

Meeting Title	Board of Directors		
Date	22 September 2022	Agenda item:	Bo.9.22.17

Report from the Chair of the People Academy

Presented by	Jon Prashar, Non-Executive Director, Deputy 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 27 July 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 27 July 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

1. Health and Safety Committee Terms of Reference

The Academy received the Health and Safety Committee Terms of Reference for approval. There were some minor amendments suggested, to correct typos and ensure that the Terms of Reference were up to date.

There were no further comments. The Academy approved the Terms of Reference, subject to the minor amendments as discussed.

2. Belonging Update – Workforce Race Equality Standards Innovation Fund – Preview Video

In 2019, the NHSE/I National Disability Office developed a fund, aimed at supporting NHS Trusts to develop innovative programmes to improve the lives of colleagues with disabilities, and to raise the profile of disability. The Trust was successful in receiving £15k in funding and produced a moving video of six BTHFT colleagues living with a disability or who associated with a disability. In the video the six colleagues discussed their personal experiences, and how the Trust had supported them in their roles at the Trust.

The video would be showcased across the organisation in a range of ways such as during training and a moving exhibition.

The Academy wished to thank the team of people that supported the creation of the inspirational video, and highlighted that the video positively demonstrated the Trust's values and inclusive culture in a way that could be celebrated.

The Trust was involved in the organisation of a week-long, city-wide event to mark International Day for Disabled People. The video would be showcased at the event.

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3. Workforce Race Equality Update – Non-Mandatory Training

The highlights of the report were:

- Following the submission of the Workforce Race Equality Standard (WRES) data in March 2022, it was identified that white staff were twice as likely to access non-mandatory training and continuing professional development (CPD) that those from ethnic minority backgrounds. This had increased since the previous report submitted in March 2021.
- As ethnic minority staff were underrepresented at leadership level this could be a contributing factor to the position.
- Upon review of the approvals process and the number of approval received by line managers, it has been identified that there were no records available where access to course had been denied by managers for any staff group. Efforts would be made to ensure that communications relating to the availability of non-mandatory training was reaching all colleagues, which would include information to dispel any perceptions of barriers to accessing training.
- There would be a targeted approach to engage and encourage colleagues from an ethnic minority background to apply for non-mandatory training.

It was suggested that colleagues be engaged with to identify what they believe the barriers to accessing non-mandatory training were. There was a discussion around how proactive line managers were in encouraging staff to develop and progress through the courses that were available. It was noted that the type of communication that was used to promote courses was important and to not only rely on email. Work would be undertaken with the RESIN Network to take forward.

4. Looking after our People – Impact on Improvement Programme on Staff retention: People Promise Exemplar update

The highlights of the report were:

- The Trust had been selected as one of twenty-three exemplar sites within the country and therefore meant that the work being undertaken in relation to the People Promise would impact whether it became a national initiative or not.
- Work had been undertaken to identify opportunities. This included speaking to stakeholders within the organisation, identification of gaps and review of data.
- Efforts would be made to improve the full employee journey, from the onboarding process, which would commence at the point that an applicant accepted a role into the Trust, up to the exit interview when a member of staff chooses to leave.
- There would be a focus on developing a financial wellbeing support package for colleagues that required it.
- A flexible working toolkit would be implemented.
- A local listening strategy would be developed. This would include a consideration of staff experience and how that information is used to make improvements.
- The staff awards process would be improved. This would include celebrating staff that had reached milestones in their length of service.
- The information relating to 'planning for retirement' would be refreshed.

5. Workforce Growth and Transformation Sub-Group Update

The highlights of the report were:

- A refresh had been undertaken of the purpose of the sub-group.
- Upon review of the meeting structure within HR, it was identified that there were several areas within education and workforce which did not naturally link up to the People Academy, therefore a coordinated approach to this had now been taken.

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- Work had been undertaken to identify how the work of the sub-group could be expanded. The Academy accepted the changes made.

6. Leadership for a Collaborative and Inclusive Future (Messenger Review)

The highlights of the report were:

- On 8 June 2022 General Sir Gordon Messenger and Dame Linda Pollard published their report on the review of leadership and management in the health and social care sector, as commissioned by the Secretary of State.
- The key themes of the report found that if culture could be improved through better leadership, then this would be the best route for improving productivity and patient care.
- There was a recommendation to focus on the need for targeted intervention at entry-level and mid-career level for managers to promote collaborative leadership and common organisational values.
- There was a recommendation to focus on the need for a consistent and unified national system for appraisals on an annual basis for all NHS staff. It was suggested that this be introduced for 2022/23.
- The review called for inclusive leadership to be embedded as the responsibility of all leaders, a commitment to the promotion of equal opportunities and fairness standards and entry level and mid-career level, and wider enforcement of existing measures to improve equality, diversity and inclusion through setting improvement goals.

7. NHSE Quality Insight Review Data Pack

The Academy received the NHSE Quality Insight Review Data Pack, a document received from NHSE which collated relevant data from external sources such as NHSE and the CQC. The Academy noted the sections relevant to workforce. Sense checks of the data would commence and the Academy would receive any relevant updates in due course.

8. People Academy Work Plan

The Academy received the work plan of activity.

9. People Academy Dashboard

The Academy received the dashboard. The highlights of the report were:

- There had been a small increase seen month-on-month against the non-medical appraisal rate. This remained a priority for the Trust.
- It was noted that there was an internal audit ongoing into appraisals at the Trust.
- Mandatory training compliance remained above target. The Trust reported 92% compliance for June 2022.
- There had been a slight increase seen in staff turnover for June 2022 to 13.20%, from 13.08% in May 2022. This would continue to be closely monitored.
- The rolling 12-month sickness absence rate at the end of June 2022 was 7.20% with increases seen in all areas of the Trust.

10. High Level Operational Risks relevant to the Academy

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

- 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.

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- 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 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 community maternity colleagues were not carrying a lone-worker device.
- Risk ID 3411: A significant risk to Oncology service delivery due to two Consultant vacancies.
- 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 3404: A risk that optimal staffing levels within all areas of the maternity service are not achieved.
- Risk ID 3411: A risk that at times the qualified nurse staffing levels on the wards were not to planned staffing numbers, reducing the staff ability to care for sick children and volume of children. This had been received by the Executive Management Team and agreed that the score was appropriate and should be retained on the high level risk register.

11. Board Assurance Framework for Nurse Staffing

The item was to be deferred to the September meeting.

12. Guardian of Safe Working Hours Quarterly Report

The highlights of the report were:

- There were 91 exception reports in total during the period 01/04/22 – 30/06/22, demonstrating a 65% increase on the previous quarter.
- 73 of the 91 exception reports related to hours worked.
- 7 of the 91 exception reports were education related.
- 11 of the 91 exception reports related to service support available to the doctor.
- 17 of the 91 exception reports were highlighted as a 'safety issue' although it was noted that this measure did not indicate that there had been an incident that affected patient safety, but a perception of the reporting junior doctor. All exception reports were taken seriously and investigated fully.
- Areas where exception reports were high included Obstetrics and Gynaecology, Trauma and Orthopaedics and with the ENT department.

13. Freedom to Speak Up (FTSU) Quarterly Report

The highlights of the report were:

- The title of the Associate Guardian role had changed to FTSU Ambassador in line with national guidance.
- The Trust had been successful in recruiting a number of FTSU ambassadors, taking the total up to seventeen.
- During Quarter-1 2022/23, sixteen concerns had been raised, three of which were via the anonymous route.
- The common reasons related to civility; however, it was noted that no person reported that they had suffered detriment for speaking up during the quarter.
- Six of the concerns raised during the quarter were from the nursing and midwifery staff group.
- It was noted that the app used for reporting anonymously wasn't working correctly and therefore a meeting would take place with the developers to rectify this.

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14. Pay Award 2022

The Academy was advised that the pay award had been announced for 2022, which would see remuneration increased by £1,400 per year for all staff on an Agenda for Change contract. Doctors would receive a 4.5% increase. It was noted that there was widespread dissatisfaction and various trade unions and professional bodies were considering next steps and balloting for industrial action.

Items of Positive Assurance, Learning and/or Improvement

- The Academy wished to thank the team of people that supported the creation of the inspirational video to raise the profile of disability, and highlighted that the video positively demonstrated the Trust's values and inclusive culture in a way that could be celebrated.
- Mandatory training compliance remained above target. The Trust reported 92% compliance for June 2022.
- The Trust had been successful in recruiting a number of FTSU ambassadors, taking the total up to seventeen.
- The Academy was also assured that the risks recorded on the Risk Register were appropriate in the context of the information presented, and were being managed appropriately.

Matters escalated to the Board of Directors for consideration

There were no items for escalation to the Board.

New/emerging risks

There were no new or emerging risks to report.

Recommendation

The Board of Directors was requested to note the discussions, actions and outcomes from the People Academy meeting held on 27 July 2022.