absences are decreasing. • Work continues in Organisational Development on various initiatives to support our people and focus will be given to this at next month's meeting. <p>The Academy noted and took assurance from the report.</p>	
PA.6.22.7	People Academy Dashboard	
	<p>PC referred to the circulated Dashboard and highlighted:</p> <ul style="list-style-type: none"> • For non-medical appraisal rates a small increase was seen in performance in May. A paper has recently been submitted to the Executive Team meeting and an approach agreed for improving appraisal rates and quality of appraisals for this priority area for the Trust. • Core mandatory training shows an improved position. 	

	<ul style="list-style-type: none"> An increase in the number of apprentices on programmes within the Trust. <p>The Academy noted the update.</p>	
PA.6.22.8	High Level Risks Relevant to the Academy	
	<p>PC advised there are two new risks accepted onto the High Level Risk Register:</p> <ul style="list-style-type: none"> Risk no 3411 has been escalated due to the worsening Consultant vacancy position across the Trust and Airedale along with Registrar gaps. These are adding significant pressure to the service and mitigating actions are noted, however PC stressed this is a speciality with key supply issues and is being looked at across WYATT. Risk 3481 which is around paediatric staffing. New recruitment has been positive for September onwards starts. Recruitment over establishment has been agreed at ETM. <p>Risk no 3732 in relation to overall nurse staffing has reduced in score from 20 to 16 due to some stabilisation in the staffing position. KD added whilst the risk has been lowered it remains significant, however overseas recruitment in relation to renal and theatres has been very successful. The Just R recruitment initiative has started with the first two events proving successful. Recruitment of HCAs has also re-commenced with lessons having been learnt from previous recruitment drives in this area. Sickness absence levels continue to fluctuate.</p> <p>KD commented that small quality reviews have been undertaken with some wards, and an impact on patient experience and safety issues has been seen as a result of patients being included in different staffing cohort groups with reduced numbers.</p>	
PA.6.22.9	Report / Minutes from Health & Safety Committee	
	<p>CN provided background to the purpose, reporting and membership of the Health & Safety Committee. She advised the Academy that:</p> <p>The Committee's Risk Register is reviewed regularly and currently contains 13 risks, three of which are high with the remaining being low. All the risks are in date and have action plans linked to them. One risk currently on the Register (no 3142) relates to the E-block medical records building, and it may be possible for this to be removed once a decision has been made with regard to the future of the building.</p> <p>The Committee has a Work Plan which is reviewed annually and this includes items such as the Terms of Reference, policies and combined risk audit. The Work Plan is currently on track, and the Terms of Reference were agreed at the June Committee Meeting.</p> <p>It was agreed at the last Committee meeting to amalgamate the health & safety strategy training with the education training strategy,</p>	

	<p>and the medical gas policy and procedure were both tabled and approved.</p> <p>The combined risk audit is under development with the audit to be undertaken every two years. The purpose of the audit is to give assurance to the organisation on where we sit within Health & Safety, and to highlight any areas of concern or compliance issues.</p> <p>Ongoing work includes:</p> <ul style="list-style-type: none"> • Education are working with Radiation Physics to develop a training status record for radiation. • A review of the First Aid at Work Policy and accountability. • A further exercise is to be undertaken around the loss of oxygen to ensure lessons learnt from the previous exercise have been addressed. • A safety thermometer survey is to be distributed which will focus on the Trust health & safety culture which will highlight to the organisation how people feel about health & safety and if they feel it is useful or a hindrance to their work. <p>The KPIs in terms of training did reduce with the exception of moving & handling due to the Covid pandemic, and mitigations have been put in place to attempt to improve these.</p> <p>The number of RIDDORs reported in a timely fashion (within 10 days) reduced and work is ongoing to determine how this can be improved such as improvements to the staff sickness checklist in conjunction with HR.</p> <p>There were seven externally reported incidents with no comments received back from external agencies.</p> <p>The Environment Agency are due to undertake their annual inspection in August 2022 with an emphasis on radiation protection.</p> <p>CN noted the following highlights:</p> <ul style="list-style-type: none"> • The non-clinical risk team received significant assurance from the internal audit around the governance of health and safety and particularly the Health & Safety Committee. • The annual Health & Safety Report was agreed at the Committee and will be presented to the Trust Board in July 2022. • Radiology and imaging are working to gain accreditation for the quality standard for the RCR Quality Standard for Imaging QSI which will include compliance with radiation safety legislation guidance. • A review of the current Terms of Reference for the Medical Gas Safety Group led to the decision to move the Medical Gas Safety Committee which will go through the Medicines Safety Group 	
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	<p>rather than the Health & Safety Committee.</p> <ul style="list-style-type: none"> • Work has progressed to designated nursing officer training which links into the medical gases via an e-learning package. • The Committee agreed to replace the Health & Safety Law posters which are a legal requirement with leaflets which will also be available on the intranet and in staff rooms. • With regard to the review of the Stress Policy the Committee agreed that the policy should be monitored however they felt that further clarification is required on how the Committee can receive adequate assurance to move forward. • The new risk assessment template submitted to the Committee was not accepted and requires further work; this is in hand. • The COSHH Advisor vacancy remains open as interest has been low. This leaves a gap in the service as the Estates Risk Manager who had a health and safety background has recently retired, and the Non-Clinical Risk Manager who had a link to health and safety is due to leave the organisation. <p>LP stated the Terms of Reference of the Committee will require to be submitted to the Academy for review and final approval. It was agreed CN will circulate them via email.</p> <p>PC asked if any risks had been raised through the Health & Safety Committee by the staff side representatives that the Academy should be aware of. CN confirmed no risks had been raised at the previous two Committee meetings. A previous issue had been raised regarding ovens being plugged in and this had been resolved. CN continued AS had advised some issues will be raised at the next Committee meeting but the details of these are not known. An exception report is also requested from staff side at each meeting.</p> <p>The Academy noted the contents of the update.</p>	<p>Head of Non-Clinical Risk PA22024</p>
PA.6.22.10	Medical Appraisal and Revalidation Annual Report	
	<p>On behalf of RS, JB presented the Medical Appraisal and Revalidation Annual Report referring to the circulated paper which is also submitted to the Board of Directors. He explained the background to the process being introduced in 2012, the functionality of it and the outcome categories available. The process was suspended due to the Covid pandemic for a large part of 2020 and 2021.</p> <p>The Academy noted the contents of the report.</p>	
PA.6.22.11	Annual Organisational Audit	
	<p>On behalf of RS, PC said the Annual Organisational Audit around medical appraisal and revalidation has been suspended nationally until 2023 when an annual audit will be required to be submitted.</p> <p>The Academy noted the update.</p>	

PA.6.22.12	Feedback from Academy Effectiveness Review / Amendments to Terms of Reference	
	<p>KW shared the headlines from the review undertaken at the previous Academy meeting as shown in the circulated papers.</p> <p>KW advised:</p> <ul style="list-style-type: none"> • Following discussions with PC and LP it had been agreed the membership of the Academy should be reviewed to ensure correct representation of the staff networks. It was agreed the immediate changes required will be discussed by PC and LP outside of the meeting. • Development of the Terms of Reference across all the Academies is to be undertaken. <p>LP outlined the proposed amendments:</p> <ul style="list-style-type: none"> ○ As suggested by internal audit setting a minimum expected attendance level for members at 70%. ○ Reviewing the relevant risks on the Board Assurance Framework becomes a new responsibility for the Academy. • Work is required around enhanced reflection of risks and the Board Assurance Framework. • Further exposure of the People Academy within the Trust is needed and invitations are to be extended accordingly. Following discussion it was agreed the Academy meetings would be held face to face/hybrid on a quarterly basis with additional invitees attending as appropriate. • If any members did not feel their attendance at the meetings was worthwhile then they must feel free to step down. • To aid the value members receive from attending the Academy meetings KW encouraged attendees to ask questions verbally rather than using the chat function as a means of creating debate. • There is a clear mandate for the meeting to provide oversight and assurance on the strategic objective to be in the top 20% of employers and it is felt this is achieved. • There was no appetite to extend the length of the meetings, and circulated papers should be read in advance of the meetings to provide time to enrich discussions during the course of the meetings. • Focus should be maintained from attendees throughout the meetings. <p>JP commended KW on her chairing of the Academy meetings.</p> <p>The outputs of the effectiveness review were noted by the Academy.</p>	<p>Director of HR / Associate Director of Corporate Governance / Board Secretary PA22025</p>

PA.6.22.13	Staff Survey 2021 Action Plan Update	
	<p>CS referenced the circulated papers in relation to the action plan and priorities and the work undertaken in their development. CS stated the action plan complements the Civility Action Plan and People Promise Action Plan and has been aligned to the seven elements of the People Promise.</p> <p>In relation to communications KW asked how this is undertaken and CS said this will be done via the Thrive portal, and a new fortnightly Thrive bulletin which aims to be cohesive of the whole approach to staff development and employee engagement.</p> <p>The Academy noted the update and are happy to receive updates on a quarterly basis.</p>	
PA.6.22.14	Workforce Civility Update	
	<p>CS provided an update as to progress with regard to the Civility Programme Board and Staff Advisory Panel.</p> <p>Mixed feedback has been received across the organisation on the Behaviour Framework which was being developed. Dr Chris Turner from Civility Saves Lives is working with the Trust to refresh the Framework. The enhanced document is using the Trust's values as the behaviours, and what staff can expect from each other and from the organisation in return. Engagement on the enhanced document so far has been positive. It is hoped signoff for the narrative and the civility charter can be obtained at the Civility Programme Board in July for launch in the autumn. This will include looking at communication plans, development of resources, reviewing the current civility webinar and bringing the behaviours into inductions and appraisals.</p> <p>Dr Chris Turner spoke at the recent Leadership Conference and a recording of his session is available for sharing across the organisation. KW expressed thanks to CS and her team for organising such a successful Conference.</p> <p>The Academy noted the update.</p>	
PA.6.22.15	People Academy Work Plan	
	<p>PC discussed the contents of the Work Plan and noted the Annual Education Report requires adding. LP noted not all items were showing on the circulated Plan and would therefore circulate the full Plan separately.</p> <p>JH asked if the Nursing and Midwifery Staffing Review could be amended to six monthly updates in October and April which PC confirmed.</p> <p>KW asked if work being undertaken by the Act As One initiative could be added to the Work Plan, and it was agreed this is to be included on a quarterly basis.</p> <p>With regard to place based updates PC suggested a brief update be provided to the Academy in the month following the place based People Committee. This was agreed.</p>	<p>Associate Director of Corporate Governance / Board Secretary PA22026</p>

	No further suggestions to the Work Plan were received.	
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PA.6.22.16	Any Other Business	
	<p>JP suggested Non-Executive Director (NED) attendance at the Academy needs consideration. It was agreed KW and JP discuss this with Max McLean, the Chair of the Trust at the next NED meeting with him.</p> <p>There was no other business discussed.</p>	<p>Non-Executive Director PA22027</p>
PA.6.22.17	Matters to Share with Other Academies	
	There were no matters to share with other Academies.	
PA.6.22.18	Matters to Escalate to the Board of Directors	
	There were no matters to escalate to the Board of Directors.	
PA.6.22.19	Date and Time of Next Meeting	
	27 th July 2022, 1100–1300.	

ACTIONS FROM PEOPLE ACADEMY – 29th June 2022

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA22024	29.06.22	PA.6.22.9	Report / Minutes from Health & Safety Committee LP stated the Terms of Reference of the Committee will require to be submitted to the Academy for review and final approval. It was agreed CN will circulate them via email.	Head of Non-Clinical Risk	27.07.22	Health & Safety Committee Terms of Reference added to July meeting agenda. Complete
PA22025	29.06.22	PA.6.22.12	Feedback from Academy Effectiveness Review / Amendments to Terms of Reference Following discussions with PC and LP it had been agreed the membership of the Academy should be reviewed to ensure correct representation of the staff networks. It was agreed the immediate changes required will be discussed by PC and LP outside of the meeting.	Director of HR / Associate Director of Corporate Governance / Board Secretary	27.07.22	Meeting between PC and LP 21.07.22 to discuss immediate changes required. Complete
PA22026	29.06.22	PA.6.22.15	People Academy Work Plan LP noted not items were showing on the circulated Plan and would therefore circulate the full Plan separately.	Associate Director of Corporate Governance / Board Secretary	27.07.22	Work Plan circulated 18.07.22. Complete
PA22027	29.06.22	PA.6.22.16	Any Other Business JP suggested Non-Executive Director (NED) attendance at the Academy needs consideration. It was agreed KW and JP discuss this with Max McLean, the Chair of the Trust at the next NED meeting with him.	Non-Executive Director	27.07.22	