

## PEOPLE ACADEMY MINUTES

<b>Date:</b>	Wednesday 5 <sup>th</sup> July 2023	<b>Time:</b>	11:00-13:00
<b>Venue:</b>	MS Teams meeting	<b>Chair:</b>	Karen Walker, Non-Executive Director
<b>Present:</b>	<p><b>Non-Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Karen Walker, Non-Executive Director (KW)</li> <li>- Altaf Saddique, Non-Executive Director (AS)</li> </ul> <p><b>Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Ray Smith, Chief Medical Officer (RS)</li> <li>- Catherine Shutt, Head of Organisational Development (CS)</li> <li>- Joanne Hilton, Deputy Chief Nurse (JH)</li> <li>- Adele Hartley-Spencer, Director of Nursing (AHS)</li> <li>- Rukeya Miah, Chair of Staff RESIN Network (RM)</li> <li>- David Smith, Director of Pharmacy (DS)</li> <li>- Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP)</li> <li>- Kez Hayat, Head of Equality, Diversity &amp; Inclusion (KH)</li> <li>- Samia Hussain, Associate Director of HR (SH)</li> <li>- Abbie Wild, Chair of Staff LGBT Network (AW)</li> <li>- Jane Kingsley, Lead Allied Health Professional (JK)</li> <li>- Susan Parker, Co-chair of the Enable Staff Equality Network (SP)</li> </ul>		
<b>In Attendance:</b>	<ul style="list-style-type: none"> <li>- Sehra Hassan, Executive Assistant (minutes) (SHa)</li> <li>- Remi Akerele, Consultant Anaesthetists (RA) for agenda item PA.7(1).23.8</li> <li>- Noorzana Azam, Senior Medical HR Officer &amp; Revalidation and Appraisal Officer (NA) for agenda item PA.7(1).23.8</li> <li>- Sean Willis, Associate Chief Nurse (SW)</li> <li>- John Bolton, Deputy Chief Medical Officer (JB)</li> <li>- Katie Shepherd, Corporate Governance Manager (KS)</li> <li>- Amanda Nicholson, HR Business Manager (AN)</li> <li>- Helen Jeffrey, Education Lead (HJ) for agenda item PA.7(1).23.20 only.</li> <li>- Gary Lupton, Education Manager (GL) for agenda item PA.7(1).23.20 only.</li> </ul>		
<b>Observer</b>	<ul style="list-style-type: none"> <li>- Helen Wilson, Staff Governor</li> </ul>		

Agenda Ref	Agenda Item	Actions
PA.7(1).23.1	<b>Apologies for Absence</b>	
	<ul style="list-style-type: none"> <li>- Faeem Lal, Interim Director of HR</li> <li>- Karen Dawber, Chief Nurse</li> <li>- Sara Hollins, Director of Midwifery</li> <li>- Amanda Grice, Workplace and Wellbeing Centre Manager</li> </ul> <p>Absent</p> <ul style="list-style-type: none"> <li>- Jon Prashar, Non-Executive Director</li> <li>- Sughra Nazir, Non-Executive Director</li> <li>- Amandeep Singh, Partnership Lead</li> <li>- James Taylor, Deputy Chief Operating Officer</li> </ul>	

	<ul style="list-style-type: none"> <li>- Amy Ilsley, Clinical Lead for Medical Workforce</li> <li>- Mark Holloway, Director of Estates and Facilities</li> <li>- David Robinson, Director of Education</li> </ul>	
<b>PA.7(1).23.2</b>	<b>Declarations of Interest</b>	
	No interests were declared.	
<b>PA.7(1).23.3</b>	<b>Draft minutes of the meeting held on 24<sup>th</sup> May 2023</b>	
	The minutes of the meeting held on 24 <sup>th</sup> May 2023 were approved as an accurate record.	
<b>PA.7(1).23.4</b>	<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 are reflected in the action log.	
<b>PA.7(1).23.5</b>	<b>People Academy Dashboard</b>	
	<p>SH referred to the dashboard and informed members of the following:</p> <ul style="list-style-type: none"> <li>• <b>Appraisal rate non-Medical</b>– there has been an increase across all CSUs, with an increase in April from 74.53% to 75.42%.</li> <li>• <b>Core Mandatory Training</b> - the overall compliance across all mandatory topics is 91%, an increase of 1% from the previous month. All subjects have seen a compliance increase with the biggest being Safeguarding Adults Level 3, which has seen a 4% increase from the previous month.</li> <li>• <b>Staff Turnover</b> – there has been a decrease by 0.19% which now stands at 11.43%. All areas have shown a slight decrease apart from Diagnostic &amp; Corporate Operational Services, which has shown a slight increase, Research remains stable.</li> <li>• <b>Staff Stability</b> – there has been a slight increase from 99.12% to 99.33%, a detailed report will be produced at the next meeting.</li> <li>• <b>Staff Sickness Absence</b> - The rolling 12-month sickness absence rate at the end of May 2023 was 6.36% compared to 6.43% in April. Decreases were seen in all areas apart from Planned Service and Corporate Services which both saw a slight increase. The largest decrease was seen in Estates &amp; Facilities, where specific targeted work will be carried out in that directorate.</li> </ul> <p>The academy noted the update.</p>	
<b>PA.7(1).23.6</b>	<b>High Level Operational Risk</b>	
	<p>LP presented the High-Level Operational Risks and drew members' attention to the following:</p> <ul style="list-style-type: none"> <li>• The report was presented in the new format, which included all the changes in the body of the report.</li> <li>• A new risk on a page report was included which gives the overall position in a visual format.</li> <li>• Appendix 3 which now includes the number of changes to the</li> </ul>	

	<p>target mitigation dates.</p> <ul style="list-style-type: none"> <li>One new risk added to the register, which is risk number 3711 - scored at 16.</li> <li>Two risks decreased in score and have been removed from the HLRR, these are numbers 3841 &amp; 3863.</li> </ul> <p>The Academy was assured that all the relevant key risks were identified and reported to the Academy and managed appropriately.</p>	
<b>PA.7(1).23.7</b>	<b>Board Assurance Framework – strategic risks relevant to the academy</b>	
	<p>LP gave an overview of the circulated papers and noted:</p> <ul style="list-style-type: none"> <li>There were no changes to the risk score.</li> <li>The highest risk score is 16 which relates to recruitment to vacancies.</li> <li>There are two risks which currently score at 9.</li> </ul> <p>The risks are still above the target level with some further work to be done, where the mitigation actions are set out in the BAF.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.8</b>	<b>Annual report on medical appraisal and revalidation 2022/23</b>	
	<p>RA and NA joined the meeting, where RS provided background to the annual report on medical appraisal and revalidation. The Trust has maintained an outstanding level of response to appraisal and revalidation during some challenging times.</p> <p>RA and NA provided an overview of the presentation. During the pandemic, the medical appraisal and revalidation process was put on hold and restarted on 1<sup>st</sup> April 2021, whereas the mandatory submission data was on hold from the outset of the pandemic. These will restart again this year.</p> <p>The presentation highlighted the medical appraisal outcome ranging from category 1-3. As of 31<sup>st</sup> March 2023, there were 488 doctors connected to the Trust, where 340 were consultant colleagues, 38 specialist doctors and 110 doctors on short term contracts. 443 medical appraisals had been successfully completed by 31<sup>st</sup> March 2023 which gave the Trust a 90.78% completion rate. 45 doctors did not complete an appraisal and 43 of these fell into Category 2 (missed approved appraisal). Of these doctors, 10 were on extended sick leave and 33 doctors had only recently joined the Trust and had not had time for an appraisal within the year. Only two doctors fell in Category 3 (incomplete or missed appraisal). Both doctors have now undergone successful appraisal. An Annual Organisational Audit to NHS England will be submitted before the end of October 2023.</p> <p>49 revalidations submission were made in 2022-23, 43 were positive recommendations for re-validation and 6 deferrals were made.</p> <p>Discussion took place around how the next steps will be</p>	

	<p>undertaken, the challenges/achievements in order to be fully compliant with the appraisal and revalidation process.</p> <p>In terms of comparison to other acute trusts, the Annual Organisational Audit was not mandatory during the pandemic years. Pre-pandemic our Trust performed exceptionally well, being in the top quartile performance across all sectors.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.9</b>	<b>Nursing and Midwifery staffing data publication report</b>	
	<p>SW discussed the circulated paper and highlighted that fill rates are in the region of 76% - 86% for registered nurse and 80% - 100% for HCAs.</p> <p>The safety data for May shows a decrease but is within the same levels as previous months.</p> <p>Nurse staffing risk is the same as previous month, but there is a slight decrease in Paediatrics. The predicted workforce fill rates have also improved. Some staff members are not in post yet but will commence employment soon. August is predicted as being a difficult month to fill due to the upcoming summer holidays. However, the risk will be reviewed periodically.</p> <p>The circulated paper listed all the ongoing work which supports recruitment and retention.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.10</b>	<b>Nursing and Midwifery recruitment and retention update</b>	
	<p>SW gave an overview on the circulated paper and informed members that there are currently 500 vacancies within nursing across all bands, this equates to 300 band 5 posts. ED/neo-natal and ICU have the highest level of vacancies.</p> <p>Many new recruits will commence employment in September/October, and international recruitment also commences soon.</p> <p>To address the workforce shortages and to further reduce bank and agency spend, the vacancy rate needs to reduce from 20% to 10% by March 2024.</p> <p>Childrens neo-natal are predicting to be at full staffing capacity by September/October. There have been very few leavers in this area which has helped with retention.</p> <p>The Trust is currently utilising 592 WTE per month on bank and agency and fill rates, but with more substantive posts being filled over the coming months this will hopefully reduce the bank and agency spend.</p> <p>The Trust has managed to retain 5% of leavers on the nurse bank</p>	

	<p>and further works needs to be carried out to understand the barriers, as well as retaining staff on the bank.</p> <p>The academy noted the update.</p>	
<b>PA.7(1).23.11</b>	<b>Formal harassment and bullying/disciplinary cases April 2022-March 2023</b>	
	<p>SH discussed the circulated paper.</p> <p>This report outlines the findings of the review analysing the number of staff who were involved in a formal Harassment, Bullying and Disciplinary investigation /process, during the period 1st April 2022 to 31 March 2023.</p> <p>The report summaries the data by gender, ethnicity, professional groups, allegations, care groups and CSUs.</p> <p>The report also includes a comprehensive analysis of each individual case. Where colleagues in HR and EDI have reviewed the cases.</p> <p>The findings of the review have identified four key objectives which the Trust needs to work towards, these are:</p> <ul style="list-style-type: none"> <li>• greater consistency in the demonstration of an inclusive, compassionate and person-centred approach, underpinned by an overriding concern to safeguard staff health and wellbeing.</li> <li>• consistent application of 'just culture' principles, which recognise that it is not always appropriate or necessary to invoke formal management action in response to a concern or incident.</li> <li>• clarity, support, upskilling of managers so they are equipped to 'nip things in the bud' at an early stage and support staff to deliver their responsibilities effectively in accordance with Trust policies and procedures.</li> <li>• clarity, guidance and support to staff to ensure they understand their responsibilities and how to deliver these in accordance with Trust policies, procedures and Values.</li> </ul> <p>An action plan was circulated with the papers which identifies the objectives and actions, which the Trust will work towards, support will be needed from colleagues across the Trust to achieve these.</p> <p>KW asked whether there were any outcomes which HR disagreed with. SH responded saying that, most outcomes were accurate and there may have been other options considered in some of the cases, where a formal process was not needed.</p> <p>RM asked whether an external peer assessment is carried out on some of the cases. SH said the report has been reviewed by an independent perspective, but the Trust could also explore the option of an external review.</p> <p>CS noted that the action plan relates to some of the work which OD are involved with around 'civility and just culture' and whether some</p>	

	<p>of the work can be connected to create consistency. It was agreed for SH and CS to meet to discuss the action plan and incorporating the actions with some of the work which OD are involved with.</p> <p><b>Action:</b> SH and CS to meet to discuss the action plan and incorporating the actions with some of the work OD are involved with.</p> <p>The Academy noted the update.</p>	<p>Associate Director of HR and Head of OD (PA23019)</p>
<b>PA.7(1).23.12</b>	<b>Industrial Action update</b>	
	<p>SH advised that the Junior Doctors will be taking industrial action from 13<sup>th</sup> – 18<sup>th</sup> July and this will be followed by the Consultant industrial action from 20<sup>th</sup> – 21<sup>st</sup> July. Planning is ongoing and the Trust is confident that it will be able to provide safe cover during the strike period. The command-and-control structure will be the same as previous strikes and a resource pack is being prepared which will include all the information that is needed.</p> <p>A session is taking place today with the Consultants to ensure patient safety is not being compromised. A meeting took place with the BMA where comments were made and will be followed through.</p> <p>Operational huddles are taking place daily, and these will continue during the strike period. Discussions will also take place to agree which activities are to be paused during the strike period.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.13</b>	<b>People Academy work plan</b>	
	<p>LP informed members that one item has been added to the work plan which is, an update relating to Organisational Culture in October 2023.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.14</b>	<b>Looking after our people</b>	
	<p>CS provided background and gave an overview of the circulated paper. New members have joined the group from bank, voluntary services, neonates and the SPaRC team. CS provided a detailed update of the headlines which were:</p> <ul style="list-style-type: none"> <li>• Thrive</li> <li>• Flexible Working</li> <li>• Wellbeing</li> <li>• Civility and Just Culture</li> <li>• Thriving Together (NHS Culture and Leadership Programme)</li> </ul> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.15</b>	<b>NHS staff survey action plan updates</b>	
	<p>The paper details the Trust response to 2022 staff survey where most of the work detailed in the paper is already ongoing. The work complements the WRES/WDES and civility action plans.</p> <p>CS referred to the following:</p>	

	<ul style="list-style-type: none"> <li>• Thriving together (NHS Culture and Leadership Programme) – a two-year programme which connects all the different strands of work together, understanding our culture and what we want to do about it. This is a two-year programme.</li> <li>• Recognised and rewarded – the Trust is relaunching 'Greatix' - as well as relaunching employee and team of the month. Developing ways to allow us to recognise promotions, work anniversaries or welcoming staff to the organisation as well as recognition for staff completing development pathways.</li> <li>• Speaking up culture - explore ways to further create a 'speak up' culture.</li> <li>• Civility – continuing with the civility and just culture work.</li> <li>• Development - launch Advancing Leaders (fourth leadership pathway).</li> <li>• Line Management - develop information pack / resources for newly promoted managers.</li> <li>• Stay interviews – a new pilot scheme has been introduced to encourage retention when staff wish to leave. Work will be piloted with two clinical areas and corporate areas.</li> <li>• Staff survey action plan - to keep the plan alive, by distilling the plan into five take away actions which are being replicated in the monthly Thrive bulletin.</li> </ul> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.16</b>	<b>Workforce civility update</b>	
	<p>CS provided background and gave an overview of the circulated paper.</p> <ul style="list-style-type: none"> <li>• Workplace Civility development session – the programme is up and running. Sessions have been delivered to teams in ED and Audiology.</li> <li>• Safe to Care Conference – civility was one of the workshops at this conference.</li> <li>• Manager Support - three videos have been created which will be used in induction and other development sessions to highlight the importance of civility.</li> <li>• Localised Offer – the OD team has developed an offer which has been made available to CSUs / services for them to pick and choose which interventions will help them on their civility journey.</li> <li>• Civility and Respect Toolkit - a toolkit has been launched of resources for those who witness or experience incivility.</li> <li>• Bullying and Harassment Policy – the policy is currently under review, where some significant work has been undertaken with HR colleagues and the policy is out to consultation with union members.</li> <li>• Staff Advocates - the Trust has embarked on a piece of work where the staff advocacy service is under review.</li> </ul> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.17</b>	<b>Reach in – Reach out</b>	
	CS mentioned that there now is a final approach to Reach in –	



	<p>Reach out.</p> <p>Reach in - Once a quarter, the proposal is that colleagues spend 3 hours working alongside different teams to understand the service they are delivering. Colleagues will therefore visit and work in four different sites/ teams per year. This is to share experience, knowledge and the opportunity to learn. The pilot scheme includes the Executive colleagues and staff members who directly report to the Execs.</p> <p>Reach out - Once a quarter, the proposal is that colleagues spend 3 hours volunteering in the local community.</p> <p>The proposal is for Executives and their direct report colleagues to lead on this and individuals will organise their own placements. The paper also refers to potential NED involvement in the pilot work. Following a discussion KW and AS supported the NED involvement and KW agreed that she will discuss this opportunity with the Board of Directors at the next board meeting.</p> <p><b>Action:</b> KW to discuss the potential NED involvement on the Reach in – Reach out pilot scheme at the next board meeting.</p>	<p>Chair (PA23020)</p>
<b>PA.7(1).23.18</b>	<b>Just R – candidate journey report</b>	
	It was agreed to defer this item to the next meeting.	
<b>PA.7(1).23.19</b>	<b>Recruitment initiatives in midwifery</b>	
	It was agreed to defer this item to the next meeting.	
<b>PA.7(1).23.20</b>	<b>Education Dashboard</b>	
	<p>GL and HJ joined the meeting and referred to the slides, which were developed from key functions within the Education department. The presentation summarised all the key data relating to the services that the department provides, including mandatory training compliance, income generation, and feedback from undergraduate and postgraduate rotations and user services.</p> <p>The development of the education dashboard provides several benefits which would enable greater tracking and reporting of data, and feedback from key education functions.</p> <p>The education dashboard will be used as a tool to trigger the development of action plans or celebrate success within relevant teams, to generate improvements and subsequently meet KPIs.</p> <p>The Academy noted the update.</p>	
<b>PA.7(1).23.21</b>	<b>Any Other Business</b>	
	<p>KW congratulated RM in securing a secondment opportunity at Hull University Teaching Hospitals NHS Trust.</p> <p>CS asked whether the long-term workforce plan can be presented at a future meeting. KW approved for this item to be presented at a future meeting.</p>	



	<p><b>Action:</b> LP to arrange for the long-term workforce plan to be included in the agenda at an upcoming People academy meeting.</p> <p>KH informed members that NHS England have launched their national Equality, Diversity and Inclusion improvement plan and it will be useful to present the plan at a future meeting. The plan will also be presented at next week's Equality and Diversity Council meeting. KW approved for this item to be presented at a future academy meeting.</p> <p><b>Action:</b> LP to arrange for the NHS Equality, Diversity and Inclusion improvement plan to be included in the agenda at an upcoming People academy meeting.</p> <p>KW and KH have completed a one-year NHS programme on EDI, where they will share the learning from the course at a future meeting.</p>	<p>Associate Director of Corporate Governance/Board Secretary (PA23021)</p> <p>Associate Director of Corporate Governance/Board Secretary (PA23022)</p>
<b>PA.7(1).23.22</b>	<b>Matters to share with other Academies</b>	
	There were no matters to share with other Academies.	
<b>PA.7(1).23.23</b>	<b>Matters to escalate to the Board of Directors</b>	
	It was agreed for KW to discuss the potential NED involvement on the Reach in – Reach out pilot scheme at the next board meeting.	Chair
<b>PA.7(1).23.24</b>	<b>Date and time of next meeting</b>	
	26th July 2023 – 11.00 – 1.00pm	
<b>PA.7(1).23.25</b>	<b>Internal Audit Reports relevant to the Academy</b>	
	There was nothing to report on this agenda item.	

**ACTIONS FROM PEOPLE ACADEMY – 5<sup>th</sup> July 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.	Acting Director of HR	26.07.2023	Included on July agenda. <b>Action closed</b>
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	26.07.2023	Included on July agenda. <b>Action closed</b>
PA23012	26.04.2023	PA.4.23.5	<b>People Academy Dashboard:</b> FL to provide data on tenure which would assure the Academy about the experience levels across the Trust.	Acting Director of HR	26.07.2023	Agreed to defer this action to the next meeting.
PA23016	24.05.2023	PA.5.23.7	<b>People Academy Dashboard:</b> LP, KW and FL to discuss adding the nurse staffing vacancies metrics to the People Academy dashboard.	Acting Director of HR/Chair/ Associate Director of Corporate Governance/Board Secretary	26.07.2023	The meeting has not taken place due to annual leave therefore this action to be deferred to the next meeting.
PA23020	05.07.23	PA.7(1).23.17	<b>Reach in – Reach out</b> It was agreed for KW to discuss the potential NED involvement on the Reach in – reach out pilot scheme at the next board meeting.	Chair	26.07.2023	Discussed at board on 13.07.23, all board members gave their support and would like to be involved. <b>Action closed</b>

PA23021	05.07.2023	PA.5.23.21	<b>Any other business:</b> LP to arrange for the long-term workforce plan to be included in the agenda at an upcoming People academy meeting.	Associate Director of Corporate Governance/Board Secretary	26.07.2023	This document would be brought at the same time as the next action. Awaiting outcome of FL's discussion with KH.
PA23022	05.07.2023	PA.5.23.21	<b>Any other business:</b> LP to arrange for the NHS Equality, Diversity and Inclusion improvement plan to be included in the agenda at an upcoming People academy meeting.	Associate Director of Corporate Governance/Board Secretary	26.07.2023	FL to liaise with KH to determine which Academy meeting this would be presented at.
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	
PA23019	05.07.23	PA.7(1).23.11	<b>Formal harassment and bullying/disciplinary cases April 2022 – March 2023</b> SH and CS to meet to discuss the action plan and incorporating the actions with some of the work OD are involved with.	Associate Director of HR and Head of OD	27.09.23	
PA23015	24.05.2023	PA.5.23.6	<b>Outstanding Pharmacy Services update:</b> It was agreed for KL to provide an update on the Programme at November's meeting and to incorporate a staff story.	OPS Programme Manager	01.11.2023	