

## PEOPLE ACADEMY MINUTES

<b>Date:</b>	29 <sup>th</sup> March 2023	<b>Time:</b>	1100 - 1300
<b>Venue:</b>	Microsoft Teams meeting	<b>Chair:</b>	Mr Jon Prashar, Chair & Non-Executive Director
<b>Present:</b>	<p><b>Non-Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Mr Jon Prashar, Non-Executive Director (JP)</li> <li>- Ms Sughra Nazir, Non-Executive Director (SN)</li> </ul> <p><b>Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Ms Pat Campbell, Director of Human Resources (PC)</li> <li>- Dr Ray Smith, Chief Medical Officer (RS)</li> <li>- Mr Mark Holloway, Director of Estates &amp; Facilities (MH)</li> <li>- Ms Faye Alexander, Head of Education (FA)</li> <li>- Ms Catherine Shutt, Head of Organisational Development (CS)</li> <li>- Mr Faeem Lal, Deputy Director of HR (FL)</li> <li>- Ms Jane Kingsley, Lead Allied Health Professional (JK)</li> <li>- Ms Joanne Hilton, Deputy Chief Nurse (JH)</li> <li>- Ms Rukeya Miah, Chair of Staff RESIN Network (RM)</li> <li>- Ms Adele Hartley-Spencer, Director of Nursing (AHS)</li> <li>- Ms Abbie Wild, Chair of Staff LGBT Network (AW)</li> <li>- Mr David Smith, Director of Pharmacy (DS)</li> </ul>		
<b>Observing</b>	<ul style="list-style-type: none"> <li>- Ms Michelle Mahoney, HR Business Partner (MM)</li> <li>- Ms Ruth Dunlop, NED Insight Placement (RD)</li> <li>- Ms Farideh Javed, Governor (FJ)</li> </ul>		
<b>In Attendance:</b>	<ul style="list-style-type: none"> <li>- Ms Katie Shepherd, Corporate Governance Manager (KS)</li> <li>- Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP)</li> <li>- Mr Sean Willis, Associate Chief Nurse - Quality &amp; Workforce (SW)</li> <li>- Ms Sehra Hassan, Executive Assistant (SH) (minutes)</li> <li>- Ms Vickie Lai, Post-Transplant Sister, (VL) for agenda item PA.3.23.5 only</li> <li>- Ms Liza Bejet, Renal Clinical Nurse (LB) for agenda item PA3.23.5 only</li> </ul>		

Agenda Ref	Agenda Item	Actions
PA.3.23.1	<b>Apologies for Absence</b>	
	<ul style="list-style-type: none"> <li>- Ms Karen Walker, Non-Executive Director (KW)</li> <li>- Mr Altaf Sadique, Non-Executive Director (ASa)</li> <li>- Ms Karen Dawber, Chief Nurse (KD), represented by Joanne Hilton, Deputy Chief Nurse (JHi)</li> <li>- Ms Sarah Freeman, Director of Nursing (SF)</li> </ul>	
PA.3.23.2	<b>Declarations of Interest</b>	
	There were no interests declared.	
PA.3.23.3	<b>Draft Minutes of the Meeting Held on 22<sup>nd</sup> February 2023</b>	
	The minutes of the meeting held on 22 <sup>nd</sup> February 2023 were approved as an accurate record.	
PA.3.23.4	<b>Matters Arising</b>	
	There were no matters arising from the Minutes that were not already on the agenda. Verbal updates were given at the meeting	

	on the outstanding and closed actions and these were reflected in the action log.	
<b>PA.3.23.5</b>	<b>Staff Story 'What makes me stay'</b>	
	<p>VL and LB joined the meeting who both shared their career journey with members and explained that they have worked for the Trust for over 20 years when they first started working on F2. They went on to explain that they created a family orientated atmosphere on the wards, ensuring they were looking out for their colleagues' mental and physical wellbeing. 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.</p> <p>VL mentioned that that 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.</p> <p>JP thanked VL and LB for sharing their experiences and thanked them for attending the meeting.</p>	
<b>PA.3.23.6</b>	<b>Workforce Growth and Transformation</b>	
	This item will be deferred to the next meeting.	
<b>PA.3.23.7</b>	<b>NHS Staff Survey Results and Action Plan</b>	
	<p>PC informed members that the Trust was satisfied with the staff survey results, given the operational pressure at the time the survey was conducted. In 8 out of the 9 People Promise themes we are above average compared to other acute Trusts. In one theme we are average but that shows an improvement from last year's results. The Trust is above the national trend in terms of our results, we have seen the benefits and emphasis of 'Thrive' as well as the work on Civility.</p> <p>Being a People Promise Exemplar site, has helped the Trust in terms of the focus work on staff experience and retention, this has seen an improvement in the results.</p> <p>There are areas of improvement but overall, the Trust is pleased with the results.</p> <p>CT referred to the circulated paper and presented the key headlines of the survey.</p> <p>RS commented that the results from Estates and Facilities Directorate were very positive, the Trust is currently undergoing a human tissue authority inspection of the Mortuary service and the E&amp;F team have been very supportive on assisting the inspection in terms of Estates work. RS mentioned that he was pleased to see the improvement with the Outstanding Theatres Services programme across all metrics in the survey results. The Trust has seen progress in areas of the survey in the last couple of years and RS thanked CS and her team for the visibility, improvements and ongoing work of OD across the organisation.</p> <p>SN echoed RS comments in particular relating to the positive feedback received from E&amp;F. She also mentioned that she was</p>	

	<p>pleased with the focus on bullying/harassment, disability and being mindful of reporting numbers.</p> <p>The academy noted the update.</p>	
PA.3.23.8	<b>Workforce Civility Update</b>	
	<p>CS informed members that the paper which was circulated is a progress update, where the last update was shared at January's meeting. As of March, the key headlines are:</p> <ul style="list-style-type: none"> <li>• The workplace civility programme board has been up and running for just over a year.</li> <li>• Civility Advisory panel is made up of colleagues with lived experience of experiencing or witnessing civility.</li> <li>• Developed civility in the workplace development session for all staff, a pilot took place working with the civility advisory panel as well as some of the staff network colleagues.</li> <li>• Civility and trauma for ED colleagues has been developed with a focus on how civility can impact staff, with the support from the staff psychology service. Two pilot sessions have taken place where positive feedback has been received.</li> <li>• A live action event session is taking place in May with an external provider (Collingwood Learning), who are supporting the Trust to offer managers specific support around tackling incivility.</li> <li>• Civility toolkit has been approved covering three main areas, if colleagues have experienced, witnessed, or accused of incivility. The toolkit contains a number of tools, top tips and resources to support such situations and signposting. The toolkit will be launched in April.</li> <li>• As of January, this year, an ambition has been set to work locally with services to help develop their own bespoke action plans around some of the challenges on civility they experience.</li> </ul> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• The Bullying and Harassment Policy is currently under review.</li> <li>• The Equality and Diversity team are currently reviewing the Staff Advocacy service.</li> <li>• There are some key measures the Trust is monitoring to provide evidence of the impact of the Civility work.</li> </ul> <p>JP asked about the work with Manager support, where an external group will support the Trust to offer managers specific support around tackling incivility via a live event, whether the session will be shared with colleagues who cannot attend the live session. CS confirmed that the sessions will be recorded and videos will be available for staff to view.</p> <p>SN acknowledged the potential positive impact of dealing with the difficult area of being accused of incivility and congratulated CS on addressing this piece of work, further she would welcome feedback on the toolkit at a future meeting.</p> <p>AW asked whether students were involved with this piece of work. CS confirmed that students were not involved with this piece of work,</p>	

	<p>but research students have been involved, CS welcomed student representation. AW agreed to put CS in touch with the Midwifery team at the Bradford University. PC mentioned that legacy mentors are involved with this piece of work and Midwifery students have been presenting student stories.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.9</b>	<b>Assessing and Monitoring Organisational Culture at BTHFT</b>	
	<p>PC informed members that 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.</p> <p>The action required was further consideration of how the board assess and monitors culture. It was agreed at a previous board meeting that this will be considered through the People Academy and therefore CS has put a paper together 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.</p> <p>CS explained that the paper defines what it meant by organisational culture as there are many definitions of this. Culture is assessed in both qualitative and quantitative methods and this was explained in the paper. There are several sources that helps monitor culture and in particular when relating this to the people promise, as culture is something the Trust wants to improve on and using Thrive as a vehicle to do this.</p> <p>The Trust is currently exploring the option of joining the NHS Culture and Leadership Programme (CLP) whether this is viable for the Trust. The Programme aim is to help NHS organisations develop cultures that enable and sustain continuously improving, safe, high quality, compassionate and inclusive care. 35 NHS organisations and a number of healthcare organisations have now implemented CLP where organisations have seen improvements with CQC ratings, staff engagement and retention.</p> <p>The OD Team collect data that could be used to monitor and assess culture with regards to the Leadership Pathways and other development opportunities (e.g., coaching).</p> <p>One of the people promise exemplar site projects is to review how we can improve onboarding, where currently data is gathered informally from new starters who join the organisation, but there is scope to strengthen this and use the data in a more effective way.</p> <p>Culture is very difficult to provide with one single measure and CS explained that there are a lot of activities that are ongoing which relates to staff experience, how this is measured and monitored and where improvements can be made.</p>	

	<p>PC asked LP if this paper needs to be presented to the board of directors or whether an update will be provided in the Chairs report, where the People academy have discussed and understood what needs to be done around the measurement of culture, which means that we are compliant with the Code of Governance.</p> <p>LP confirmed that the update will be reported through the Chairs report and to ask for board feedback via the report.</p> <p>The academy noted the update.</p>	
PA.3.23.10	<b>People Academy Dashboard</b>	
	<p>PC referred to the circulated Dashboard and informed members that not all metrics have been updated this month and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Non-Medical Appraisal – this shows a small steady increase and there is variation between CSUs and Corporate departments, the appraisal paperwork has been re-launched and performance is being picked up through the Exec to CSU meetings.</li> <li>• Mandatory Training – this is above target and there is a small increase since the previous month.</li> <li>• Staff Turnover – this has reported as a slight decrease and every month there is a slight reduction in staff turnover.</li> <li>• Staff sickness absence – there is a reduction in the rolling year to date sickness absence rates and in month absence rates, this is in line with other Trusts across place.</li> </ul> <p>PC mentioned that there seems to be a sustained improvement in key metrics, but the metrics are heading in the right direction.</p> <p>SN noted that the report indicates 7 out of the 8 cases relating to harassment and bullying were unfounded and what is the Trust doing to re-build relationships?</p> <p>Also, the report indicates that there is an under reporting of staff who declare as having a disability, what else can be done to encourage managers to invite disclosure or declarations, or whether the intranet can be used to positively promote self-declaring disability.</p> <p>PC agreed that she will pick this up outside of the meeting and will provide SN with a response.</p> <p>With regards to the first question on harassment and bullying, PC stated that the information will be updated in May. Kez Hayat and HR will review the cases, as 90% of cases were where there was no case to answer to and this is seen as a very high percentage rate. An update will be provided at a future meeting once the review has been concluded.</p> <p>RS also commented that 90% of cases that were reported where there was no case to answer to, is a high percentage and whether an initial quick process can be reviewed before a full process is undertaken. PC informed members that the harassment and bullying policy currently states that it is up to individual if they want to pursue</p>	

	<p>with a formal complaint, but the policy is currently under review to focus on resolution, it can be difficult to encourage an individual to not pursue a formal route. Mediation is currently offered to individuals where successful outcomes have been agreed.</p> <p>SN also asked about the E-Job Planning, although there have been significant improvements for Medics having signed off job plans. Does the figure relate to staff who do not have signed off job plans, or have these not been uploaded onto the system?</p> <p>RS responded by saying that the Job Planning was paused during the Pandemic and has formally commenced again. All Medics have a job plan and some job plans might be old as these have not been changed. All job plans are now uploaded onto E-Job Planning</p> <p>SN also asked if the Dashboard could provide a breakdown of the number of the people on the apprenticeship programme by ethnic groups. PC confirmed that there are 300 people on an apprenticeship programme and a profile piece can be carried out and to include data on other entry level roles.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.11</b>	<b>High Level Operational Risks</b>	
	<p>PC presented the High-Level Operational Risks and informed members that there were no new people risks from the previous month, no risks changed in score, no closed risks and no risks beyond their review date.</p> <p>The key risks which remain are risks around Nurse Staffing, Haematology staffing which is primarily Medical/Consultant staffing and the risk and impact of industrial action, which is kept under constant review.</p> <p>The academy was assured that all the relevant key risks were identified and reported to the Academy and managed appropriately.</p>	
<b>PA.3.23.12</b>	<b>Board Assurance Framework for Nurse Staffing</b>	
	<p>SW provided background to the six-monthly staffing review undertaken of all in-patient wards. The paper describes that there is an operational corporate oversight of the staffing risks, where risks are updated on regularly.</p> <p>Work is ongoing against all the standards in the BAF including representation at system wide, city-wide workforce meetings, including collaboration across WYAAT.</p> <p>JP thanked SW for the update and expressed his gratitude to all the staff working on the front line who deliver outstanding care to patients.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.13</b>	<b>Nurse Staffing Data Publication Report</b>	
	SW presented the report which provides an update on February's fill rates. The fill rates remain unchanged, the leavers rate has slightly	

	<p>decreased. The harms have also decreased but this is due to a short month in February, harms are still being reported via Red Flags, Datix, Falls and pressures ulcers.</p> <p>NHSE have agreed to fund 100 international Nurses recruitment posts by November 2023, this includes financial support as well as pastoral support.</p> <p>New nurse bank rates will be introduced on 1st April 2023 and fill rates will be monitored closely to determine any impact.</p> <p>The Trust will be working with NHSE for the Trust to become an exemplar site for flexible working and optimising E-Roster where the first meeting will take place on 31.03.2023. Other NHS organisations who have taken up this opportunity have seen reduced vacancy rate, retention increase and an increase in staff satisfaction.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.14</b>	<b>Final Workforce Submission</b>	
	<p>FL presented the final Place based Workforce Plan Submission made for the Workforce Plan. The workforce plan is provided on an annual basis, the plan focuses on workforce, planning, finance and performance. The planning exercise is carried out at an ICB level as appose to organisational level.</p> <p>FL provided a brief overview of the workforce plan submission, which was captured in the documents circulated with the agenda.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.15</b>	<b>Report/Minutes from Health and Safety Committee</b>	
	<p>MH presented this item and took the minutes of the Health and Safety Committee as read and updated on the following summary headlines to the Committee:</p> <p>Risk No: 3704 regarding COSHH Assessments – traction and progress has now been made on this following the successful appointment of the H&amp;S Advisor – Sypol Coordinator to support with RA's and training. This has already seen a 50% increase with new assessors identified and re-assigned assessment owners. MH noted that this has been updated at ETM and will be reported at the next Health and Safety bi-monthly committee meeting.</p> <p>Re-assurance around Staff Datix reporting in general was noted and that this has seen positive progress with patient incident response framework which is led by Leah Richardson.</p> <p>A new health and safety workplan has been drafted, which is undergoing ratification and will be presented at the next health and safety committee and then presented to the Board of Directors.</p> <p>All, but one of the identified pieces of work which were presented at the last Board meeting has been completed.</p> <p>Representation has been poor at the last couple of meetings, email</p>	

	<p>reminders have been circulated and MH reminded members if they cannot attend meetings then deputies should attend in their absence.</p> <p>The academy noted the update and the positive progress being made.</p>	
<b>PA.3.23.16</b>	<b>Bradford District &amp; Craven People Committee update</b>	
	<p>PC advised that the circulated highlight report was for information only. A business case was submitted for the continuation of CTE HSC programme and the continuation of funding has been agreed by place-based partners. The programme is primarily working with schools which will continue for the next three years.</p> <p>Pillar four in the report which is growing our workforce has been led by PC, going forward FL and Tina Lafferty from the local authority will be co-chairing the programme.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.17</b>	<b>Industrial Action Update</b>	
	<p>PC informed members that the Trust is awaiting the outcomes of the consultative ballot from the agenda for change trade unions, as to whether they are going to accept the proposed pay settlement.</p> <p>The Trust is preparing for a second junior doctors strike, which will be a 96-hour strike which will commence on the morning of 11<sup>th</sup> April through to early morning of Saturday 15<sup>th</sup> April. This is proving very challenging in terms of operational planning as it falls just after a bank holiday weekend and during the Easter holiday period, where staff have booked for planned leave, the Trust is currently planning for that week. RS gave assurance that everything will be done to guarantee safety of patients and staff. RS will be joining a number of regional and national meetings, where senior leaders/Medical leaders from organisations are stating it is essential that the DOH and Government understands the level of concern that Trusts have about the upcoming strike.</p> <p>FL mentioned that the industrial action will run during the middle of Ramadan, where a proportion of our workforce will be observing fasting, where staff may have stepped up in the past to support this, but this proves challenging.</p> <p>PC confirmed that the risk associated to the industrial action is on the high-level risk register and she will increase the score of this, due to the upcoming junior doctor's industrial action, it was suggested to share this with the Board of Directors.</p> <p>The academy noted the update.</p>	
<b>PA.3.23.18</b>	<b>People Academy Work Plan</b>	
	<p>PC informed colleagues that at May's meeting a report will be presented on from the Outstanding Pharmacy Programme.</p> <p>At July's meeting a report will be presented on the Outstanding Theatres Services.</p>	

	The academy noted the update.	
<b>PA.3.23.19</b>	<b>Any Other Business</b>	
	JP thanked PC for her excellent leadership whilst working for the Trust and wished her a happy and healthy retirement.	
<b>PA.3.23.20</b>	<b>Matters to share with other Academies</b>	
	There were no matters to share with other Academies.	
<b>PA.3.23.21</b>	<b>Matters to Escalate to the Board of Directors</b>	
	To inform the board of the increased risk score due to the upcoming junior doctor's industrial action.	Associate Director of Corporate Governance/Board Secretary (PA23011)
<b>PA.3.23.22</b>	<b>Date and Time of Next Meeting</b>	
	26 <sup>th</sup> April 2023 1100-1300	

ACTIONS FROM PEOPLE ACADEMY – 29<sup>th</sup> March 2023

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA23009	22.02.2023	PA.2.23.8	<b>Nursing Recruitment and Retention Plan:</b> FL to present data on applicants who attended the last recruitment event, appointments made, unsuccessful candidates etc.	Deputy Director of HR	26.04.2023	
PA23010	22.02.2023	PA.2.23.12	<b>Review of National Education &amp; Training Survey (NETS) Feedback:</b> FA to enquire whether the National Education & Training Survey (NETS) can provide data on equality monitoring.	Head of Education	26.04.2023	
PA23011	20.03.2023	PA.3.23.21	<b>Matters to Escalate to the Board of Directors</b> To inform the board of the increased risk score due to the upcoming junior doctor's industrial action.	Associate Director of Corporate Governance/Board Secretary	26.04.2023	Update to be provided through the Academy Chair report to the Board on 11 May 2023.
PA23002	25.01.2023	PA.1.23.10	<b>Workforce Report:</b> LP to invite SHo to a future meeting to report on recruitment initiatives in Midwifery.	Associate Director of Corporate Governance/Board Secretary	24.05.2023	LP has contacted SHo, update to be provided in May as SHo will be attending that meeting as the nursing/midwifery rep.
PA23008	22.02.2023	PA.2.23.13	<b>Gender Pay Gap:</b> LP to arrange an exceptional People Academy session on EDI and Gender Pay Gap.	Associate Director of Corporate Governance/Board Secretary	27.09.2023	