

Meeting Title	Board of Directors		
Date	9 March 2023	Agenda item	Bo.3.23.17

## Committee/Academy Escalation and Assurance Report (AAA)

Report from the: People Academy

Date of meeting: 22 February 2023

### Key escalation and discussion points from the meeting

#### Alert:

- The review of the National Education and Training (NET) Survey feedback and the Guardian of Safe Working Hours quarterly report revealed a consistent theme of high workloads being reported by student and junior doctors. It's pleasing, though, to see the Trust's position at No1 in WYAAT and scores across all dimensions in the top quartile as well as the improvement in scores from O&G students following our deep dive in October 22.
- We noted the Flu vaccine uptake at 52%.
- The highest risk related to the People Academy is the level of vacancies and the potential impact this has on safe staffing, the patient and people experience. Vacancies in nursing and midwifery stand at 270 nurse vacancies and 104 HCSW vacancies. A subgroup including Faeem Lal, Deputy Director of HR, Sean Willis, Associate Chief Nurse – Quality & Workforce, Karen Walker and Sughra Nazir will meet to share best practice on recruitment and retention.

#### Advise:

- There was good debate about EDI and the Trust's ambition to increase representation of leaders and workforce from an ethnic background. The Academy asked for insight into the breakdown of EB representation across all levels and how the pipeline of EB leaders has grown over time. We didn't do justice to the EDI Strategy and Gender Pay Gap report because of a tight agenda and so agreed to hold a dedicated session on EDI covering both of these subjects and how we can positively influence EB development pathways and the pipeline.
- It's felt that the Gender Pay Gap (GPG) headlines are misleading because the paper reports women are paid less than men which suggests that a man gets paid more than a woman for doing the same job. More context and clarity is required albeit an acknowledgement that the report format is standard. GPG will be discussed in more detail at the dedicated EDI session.
- The Estates team turnover at bands 2/3 which includes porters and cleaners at agency and substantive levels is concerning, but Mark Holloway, Director of Estates & Facilities reassured the Academy that a focused recruitment drive will reap rewards over the next 4/5 weeks with an increase in recruitment to these posts.
- The risks relating to Oncology and Obstetrics and Gynaecology resourcing have been reduced following consultant recruitment but the risk in Haematology resourcing will remain at a score of 16 due to a delay in increased staffing.
- The risk in relation to Industrial Action is dynamic, with a constantly changing

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landscape. The latest planned strike action has been paused while talks are held between the RCN and Government.

- In his Looking After Our People update, Faeem advised that the time is right to reintroduce an absence target, set at 6% Trust wide but with an aspirational stretch target of 5.5%.

### Assure:

- We celebrated the strong results of the NET survey, particularly in Emergency Medicine, O&G and Paediatrics, who report strong induction, supervision, teaching and learning. All areas are busy but a solid culture of learning and education leadership has been created. We acknowledged these great results despite Bradford being the busiest hospital in the North of England and 6<sup>th</sup> or 7<sup>th</sup> busiest in the country.
- Following ongoing discussions at the Academy about below target completion rates for Medical and Non-Medical Appraisals, it was pleasing to note the increase in both rates and across all areas of the Trust.
- The Academy took great assurance from the absence and turnover rates which, after a turbulent couple of years, have stabilised.
- We were significantly reassured by the sea of green in the Internal Audit on the NHS People Plan and Belonging in the NHS.
- The Academy was well attended but contribution and challenge to discussions and debates was limited to the usual voices. The quality of papers was high and we spent less time presenting papers and more time in rich discussion.
- It was a good meeting, with lots of curiosity and questions, but the agenda was crammed and this impacted the quality of the discussion. More work to do on prioritising agenda items to avoid the need to rush discussions.
- We also discussed the benefits of reading the papers in advance but that the timeliness of papers being uploaded to Team Engine could be improved to give people the time to prepare.
- The risks were assessed and challenged and assurance was provided that all relevant risks have been identified and the mitigations of current risks are strong.

### Report completed by:

Karen Walker  
Academy Chair and Non-Executive Director  
27 February 2023