



**HPMA Executive
Director Update**
Nicky Ingham

Huge thanks to Richard Heggarty from Castlefield Recruitment for leading our search for our new HPMA trustees; thank you for all your help and support as we had an excellent field of candidates. I am really looking forward to working with the new trustees Rory Heggarty and Sheena Hobbs, particularly as we continue to strengthen and improve our communication and engagement going forward. It was a great start to the new phase with our first meeting under the leadership of new chair of trustees Damian McAlister.

That positivity and purpose was also evident in our recent meeting with Tom Simons from NHS England and Improvement. Tom, together with VPs, our President Dean Royles and myself discussed how we develop as a people profession and what our priorities are to support this professional development. It has been heartening to see so many thousands of you join the 'big conversation', as a profession we are seizing the opportunities to move from good to great. On that note, I'd like to extend a very warm welcome to new branch vice-presidents Alan Sheppard (North East and Cumbria) and Gareth Hardacre (for Wales), they will be tremendous leaders for the association, and I

look forward to working with them both. A huge thank you to Morven Smith and Claire Vaughan who have done an excellent job for the respective branches and will be a hard act to follow. However, first to add a little competition to all of our branches with the HPMA Awards Programme call for entries open, please encourage your members to put pen to paper and share their projects and nominations so we can see and share where good practice exists! For those a little nervous of throwing their hats in the ring, first join me, Lisa Crichton-Jones and Shelly Rubinstein for a special webinar on 30 March, on entering the awards where we share hints and tips, and answer all your questions! No excuses.

We have a special national webinar for members in April - with the remarkable Sumo Guy, Paul McGee. I can't recommend his session highly enough, it's worth your membership fee alone, he will share takeaways for you to use in all aspects of your life, so make sure you sign up! Look out too for news of our new Future Focus webinar series, where we will focus on workforce specialties, covering everything from L & D to payroll.

**INSIDE YOUR
MEMBERSHIP
NEWSLETTER
THIS MONTH**

**New trustees and new
chair of trustees for
HPMA 2**

The road to recovery 3

#InclusiveHR 4

**Freedom to Speak Up: the
role of HR 5**

Refocus to Achieve 6

Staff Wellbeing Initiative 7

HPMA Awards 2021 8

**Freedom to Speak Up: the
role of HR 10**

**How to Ramp Up Your
Resilience and boost your
wellbeing**

Nursing Minds 11

**When collaboration and
flexibility are fully
embedded in e-rostering
technology they have the
power to drastically
improve staff wellbeing 11**

**Your checklist for getting
started with Financial
Wellbeing 12**

**Our Health Heroes
Winner Northampton
General Hospital NHS
Trust 13**

Avoiding NHS burn-out 14

**HPMA Wales Diversity
and Inclusion 15**

**Are vaccination centres
ready for an increase in
the rollout programme? 16**

Dates for your diary 17



**ENTRY DEADLINE
TUESDAY 25 MAY 2021**



New trustees and new chair of trustees for HPMA

Damian McAlister (left), Sheena Hobbs (middle) & Rory Hegarty (right).



Following a great response to our Trustee recruitment campaign managed by Castlefield Recruitment, and after interviewing a strong field of candidates, we are delighted to announce the appointment of two new trustees in Rory Hegarty and Sheena Hobbs. We are pleased that they bring with them a wealth of experience within communications, marketing and engagement. In addition, we are delighted that Damian McAlister has now taken up the role of chair of trustees.

“I am very pleased to have been offered this new and exciting opportunity to help support Workforce colleagues across the health and social sector through my new role as Trustee with HPMA. Just like communications and engagement teams, the vital work that Workforce teams carry out to support staff in healthcare often remains unseen, and yet without it hospitals and other care organisations would find it difficult to do what they do best – care for health and wellbeing of our local populations. HPMA is a wonderful resource for Workforce personnel and I look forward to doing whatever I can to support them in their future endeavours”

said Sheena Hobbs.

Sheena is an award-winning corporate communications and stakeholder engagement strategist with the creative flair to drive market expansion, build brand awareness and grow revenue through conceptualisation and delivery of multi-channel communications and marketing campaigns. She is currently interim Strategic Communications & Engagement Lead for the New Hospital/HIP2 Programme at Royal United Hospitals Bath Foundation Trust.

“HR in healthcare has always been important, but never more so than now, as we start to rebuild and recover after the most difficult year most of us working in the NHS have ever faced. HPMA is the go-to body for our HR staff and can play a big part in supporting staff and organisations through that recovery. That’s why I am absolutely delighted to become a Trustee of this brilliant organisation. I look forward to working with Nicky, Dean, the other Trustees and staff to help HPMA go from strength to strength”

said Rory Hegarty.

Rory is Director of Communications and Engagement for the North West London Integrated Care System (ICS) and previously worked across most different types of organisations in health, including being Director of Communications at Imperial College Healthcare Trust and West London NHS Trust. Prior to that role he worked in the voluntary sector, including leading communications for Carers UK. He is a former Trustee of Richmond Borough Mind.

“As my tenure as chair of the HPMA Trustees begins, I am delighted to be able to continue my personal association with the HPMA. I have been involved in HPMA, at a local or national level, now for some 15 years and it has been great to see the progress that has been made during this time. The HPMA is going from strength to strength and I, along with the rest of the Trustees, are fully committed to supporting Dean, Nicky and the other members of the National Council in taking forward the next stage of growth for the HPMA”

said Damien McAlister.

LAST CHANCE BECOME A JUDGE FOR THE 2021 #HPMAAWARDS PROGRAMME
go to <https://hpma.org.uk/become-a-judge/> to apply today!





The road to recovery

Craig de Sousa, Director – Workforce and Training, COVID Vaccination Programme, NHS England and NHS Improvement and Vice President HPMA London

Back in October, I shared my initial reflections as we slowly progressed into a second wave of the pandemic and my thoughts about what was to come on the horizon. Shortly after that blog I had the pleasure and privilege to join the national vaccine deployment team playing a leadership role in shaping the workforce requirements for rolling out what I now regard as hope for many.

The vaccine deployment programme is one of the NHS's largest logistical and people operations that has ever been delivered. The pace, scale and nature of the work has needed every layer of the system to come together in a joint endeavour to provide protection to society's most vulnerable communities. With that I can confidently say that true collaboration has been at the centre of the programme's values.

The programme has been powerful for me personally, it has given me the opportunity to step up and look outwards across the system, as a whole. It has also challenged me to think carefully about what works best to make a success happen across a country consistently.

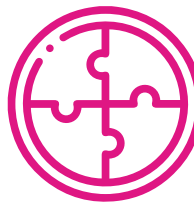
The scale and delivery of the programme has been phenomenal, that has been achieved through no small effort from human resources teams holding the brief that they need to secure 80% of the vaccination workforce through local recruitment and coordination. The residual being provided through national supplies with our great partners NHS Professionals, St John Ambulance and the Royal Voluntary Service.

In a context of a health system that has significant vacancies, it is a true pleasure to be in a national leadership position and to be able to credibly say the vaccination programme has enough staff to be able to achieve the mission. If anything, we have contingency to ensure that we are resilient over the months and are able to sustain this. I know this, because of the brilliant technology we have within the programme which gives me an all layer view of how many people we have, what types, where they're assigned to and importantly how they're being rostered each day.

At the beginning of this blog I spoke briefly about multi-layer collaboration being key. For the first time in my twenty year career I can clearly see both primary and secondary care providers working together across the country. This has been achieved by creating a new lead employer model – one where a provider takes responsibility for staffing the vaccination programme in their system and coordinating people across organisations to ensure success.

As I begin to close out these reflections the first thing I want to say is thank you to everyone that has contributed to success of the programme. Delivering vaccines across the country is bringing so much joy and saving lives. This, I believe, is really the road to recovery and from it many great things have been achieved that we need to hold on to as our system begins to evolve to established integrated care systems.





The **#inclusiveHR** is a social movement for change to improve the experience of Black, Asian, and Minority Ethnic HR & OD professionals within the NHS. We want to close the compassion gap and advance equality, diversity and inclusion and lead with credibility as a HR & OD profession.

In a series of monthly articles, curated by Cheryl Samuels, Deputy Director of Workforce Transformation, NHS England & NHS Improvement, we will share case studies and personal leadership journeys to inclusion with a human feel illustrating the diversity of thought with HPMAs members.

Each article aims to showcase how HR and OD leaders as well as directorate and department teams are making the step change towards greater and deeper levels of inclusion. This series will amplify their learning over the years and their intentional actions to proactively foster cultural cohesion and increased cultural competencies with a view to inspiring the actions of others within our profession to close the inequality gap and lead by example.

In our first article, Norma French shares her personal journey to inclusion as a workforce leader. She reflects on pivotal points of learning over the past 18 months and concludes that we all need to acknowledge, educate and lead.



Norma French,
Director of Workforce,
Whittington Health NHS Trust

Over my career of 30 years, I've come to realize that as a society we continue to face challenges in the diversity and inclusion space. That has been no more obvious to me than the impact COVID has had on people.

I feel ashamed to say that the pandemic and the George Floyd killing in 2020 really brought my personal ignorance and the need to acknowledge my own white privilege and unconscious bias into focus. I have been determined to expand my knowledge of these areas to better understand the challenges colleagues, family and friends from a black Asian and minority ethnic background face on a day-to-day basis; not just in the workplace.

There were two pivotal points of learning for me in 2020:

The first involved one of our black HRBPs who came to me in a state of distress following their attendance at one of our early BAME Network meetings. They felt attacked by those present who were saying things like "well you are HR, it is all your fault, what you going to do about it?" What this really drove home

to me was how isolated they felt and how, as an HR professional themselves, it was very difficult to find that safe space and place to share their own fears and concern.

The second was when I was trying to get to terms myself with the use of the acronym BAME. I had been participating on national webinars as well as local listening events and heard that the acronym was not welcomed by many. I picked up on the term "people of colour" from media coverage and used that term in an internal meeting, thinking it was more acceptable. A colleague rang me later to chat about it and I realised that I had perhaps been wrong in its use. I took advice from my reverse mentor and black colleagues. I listened, learnt, and have since put that into practice.

The pandemic itself has taught me personally that I function so much better if I can bring my whole self to work – and that is how I define myself now. I hope that reflects in my style and approach as a manager and as a leader as well as my practice as an HR professional.



Freedom to Speak Up: the role of HR

Dr Henrietta Hughes OBE FRCGP

COVID-19 has had an impact on everybody's lives. As a GP, I have seen the impact of the virus on my patients and their families, as well as on my colleagues and the long-term effects it has had personally and professionally on all of us in the NHS. I am humbled and inspired by the incredible NHS workers who continue to deliver excellent care in extreme circumstances and those who support them. In such circumstances, speaking up is now more important than ever. As the National Guardian for the NHS, I lead a network of Freedom to Speak Up Guardians in England so that people can speak up about anything which gets in the way of delivering great care. The National Guardian's Office provides training, support and insights to the system.

Our public directory includes guardians from trusts, primary care, hospices, the private sector, and national bodies, such as the CQC and NHS England/Improvement. There are now more than 600 guardians in over 400 organisations. Freedom to Speak Up Guardians support workers to speak up when they feel that they are unable to do so by other routes and escalate so that the right actions are taken. Guardians handled over 16,000 cases in 2019/20 of which 36 per cent had an element of bullying and harassment. At the start of the pandemic, there were news stories about workers speaking up, and in some cases not being listened to, or worse still, being victimised and actively discouraged from talking about these issues openly. Through our Pulse Surveys of Freedom to Speak Up Guardians, those that took part reported to us that workers were speaking up to them about the provision of personal protective equipment (PPE), the impact of COVID-19 on BAME workers and social distancing concerns. But we also saw an increase in the percentage of guardians reporting that workers were speaking up to them about behavioural

issues, such as bullying and harassment. This rose from 46 per cent in April, to 57 per cent in May and up to 74 per cent in June. You can find out more in about the results of our Pulse Surveys [here](#). To ensure that everyone has the tools to foster the speak up culture the NHS needs, we have recently launched a new e-learning package, in association with Health Education England. The first module – Speak Up – available for all workers, no matter what their contract terms, was launched in October and has already been completed by 800 learners. The latest session, Listen Up, which is aimed at managers at all levels, focuses on listening and understanding the barriers to speaking up. A final module, Follow Up, aimed at senior leaders - including executive and Non-Executive Directors, lay members and governors - will be launched later in the year.

Now the pandemic has reached crisis levels and there is no respite for healthcare workers. Faced with post-traumatic stress disorder and burnout in an over-stretched service, it remains critical that everyone has the freedom to speak up about anything which gets in the way of them doing their job effectively.

We know that barriers can exist which may silence people. If they fear losing their job or being ostracised or bullied, they may stay quiet when they see matters which need addressing and concerns that could have been dealt at an early stage could potentially lead to harm.

HR professionals have a central role in fostering a workplace culture where Freedom to Speak Up is encouraged and supported. You have unique access to staff throughout their career at an organisation, from recruitment through to induction, development and training to exit interviews. Alongside line managers, you may often be the first port of call that people turn to and play a key part in fostering equality, civility and respect.

We all have a responsibility to encourage an environment where speaking up and feedback are part of everyday life. A supportive Speak Up culture is one where all of us should be able to speak up about anything, knowing that it will be well received and that the right actions will be taken as a result. Where we can share ideas, seek advice, offer feedback, challenge decisions or speak up without fear of repercussions. Where Freedom to Speak Up is business as usual.

You can find your Freedom to Speak Up Guardian on our website here: www.nationalguardian.org.uk Access the e-learning [here](#)



CASE STUDY: Refocus to Achieve

(pictured left to right: Karen Pearce – Head of Equality, Diversity and Inclusion (People), Odeth Richardson – Chair BAME Staff Network, Poonam Singh – Vice Chair of the BAME Staff Network, Natalie Cowan – HR Manager (Projects) and Victoria Usher – HR Manager (Projects))



#FlourishAtNewcastleHospitals is key to enabling all staff to bring their whole selves to work, to feel valued, to have a voice and a real sense of belonging. In order to achieve this we recognise the importance of the workplace being diverse and truly inclusive. Whilst diversity is about the mix of different staff, inclusion is reflected in whether or not our staff feel a sense of belonging, feel they have a voice and have a safe space to express themselves authentically.

Talking about race equality is still much harder than it should be both across society and specifically in the NHS. The measures introduced are multifactorial with the aim of:

- increasing engagement
- increasing a sense of belonging and
- providing an element of ownership with BAME staff playing an active role in achieving organisational change.

What we did

We have implemented a number of key initiatives to improve that 'sense of belonging' and raise awareness of the issues faced by our Ethnic Minority workforce. The importance we attached to this can be seen in how we continued to prioritise the equality, diversity and inclusion agenda during the pandemic when many organisations put this work on hold.

Whilst our approach has been multifactorial, the overall aims were to raise awareness, ensure transparency, increase staff engagement and create a sense of belonging. Our measures of success are determined by the activities highlighted below:

- Ethnic Minority community recruitment event (in partnership with other NHS providers) – to engage our local community in employment and career opportunities
- Staff Conference to support understanding of our commitment towards improvement in our WRES Metrics and the experience of our Ethnic Minority staff
- Designed and developed an interactive quality, diversity & inclusion dashboard to support our performance management framework and monitor progress towards improvement
- Introduced cultural ambassadors to support staff engaged in employee relations processes
- Introduced diverse appointment panels, with over 114 members of staff having nominated themselves and been supported by their managers to support recruitment panels. Increasing the focus of Equality and Diversity in our recruitment processes
- Mentoring (Reverse) Programme to raise awareness of the impact of ethnicity through the lived experiences of our staff
- Included Staff Network representation in membership of

Covid response group – to consult and give voice on measures to support staff from Ethnic Minorities, including risk assessments

- Published Surash-Pearce Report – to raise awareness of the ethnic pay-gap and workforce development at Newcastle Hospitals. The reports looks in detail at pay gaps; recruitment; and career progression beyond the WRES Metrics to identify in more detail specific areas for improvement.

Key Outcomes

- The recruitment event attracted over 400 people. Over 20% of candidates that applied for employment at Newcastle Hospitals were successfully appointed following the event
- Staff Conference increased awareness and positively reinforced our commitment to equality and diversity and was a significant turning point in our journey
- Since the roll out of our cultural ambassadors, the range and scope of activity they are involved in has widened.
- Diverse appointment panels, improving the employment experience and career progression opportunities for staff. All appointment panel at band 8c and above and every M&D appointment panels are diverse. The process is about to be rolled out to all Band 6 positions.
- Mentoring (Reverse) Programme is educating senior leaders about diversity issues – exposing them to open and challenging dialogue.

Equality, diversity and inclusion are embraced and evident in the everyday work of staff. Our goal to create a representative workforce where there is equality of employment opportunity and career development and where staff assured of action, not just words.

Our people are our greatest asset and when they feel connected, they are more engaged. The staff survey and WRES Metrics are a good way to assess our 'organisational pulse' and ensure our strategies are working but there is room for improvement. It is fair to say that we have not seen the improvements we hoped for. As a result, we prioritised and refocused our efforts taking a Trust-wide approach on a number of levels. Through publicising our efforts we have built on our reputation of being an NHS Employer of Choice within the local community.

This project was selected as one of the finalists in the HSJ Awards 2020 NHS Workforce Race Equality category. If your organisation has a case study to share we encourage you to enter the HPMA Awards 2021 or drop us a line with your article for the next newsletter.

CASE STUDY: Staff Wellbeing Initiative

Claire Hall, Communications Lead | LCRN West Midlands Core Team | NIHR Clinical Research Network (CRN)



Clinical Research Network West Midlands (link: www.local.nihr.ac.uk/wmidlands) help to increase the opportunities for patients to take part in clinical research and ensure that studies are carried out efficiently. The Network is hosted by The Royal Wolverhampton NHS Trust. The team want the CRN West Midlands to be a place where:

- There is a value driven culture that is friendly, open, supportive and honest
- People can discuss issues and problems without judgement and are treated as individuals
- We get the work / life integration balance right and people feel in control
- Leaders and managers are fully equipped and confident to support their teams
- People are engaged in meaningful and innovative work which gives them a sense of satisfaction
- and achievement
- There is a feeling of realistic and clear expectations
- People feel valued and want to do the best job they can

The Wellbeing initiative described here is key to delivering this vision, the project was selected as one of the finalists in the HSJ Awards 2020 Staff Engagement Award.

An action plan including the Wellbeing programme, was developed based on responses to a staff satisfaction survey, with the aim of increasing staff engagement and driving culture change. During lockdown, virtual sessions have resulted in increased attendance.

The original programme included a number of initiatives aimed at supporting physical, mental and emotional wellbeing of staff including Lunchtime Circuits, Walking Meetings, Seated Massage, Standing Desks, Mental Health Awareness Sessions and Wellbeing Library.

Staff were invited to put themselves forward as Wellbeing Champions and as a result there are seven Champions who promote wellbeing throughout the organisation and encourage staff participation in the initiatives, as well as contributing ideas to the programme.

#DoingOurBit

#DoingOurBit is a [platform](#) of over 50 free workouts for NHS staff. Inspired by Network Deputy Chief Operating Officer and Wellbeing Lead, Julie Davis, who wanted to support her colleagues with access to free fitness during the COVID-19

pandemic. The platform has been created by leading fitness industry businesses Active IQ, Study Active and fibodo. Each gives their time generously and freely – as do all the Personal Trainers whose workouts are featured – to 'give back' and 'do their bit' to support the hardworking NHS. #DoingOurBit launched in June 2020 to the Royal Wolverhampton NHS Trust and its 10,000 staff.

Word quickly spread and demand rose from NHS Trusts up and down the country: by March 2021, 98 NHS trusts had signed up, giving over 550,000 NHS staff access to the free workouts. And every week more Trusts and staff are coming on board.

Officially endorsed by the 'United by Birmingham 2022' programme which recognises grass-root projects having a positive impact on the community, #DoingOurBit is making its mark as well as making a difference.

As we emerge from the third lockdown, the legacy of #DoingOurBit is set to support the physical and mental wellbeing of NHS staff for many years to come.

Menopause Group

This topic started out as a one off workshop that was open to anyone interested in learning more about the menopause (not restricted to women of menopausal age). Discussed symptoms, personal experiences, and hints and tips for coping/managing symptoms.

It has been the most informal of all the wellbeing workshops and was completely led by the discussion in the room and the group itself. The group was very much encouraged to discuss as much or as little about themselves as they felt comfortable in sharing. The discussion was led by Lisa Aytok - a Wellbeing Consultant and Coach - and it felt like a very natural conversation, where group members could share thoughts, ideas, and potential coping mechanisms for managing menopausal symptoms.

Since completing the workshop, a Google Community group called 'The Big 'M'' has been created; this is a closed group on which those who took part in the workshop can share information which ranges from news articles about the menopause i.e. any new legislation, to ideas for wellbeing like acupuncture specifically targeted to menopausal symptoms.

This project was selected as one of the finalists in the HSJ Awards 2020 Staff Engagement Award category. If your organisation has a case study to share we encourage you to enter the HPMA Awards 2021 or drop us a line with your article for the next newsletter.



The annual HPMA Excellence in People Awards recognises and celebrates the work of HR, OD and workforce professionals across the UK. Never has it been so important to recognise and celebrate our achievements, showcasing our profession as the cornerstone of the supportive and empowering cultures we will need as we move from the management of the pandemic to the recovery of our people and our services.

This is your opportunity to shine. Please encourage colleagues to enter and nominate others. Please stand up and be proud.

1. CAPSTICKS AWARD FOR INNOVATION

A cutting edge, creative initiative within any sphere of HR, OD or workforce management that has led to improved practice.



2. SOCIAL PARTNERSHIP FORUM AWARD FOR PARTNERSHIP WORKING BETWEEN EMPLOYERS AND TRADE UNIONS

This award will be given to an initiative that fully demonstrates the benefits of true partnership working between employers and trade unions in the provision of health and social care.



3. BROWNE JACOBSON AWARD FOR EXCELLENCE IN EMPLOYEE ENGAGEMENT

Awarded to an organisation that has significantly improved patient care and has happier, more motivated and more productive workforce through improved staff engagement.



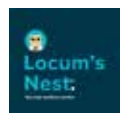
4. ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT

An OD initiative or project that has significantly benefited the organisation through improved effectiveness or viability.



5. LOCUM'S NEST AWARD FOR HR ANALYTICS

This category recognises how the analysis of workforce data delivers insight, which generates action, leading to better decision making and better business performance. Don't be intimidated by the term 'analytics', we are not only looking for big data projects with complex tools and huge investment. Your project could have brought performance insight by simply providing a new way of looking at, collecting or utilising key data in a new way.



6. BEVAN BRITTAN AWARD FOR WELLBEING

This award recognises organisations who can demonstrate how specific employee health, fitness or wellbeing initiatives are making a positive impact on staff satisfaction, motivation, health or productivity.



7. MILLS & REEVE AWARD FOR LEADING IN EQUALITY, DIVERSITY AND INCLUSION

Awarded to an organisation that has significantly improved diversity and can demonstrate impact on governance, recruitment and/or promotion.



8. CHAMBERLAIN DUNN LEARNING AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE

We are looking for entries that demonstrate a strong link between L&D initiatives and key business goals, including leadership programmes at all levels. An organisational culture that promotes learning, focuses on talent and performance, uses innovative delivery approaches and encourages openness among employees about their development needs.



NEW CATEGORY

9. HST TALENT ACQUISITION STRATEGY OF THE YEAR AWARD

This new award recognises that talent acquisition goes beyond recruitment and that organisations need to be more forward-thinking in planning, executing, measuring and ultimately delivering a workforce strategy that supports their dynamic staffing needs. Entries can range from one-off projects for temporary staffing including collaborative staff banks, international recruitment initiatives or workforce solutions implemented during the pandemic that have been adopted as part of an organisation's overall talent acquisition strategy. Entries will be required to explain their strategy and how they utilised key components of a talent acquisition strategy including planning, employer branding, candidate experience, strategic sourcing or technology to achieve a successful outcome supported by relevant metrics that illustrate how implementation and outcome have been monitored and measured.



10. AWARD FOR CROSS-SECTOR WORKING

Increasingly solutions are not developed or delivered by one sector alone whether public SME, or private, or a combination, but require cross-sector collaboration or there is a solution developed by one sector which is then utilised and implemented in another. This award is for a project, product or service across sectors that, has had a measurable impact and delivered real outcomes for health service clients or customers.

11. HEALTH EDUCATION AND IMPROVEMENT WALES (HEIW) AWARD FOR WORKING SMARTER

This award is looking for projects, programmes or initiatives that demonstrate how workforce teams have worked 'smarter', to save money while still improving quality, safety and patient care. It could be use of technology, a change in workforce strategy or the development of new models of care. We're searching for highly transferrable initiatives that address the need in every healthcare HR team across the UK to improve efficiency and reduce costs.



12. HEMPSONS RISING STAR AWARD

The rising star award aims to recognise up-and-coming workforce practitioners that are set for a bright future. Entrants can self-nominate or be nominated by a senior manager. Candidates must have worked for a minimum of two years in HR, OD or workforce (but not necessarily in current role) and present evidence of their contribution to the business. The entrant should be below the level of deputy director or equivalent.



13. DEPUTY DIRECTOR OF THE YEAR

Category sponsored by NHS England and NHS Improvement

Awarded to a UK healthcare deputy director (or equivalent role) demonstrating an outstanding contribution to their employer, the sector and the workforce profession over the last 12 months.



14. DIRECTOR OF THE YEAR

Category sponsored by NHS England and NHS Improvement

A UK healthcare Workforce director demonstrating excellent leadership and an outstanding contribution to the workforce profession over the past 12 months. See our director of the year gallery to view past winners of this award [here](#).



15. TEAM OF THE YEAR

Category sponsored by NHS England and NHS Improvement

Awarded to a UK healthcare workforce team working together and achieving exceptional things over the past 12 months.



16. PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT

Sponsored by DACBeachcroft



Awarded to an individual who has made contributions of outstanding significance to the field of healthcare workforce management. Take a look at 10 years of this lifetime achievement award for inspiration [here](#).

Go to hpma.awardsplatform.com to enter & www.hpma.org.uk/hpma-awards-2021 to download winners guides from previous years and the 2021 Infosheet with criteria and submission question details on all the categories.

To find how you can get involved with the judging visit www.hpma.org.uk. If you have a query or question please call **0300 365 5560**, and make sure you follow us on twitter [@HPMA_National](#) and [@HPMAAWARDS](#).

Awards organised by HPMa National Events Team at Chamberlain Dunn

[Our virtual journey through 2020 – Chamberlain Dunn](#)



WEBINAR
**HOW TO RAMP UP YOUR RESILIENCE
AND BOOST YOUR WELLBEING**
THURSDAY 15 APRIL 2021
10.00AM – 12.00PM
in collaboration with:



Paul McGee, MD
PMA International Ltd
8 best selling Sunday Times author
[@TheSumoGuy](#)

Ramp up your resilience with the Sumo Guy!

This month members are invited to join Paul McGee otherwise known as 'The SUMO Guy' for a special two-hour virtual event aimed at helping staff to recover, recharge, and develop daily habits to maintain their morale, motivation, and sense of wellbeing. Paul McGee is a visiting professor at the University of Chester and a Sunday Times bestselling author. He is recognised as one of Europe's leading speakers in the areas of change, resilience, well-being and self-leadership. He has worked with over 1,000 organisations worldwide and has spoken in 41 countries. His work has been endorsed by Sir Clive Woodward and has also seen him work for one of England's leading football teams, Manchester City as a performance coach/sports psychologist. His style has been described as inspiring, engaging and entertaining – so be prepared to laugh as well as learn. For further information on Paul's work please visit www.theSUMOGuy.com and check out his YouTube channel www.youtube.com/paulmcgeofficial.

Some of the key content that will be explored:

- Why we're wired to worry, and how to put worry into perspective.
- The single biggest factor that undermines our wellbeing - and how to overcome it.
- How to manage mental, physical, and emotional fatigue.
- Explore 'Green Zone' thinking based on the work of one of the world's leading leadership gurus (and someone I've worked with).
- How to move from 'manic mind' to 'mindful mind.'
- Why we struggle to switch off, and how to make sure we do.
- Why bad feelings can sometimes do you good.

Spaces at this special event are limited so book now to secure one of the remaining places - [booking link](#)



Nursing Minds

Christine Hancock



Christine Hancock argues that COVID and the NHS People Plan together make the time right to move into action to ensure boards have NHS Workforce Wellbeing Guardians in place and that they are making a real difference to staff mental health. As HPMA members well know, mental health problems are the biggest cause of nurses being absent from work. Post-COVID and with the NHS People Plan in place, now is the time to act on recommendations that have been ignored for years.

This month the charity C3 is publishing Nursing Minds, <https://www.c3health.org/blog/nursing-minds/> a report based on 15 interviews with key thought leaders to explore the barriers to supporting nurses' mental health, and what can be done about it. It pinpoints the persistent failure of the health community to act on previous recommendations about how to support the nursing workforce and facilitate wellbeing.

Specifically, C3 is calling for action on the NHS Staff and Learners' Mental Wellbeing Commission– the Pearson Report – chaired by Sir Keith Pearson and published in February 2019, which creates powerful and precise governance discussions and levers to drive wellbeing at board level across every NHS organisation. The report specifically identified the vulnerability of nurses to poor mental health.

It calls for the creation of board level 'NHS Workforce Wellbeing Guardians' in every NHS organisation; and anticipates this to be an existing executive director, aligned with a non-executive director. The role seeks to reassure the board that their organisation is a wellbeing organisation and a healthy workplace in which NHS staff and learners can work and thrive. The role would be responsible for ensuring sufficient intelligence reaches the board to enable it to benchmark, set organisational expectations and monitor performance. Nine NHS Workforce Wellbeing Guardian principles to assure the work are outlined. C3's interviewees suggested that whilst these roles have been

identified in many NHS Trusts, they have yet to be empowered sufficiently to realise their potential to change fundamentally the way the NHS delivers on staff wellbeing. Whilst some of the focus and drive around the work was evident in the COVID months, the roles have yet to be delegated the authority that the Pearson Report envisages for them – an authority that the NHS needs its directors to harness and use to drive change and hold the service to account around mental health related staff sickness absence.

The moment is right. In its response to COVID-19, the NHS has demonstrated that it can be nimble in introducing change, and immensely capable in learning better ways to support its workforce especially when at its most vulnerable. It has enabled changes to the way staff work and has generated new behaviours. The NHS People Plan and the leadership commitment being given to its delivery as part of making the NHS a valued place to work is encouraging. The interviews revealed respect for how Prerana Issar, the NHS Chief People Officer, is leading engagement and creating a commentary about its ambitions that impact the mental wellbeing of nurses.

C3 is inviting the human resources community to join with nurse leaders, managers, academics and trade union leaders to seize the moment to put staff wellbeing high on the agenda for action throughout the NHS.

Boorman S. NHS Health and Well-Being Review; 2009.

Health Education England. NHS Staff and Learners' Mental Wellbeing Commission; 2019.

NHS. WE ARE THE NHS: People Plan for 2020/2021-Action for Us All; 2020.

Christine Hancock is founder and chief executive of [C3 Collaborating for Health](#) a small, global charity that counters the chronic noncommunicable disease (NCD) epidemic by focusing on the three big risk factors: tobacco, poor diet and lack of physical activity. The Nursing Minds work was funded by a grant from the Burdett Trust for Nursing.

C3 has produced a Nursing Minds toolkit, a compilation of links to sources of help, advice and support to help nurses boost their mental health and wellbeing. Follow the link to access the toolkit. [C3 Collaborating for Health | Nursing Minds: Mental health toolkit for nurses](#). (c3health.org)

When collaboration and flexibility are fully embedded in e-rostering technology they have the power to drastically improve staff wellbeing

Allen Swann - Locum's Nest Chairman, Founder
Member of Oracle UK



As a founder member of Oracle UK, former Director of Allocate Software, and now the Chair of Locum's Nest, but also as an NHS patient, I have seen how technology has transformed and improved health services over the past few decades for the benefits of both our NHS people and its patients.

We have seen innovative ways of collaboration between teams during the pandemic as well as a notable increase in the usage and deployment of new technologies. Yet, the weight of the last 12 months has left its mark, and, in that period, we have also heard of the NHS workforce strain and struggles of their jobs – with parents and BAME staff being the hardest impacted by the

pandemic. This was also voiced by Trusts leaders as 93% of them reported concerns about staff burnout. It didn't come as a surprise when last month the NHS Staff Survey revealed that 1 in 3 NHS staff are considering quitting their role. Negative behaviours from harassment and bullying to racism towards ethnic minority staff or flexible work arrangements being systematically refused need to disappear. Not only because it will have a strong impact on staff retention, but because it doesn't reflect our NHS and its people. The NHS has rightly recognised the need for a culture shift, with the NHS People Plan detailing its commitment to foster an inclusive and compassionate culture.

Time is of the essence

Healthcare professionals across the country are leading us out of the pandemic with compassion and humility, despite the immense pressure they're under. Nearly half of the NHS workforce has gone to work during the pandemic, despite not feeling well enough to perform their duties. Now more than ever, it is paramount that we do everything to support them with trust and empathy in their crucial work. After so many years, I'm delighted to see the shift towards workforce empowerment solutions such as [Locum's Nest Rota](#), the e-rostering service creating inclusive, compassionate and flexible rotas with a focus on staff wellbeing. With shift work being extremely tough on the work-life balance of staff, solution like Locum's Nest Rota allowing rostering to be a collaborative process to balance both patient demands and employee needs can finally start to address this well-known problem.

A constructive rather than constrictive roster has true potential to empower healthcare professionals to take ownership of their work-life balance. Fundamentally, a well looked-after workforce, driven by a fit-for-purpose rostering solution, is the foundation needed to cultivate a more supportive culture for our NHS

Your checklist for getting started with Financial Wellbeing

Archie Chappel, Head of Healthcare at Wagestream

Now, more than ever, financial resilience is one of the top priorities for both trusts and their staff. By having access to the right tools and services, employees can build and maintain a secure financial future.

At Wagestream we design all our products and solutions with financial wellbeing as the key guiding principle and partner with organisations who share in our mission.

We've devised a handy checklist for NHS trusts looking to build a financial wellbeing strategy that's inclusive and delivers real results. The key elements of a successful financial wellbeing strategy include:

Must be available to everyone

Money can be a touchy subject. For many people it's a source of shame and creates inequality. It's important that employers don't make too many assumptions about what their people need or create exclusion - especially considering how diverse the modern workplace is.

In fact, 5.8 million people in the UK are excluded from affordable credit options. They are often the ones that need the most help but are least likely to get it. By offering a universally inclusive financial wellbeing programme, you can help to break the negative credit cycle and promote financial inclusion.

Must be available at the right moment

We know that payday lenders target the most vulnerable in the final days of the month. Access to tools and information every day of the month, when employees need it most, can provide suitable alternatives, help them avoid the use of high cost short-term credit and promote positive outcomes for employee and employer.

Must be accessible

Any programme must be delivered in a way that meets the needs of your employees. Providing a variety of delivery channels from

people and retain more staff. Offering flexible and fair rosters to our front-line clinicians is certainly a step in the right direction in making the NHS the modern exemplar employer as set out in the NHS People Plan.

Understanding the needs of staff

The fact that new technology that's being implemented was developed by frontline workers with first-hand experience of the day-to-day struggles on the wards and in the clinics is of paramount importance. Doctors, Nurses, Pharmacists and all Allied Healthcare Professionals are being rostered in a newly-founded person-centric manner, with a deep understanding of their needs.

Trust leaders up and down the country are listening to their staff and today money, budgets and other financial metrics no longer are the only drivers in how decisions are being made regarding their workforce - trust, empathy and empowerment are prevailing.

If you would like to find out more about Locum's Nest Rota, you can directly get in touch with Co-Founder Dr Ahmed Shahrabani on ahmed@locumsnest.co.uk or alternatively [book a demo](#).



websites to apps, webinars or workshops and one-to-one sessions will cater to the diverse needs of your workforce. Delivery via a number of channels also shows your employees that you care and respect their individual learning styles.

Must include independent financial guidance

Empowering employees to make informed decisions when it comes to their money should only be done through independent financial guidance. An unbiased partner can help to protect the employer and help employees feel more confident about the quality of information they're receiving.

Doesn't increase employee debt in any form

The need to access credit is a reality for many. However, encouraging debt shouldn't be part of a workplace financial wellbeing strategy seeking to improve the lives of employees. Borrowing money won't change behaviours or reduce financial stress but knowing all the options and feeling empowered to make the best individual decisions will.

Must promote good saving habits

How we feel about our money depends on the choices we make every day. Making the right decisions and building good savings habits is a great way to start building financial resilience, feel more confident about the future and help reduce financial stress.

Knowing what's best for your staff can be challenging as it's not just one-size-fits-all, but by starting with this checklist, you can set your employees on the right path to become more empowered about money and feel in control of their financial lives.

Over 100k NHS staff now have power over their pay with Wagestream, who power the Allocate [InstantPay product](#). If you'd like to speak to an expert about your financial wellbeing strategy. Get in touch with our expert, Paul, today Paul@wagestream.co.uk or 07775 940368.

Our Health Heroes Winner Northampton General Hospital NHS Trust



Northampton General Hospital NHS Trust (NGH) has been crowned Health and Wellbeing Employer of the Year, at the fifth [Our Health Heroes Awards](#), for its comprehensive staff well-being services that have supported the workforce, both physically and mentally, during COVID-19 and beyond.

More than 300 NHS and Social Care staff came together virtually on March 23, with sector and government leaders for the ceremony, organised by Skills for Health, where NGH's Health and Wellbeing Staff Support Services team were presented with the coveted award by Prerana Issar, Chief People Officer at NHS England and Improvement.

Prerana said:

“The focus on health and wellbeing is crucial for all employers and staff, now so more than ever, with the additional challenges faced by our NHS people due to the pandemic. And it is a key focus within our NHS People Plan. By recognising those who are going above and beyond to implement wellbeing strategies that are making a real difference to staff, we will hopefully inspire other organisations to do the same.”

After a year in which the NHS faced its toughest ever challenges, the first anniversary of the first UK lockdown was an apt day to be recognising, reflecting, and celebrating the difference to people lives these unsung health heroes continue to make, day after day.

Bronwen Curtis, Director of HR and OD at NGH said:

“Providing support to our staff is our shared passion and their health and wellbeing is our focus. Our team practices of sharing insights, researching evidence, innovative thinking and collaborative working mean we can provide a wide range of services that meet the diverse and changing needs of our staff. We feel extremely proud that our contribution has been valued.”

The award-winning Health and Wellbeing Collaborative; comprised of a Staff Psychology Service, Health and

Wellbeing Service, Occupational Health Service, Support our Staff (SoS) Service, Organisational Development (OD) and Human Resources (HR) Team are truly multidisciplinary in their approach; applying the skills of experienced clinicians alongside those of non-clinical and voluntary staff, to deliver exceptionally diverse, preventative, and responsive effective outcomes for the entire workforce.

Anne-Marie Dunkley, Health and Wellbeing Manager at NGH said:

“Our staff have been under immense pressure over the past twelve months. It's important to make sure that they are fully supported, engaged, and feel valued, no matter what their job is. Winning this award is incredible, especially after such an awful year. I feel so proud to be a part of this amazing team and that we are able to offer such a comprehensive range of support to help keep our staff physically fit, emotionally well, and that they know help is available should they need it.”

The numerous initiatives offered by the Health and Wellbeing Services focus on maximising the emotional, physical, and practical resources available to care for all staff, at every stage of their NGH journey.

Claire Brown, Occupational Health Manager at NGH said:

“From day one we support each worker with their health by adjusting their job role or equipment to help them whatever their personal challenges. There have been so many health and wellbeing improvements and facilities on site and off, that we have many more options for care pathways for staff. This amazing award shows the achievement and improvements that working as a wider

health and wellbeing team can accomplish.”

Key innovations include the “Our Space” project, which provides quiet “time-out” space, green space access and resources for relaxation, and the Health and Wellbeing Service, which offers the provision of mental health first aid intervention, self-help materials, financial advice resources, lifestyle management, musculoskeletal and menopause support.

The team’s ‘Return to Work Toolkit’ for shielding staff was produced collaboratively with the Staff Psychology Service, the Organisational Development Team and the Health and Wellbeing Service, maximising both psychological and practical support for frontline and managerial staff returning to work. This has been invaluable over the last year, with one staff member saying: “My SoS practitioner had great credibility because she has walked the walk and really understands the circumstances and pressures. I was sent away with a leaflet for my partner, so he had some tips on how to support me through a difficult experience. This was unbelievably useful and was well received.”

The collaborative approach the Health and Wellbeing Services take is fundamental to the effective management and delivery of agile responses it facilitates. The Staff Psychology Service currently provides consultative support for clinical directors and the executive board team, with their health and wellbeing staff planning for the next COVID phase and resetting of “business as usual services”. This broader, system based service, has included developing and delivering managerial staff training to ensure compassionate and healthy workplace conversations with employees are fostered hospital wide. One staff member commented:

“I found it very useful to speak to someone who understands the pressures of what you face, and they didn’t make me feel like just another number. They really took the time to get to know what was going on with me, ensuring I felt listened to and cared for. The session was supportive and non-judgmental and helped me to think about myself as a person, not only as a professional!”

Dr Claire Hallas, Lead Health Psychologist at NGH said:

“I’m so inspired to be part of this award winning, truly multidisciplinary health and wellbeing team at NGH. The Health and Wellbeing Services is embedded at all levels and delivers supportive services for individuals, teams and the organisation that are underpinned with a strong psychological evidence base and professional skill set. It’s a fantastic team effort to deliver best care and practice.”

COLLEGE OF MEDICINE AND INTEGRATED HEALTH

Avoiding NHS burn-out

Last month the College of Medicine and Integrated Health published its manifesto ‘[Hope for the Future](#)’ intended to be a powerful, evocative read, the writers behind the words - experts in their respective fields - fully intend to make the changes that they discuss into a reality. Chapter Thirteen, Avoiding NHS burn-out, by Professor David Peters, highlights research that today’s young doctors and nurses are officially the profession’s unhappiest ever. It calls for five actions for change including a new faculty for Practitioner Wellbeing and training on how to shift system change and improve self-care, bringing together educators to encourage better medical school teaching on practitioner well-being. Download a copy here [The College of Medicine manifesto: Hope for the Future, our ten-year plan](#) – College of Medicine and Integrated Health (The College of Medicine advocates for a new attitude to healthcare: one which forges partnerships across society, emphasises prevention and a multi-faceted approach and empowers a healthier, happier population. The College thinks everyone should be part of the conversation about health, not just a select professional elite. Founded in 2010, they bring together the experience of senior healthcare professionals and scientists who know the NHS from the inside; the lateral thinking and enthusiasm of the many students associated with the College and – centrally – the powerful voice of all those who receive healthcare, and their carers.



HPMA Wales Diversity and Inclusion

Sioned Eurig

Solicitor, NHS Wales Shared Services Partnership
- Legal & Risk Services

On 23 March HPMA Wales (@HPMAWales) held a virtual event in collaboration with NHS Wales's employment lawyers at Legal & Risk Services (@NHSWalesEmpTeam) to promote equality and diversity.

In a change from usual format, speakers pre-recorded sessions so that delegates could watch at their own leisure.

HPMA Wales and the Employment team at Legal & Risk Services were delighted to be supported by:

- **Nazir Afzal on Why Diversity Matters**
- **Employment Judge Stephen Jenkins talking about Employment Tribunal issues and access to justice**
- **Jason Mohammad From Cardiff to the Fifa World Cup Final**
- **Robin White on Complex Gender Identities**

The mixture of pre-recorded and live discussion enabled more of our NHS workforce to be present at the live sessions which saw more than 150 delegates join.

Nazir Afzal was Chief Crown Prosecutor for NW England and most recently the Chief Executive of the country's Police & Crime Commissioners. During a 24 year career, has prosecuted some of the most high profile cases in the country and led nationally on several legal topics including Violence against Women & Girls, child sexual abuse, and honour-based violence.

His session was very emotional and powerful and resonated with many. Diversity is important and necessary in a society; however it will not happen naturally and will not happen overnight. Nazir encouraged teams "to reach into diverse communities and stop expecting them to come to you". Having a lack of cultural awareness can have catastrophic consequences.

Employment Judge Stephen Jenkins was another of our fantastic speakers. He was appointed to the Wales Employment Tribunal as a salaried judge in September 2019. This followed a lengthy career as a specialist employment lawyer, heading up the Employment Team at Geldards solicitors Cardiff. He discussed the importance of ensuring access to justice for everybody and fairness for all. It was very interesting to hear about the impact that COVID and the pandemic has had on the Tribunal system.

Jason Mohammad is a familiar face and a very keen advocate for diversity and inclusion. He is a Welsh radio and television presenter currently working for the BBC. He is



the current host of Final Score on BBC One on Saturday afternoons. Jason shared his experiences, talked about his career and how he faced many prejudices along the way. It was personal. It really hit home that there is still a long way to go before we achieve a fully diverse and inclusive society. Jason's main message was that we all need to keep talking and the event was a very good way to start the debate and built momentum.

The last of the speakers was Robin Moira White, a barrister from Old Square Chambers. She specialises in Employment and Discrimination, including in the field of healthcare law. In 2011 Robin became the first barrister at the bar to transition from male to female. She acts and advises in transgender matters for both employers and employees.

Over the last few years Robin has acted in many matters related to transgender law, including last August in the case of Taylor v Jaguar Landrover. The judgment in this case has served to widen the definition of the protected characteristic of gender reassignment to include non-binary and gender fluid people.

We were lucky enough to have a separate Question and Answer session with Robin on the implications of the Taylor

v Jaguar Landrover case before she was joined the other speakers for a more general panel session discussing diversity. The importance of using the correct terminology and language was discussed, and some practicalities around dealing with transgender issues in the workplace. This case was a landmark case for HR professionals to be aware of. The importance of policy, support, training and enforcement is key.

We concluded the day with our four speakers joining a Teams call live to discuss all and any matters relating to diversity and inclusion. Over 150 NHS employees also joined the session and the chat was burning with questions and life experiences. The panel session provoked a healthy debate and started a conversation within our Welsh organisations. It was a shame that the session had to end, despite the panellists agreeing to stay on the call for 15 minutes longer due to the enthusiasm.

All speakers spoke from the heart and were passionate about making a change. A lot of food for thought was had and a ripple of excitement was sensed as the call came to an end.

We are looking forward to build on the momentum that this event has created and start pushing and supporting our Welsh NHS organisations with their diversity and inclusion agendas across Wales.

Are vaccination centres ready for an increase in the rollout programme?

Judith Shaw, Managing Director, Liaison Workforce



Are vaccination centres ready for an increase in the rollout programme?

Judith Shaw, Managing Director, Liaison Workforce

NHS England recently detailed plans to substantially increase the rollout of the Covid-19 vaccination programme across the country.

Notwithstanding international supply issues, vaccine supply was planned to “increase substantially and be sustained at a higher level for several weeks”, from the week commencing 11th March, with ICS and STP leaders being asked to make appropriate preparations.

Following this directive may require an increase in the number of vaccination and administration staff to ensure smooth delivery, and systems can benefit from effective digitised platforms for managing staff and shifts, both paid and unpaid.

Liaison Workforce has had great success in developing and implementing a dedicated vaccination bank in the Cheshire region, working with the CCG, Mid Cheshire Hospitals NHS Foundation Trust and NHS Midlands & Lancashire Commissioning Support Unit, and enabling collaboration between other system partners including Integrated Care Partnerships, local councils, 18 Primary Care Networks (PCNs) and 79 GP practices to deliver the vital vaccination programme across Cheshire.

Over 1,000 clinical and administrative professionals and clinical volunteers were registered within the first two weeks of the bank going live to ensure shifts were filled and the programme could be supported safely and efficiently, which reduced pressure on GPs and allowed Covid-19 vaccines to be administered the region quickly.

To find out more, please follow this [link](#) to read our Cheshire Vaccination Bank case study

DATES FOR YOUR DIARY

[HPMA National Webinar: Entering The HPMA 2021 Awards – Tuesday 30th March at 3.30pm](#)

[HPMA North West Engagement and Culture Change During COVID – Tuesday 13th April at 9.30am](#)

[HPMA National Webinar How to Ramp Up Your Resilience and boost your wellbeing with Paul Mcgee – Thursday 15th April 10am - 12pm](#)

[HPMA Yorks & Humber Webinar Employment Contracts – Friday 16th April at 10.30am](#)
[more information](#)

[HPMA National Webinar Handling our inner critic – Tuesday 20th April 2pm](#)

[HPMA North West Webinar: Resilience and Wellbeing – Wednesday 21st April at 9.30am](#)

HPMA Excellence in People Awards Entry Deadline: Tuesday 25th May

[HPMA North West Webinar: Some Other Substantial Reason Dismissals – Wednesday 26th May at 10am](#) **[more information](#)**

[HPMA North West Webinar: Restructuring and Redundancy – Tuesday 27th April at 10.30am](#)

Virtual conference NHS Staff Experience Insight: Improving Staff Engagement through and beyond Covid-19 Wednesday 21st April 2021

This virtual conference, chaired by Chris Graham Chief Executive The Picker Institute, focuses on measuring staff experience and improving engagement which is particularly important when staff are under pressure during Covid-19. You will hear from speakers sharing their experience of capturing staff feedback and using it to implement changes and improve staff wellbeing, leading to happy, healthy teams.

20% discount for HPMA members, simply quote HCUK20HMPA when booking

[CLICK HERE TO BOOK](#)

HPMA National Webinar: Masterclass – how to write a winning awards entry (details coming soon)

HPMA Excellence in People Awards Entry Deadline: Tuesday 25th May

[HPMA North West Webinar: Some Other Substantial Reason Dismissals – Wednesday 26th May at 10am](#)

[HPMA North West & HPMA Yorks & Humber Webinar: Mediation – Recognising When and How to Use it – Monday 21st June at 1.30pm](#)

HPMA Excellence in People Awards Live judging panels: 28 June – 2 July (virtual)

[HPMA North West & HPMA Yorks & Humber Webinar: Investigation Training – Monday 5th July at 10am](#)

2021 HPMA Excellence in People Awards Ceremony: Thursday 7 October

[HPMA London Academy 2021/22 Programme](#) **[more information](#)**

HPMA COUNCIL

David Holmes Deputy President and West Midlands Vice President

Heather Barnett North West Vice-President

Chris Carron Scottish Vice-President

Vivienne Toal Northern Ireland Vice President

Craig de Sousa London Vice-President

Annesley Donald East of England Vice-President

Claire Vaughan Wales branch Vice-President

Amanda Rawlings East Midlands Joint Vice-President

Alan Shepperd North East Vice-President

Morven Smith North East Vice-President

Victoria Downing-Burn South West Vice-President

Zoe Lintin East Midlands Joint Vice-President

Jenny Allen Yorkshire & The Humber Joint Vice President

Laura Smith Yorkshire & The Humber Joint Vice President

HPMA EXECUTIVE TEAM

Dean Royles HPMA President

Nicky Ingham HPMA Executive Director

David Holmes Deputy President

Janet Wilkinson Deputy President

Sarah Morley Deputy President

Jo Owens HPMA Executive Assistant admin@hpma.org.uk

HPMA National events team nationalevents@hpma.org.uk

