

PEOPLE ACADEMY MINUTES

Date:	27 th July 2022	Time:	1100 - 1300
Venue:	Microsoft Teams meeting	Chair:	Jon Prashar, Deputy Chair & Non-Executive Director (JP)
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Mr Altaf Sadique, Non-Executive Director (ASa) - 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 Abbie Wild, Chair of Staff LGBT Network (AW) - Ms Amanda Hudson, Head of Education (AH) - Mr Amandeep Singh, Partnership Lead (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 Joanne Hilton, Assistant Chief Nurse (JH) - Mr Kez Hayat, Head of Equality Diversity and Inclusion (KH) - Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Ms Rukeya Miah, Chair of Staff RESIN Network (RM) – attended from 1130 - Ms Sara Shiroda, Chair of Enable Staff Equality Network (SS) - Ms Susan Franklin, Freedom to Speak Up Guardian (SF) 		
Observing	<ul style="list-style-type: none"> - Ms Raquel Licas, Staff Governor (RL) 		
In Attendance:	<ul style="list-style-type: none"> - Ms Carly Wilson, People Promise Manager (CW) for agenda item PA.7.22.7 - Ms Katie Shepherd, Corporate Governance Manager (KS) - Ms Linda Preston, Executive Assistant (LAP) (minutes) 		

Agenda Ref	Agenda Item	Actions
PA.7.22.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Ms Karen Walker, Chair & Non-Executive Director (KW) - Ms Karen Dawber, Chief Nurse (KD) - Ms Amanda Grice, Workplace & Health Well-being Centre Manager (AG) - Mr David Hollings, Deputy Chief Digital and Information Officer (DH) - 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) 	

	<ul style="list-style-type: none"> - Ms Nasaybah Bibi, Enable Staff network Chair (NB) - Ms Rachel Waddington, Deputy Director of Operations (RW) <p>JP formally welcomed SS, AW and RL to the meeting.</p>	
PA.7.22.2	Declarations of Interest	
	There were no interests declared.	
PA.7.22.3	Draft Minutes of the Meeting Held on 29th June 2022	
	The minutes of the meeting held on 29 th June 2022 were approved as an accurate record of the meeting.	
PA.7.22.4	Matters Arising	
	<p>Health and Safety Committee Terms of Reference</p> <p>LP advised she will feedback to Caroline Nicholson regarding some minor typing amendments which have been made and some out of date references to strategic risks. Clarification also needs to be made that the Committee reports to the Trust Board but via the People Academy.</p> <p>Subject to the above amendments being made the Terms of Reference were approved by the Academy.</p>	
PA.7.22.5	Belonging Update – WRES Innovation Fund video preview	
	<p>KH provided background to the Workforce Disability Equality Standard Innovation Fund, the Trust's successful application for £15,000 worth of funding, and current planned initiatives for training purposes such as the moving exhibition.</p> <p>KH then shared with the Academy a video showing six individuals with physical and hidden disabilities and those who may associate with disability, which will be used to assist the Trust in raising the profile of disability.</p> <p>Members of the Academy noted and acknowledged the efforts of everyone involved in the making of the video and highlighted its impact and value in promoting the Trust as an employer of choice.</p>	
PA.7.22.6	Workforce Race Equality Update – non-mandatory training	
	<p>AH gave the Academy an overview of the circulated paper.</p> <p>JP commented that it was useful for the Academy to have sight of the outputs from the data review. He also asked if there was a perception amongst staff that applications for training will be declined, and AH advised communications are to recommence via Global emails detailing the training available and encouraging staff to attend. Discussions will also take place with the staff networks to determine from their perspective what the barriers may be in staff attending training. Specifically targeted courses for staff from ethnic minority and other under-represented groups are also being considered.</p> <p>RS highlighted that all managers at every level within the Trust need to identify, encourage and nominate those individuals with the will and talent to succeed, and who with the correct support will be able</p>	

	<p>to realise their full potential.</p> <p>RM stated that there is a need to identify what the barriers are and AH confirmed work will be undertaken in conjunction with the staff networks to determine these.</p> <p>FL queried if there is an issue where line managers of frontline colleagues from BAME backgrounds are not actively encouraging them to undertake training courses.</p> <p>AS commented that he feels the methods of communication need to be reviewed as not all staff have access to email. He also stated that he receives feedback from BAME staff who feel it is not always clear and transparent why they have been rejected, along with what opportunities are available and the process to access training, so perhaps these could be areas for consideration. In addition AS asked if the panels making the decisions are made up of diverse members. Furthermore he observed that providing mentoring and coaching would also be beneficial.</p> <p>SS stated she has received feedback from BAME staff with a desire to progress that it was their line manager who had halted it due to the impact on working time. It is therefore felt this also needs to be addressed.</p> <p>AH thanked the Academy for their feedback and acknowledged further work is required on understanding the rationale around training, assisting frontline managers with recognising and encouraging staff to progress, and improving communications and awareness of the training available and how it is accessed.</p>	
PA.7.22.7	Looking After Our People – impact of improvement programme on staff retention	
	<p>CW shared the previously circulated presentation with the Academy and provided background on the People Promise, and the work and initiatives already underway and planned over the coming months. She stated the aim of the programme is to improve staff experience and retention.</p> <p>PC expanded on the purpose of the programme and reiterated CW's request for the Academy to feedback any ideas, suggestions and gaps they consider applicable.</p> <p>PC asked JP if anything additional needs to be done in terms of the Governors. JP said his understanding is there appears to be a lack of awareness of the Trust being chosen as an Exemplar site, and a lack of clarity as to what this entails. It was agreed PC and CW will pick this up outside of the meeting.</p> <p>In relation to recognising service SN queried if length of service is identified where staff have achieved key milestones and if more can be done to recognise and celebrate these. CW confirmed this will be added to the list of actions.</p> <p>AS stated that pay is a large factor in staff retention as shown in the staff survey, and pushback is often received from Managers in</p>	<p>Director of HR / People Promise Manager PA22028</p>

	<p>relation to re-grading or a change in role/responsibility. He continued more honest and open dialogue is required and job descriptions should be regularly updated with agreed processes in place. CW said she will be led by PC in this regard.</p> <p>CW closed by saying she is happy to speak to colleagues in relation to any gaps and/or suggestions in relation to the People Promise.</p> <p>The Academy noted the update.</p>	
PA.7.22.8	Workforce Growth and Transformation Sub-Group Update	
	<p>AH provided an update on the expansion of the remit of the Workforce Growth and Transformation Sub-Group, which is a sub-group of the People Academy with a number of groups reporting into it. The Terms of Reference are in development and the first meeting of the group is scheduled on 28th July.</p> <p>The Academy accepted the decision taken on the changes made to the sub-group.</p>	
PA.7.22.9	Leadership for a Collaborative and Inclusive Future (Messenger Review)	
	<p>PC stated there is a need for the Academy to be aware and mindful of the key messages coming out of the Messenger Review and the next steps, and discussed and expanded on the themes noted in the circulated paper. When more information is received on next steps, timescales etc PC will provide a further update to the Academy.</p> <p>The Academy noted the update provided.</p>	
PA.7.22.10	NHSE Quality Insight Review Data Pack	
	<p>PC discussed the circulated document which has been shared with the Trust by NHSE/I, with the pack also including some internal information. The information relevant to the People Academy can be found on pages 53 to 64 of the pack, and PC highlighted the differences in the parameters used internally compared to those used by NHSE/I.</p> <p>JH also provided further information regarding the data in terms of support to nursing vacancies and the percentage rate quoted as opposed to the national vacancy rate, and how this is to be rectified.</p> <p>PC confirmed sense checks will be made of the data contained in the packs when they are received.</p> <p>The Academy noted the information provided and looked forward to receiving further updates in the future.</p>	
PA.7.22.11	People Academy Work Plan	
	<p>JP commented the Work Plan is a 'live' document and PC confirmed suggestions are welcome for additional agenda items relevant to the Terms of Reference of the Academy.</p> <p>It was agreed any suggested items should be sent to LP, KW and PC outside of the meeting.</p>	

PA.7.22.12	People Academy Dashboard	
	<p>PC brought to the Academy's attention the relevant areas of note from the circulated Dashboard, particularly in relation to the non-medical appraisal rate, core mandatory training, staff turnover and sickness absence.</p> <p>The Academy noted the update.</p>	
PA.7.22.13	High Level Risks Relevant to the Academy	
	<p>PC advised since last month there were no new risks added to the register, no risks closed, and no risks which have changed in score. PC then expanded on the information provided in the circulated papers, and added the risk profile in relation to safe staffing is expected to remain the same until September/October due to new Registered staff start dates, leavers and the holiday period.</p> <p>In terms of the Trust's strategic objective 3, there has been no change to the overall risk score in any of the key risks and the level of risk has remained stable. This also is not expected to change a great deal over the next three months.</p> <p>The Academy noted the update of the reports.</p>	
PA.7.22.14	Board assurance Framework for Nurse Staffing	
	<p>JH confirmed the paper for this item will be submitted to the September 2022 meeting of the Academy.</p> <p>She continued the national data received covered winter preparedness for 2021/22 and a reset is needed for the 2022/23 transition in terms of numbers, vacancies and the plans in place to deal with staffing pressures and the support required. The six monthly establishment review will also be taking place during the summer.</p> <p>The update provided was noted by the Academy.</p>	
PA.7.22.15	Guardian of Safe Working Hours Quarterly Report	
	<p>RS referred to the circulated report covering quarter 1 and commented that post-pandemic there is now a greater acceptance of reporting missed education opportunities or additional hours worked when they occur.</p> <p>RS provided further information in relation to the exception reports submitted and the meaning of the information contained within. He asked the Academy to note the reports in relation to safety do not necessarily mean there have been incidents affecting patient safety or causing harm, rather they are the Junior Doctors' perception of whether they thought the circumstances around the ward potentially could be a safety risk, and this is usually in relation to staffing levels. These are however always taken seriously and a great deal of work is undertaken by the rota teams to ensure safe staffing levels, if not ideal staffing levels, at all times.</p> <p>RS continued overall there is a significant increase in reporting which is good in that it shows the Junior Doctors feel comfortable in</p>	

	submitting the reports. The Academy noted the comments and JP thanked RS for explaining the distinction around the safety reports.	
PA.7.22.16	Freedom to Speak Up Quarterly Report	
	<p>SF referred to the circulated documents and highlighted and expanded on the points of note and further work required around the Trust's Freedom to Speak Up arrangements.</p> <p>JP advised discussions have taken place at the Governor meetings around the Freedom to Speak Up issues reported and the trend gradually increasing year on year. The Audit Committee had also discussed the issue of retaining anonymity for those staff who speak up, and if staff have confidence it will be maintained. The conclusions of this discussion was that the Trust does respect and maintain anonymity wherever possible. SF reiterated that managers are reminded that no member of staff should suffer any detriment for speaking up and this is supported by the Executive team.</p> <p>AS queried if the app is working again and SF advised there are still some difficulties being experienced but these are being worked on and have been communicated to those affected appropriately. It is hoped a fix will be in place shortly.</p> <p>The Academy noted the update.</p>	
PA.7.22.17	Any Other Business	
	<p>PC advised since the last meeting the pay award announcement has been made for NHS staff in the sum of a flat rate of £1,400 for those on Agenda for Change terms and conditions. This equates to between 1.9% and 9.3% depending on where staff sit on the pay scale. For doctors the increase equals approximately 4.5%, though this is not applicable to Junior Doctors who are on a multiyear pay deal. PC wished to make the Academy aware that there is widespread dissatisfaction around the pay award, and various Trade Unions and professional associations are considering next steps and balloting for industrial action.</p> <p>There was no other business discussed.</p>	
PA.7.22.18	Matters to Share with Other Academies	
	There were no matters to share with other Academies.	
PA.7.22.19	Matters to Escalate to the Board of Directors	
	There were no matters to escalate to the Board of Directors.	
PA.7.22.20	Date and Time of Next Meeting	
	28 th September 2022, 1100–1300.	

ACTIONS FROM PEOPLE ACADEMY – 27th July 2022

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
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	JP advised this is in hand for discussion with Max McLean at the next NED discussion forum.
PA22028	27.07.22	PA.7.22.7	Looking After Our People – impact of improvement programme on staff retention PC asked JP if anything additional needs to be done in terms of the Governors and JP said his understanding is there appears to be a lack of awareness of the Trust being chosen as an Exemplar site and a lack of clarity as to what this entails. It was agreed PC and CW will pick this up outside of the meeting.	Director of HR	28.09.22	People Promise Exemplar Site update circulated to the Governors 05.09.22. Complete