

PEOPLE ACADEMY MINUTES

Date:	Wednesday 26 th April 2023	Time:	11:00-13:00
Venue:	MS teams meeting	Chair:	Ms Karen Walker, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Ms Karen Walker, Non-Executive Director (KW) - Mr Altaf Saddique, Non-Executive Director (AS) - Ms Sughra Nazir, Non-Executive Director (SG) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Mr Faeem Lal, Acting Director of HR (FL) - Dr Ray Smith, Chief Medical Officer (RS) - Mr Mark Holloway, Director of Estates and Facilities (MH) - Ms Faye Alexander, Head of Education (FA) - Ms Catherine Shutt, Head of Organisational Development (CS) - Ms Jane Kingsley, Lead Allied Health Professional (JK) - Ms Joanne Hilton, Deputy Chief Nurse (JH) - Ms Rukeya Miah, Chair of Staff RESIN Network (RM) - Mr David Smith, Director of Pharmacy (DS) - Ms Amanda Grice, Workplace and Wellbeing Centre Manager (AG) 		
In Attendance:	<ul style="list-style-type: none"> - Ms Sehra Hassan, Executive Assistant (minutes) (SH) - Mr Sean Willis, Associate Chief Nurse (SW) - Ms Jacqui Maurice, Head of Corporate Governance (JM) - Ms Katie Shepherd, Corporate Governance Manager (KS) 		
Observer	-		

Agenda Ref	Agenda Item	Actions
PA.4.23.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Ms Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Ms Sara Hollins, Director of Midwifery (SHo) - Ms Karen Dawber, Chief Nurse (KD) <p>Absent</p> <ul style="list-style-type: none"> - Mr Amandeep Singh, Partnership Lead (AS) - Mr Jon Prashar, Non-Executive Director (JP) - Ms Sarah Freeman, Director of Nursing (SF) - Ms Adele Hartley-Spencer, Director of Nursing (AHS) - Ms Abbie Wild, Chair of Staff LGBT Network (AW) - Mr Kez Hayat, Equality, Diversity and Inclusion Manager (KH) - Mr James Taylor, Deputy COO (JT) - Ms Amy Ilsley, Clinical Lead for Medical Workforce (AI) 	
PA.4.23.2	Declarations of Interest	
	There were no interests declared.	
PA.4.23.3	Draft minutes of the meeting held on 29th March 2023	

	The minutes of the meeting held on 29 th March 2023 were approved as an accurate record.	
PA.4.23.4	Matters arising	
	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.	
PA.4.23.5	People Academy Dashboard	
	<p>FL referred to the circulated Dashboard and informed members that of the following:</p> <p>Appraisal Rate non-medical: The appraisal rate has dropped by 1.5% to 75.11% and plans are in place to increase uptake.</p> <p>Mandatory Training: This has decreased by 1% to 89% in March, but this remains above the 85% training target. Equality and Diversity training has increased in compliance and is currently at 86% uptake.</p> <p>Staff Turnover: This continues to show a decrease and this has seen a 0.5% drop in March.</p> <p>Staff Stability: The stability index shows the percentage of staff who are in post at the start of each month and those who remain in post at the end of the month. The stability rate is at 99.28% in March 2023 which is a slight decrease from 99.48% in February 2023.</p> <p>Nursing Bank Fill Rates: This has increased by 2.1%.</p> <p>Staff Sickness Absence: This continues to see a decrease with the largest decrease in Estate and Facilities.</p> <p>KW asked, if the figures indicated in the report for staff stability, are considered to be good. FL confirmed that the figures were positive and the Trust is in a good position with regards to turnover.</p> <p>KW asked FL whether he could provide data on tenure which would assure the Academy about the experience levels across the Trust. FL agreed to provide this at a future Academy.</p> <p>Action: FL to provide data on tenure which would assure the Academy about the experience levels across the Trust.</p> <p>SN noted that the appraisal medical rate is currently at 75% and whether more can be done to increase this figure. RS gave an overview of the measures 1 – 3 appraisals and the Trust is doing a lot of work to increase appraisal uptake, at the end of March there were only 2 outstanding missed appraisals. RS agreed to provide a detailed medical appraisal report at the next meeting.</p> <p>Action: RS agreed to provide a detailed medical appraisal report at the next meeting.</p> <p>SN asked how success is measured in terms of mediation? FL said that the success is where individuals have managed to settle differences during a mediation meeting and move in a positive direction. Most mediation cases are resolved and it is highly unlikely where staff make contact again once they have undergone mediation.</p>	<p>Acting Director of HR (PA23012)</p> <p>Chief Medical Officer (PA23013)</p>

	The academy noted the update.	
PA.4.23.6	Workforce Report	
	<p>Referring to the circulated Workforce Report, FL highlighted the key themes and referenced the relevant Dashboard metrics. Points of note were:</p> <ul style="list-style-type: none"> • The Trust is working with NHS England as an exemplar site to develop team or self-rostering, we have been selected as one of the 5 pilot sites. • The Trust is continuing to support the Medics Career Conversations Pilot scheme. • The sickness absence figures are continuing to decrease. • The financial wellbeing update has been offered to staff and this has shown savings compared to comparative costs. • A live action event session is taking place on 25th May with an external provider (Collingwood Learning), who are supporting the Trust to offer managers specific support around tackling incivility. The session will be recorded for staff to view if they are unable to attend the live session. • Re-launching of the staff advocacy service. • Thrive conference arranged for 6th June. <p>SN asked with regards to E-Rostering whether this has information governance measures in place to stop fraudulent activities. SN noted the high level of agency usage in E&F and asked why this usage is high and what is the Trust doing with regards to vacancy management and overseeing the agency usage. FL mentioned that with regards to SN first question relating to E-Rostering the rosters are set up in such a way where managers lock down individual team rosters. With regards to SN's second question, the Trust is aware of the high agency usage in E&F and there are several E&F projects underway to decrease agency usage. MH stated that a full assessment has been conducted with E&F workforce, where during and post Covid extra agency staff have been employed to carry out roles up and above the normal model. Over the coming weeks the Exec team will make a decision with regards to the additional agency roles and whether these roles become substantial roles and therefore this will reduce agency costs. MH also mentioned that the E&F rotas will always be at 80% of substantive staff and 20% agency, this is so that agency staff can cove for relief i.e., absence etc. MH pointed out that 54 WTE vacancies can be recruited to substantively, where 12 posts have already been filled and further vacancies have been advertised.</p> <p>RM asked whether further work needs to be done in the roster where staff take time off during religious/faith celebrations ensuring there are no gaps in patient care. FL mentioned that there is good practice across the board ensuring there is cover across the organisation. SW also mentioned that religious/faith holidays will need to be highlighted in the roster to plan for staffing levels as there is a requirement to formalise key religious dates in the roster.</p> <p>The academy noted the update.</p>	
PA.4.23.7	High Level Operational Risks	
	FL presented the High-Level Operational Risks and informed	

	<p>members of the following:</p> <p>Risk no: 3850 - Pharmacy accommodation is currently scored at 15.</p> <p>Risk no: 3808 – Risk of industrial action will be reviewed today as this raises concerns for the nursing strike over the bank holiday period and raises concerns over patient safety.</p> <p>JH mentioned that risk no 3808 which raised risks around patient safety, quality, patient experience, that there are other risks associated to this. A conversation took place at the Finance and Performance academy around the risks, emergency planning and response, preparedness, response from the CSUs for all the industrial actions that have taken place and for all those that will take place in the future.</p> <p>Risk no: 3732: Nursing and Midwifery staffing levels is still scored at 20, this risk has been reviewed and the score remains at 20. All the mitigation around this risk have also been reviewed.</p> <p>The academy was assured that all the relevant key risks were identified and reported to the Academy and managed appropriately.</p>	
PA.4.23.8	Board Assurance Framework – Strategic Risks Relevant to the Academy	
	<p>KS gave an overview of the circulated papers and noted:</p> <p>Further to the review with the lead directors, and following a review by the Board at its Development Session, no new risks have been added and no risks have been closed, however some of the risk descriptions have been revised to reflect the current context, as follows:</p> <p>Risk no 3.2 which relates to maintaining a healthy and engaged workforce the risk description has changed and the risk has reduced from 12 to 9, this reflects the improvements that have been made to sickness absence and turnover, as well as the support offered through the Thrive initiative. The target score was decreased from 9 to 6.</p> <p>The risk appetite statement is reviewed on an annual basis, there were no proposed changes to the risk appetite level in relation to the strategic objectives 3.</p> <p>At the Finance and Performance academy, when reviewing the risk appetite of 2.b which is to deliver performance targets, it was recognised that it should include the need to deliver performance targets, but to ensure this does not negatively impact on our people, the risk statement will be updated.</p> <p>The full BAF and risk appetite review was presented at the board development session on 20th April, the board was supportive of the proposed changes and the academy were asked to review the recommendations as outlined in the paper.</p> <p>The academy was supportive of the proposed changes in the</p>	

	paper.	
PA.4.23.9	Nursing and Midwifery Staffing Data Publication Report	
	<p>SW presented the report which provides an update on March's fill rates. The fill rates remain consistent, but slightly higher than February's figures. There has been an increase in falls and pressure ulcers, but most of these have been low, or no harm. There is ongoing work with the tissue viability team and the Trust's new Falls lead to monitor this closely.</p> <p>The band 5 position has improved, there are currently 236 vacancies as opposed to 270.</p> <p>Band 2 vacancies have increased, an advert is currently out for recruitment.</p> <p>The 'step into care' programme is to be launched, with the aim to recruit trainee HCAs with no qualifications and experience.</p> <p>There is ongoing work with international staff with regards to international nurses recruitment, by November the aim is to recruit to 100 nurses and on projection to have 68 by July, another registered recruitment day is planned to take place on 25th May.</p> <p>The legacy mentors will join the Trust this month.</p> <p>The academy noted the update.</p>	
PA.4.23.10	Nursing and Midwifery Staffing Establishment Review	
	<p>JH presented an overview of the six-monthly nursing and midwifery establishment review. The recommendations in the paper have been presented to ETM. The paper which was presented to this academy will also be presented to the Board of Directors in May.</p> <p>JH brought members attention to the following:</p> <ul style="list-style-type: none"> • A review of the metrics has been undertaken that is set out on the national document based on what Trust must do, as well as conducting 360 reviews with nurses in charge, senior nurses, finance colleagues, HR and operational colleagues. • The presentation includes specific ask for areas and the outcomes from conversations that have taken place. • The two elements where changes have been made is relating to GATU – Gynae Assessment area and the Education post in the respiratory department. The total cost for this is in the region of £132.000 and there is a significant investment in nursing and midwifery workforce. • The maternity department will be undertaking the birth-rate plus tool in Autumn of this year. <p>JH referred to the recommendations set out in the paper, ensuring the academy is assured of the process undertaken and asked the academy to support the recommendations which were presented,</p>	

	<p>which are due to commence on 1st July.</p> <p>The academy noted the update.</p>	
PA.4.23.11	People Plan/Strategy workplan	
	<p>CS provided an update on the actions where the Trust is asked to deliver against the NHS People plan. This update is provided every six months and CS highlighted the following:</p> <ul style="list-style-type: none"> • The Civility and Respect toolkit which has been approved and launched. • The following three staff rooms are being refurbished, command centre, A&E and the Maternity department. • Occupation Health have introduced a dedicated day/month for staff to access the Access to Work Mental Health support service. • A new wellbeing working group has been established with representatives from a range of services. The group will explore the current wellbeing provision and propose any additional initiatives that need to be in place to better support staff. • Two Flexible Working Toolkits have been developed and continue to be promoted to encourage flexible working conversations. • Legacy Nurse Mentor roles have been established. • An open day was held at the Trust during National Apprenticeship week, work is ongoing to continually promote apprenticeships. <p>The academy noted the update.</p>	
PA.4.23.12	Guardian of Safe Working Hours Annual Report	
	<p>RS presented the quarter four report for guardian of safe working hours. There are a total of 44 reports for this quarter, which has seen a reduction of 44% reduction on previous quarters. The Trust is confident that trainees are reporting on working safe hours. Dr Joanna Glascodeine, Guardian of Safe Working Hours has pulled together a helpful guide to make it clear that everybody understands the process of how to report exceptions.</p> <p>There were 14 hours reported as additionally worked in quarter 4, which is a 70% decrease from the previous quarter.</p> <p>There were 20 patient safety concerns raised, out of the 44 reports received. All the concerns raised are looked at individually and none had a direct patient safety concern.</p> <p>The exception report which trainees submit exception reports if working beyond contracted hours or educational opportunities are missed by speciality, was reported in Obs and Gynae, where 7.5 hours were declared.</p> <p>SN asked that the narrative references staffing issues i.e. Phlebotomy and whether these issues will reoccur and what is being done to address the issues.</p>	

	<p>RS responded by saying that support services make a significant difference to doctors in training. Other Trusts have an initiative called a 'hospital at night model' which our Trust doesn't currently have, where a small team are present during the night who are able to help junior doctors carry out tasks which can be done by somebody else to allow the junior doctor to support immediate patient care type of duties. The Trust has just completed the pilot for this which was seen very successful, where quantitative and qualitative data was pulled together, and a paper will be drawn to recommend this service becoming a permanent feature.</p> <p>The Trust is in the process of redesigning the Junior doctors rotas, as currently the rota has more junior doctors on a night and the proposal is to have more junior doctors during the day. A lot of money has been spent on Junior doctors facilities in order to improve the junior medical staff environment.</p> <p>The academy noted the update.</p>	
PA.4.23.13	People Academy Annual Report to Board	
	<p>KW presented the People Academy annual report and provided an overview of all the work carried out by the academy members over the previous year. KW thanked all staff members for all their contributions to make this academy a success.</p> <p>The academy noted the update.</p>	
PA.4.23.14	Industrial Action update	
	<p>FL informed members that RCN have announced their members will be striking from 30th April from 8pm to Tuesday 2nd May 8pm, which will be a 48-hour strike. The government is challenging the legality of the strike action for 2nd May.</p> <p>The Trust is continuing to work through mitigating the risks due to reduced staffing numbers. The Trust is concerned with issues relating to patient safety and have asked for support from ICB and place.</p>	
PA.4.23.15	People Academy Work Plan	
	<p>There were no significant changes to the work plan.</p> <p>KW mentioned that the academy dashboards will be aligned to the strategic objectives and the workplan will be updated to reflect this. Any changes to the workplan will be shared with the academy at a future meeting.</p>	
PA.4.23.16	Workforce Growth and Transformation	
	<p>SW provided an update on Quarter four progress: on the two pillars of the people plan, 'new ways of working' and 'growing your future workforce.' One of the workplan is to develop a resource to help staff develop and write business cases to support workforce changes and this piece of work will be ongoing.</p> <p>Discussions have taken place with the University of Bradford, for the development of dual qualification pathways for MSc students and to work more closely with them to support student's digital training/awareness.</p>	

	<p>The Education team are reviewing work experience opportunities for students aged 14 – 16, to inspire the next generation to work in Bradford.</p> <p>NMC have made some changes for registrants who are educated overseas, one of barrier being the English Language requirement. Where we have staff who have trained overseas and have worked in a health care setting within the organisation over 12 months. Additional support will be offered to those individuals.</p> <p>The academy noted the update.</p>	
PA.4.23.17	Looking after our People	
	<p>CS provided background of the group and gave an overview of the circulated paper, CS has temporarily taken over the role of this chair of the group. The group have agreed that the Thrive' approach is the most appropriate vehicle for delivering the 'Looking After Our People' aspect of the People Plan and have therefore agreed to use Thrive as a framework for updates on future agendas.</p> <p>A review was undertaken of the membership, this identified gaps and members from Education, SPaRC, volunteering services and colleagues from the bank team have been invited to become members. The group is there to identify any gaps and the focus for this month was on flexible working.</p> <p>The paper highlights the next steps and areas of priorities as well as wellbeing.</p> <p>The academy noted the update.</p>	
PA.4.23.18	Education Annual Report	
	<p>FA presented the Education Service Annual Report 2022/23. There have been some significant changes within the senior leadership team, where the Head of Education and Director for Undergraduate Medical Education have both retired from their posts.</p> <p>New teams have joined the Education team, where the legacy nurse mentor roles have expanded, as well as the preceptorship role for newly qualified nurses, recruitment is underway for a new team for Medical Devices.</p> <p>The report is based on a 5-year plan which will expire at the end of 2024, the team is on track to achieving this plan and are also looking into the future to determine what is included in the next 5-year plan going forward.</p> <p>FA highlighted key priorities and challenges within the 5-year education plan and these were all included in the circulated paper.</p> <p>RS commended FA for pulling the report together but also for supporting the team and her leadership skills.</p> <p>The academy noted the update.</p>	

PA.4.23.19	Any Other Business	
	<p>KW asked members for feedback on the quality of the meeting, papers, debates and assurance etc.</p> <p>RS stated that the meeting feels very logical, well-structured and is guided through problems and challenges. The meeting allows everybody to speak up and welcomes members to show their contribution to papers and reports which have been put together. He thanked KW for her effective chairing skills. RS also mentioned that the meeting is manageable and allows members to read the papers beforehand.</p> <p>FL shared similar feedback as RS and commented on the production of the reports being available before the meeting, which highlights all the work that is underway.</p> <p>KW also commented on how the academy has evolved over time and members are reading the papers in advance of the meeting to make participation easier.</p> <p>JH echoed all the other comments which were shared by members, but also reminded members that a lot of work is done in the background to produce papers/reports and asked if these are meaningful for members and whether members would like to see any other information included in the papers, which isn't already captured. JH also suggested that paper authors be invited to the meeting to present their papers so that the Academy got to hear from a range of voices throughout the Trust. This suggestion was accepted.</p>	
PA.4.23.20	Matters to share with other Academies	
	There were no matters to share with other Academies.	
PA.4.23.21	Matters to escalate to the Board of Directors	
	To inform the board of the concerns which have been raised around the issues associated with the industrial action.	Chair (PA23014)
PA.4.23.22	Date and time of next meeting	
	24 th May 11:00 – 13:00	
PA.4.23.23	Internal Audit Reports relevant to the Academy	
	There was nothing to report on this agenda item.	

ACTIONS FROM PEOPLE ACADEMY – 26th April 2023

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA23009	22.02.2023	PA.2.23.8	Nursing Recruitment and Retention Plan: FL to present data on applicants who attended the last recruitment event, appointments made, unsuccessful candidates etc.	Acting Director of HR	24.05.2023	It was agreed to defer this action to end of May.
PA23002	25.01.2023	PA.1.23.10	Workforce Report: 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.
PA23013	26.04.2023	PA.4.23.5	People Academy Dashboard: RS agreed to provide a detailed medical appraisal report at the next meeting.	Chief Medical Officer	24.05.2023	Item on the agenda for 24.05.2023 CLOSED
PA23014	26.04.2023	PA.4.23.21	Matters to escalate to the Board of Directors: To inform the board of the concerns which have been raised around the issues associated with the industrial action.	Chair	24.05.2023	KW included this in the Chairs report and updated the BOD on 11.05.2023. CLOSED
PA23012	26.04.2023	PA.4.23.5	People Academy Dashboard FL to provide data on tenure which would assure the Academy about the experience levels across the Trust.	Acting Director of HR	28.06.2023	
PA23008	22.02.2023	PA.2.23.13	Gender Pay Gap: LP to arrange an exceptional People Academy session on EDI and Gender Pay Gap.	Associate Director of Corporate Governance/Board Secretary	27.09.2023	