

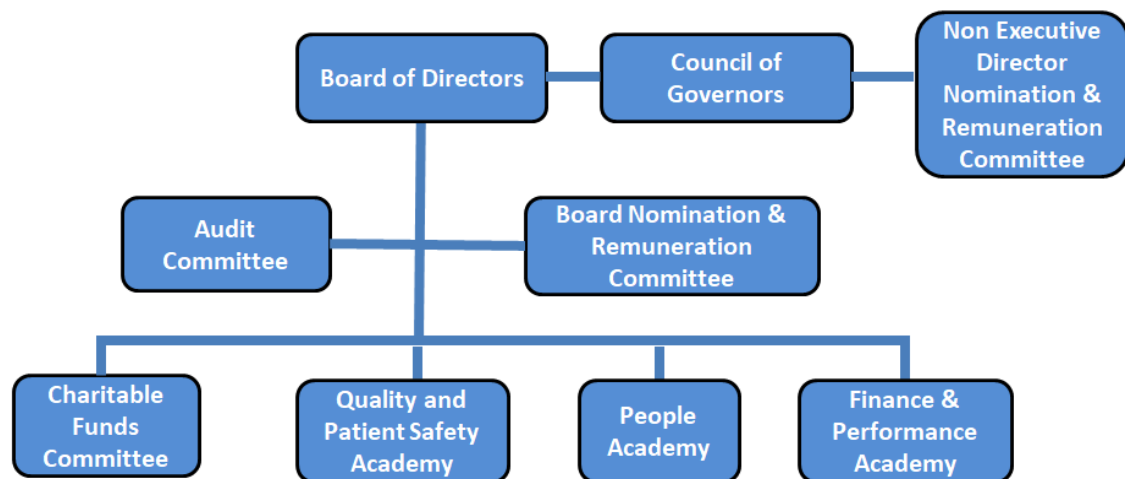
People Academy Annual Report 2022/23

1. Introduction

Good practice requires that the Trust's Board of Directors ('the Board') should review the performance of its Committees and Academies annually to determine whether they have been effective, and whether further development work was required.

1.1 Board Governance Structure

The Board and Committee/Academy Structure is outlined below:



During 2022/23, the Trust has continued to embed its Academy governance model, which was developed and introduced in the latter half of 2020/21. Academies were introduced to focus on learning, improvement and assurance in relation to quality and patient safety; people; and finance and performance. The Terms of Reference and work plans were last approved by the Board in November 2022.

1.2 Scope of this Annual Report

This annual report incorporates a summary of the activities of the People Academy during and in respect of 2022/23. The period reported on is from **April 2022 to March 2023**.

2. People Academy Terms of Reference

The People Academy reports directly to the Board.

The Terms of Reference of the Academy were reviewed and approved by the Board of Directors in November 2022 and are attached at Appendix 1.

2.1 The role and objectives of the People Academy

The purpose of the People Academy is to seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust.

The Academy supports the Board by actively seeking assurance of compliance with legal and regulatory requirements relating to people, oversees the delivery of action plans, for example relating to the staff survey and Workforce Race Equality Standard, and monitors a range of metrics including safe staffing levels, sickness absence and turnover. Working groups have been set up to align with the commitments within the NHS People Plan, and these report to the Academy on a regular basis. The Health & Safety Committee also reports to the People Academy.

2.2 Reporting requirements

It is the duty of the Academy Chair to report to the Board on the Academy's activities on a timely basis.

Reports from the Academy Chair are presented at the public meetings of the Board of Directors. These reports highlight the key items discussed and draw attention to any issues that require disclosure, or may require executive action. In February 2023 a Board Effectiveness Review was undertaken with an independent facilitator, and one of the recommendations was to refocus the Academy Chair reports to distinguish them from minutes and offer greater insight on how the meetings felt and the level of assurance gained. A new template has been developed (based on the 'Alert, Advise, Assure' model used by our partner organisations in Bradford District & Craven), and was used to report back on the Academy meetings held in February and March 2023.

The minutes from meetings of the Academy are also presented to the Board once approved, for information and assurance.

The Academy is also required to present an annual report to the Board summarising the Academy's activities and the assurance received, and outlining its work plan for the future year. This report will be presented to the Board in May 2023.

The Chair of the Academy is satisfied that the Academy fully complied with its reporting requirements during and in respect of 2022/23.

3. Membership and attendance record during and in respect of 2022/23

From April 2022 to March 2023 the Academy met 10 times.

Membership and attendance is recorded in the table below.

| Name | Job Title | 27/04 | 25/05 | 29/06 | 27/07 | 28/09 | 26/10 | 30/11 | 25/01 | 22/02 | 29/03 | Total |
|----------------|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Karen Walker | Chair / Non-Executive Director | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | 7/10 |
| Jon Prashar | Non-Executive Director | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 9/10 |
| Altaf Sadique | Non-Executive Director | 0 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 6/10 |
| Sughra Nazir | Non-Executive Director | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 8/10 |
| Pat Campbell | Director of HR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10/10 |
| Karen Dawber | Chief Nurse | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 7/10 |
| Ray Smith | Chief Medical Officer | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 9/10 |
| Amandeep Singh | Partnership Lead | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 5/10 |

| Name | Job Title | 27/04 | 25/05 | 29/06 | 27/07 | 28/09 | 26/10 | 30/11 | 25/01 | 22/02 | 29/03 | Total |
|--|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Catherine Shutt | Assistant Director of HR/ Head of OD | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10/10 |
| David Smith | Director of Pharmacy | 1 | 1 | 0 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 7/10 |
| Faeem Lal | Deputy Director of HR | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 9/10 |
| Amanda Hudson/ Faye Alexander | Head of Education | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10/10 |
| Jane Kingsley | Lead Allied Health Professional | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10/10 |
| Jo Hilton | Deputy Chief Nurse | 1 | 0 | 1 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 7/10 |
| Kez Hayat | Head of Equality, Diversity & Inclusion | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 8/10 |
| Amanda Grice | Workplace and Wellbeing Centre Manager | 0 | 0 | 1 | 0 | 0 | 1 | 1 | N/A | 1 | N/A | 4/8 |
| James Taylor | Deputy COO | N/A | N/A | N/A | N/A | N/A | 0 | 1 | 1 | 1 | 0 | 3/5 |
| Mark Holloway | Director of Estates & Facilities | N/A | N/A | N/A | N/A | N/A | 0 | 1 | 0 | 1 | 1 | 3/5 |
| Adele Hartley-Spencer / Sarah Freeman / Sara Hollins | Director of Nursing (Operations) / Midwifery | N/A | N/A | N/A | N/A | N/A | 1 | 1 | 0 | 0 | 1 | 3/5 |
| Rukeya Miah | RESIN Staff Network Chair | N/A | N/A | N/A | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 6/7 |
| Abbie Wild | LGBT Staff Network Chair | N/A | N/A | N/A | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 6/7 |
| Nasaybah Bibi / Sara Shiroda / Louise Robinson | Enable Staff network Chair | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 4/10 |
| Alex Brown / Amy Ilisley | Clinical Lead for Medical Workforce | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 2/10 |
| David Hollings | Deputy Chief Digital & Information Officer | 0 | 0 | 0 | 0 | N/A | N/A | N/A | N/A | N/A | N/A | 0/4 |
| Chris Smith | Deputy Director of Finance | 0 | 0 | 0 | 0 | N/A | N/A | N/A | N/A | N/A | N/A | 0/4 |
| Rachael Waddington | Deputy Director of Operations | 0 | 0 | 0 | 0 | 1 | N/A | N/A | N/A | N/A | N/A | 1/5 |

The People Academy meetings were also attended by the Associate Director of Corporate Governance/Board Secretary. Other members of staff were invited to attend meetings when appropriate to discuss specific matters related to their roles.

4. Summary of the work of the Academy during and in respect of 2022/23

During the year, the Academy focused on people related items under two key headings: learning and improvement, and assurance.

4.1 Learning and Improvement

4.1.1 Staff Stories

During 2022/23 the Academy has started to receive staff stories to provide an insight into how things feel for staff throughout the Trust. This included:

- June 2022 – Modernisation of Pharmacy Services – a presentation from members of the Pharmacy Team on the implementation of the Pharmacy Stores Improvement Programme
- October 2022 – Advanced Clinical Practitioners – two members of staff talked about their career journeys. Both were registered nurses prior to undertaking their Masters degree to become ACPs, which was a role designed to transform and modernise pathways of care. Both shared how they were able to make a difference to help improve patient experience and contribute towards positive outcomes for service delivery.
- March 2023 – ‘What Makes Me Stay’ – two members of nursing staff from the renal team talked about the things that make them stay at BTHFT. They both referred to their colleagues as their second family and talked about how they value others and how they feel valued whilst at work. They felt that the Trust has gone from strength to strength, recognising staff personal emotions and feelings and this makes staff feel valued, therefore staff go above and beyond their duties of responsibilities and invest back into the organisation.

4.1.2 Looking After Our People

The Academy received bi-monthly updates from the ‘Looking After Our People’ sub-group. In September 2022, the Lead Psychologist for Staff presented an update on the psychology staff support offer. There had been a clinically and statistically significant improvement for staff in individual, occupational and social functioning.

NHS People Promise Exemplar Site: The Trust had received funding for a 12-month People Promise Manager post, as one of twenty three Trusts being classed as a people Promise exemplar site, which would see an improvement cycle approach to how the Trust puts interventions against the People Promise pillars into place to improve retention. An update on the work being undertaken was provided in July 2022.

4.1.3 NHS Staff Survey

2021 NHS Staff Survey Results: During the year, the Academy received assurance on progress made against the 2021 NHS Staff Survey Results. The key priorities following the analysis of the results were:

- Improve staff engagement levels and morale.
- Improve communication to colleagues regarding the ‘employee offer’.
- Focus on colleagues feeling valued in the workplace.
- Focus on team effectiveness, the role of line managers and team working.
- Ensure that colleagues feel confident and safe to speak out.
- Focus on wellbeing and burnout in a post pandemic environment.

The communications and engagement plan was also noted.

An action plan update was presented in June 2022. The action plan focussed on the top priorities:

- Health and well being
- Reward and recognition
- Talent management
- Employee voice
- Compassionate leadership and culture

2022 NHS Staff Survey Results: The Academy received a comprehensive presentation in March 2023 detailing the results of the 2022 NHS Staff Survey. Overall the results were positive, given the operational pressure at the time the survey was conducted. In 8 out of the 9 People Promise themes the Trust is above average compared to other acute Trusts. The Trust is above the national trend in terms of its results, the benefits and emphasis of 'Thrive' has been seen, as well as the work on civility.

4.1.4 GMC Survey Feedback

A summary of the findings from the GMC survey was presented in September 2022. 80% of postgraduate medical trainees at BTHFT had completed the survey between March-May 2022, across a range of specialties. Some of the areas highlighted were the positive feedback received within the Anaesthetics specialty, and a significant improvement in Emergency Medicine since the previous year. It was noted that the Trust ranked 226th out of 235 UK acute and mental health Trusts for workload, and 63rd out of 63 North acute and mental health trusts. Summary reports for each specialty had been distributed to relevant College Tutors and Foundation Training Programme Directors to share with teams, review and develop action plans. Progress against action plans would be overseen by the Director of Education through the Foundation Steering Group and Postgraduate Medical Education Steering Group.

4.1.5 Addressing the Obstetrics and Gynaecology Doctors Concerns, the GMC Training Survey

Dr Sudeepthi Kakara, Consultant Obstetrician and Gynaecologist attended the November 2022 meeting to provide an update on the actions taken to address concerns raised by O&G doctors in the training survey, including rota design, the ability to take study leave, workload, lack of consultant-led antenatal ward rounds of high risk patients, operating lists and training. Actions taken included an expansion of the middle grade rota in September 2022 to 1 in 13, and an agreement to recruit doctors and speciality doctors to add resilience to the rota. Ongoing capacity and demand planning was underway. Assurance was provided that the actions taken to address the concerns were communicated to trainees via the junior doctor forum.

4.1.6 Assessing and Monitoring Organisational Culture at BTHFT

The new Code of Governance was presented to Board of Directors in January 2023. One of the provisions under Board leadership and purpose on which we recorded partial compliance was that the board of directors should assess and monitor culture. Where it is not satisfied that policy, practices or behaviour throughout the business are aligned with the trust's vision, values and strategy, it should seek assurance that management has taken corrective action. A paper was presented to explain what is being done to monitor and measure culture, to determine if there are any gaps and escalate to the board of directors if necessary. The Academy agreed that appropriate processes are in place to assess and monitor organisational culture.

4.1.7 Freedom to Speak Up

During 2022/23 the Academy received quarterly reports on Freedom to Speak Up (FTSU). Through comprehensive reports, the Academy was informed of the number of concerns raised, the staff groups they were coming from and the category they aligned to.

4.1.8 Equality, Diversity and Inclusion

Belonging, Diversity and Inclusion: Throughout the year the Academy received regular updates pertaining to belonging, diversity and inclusion within the Trust.

In July the Academy viewed a moving video which had been produced following a successful funding bid to develop innovative programmes to improve the lives of colleagues with disabilities. In the video, six colleagues discussed their personal experiences of living with a disability or their association with someone living with a disability, and how the Trust had supported them in their roles at the Trust.

Workforce Race Equality Standard (WRES) / Workforce Disability Equality Standard (WDES) / Gender Equality Action Plans: In May 2022 the Academy reviewed the WRES and WDES data submissions and the proposed themes and actions for the 22/23 action plans.

In October 2022 the Academy received and approved the WRES and WDES actions plans. Key progress included meeting our 35% target of having a representative overall workforce, refresh of the Equality networks, launch of the mediation service and reciprocal mentoring scheme and the WDES video as examples.

Gender Pay Gap: The Academy was advised that our mean gender pay gap increased slightly from 23.6% in March 2021 to 26.1% in up to March 2022. The next steps include the establishment of our Gender Equality Reference group in 2021 and a refresh of the action plan with a focus women in leadership (e.g. talent management, leadership development), further development of a culture of flexible working (with a focus on front-line staff) and the under-representation of men in traditionally female roles.

EDI Strategy: The Academy reviewed the draft EDI Strategy and supported its presentation to the Board of Directors for approval.

4.1.9 Kindness and Civility

In June 2022, the Academy was advised that the Civility Programme Board had been set up, and was chaired by the Director of HR. The main piece of work taking place has focussed on the development of a 'behaviour framework' to provide clarity to colleagues regarding personal and organisational expectations on behaviours. Dr Chris Turner from 'Civility Saves Lives' had offered support and will be working with the Trust on the continued development of the framework. This would be linked to the Trust's values.

The Thrive Leadership Summit took place on 20 June 2022 which was focused on civility in the workplace and leadership and was very well attended.

A task and finish group had been created with a focus on empowering managers. There had been good discussion about dealing with difficult situations or having difficult conversations and how managers could be supported through that.

4.1.10 Recruitment and Retention

Workforce Growth and Transformation: The Academy received regular updates from the Workforce Growth and Transformation Sub-Group whose activities and action plan was linked to:

- Identifying new ways of working and delivering care.
- Identifying new ways of working, and implement processes to grow our own workforce.

Nursing Recruitment and Retention Plan: The Academy received six-monthly reports on the nursing recruitment and retention plan. Staffing continued to be a challenge; however the Academy was assured that there was a robust plan in place to tackle this. Some of the initiatives discussed include the work with 'Just-R' to support recruitment activity for nurses, midwives and health-care assistant posts, and plans for international recruitment.

4.1.11 Training and Education

In April 2023 the Academy received assurance relating to the arrangements in place for the management of statutory and mandatory training, following the introduction of interim arrangements during the pandemic. The compliance target for all mandatory training is set at 85%, with the exception of Information Governance which is 95%. Overall compliance is monitored by the People Academy through the People Dashboard.

The Education Annual Report was also presented in April 2023, highlights included the successful increase in the provision of student placements for all health care professionals in training and the number of post graduate doctors, and a continued focus on the quality of learning environments and the student experience.

In July an update was provided on the work to address the increased likelihood of white staff accessing non-mandatory training, compared to staff from ethnic minority backgrounds. There would be a targeted approach to engage and encourage colleagues from an ethnic minority background to apply for non-mandatory training, and engagement would take place with the staff networks to identify any key issues in access to non-mandatory training for diverse staff and to understand how to improve communications to under represented groups.

4.2 Assurance

4.2.1 People Academy Dashboard

The Academy received a monthly dashboard which provides details of how the Trust is performing against a range of people related metrics. Throughout the year the Academy has noted that sickness absence and turnover rates have started to decline, but remain challenging. The Academy has also noted improvements in mandatory training levels. The non-medical appraisal rate has also increased since April 2022.

During 2021/22, a comprehensive review of the metrics had been undertaken to ensure that what was reported was meaningful and aligned to the NHS People Promise work. The new metrics were presented from May 2022 onwards.

4.2.2 Workforce Report

The Academy received a quarterly Workforce Report which outlined the performance of the Trust in relation to the key workforce metrics and trends. These included data and the analysis against the establishment, bank and agency usage, staff turnover, recruitment, sickness absence, organisational development, pay and pensions.

4.2.3 Delivery of the NHS People Plan

In April and October 2022 the Academy received an update on progress against the actions arising from the NHS People Plan. Work had progressed well in relation to civility in the workplace with the formation of a Project Board and Advisory Panel which is overseeing the delivery of a number of key objectives. Progress in relation to 'looking after our people' included the new staff change facilities and improvements already made to staff rest facilities with further improvements planned. In terms of health and wellbeing, following the appointment of a new Gym Manager, there will be a focus on physical activity for colleagues.

4.2.4 People Strategy and Engagement Plan

In January 2023 the Academy was advised that a new People Strategy would be created and the engagement plan was shared for approval. It was recognised that when the current strategy was developed the Trust was operating in a very different landscape, and there had since been a shift in expectations with a greater emphasis on work/life balance.

4.2.5 West Yorkshire Health and Care Partnership – People Plan Workforce Strategy 2021-25

The Academy received the strategy for information. A particularly insightful part of the report noted was the workforce profile within the West Yorkshire Health and Care Partnership. The strategy was aligned to the NHS People Plan, which provided a useful reference point for the Trust.

4.2.6 Workforce Planning Submission

The Academy discussed the planning submission for 22/23 in April 2023. The key themes built into the planning submission were: retention, increasing supply, staff recovery and health, refocussing attendance, new ways of working, equality, diversity and inclusion and service recovery.

4.2.7 Guardian of Safe Working Hours

As a requirement of the 2016 Junior Doctors contract, the Academy received a quarterly report, on behalf of the Board, which provided assurance that doctors and dentists in training were working safe hours.

In Quarter 3, 79 exception reports were made, which was a slight increase from the previous quarter, where 73 reports were made. 73 of these were related to hours/working patterns, were the highest reporters were F1 doctors in general surgery. In addition 11 reports were flagged as an immediate safety concern. Assurance was provided that each exception report was carefully considered and investigated, and where appropriate and necessary action was taken to mitigate the concerns.

4.2.8 Medical Appraisals and Revalidation Annual Report

The Academy received the Annual Report on Medical Appraisal and Revalidation for 2021/22. Following interim arrangements due to the pandemic, the Trust made the decision to recommence the medical appraisal process on 1 April 2021. This was temporarily paused on 6 January 2022 and recommenced on 31 January 2022. For the year 2021/22, 338 doctors received a completed appraisal. 101 doctors were allocated an 'approved missed appraisal'. No doctors received an 'unapproved missed appraisal' for the period.

4.2.9 Board Assurance Framework for Nurse Staffing

In line with NHSE published guidance on nursing and midwifery safer staffing, the Academy received 6 monthly updates on the Trust's ability to provide evidence against its preparedness, decision-making and its escalation process. Assurance was provided that, whilst the Trust continued to see daily nursing and midwifery staffing challenges, there were robust systems and processes in place to manage this on a daily basis.

4.2.10 Nurse Staffing Data Publication Report

The Academy receives the nurse staffing data at each meeting (since January 2023). Assurance was provided of a number of measures in place to ensure that the Trust continued to provide safe care. These include:

- daily monitoring of staffing levels
- movement of staff between departments to mitigate staffing gaps
- a clear escalation process
- oversight of risks with staffing concerns recorded via Datix
- out-of-hours on call advice and support

4.2.11 Nursing and Midwifery Staffing Review

The Academy has reviewed the six monthly nursing and midwifery staffing reviews prior to submission to the Board for approval.

4.2.12 Health and Safety

The Academy has received updates and minutes from the Health and Safety Committee. It was noted that the internal audit review resulted in an outcome of 'significant assurance'. The updated H&S Committee Terms of Reference were reviewed and approved by the Academy. In March it was noted that a new health and safety work plan has been drafted, which is undergoing ratification and will be presented at the next Health and Safety Committee and then presented to the Academy.

4.2.13 Healthcare Worker Flu Vaccination Best Practice Assurance

Trusts had been set a target of offering the flu vaccination to all frontline health and social care workers, both clinical and non-clinical that have contact with patients. 53.4% of frontline staff received the flu vaccination during 2021/22 which was a steep reduction on previous years. National uptake was reported as 60.5% for 2021/22. The expectation for 2022/23 was 70+%. In February 2023 it was noted that uptake was at 52.7%.

4.2.14 Winter Plan: Workforce Actions

The Academy received the Winter Operational Response Plan for 2022/23. This was a live document and would be updated in response to demand and capacity pressures. Attention was drawn specifically to section 6 which related to Workforce, which assured the Academy that an action plan was in place and would continually be reviewed and updated throughout the winter period.

4.2.15 Industrial Action

The Academy has received regular verbal updates to provide reassurance on the actions being taken to manage the industrial action taken during 22/23, and details of potential and planned future strike action.

4.2.16 Review of High Level Risks and Board Assurance Framework

High Level Risk – the Academy has reviewed all risks within its remit scoring 15 and above, alongside an overview of the Executive Team's discussion in relation to the risks and any issues raised. The Academy has sought assurance that the risks are being managed appropriately and that the risks recorded are appropriate in the context of the information being presented.

Board Assurance Framework – from August 2022, the Academy has reviewed the strategic risks within its remit on a bi-monthly basis. The Academy reviewed, challenged and assessed the identification and management of risks within its remit, and sought assurance that all relevant key risks had been identified and reported to the Academy, and were being managed appropriately.

4.2.17 Bradford District and Craven (BDC) People Committee Update

The Academy has received regular updates from the Bradford District & Craven People Committee to provide insight into the work being undertaken at Place level against the four pillars of the People Plan and how each relates to the work being undertaken at Trust level.

4.2.18 Governance

Work Plan – the Academy reviewed its work plan for 2023 in September 2022. The work plan is presented for review at each meeting to ensure that all items are covered.

Academy Effectiveness Review – the Academy considered its effectiveness on 25 May 2022, where Academy members were asked to consider the following:

- the effectiveness of the meetings and how meetings could be made more effective
- how engaged members were with the meetings
- whether members felt able to challenge at meetings and ways in which this could be supported
- whether the meetings included the right mix of learning, improvement and assurance
- were the right people involved in the meetings
- duration of the meetings

The initial outcomes from these reviews were presented to the Academy on 29 June 2022. Further was then undertaken to develop the terms of reference (including membership) and work plans for the Academies, and proposed changes were presented to the Academies on 28 September 2022. The revised terms of reference and work plans were approved by the Board on 10 November 2022.

5. Conclusion

The Academy believes that during 2022/23 it took reasonable steps to perform its duties as delegated by the Board and specified in its terms of reference. The Academy has reviewed all relevant items in line with its Terms of Reference and work plan.

Karen Walker
People Academy Chair

April 2023

Appendix 1

People Academy Terms of Reference

| | |
|----------------------------|--|
| Purpose | To seek assurance, learn and drive improvement in relation to the people management arrangements within the Trust. |
| Responsible to | Board of Directors |
| Delegated authority | <p>The Academy is authorised to investigate any activity within its terms of reference. It is further authorised to seek any information it requires from any employee of the Trust and invite them to attend the Academy to contribute to a discussion or to enable the 'lived experience' to be captured as part of the debate.</p> <p>The Academy may make a request to the executive management team for legal or independent professional advice. The Academy may request the attendance of external advisers with relevant experience and expertise if it considers this necessary to either contribute to an agenda item or to run development sessions for its members.</p> |
| Duties | <p>Assurance:</p> <ul style="list-style-type: none"> • People Dashboard and metrics to include safe staffing • Review, challenge and assess the identification and management of risks within the Academy's remit on the High Level Risk Register and the BAF, to provide assurance to the Board that all relevant risks are appropriately recognised and recorded, and that all appropriate actions are being taken within appropriate timescales where risks are not appropriately controlled. • Delivery of the NHS People Plan • Ensuring compliance with relevant legislation and regulations relating to People. • Ensuring delivery of action plans to include but not restricted to the NHS Staff Survey, WRES and WDES action plans • CQC standards relating to People • Make recommendations to the Audit Committee concerning the annual programme of Internal Audit work and work with the |

| | |
|--------------------------|--|
| | <p>Audit Committee to ensure effective scrutiny of the risks and systems of internal control related to people matters.</p> <ul style="list-style-type: none"> • Consideration of relevant internal audit reports. • In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues. <p>Learning:</p> <p>To develop good practice and recommend the consideration of innovative approaches to people practices within the Trust</p> <ul style="list-style-type: none"> • To learn from other Organisations who are considered the ‘best’ employers in the Trust’s ambition to become an outstanding Organisation • To learn from Employment Relations/Employment Tribunal cases to inform policy/practice change • System/partnership working including the Bradford District & Craven Partnership People Committee • To hear and learn from real stories from staff and patients <p>Improvement:</p> <ul style="list-style-type: none"> • To improve people practices • To oversee the development and implementation of action plans following the NHS Staff Survey results to drive improvement • To ensure the development of a just and compassionate culture within the Trust • To improve leadership capacity and talent management |
| <p>Sub-Groups</p> | <p>New ways of working and delivering care Workforce Growth and Transformation Looking After Our People Health & Safety Committee</p> <p>Whilst not reporting to the Academy, the Academy will be mindful of the work of the Equality and Diversity Council (EDC) as it affects people management and practices. A workforce sub-group / reference groups</p> |

| | |
|------------------------------|--|
| | will be tasked to lead pieces of work or undertake research, which will feed into the People Academy as well as the EDC as agreed. |
| Chairing arrangements | <p>The Academy will be chaired by a Non Executive Director.</p> <p>In the absence of the Chair, the Deputy Chair (who is also a Non Executive Director) will act as Chair.</p> |
| Membership | <ul style="list-style-type: none"> • Director of HR • Chief Medical Officer • Chief Nurse • Up to four Non-Executive Directors (including the Chair and Deputy Chair) • Director of Pharmacy • Digital representative - TBC • Assistant Director of HR/Head of OD • Deputy Director of HR • Assistant Director of HR • Workplace Health and Wellbeing Centre Manager (only when Looking After Our People is included on the agenda) • Equality, Diversity and Inclusion Manager • Deputy Chief Operating Officer, Director of Estates and Facilities • Deputy Chief Nurse • Directors of Nursing (Operations) and Director of Midwifery (at least one to attend each meeting) • Head of Education • Partnership Lead Chair – RESIN Staff Network • Chair – Enable Staff Network • Chair – LGBT Staff Network • Lead AHP |

| | | | |
|---|---|------------------------------------|-------------------|
| | <ul style="list-style-type: none"> • Clinical Lead for Medical Workforce (or Deputy) • Frontline staff (TBC – Academy to discuss) <p>Members are normally expected to attend at least 70% of meetings (7) during the year. Deputies may attend on behalf of members subject to the agreement of the Chair.</p> | | |
| In attendance | <ul style="list-style-type: none"> • Associate Director of Corporate Governance/Board Secretary • Head of Corporate Governance • The Academy may invite other employees or external advisors to attend as appropriate • Any non-member NED | | |
| Secretary | Secretarial support will be provided by the Executive Assistant or PA to the Director of HR. | | |
| Quorum | A minimum of five members, including the Chair or Deputy Chair and at least one Executive Director. | | |
| Frequency of meetings | <p>Monthly (except August and December)</p> <p>At the request of the Chair, the Committee may hold meetings by telephone, video link or by email exchange. Normal rules relating to quoracy will apply to such meetings. These meetings will be deemed as standard meetings of the Committee.</p> | | |
| Circulation of papers | Papers will be distributed a minimum of three clear working days in advance of the meeting. | | |
| Reporting | The Chair of the Academy is responsible for reporting to the Trust Board on those matters covered by these terms of reference through a regular written report. The minutes of the Academy shall also be submitted to the Trust Board for information and assurance. The Chair of the Academy shall draw to the attention of the Trust Board any issues that require disclosure, or may require executive action. The Academy will present a written annual report to the Trust Board summarising the work carried out during the financial year and outlining its work plan for the future year. | | |
| <table border="1"> <tr> <td>Date agreed by the Academy:</td><td>28 September 2022</td></tr> </table> | | Date agreed by the Academy: | 28 September 2022 |
| Date agreed by the Academy: | 28 September 2022 | | |

| | |
|--|------------------|
| Date approved by the Trust Board: | 10 November 2022 |
| Review date: | July 2023 |