



Quarter 29 July 2021



**West Midlands HPMAs
Committee Chair
Sharon Wynne**

Welcome To...

Elizabeth Astill | Deputy Director of OD | University Hospitals Birmingham

Welcome to Elizabeth Astill who joined UHB Trust as Deputy Director – Organisational Development in June 2021. Elizabeth brings a breadth of experience from various sectors, specialising in organisational psychology, supporting organisations to develop collaborative teams, leadership and culture. “It is a privilege to join the NHS, particularly during these challenging times. I am looking forward to supporting UHB to meet the challenges ahead and working with such a passionate team”

Mamta Dhand | Head of Workforce OD | University Hospitals Birmingham

Welcome to Mamta Dhand who joined UHB Trust as Head of Workforce OD in June 2021. Mamta brings with her two decades of experience within the Public Sector in the areas of people management, employee experience, culture change and transformation. Mamta is passionate about enabling organisations through its People to help deliver services that matter. ‘I’m really excited to join UHB and the opportunity it brings to make a real difference and help support the delivery of the NHS People Plan.



Annual HPMa Awards 2021

The annual **HPMA Excellence in People Awards** recognises and celebrates the work of HR, OD and workforce professionals across the UK

We would like to say **congratulations** to all the NHS Trusts that have been shortlisted for the awards. With a special shout out to the NHS Trusts shortlisted from the West Midlands region:

Capsticks Award for Innovation in HR

Midlands Partnership NHS Foundation Trust “The Big Shout Out”

Browne Jacobson Award for Excellence in Employee Engagement

University Hospitals of North Midlands NHS Trust “No decision about me, without me – our response to enhance employee engagement”

Academi Wales Award for Excellence in Organisational Development

Midlands Partnership NHS Foundation Trust “In our gift – A major transformational programme”

Mills & Reeve Award for Leading in Equality, Diversity & Inclusion

North Staffordshire Combined Healthcare Trust “Delivering on Diversity: Achieving a major shift in our culture of race inclusion”

Hill Dickinson Award for Education, Learning and Development Initiative

Royal Wolverhampton NHS Trust “Clinical fellowship programme”

Hempsons Rising Star Award

Richard Burnell, Sandwell and West Birmingham NHS Trust

Virtual judging will be taking place 28 June – 2 July 2021 with the **Virtual awards ceremony** being held Thursday 7 October 2021. For more information and to view all the HPMa shortlisted nominations click [here](#)

Good luck we will be keeping our fingers crossed for you all!

Share your/your team successes or promotions with us, and we can feature them in our next HPMa West Midlands Newsletter! Don't forget to contact us.....

Spotlight On...

This quarters spotlight is on the incredible work that has been led by Sabrina Richards, Talent Inclusion and Resourcing Lead Black Country and West Birmingham ICS on the Black Lives Matter in the Black Country and West Birmingham System work.



The Director of People at Black Country Healthcare who is the Senior Responsible Officer for Equality Diversity and Inclusion at a system level established a Black Lives Matter work stream in July 2020 to tackle systemic racism at a system level as set out in the Black Country and West Birmingham ICS People Board Strategy response to the NHS National People Plan priorities.

Workforce data across the Black Country and West Birmingham region illustrate that colleagues from a Black Asian and Minority Ethnic background face significant workforce inequality.

Four work streams were created: Education and Awareness; BAME Engagement and Experience; and BAME Networking and ICS Board Development. As one of the lead for the education and awareness and BAME Engagement and Experience a key ambition for these work streams were to educate and raise awareness of systemic racism across BCWB, and for people to take the knowledge and learning back into their organisations to educate staff about systemic racism what this is and how to tackle it.

In order to support this ambition, the Black Lives Matter Group engaged Memorhyme, literacy and education consultants, to produce the *A-Z of Black Lives Matter* resource, a pack containing over 500 words, memes, books and videos about aspects of Black Lives Matter and systemic racism. To start productive conversations about race and to raise awareness about systemic racism, the group also commissioned Memorhyme to host five engaging, one-hour podcasts: Welcome to RAS (Race and Space – a safe space to discuss race).

Members of the BLM working group (drawn from both senior management and the wider health and social care sectors, across the ICS) established regular meetings to develop the resources. Partner organisations' individual BAME networks were engaged through an online, systemwide survey and a series of listening events designed to understand the experiences of BAME colleagues.

All 15 organisations which form part of the ICS were invited to attend. A promotional video was produced to showcase the *A-Z of Black Lives Matter* resource and the Race and Space podcasts, and members of the BLM working group also attend the ICS's Restoration and Recovery Group.

Desired outcomes of this project were to:

- Educate and raise awareness of systemic racism through the lens of Black Lives Matter;
- Seek assurance from system partners that they would use the *A-Z of BLM* resource within their respective organisations;
- Carry out short, medium and long term evaluation of the impact of the Race and Space podcasts and the use of the *A-Z of BLM* resource over the longer term (ie, building sustainability);
- Seek to influence senior leaders to require the BLM resource pack as part of mandatory training, and to adopt the Governance Forum's Race Code across the system.

At the start of the *Race and Space* podcasts, delegates were presented with a short diagnostic questionnaire to gauge their knowledge about systemic racism and BLM. This allowed testing of understanding, to address any knowledge gaps at the end of each session.

The podcasts were designed as a bold, innovative statement of doing things differently: the creation of a safe space for individuals to have productive conversations about race, and to challenge perspectives about racism, systemic racism and how to deal with this in the workplace.

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Feedback was collected from partners to understand the podcasts' impact and the beneficial aspects of the *A-Z of Black Lives Matter* resource, including whether partners were committed to them and whether there was an appetite to sign up to the Governance Forum's Race Cod

Currently all six NHS Trusts in the region have agreed to do so, with Race Code assessments taking place in July and August 2021. Further discussions are scheduled for late summer 2021 to explore how to mandate the resource for use across the system and to seek agreement from the other system partner organisations to sign up to the principles of the Race Code and becoming an anti racist system.

As well as the Podcasts being developed and shared across the system, an Effective Alley programme was developed to support and equip our leaders on how to become an effective alley; how to recognise and tackle racism in the workplace.



To date we have received excellent feedback about these programmes with plans to roll out more programmes in the near future. A level three and level four evaluation of these programmes is currently underway to understand the longer term impact of these initiatives.

The podcasts have also been shared internally by each of the 15 organisations and shared with all staff via internal newsletters and social media pages.

All 15 system partner organisations are now shared editors of the A-Z of Black Lives Matter resource pack via Google Docs and all colleagues were invited to pose questions and their reflections about systemic racism through the lens of the Black Lives Matter and the disproportionate impact of COVID-19 on BAME colleagues

As part of the BAME Engagement and Experience work stream a creative media organisation was commissioned to develop a Black Lives Matter recruitment campaign which is featured on the ICS website. The aim of this campaign is to attract diverse groups of people to come and work in the Black Country and features colleagues in a variety of different roles across the system showcasing the Black Country as a place to work. Discussions are taking place with all 15 system partner organisations to ensure that the campaign features on their respective career webpages with a built in analytics page to understand recruitment activity and candidate attraction.

A BAME Directory of Mental Health and Wellbeing service provision for the Black Country and West Birmingham has also been developed and will feature as part of the ICS Health and wellbeing hub which is available to all staff working in the region. The Directory provides a list of organisations in the region that provide culturally sensitive mental health service provision for BAME colleagues and their families.

The work undertaken to date since July 2020 at the peak of the Pandemic really illustrates that Black Lives really do matter in the Black Country and West Birmingham and there is an ongoing commitment to ensure that we have a positive and beneficial impact on the working lives of colleagues from a Black background who are traditionally disadvantaged and face inequality in their day to day lives.



Solicitors Update

This Newsletter each of our Solicitors have provided useful updates on areas that are topical at the moment, providing an overview and insight on information that you need to know.

We have provided a short summary below with the full documents attached separately.



Guidance on Public Sector Exit Payments – Use of Special Severance Payments

Jacqui Atkinson, Head of Employment Healthcare at Browne Jacobson steers us through the new guidance released by HM Treasury and what it means for NHS organisations. Jacqui outlines the details around the approval process and insight into the penalties for non-compliance.



Achieve more. Together.

Hybrid working: four key issues to consider when planning a return to the workplace

Jog Hundle, Partner at Mills and Reeve, provides detailed guidance on some of the key considerations that we need to examine when navigating the future of work and what Hybrid working means in practical terms for organisations.



Mandatory Vaccinations – a question of human rights?

James Gutteridge, Senior Associate at Bevan Brittan LLP, outlines the legalities around the current 'No jab, no job' debate. This includes an overview on the recent, Vavříčka and others v the Czech Republic [2021] case and the European Court of Human Rights findings.



Occupational stress in the NHS and employers' liability

Nicola Green, Legal Director, Capsticks LLP and Jennifer Harris, Associate, Capsticks LLP, navigate the complexities around the impact that Covid-19 has had on mental health on understanding the legal liabilities around occupational stress, particularly as NHS Trusts start to assess the aftermath and fallout of the



Recent West Mids HPMa

March 2021: Raising Concerns/F2SU – Life in the Third Wave

In March, Browne Jacobson delivered a session on raising concerns during COVID. The session covered some of the lessons learned from high profile reviews and the challenges faced with anonymous complaints.

Participants in the session were also able to share with each other insights that had arisen through the third wave of COVID-19 including insights on leadership, patient care and BAME team members.

April 2021: HRBP/Senior HR Practitioner Networking Event

This quarterly networking event facilitated by Mills and Reeves allows practitioners to come together and discuss current hot topics, as well as network – something our members have told us they valued as part of the HPMa West Midlands offer and that we have tried to continue to facilitate in our virtual events.

Compassionate Casework

This session was facilitated by Capsticks Solicitors and our committee member and Director of Workforce at UHB, Cathi Shovlin. The event looked how to undertake casework through a lens of compassionate curiosity, and the principles of a just and learning culture.

The future of working from home, post pandemic'

This event, held with our HFMA* colleagues, explored the implications of home working on staff wellbeing, productivity and efficiency gains and the potential way forward. Members had the opportunity to engage with a range of experts as well as exchanging best practice and lessons learnt with colleagues from NHS Trusts who have seen successes as well as the pitfalls to look out for.

*HFMA (Healthcare Financial Management Association) is the professional body for finance staff working in healthcare

Future West Mids HPMa

'Senior HR Practitioners/HRBP Networking'

Date of Event July 2021

1. Covid; the Latest...
2. Workforce hot topics
3. Solicitors Q&A section with Mills and Reeves; an opportunity to ask the solicitors your questions

August 2021

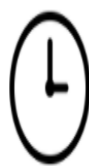
HPMa will not run an event in August due to large numbers of our members taking well-earned rest and holidays. Please enjoy safely however you are spending this month and we will see you in September!

September 2021 – HPMa Award Showcase

Following the closure of submissions for the National HPMa Awards we will invite local Trusts to showcase their award entries and wish them luck for the award ceremony in October.

A great way to connect and share best practice and innovation!

In the past 12 months, **HPMa West Midlands** delivered:



22 hours of training



To over **414** members



Across **9** different events



Achieving **100%** Excellent or Good ratings

Get in Touch

HPMa West Midlands continues to look for ways to best support our members, with informative and interactive events. If you have any subject areas you would like to see covered in the 2021 programme - please get in touch!

Or if you are interested in getting involved with the West Midlands HPMa Committee or becoming a member; please contact the Chair of our Committee Sharon Wynne, at sharon.wynne1@nhs.net