

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**MINUTES OF A VIRTUAL MEETING OF THE TRUST BOARD – RECONFIGURATION PROGRAMME
HELD ON THURSDAY 3 JUNE 2021 AT 2.00PM****Voting Members Present:**

Mr J MacDonald – Trust Chair

Ms V Bailey – Non-Executive Director and Quality and Outcomes Committee (QOC) Non-Executive Director Chair

Professor P Baker - Non-Executive Director

Ms R Brown – Acting Chief Executive

Col (Ret'd) I Crowe – Non-Executive Director and People, Process and Performance Committee (PPPC) Non-Executive Director Chair

Ms C Fox – Chief Nurse

Mr A Johnson – Non-Executive Director and Finance and Investment Committee (FIC) Non-Executive Director Chair

Mr S Lazarus – Chief Financial Officer

Ms D Mitchell – Acting Chief Operating Officer

Mr B Patel – Non-Executive Director and Charitable Funds Committee (CFC) Non-Executive Director Chair

Mr M Williams – Non-Executive Director and Audit Committee Non-Executive Director Chair

In Attendance:

Ms G Belton – Corporate and Committee Services Officer

Mr N Bond – Deputy Director of Estates and Facilities (for Minute 201/21/4)

Mr A Carruthers – Chief Information Officer

Miss M Durbridge – Director of Quality Transformation and Efficiency Improvement

Ms K Gillatt - Associate Non-Executive Director

Dr A Haynes – Adviser to the Trust Board

Mr J Jameson – Deputy Medical Director (deputising for Mr A Furlong, Medical Director)

Mr D Kerr – Director of Estates and Facilities

Mr I Orrell – Associate Non-Executive Director

Ms N Topham – Reconfiguration Programme Director

Mr S Ward – Director of Corporate and Legal Affairs

Mr M Wightman – Director of Strategy and Communications

Ms H Wyton – Chief People Officer

ACTION**197/21 APOLOGIES AND WELCOME**

Apologies for absence were received from Mr A Furlong, Medical Director and Ms H Kotecha, Leicester and Leicestershire Healthwatch Chair.

198/21 DECLARATIONS OF INTEREST

Mr A Johnson, Non-Executive Director and the Chief Financial Officer declared their interests as Non-Executive Chair and Non-Executive Director of Trust Group Holdings Ltd (respectively). With the agreement of the Trust Board, these individuals remained present.

Resolved – that the above declarations of interest be noted.

199/21 MINUTES

Resolved – that the Minutes of the Trust Board Reconfiguration Programme meeting held on 6 May 2021 (paper A refers) be confirmed as a correct record and signed by the Chairman accordingly.

CCSO

200/21 MATTERS ARISING LOG

Paper B detailed progress in respect of actions agreed at previous meetings of the Trust Board Reconfiguration Programme, the contents of which were received and noted.

Resolved –that the contents of this report be received and noted.

201/21 KEY ISSUES FOR DISCUSSION/DECISION

201/21/1 Chairman’s Briefing on the Reconfiguration Programme

Further to discussion at that morning’s Trust Board meeting (Minute 183/21/6 refers), Mr J MacDonald, Trust Chair, reported verbally to confirm that the Trust Board Reconfiguration Programme (RPTB) Committee was to be disbanded and a ‘Reconfiguration and Transformation Committee’ was to be convened, which would be established as a Committee of the Trust Board. Substantive reports on the Reconfiguration Programme would be submitted to the Trust Board and the Reconfiguration and Transformation Committee would submit regular reports on its meetings to the Trust Board. He noted that now was an appropriate time for this change, with the public consultation on the reconfiguration programme having concluded and the CCG Board shortly to make a decision regarding the Decision-Making Business Case (DMBC).

As also noted at this morning’s Trust Board meeting (Minute 179/21 refers), Dr A Haynes, had joined the Trust as Adviser to the Trust Board and would be chairing the Reconfiguration and Transformation Committee once established. Also noted was that the Senior Responsible Officer (SRO) for Reconfiguration would be Mr Darryn Kerr, Director of Estates and Facilities and the Senior Responsible Officer (SRO) for Transformation would be Mr John Jameson, Deputy Medical Director. The Trust Chair welcomed Dr Haynes to the Trust and to this meeting. It was noted that Dr Haynes would be in touch with the Director of Estates and Facilities and others shortly to progress the establishment of the new Reconfiguration and Transformation Committee (including its timing, meeting frequency, membership and Terms of Reference etc.)

Resolved – that (A) the contents of this verbal report be received and noted,

(B) the Reconfiguration Programme Trust Board be disbanded and a new Committee (the Reconfiguration and Transformation Committee) be established as a Committee of the Trust Board, reporting into the Trust Board on a regular basis and specifically in respect of substantive items and

AH/DEF

(C) the Chair of the Reconfiguration and Transformation Committee and the Director of Estates and Facilities be requested to discuss and agree the proposed timing, frequency of meetings, membership and Terms of Reference of this Committee going forward.

AH/DEF

Post-Meeting Note:

The Trust Chair subsequently confirmed that resolution (C) above should specifically include the following three actions (as subsequently also recorded in the Matters Arising Log) :-

- (1) the Trust Chair and Mr A Haynes, Advisor to the Trust Board, be requested to discuss with the Chair and Chief Executive, LLR ICS, membership of ICS partners on the Committee;**
- (2) the Trust Chair and Mr A Haynes, Advisor to the Trust Board, be requested to discuss with ICS partners whether there was an opportunity to develop a provider collaborative across primary care, LPT and UHL to take forward the development of the LGH site, and**
- (3) the Trust Chair be requested to discuss with the Chair, ICS, how best to ensure that MPs and local leaders were kept informed about the Reconfiguration proposals.**

Trust Chair / AH

Trust Chair / AH

Trust Chair

201/21/2 Reconfiguration Programme – Update

The Director of Estates and Facilities reported verbally in respect of progress on the Reconfiguration Programme, noting that this continued to be a busy time with the 8 Pathfinder Schemes within the New Hospital Programme (NHP), of which UHL was one, working through requirements relating to the following elements of the schemes: digital, net carbon zero, learning lessons from the Covid-19 pandemic etc. He further reported that the Trust had been approached by the Centre seeking assistance at central level, due to the expertise within UHL, and this represented a good opportunity. The Reconfiguration Programme Director reported verbally to advise that the Strategy team remained very busy during this ‘pause’ whilst standardisation details were being reviewed, reviewing its resources ahead of the next stage of design.

Discussion took place regarding the following:-

- (i) the Trust Chair noted that the CCG would be looking at the outcome of the public consultation and queried when the Trust was hoping to submit the business case to the national team – in response, the Reconfiguration Programme Director noted that it was currently expected to commence the Outline Business Case (OBC) development process in October 2021 and it was likely to take 12-18 months to reach Full Business Case (FBC) stage, with many public and staff engagements events planned also;
- (ii) in reference to the timescale outlined above, the Trust Chair queried whether this was at a sufficient pace, from a national perspective, for UHL to remain in the first phase of the NHP – in response, the Director of Estates and Facilities confirmed that it was. Prioritisation, nationally, was to be given to the three existing hospitals, followed by a number of small schemes which pre-dated the NHP, then the next phase would involve the 8 pathfinders comprising the NHP. He further noted that it would be easier for UHL's scheme to incorporate the new recommendations more easily than for others, as it was not yet in the detailed design phase of the Programme, and
- (iii) in reference to point (ii) above, the Director of Strategy and Communication questioned whether this delay would impact on the ultimate cost of the construction – in response, the Director of Estates and Facilities acknowledged that this was likely to be the case, given the rising cost of steel and increasing inflation, however was more likely to be applicable to the new buildings within the scheme, rather than retained estate. The Strategy Team were very cognisant of this issue and had a detailed costing schedule.

Resolved – that the contents of this verbal report be noted.

201/21/3 Children's Hospital Reconfiguration: Phase I Re-Location of EMCHC Services – Update

Further to Minute 168/21/2 from 6 May 2021, the Director of Strategy and Communications presented paper C, which detailed an update in respect of the EMCHC Service, which had originally been scheduled to move from the Glenfield Hospital to the LRI during the weekend of 20-23 May 2021.

Due to an on-going issue with the water quality, which was showing Total Viable Count (TVC) readings at above acceptable levels, the move date could not be re-scheduled until two clear test results had been achieved. The Estates team, Capital Projects team and the engineers were working around the clock to flush and cleanse the system in order to reduce the TVC count before re-testing the water supply. It was considered likely that this issue was most probably linked to the system being a completely new installation and the need to flush any debris / particles through the system that may have been left following construction. The service would continue to operate out of the Glenfield Hospital in the meantime.

Resolved – that the contents of this report be received and noted,

201/21/4 Travel Plan – Quarterly Update

Mr N Bond, Deputy Director of Estates and Facilities, attended to present paper D, which provided a quarterly progress update on the Travel Action Plan (TAP). Due to the progress made in developing the TAP, Go Travel Solutions engagement had been extended in February 2021 through to the end of January 2022 and the priorities for this extended engagement were now on the delivery / Phase 4 of the TAP in partnership with the UHL Travelwise Manager. Particular progress in respect of the following was highlighted: changing facilities were being installed, as was the first electric bike point, work was underway on a 'tap on / tap off' facility on the Hospital Hopper, which would work like an oyster card and the development of a Park and Ride Facility at the LGH site. The first stakeholder meetings had been held on-line and had involved representatives of Healthwatch and Healthwatch Rutland, who were keen to contribute to solutions.

Paper D highlighted that the Trust was now in receipt of a directive on national parking policy changes, with Trusts now required to provide free parking for specific categories of patients (e.g. blue badge holders, parents of children staying overnight, frequent users (3 + times per week for at least 3 months) and also for night staff). The management of these changes was currently in progress and specific note was made that the changes in parking policy ran contrary to the aims of the TAP as they would increase the demand for car parking. Leicester City Council, as the Local Transport Authority and the proposer of the Working Party Levy, had been made aware of these changes. Note was also made that commitment had been given by the Trust to Centrebus for a 2 year extension on the Hospital Hopper contract.

The Director of Estates and Facilities noted that this work was a very good example of successfully working collaboratively across the system, with particular emphasis on a reduction in people using vehicles to access the Trust's sites through the provision of viable alternative methods of access.

Particular discussion took place regarding the following points:

- (i) Ms V Bailey, Non-Executive Director, noted that she lived in Nottingham; one of the designated 'clean air' sites and that, over time, this had led to a cultural change in the City and a broader perspective. She was therefore supportive of the plans in the context outlined by the Director of Estates and Facilities, noting that this was also a public health issue – in response, the Director of Estates and Facilities noted that a real positive from this work was the re-connection of the LRI to the City;
- (ii) the Trust Chair queried the means of staff engagement – in response, the Deputy Director of Estates and Facilities advised that staff engagement took place via the TAP Delivery Group, the membership of which included staff members (appendix 1 to the report detailed the staff groups involved) and he noted the opportunities available to extend the membership of this group;
- (iii) the Director of Quality Transformation and Efficiency Improvement noted that there was no mention within the report with regard to electric charging points for vehicles – in response, the Director of Estates and Facilities noted that this aspect would be addressed through the net zero carbon workstream and advice regarding this was currently awaited from the Centre. The Deputy Director of Estates and Facilities noted the opportunity available to encourage and support people with electric vehicles by providing fast charging points, albeit he noted that as the travelling range of electric vehicles increased, this may become less of an issue;
- (iv) Mr A Johnson, Non-Executive Director, sought assurance in respect of the governance arrangements employed in relation to renewal of the Centrebus contract – in response, the Deputy Director of Estates and Facilities confirmed that this matter had been one of the first submissions considered through the Procurement Contracts Committee and, in response to a further follow-up query from Mr Johnson, the Deputy Director of Estates and Facilities confirmed that usual Trust governance mechanisms applied to the Reconfiguration Programme;
- (v) Mr A Johnson, Non-Executive Director, expressed his view that UHL was seemingly behind other Trusts in terms of its provisions for disabled staff and disabled patients. He expressed concern at the potential for an increase in abuse of the system in place for Disabled Blue Badge holders and queried how parking spaces could be safeguarded for those who genuinely required them. In response, the Deputy Director of Estates and Facilities noted that work was underway to assess how this could be done using ANPR technology, albeit there was a need to ensure sufficient provision of spaces. Particular note was made of the difficulties caused when people were able to park in any space (i.e. not just designated disabled spaces) free of charge with a disabled blue badge. Mr B Patel, Non-Executive Director, specifically highlighted the need to ensure equity and fair usage across all sites – all such matters and nuances would be worked through accordingly;
- (vi) the Director of Strategy and Communications thanked colleagues for their work in this area, noting the symmetry of the Travel Strategy with the Clinical Strategy, particularly with regard to the fact that the Trust was active in research relating to COPD, asthma etc. all of which were affected by pollution. He considered the travel plan to be the right direction for the Trust to follow, and
- (vii) Mr I Orrell, Associate Non-Executive Director, queried the extent to which it was an issue that the national parking directives ran contrary to the aims of the Travel Action Plan (TAP) – in response, the Deputy Director of Estates and Facilities advised that this would all be worked through. Whilst providing the opportunity to travel by car

would lead to people continuing to use this mode of transport, the aim would be to make the alternatives so convenient, people would actively wish to use them.

Resolved – that the contents of this report be received and noted.

202/21 QUESTIONS AND COMMENTS FROM THE PRESS AND PUBLIC RELATING TO BUSINESS TRANSACTED AT THIS MEETING

Resolved – that no questions were raised in advance for a response during this virtual meeting.

203/21 ANY OTHER BUSINESS

Resolved – that there were no further items of business.

204/21 DATE OF NEXT MEETING

Although the agenda for today's meeting noted that the next public Trust Board Reconfiguration Programme meeting would be held virtually on Thursday 3 June 2021 from 2pm, in view of the verbal report provided under Minute 201/21/1 above, it was noted that this would no longer be the case. All previously scheduled meetings of the Reconfiguration Programme Trust Board would be cancelled and meetings of the newly formed 'Reconfiguration and Transformation Committee' would be established in due course.

CCSO

Resolved – that previously scheduled meetings of the Reconfiguration Programme Trust Board meeting be cancelled and meetings of the newly formed 'Reconfiguration and Transformation Committee' be established in due course.

CCSO

205/21 EXCLUSION OF THE PRESS AND PUBLIC

Resolved – that, pursuant to the Public Bodies (Admission to Meetings) Act 1960, the press and members of the public be excluded during consideration of the following items of business (Minutes 206/21 – 210/21) having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

206/21 DECLARATIONS OF INTEREST IN THE CONFIDENTIAL BUSINESS

Mr A Johnson, Non-Executive Director and the Chief Financial Officer declared their interests as Non-Executive Chair and Non-Executive Director of Trust Group Holdings Ltd (respectively). With the agreement of the Trust Board, these individuals remained present.

Resolved – that the above declarations of interest be noted.

207/21 CONFIDENTIAL MINUTES

Resolved – that this Minute be classed as confidential and taken in private accordingly, on the grounds that public consideration at this stage could be prejudicial to the effective conduct of public affairs.

208/21 CONFIDENTIAL MATTERS ARISING REPORT

Resolved – that this Minute be classed as confidential and taken in private accordingly, on the grounds that public consideration at this stage could be prejudicial to the effective conduct of public affairs.

209/21 KEY ISSUES FOR DISCUSSION/DECISION

209/21/1 Confidential Report by the Director of Estates and Facilities and the Reconfiguration Programme Director

Resolved – that this Minute be classed as confidential and taken in private accordingly, on the grounds that public consideration at this stage could be prejudicial to the effective conduct of public affairs.

Resolved – that this Minute be classed as confidential and taken in private accordingly, on the grounds that public consideration at this stage could be prejudicial to the effective conduct of public affairs.

210/21 ANY OTHER BUSINESS

Resolved – that this Minute be classed as confidential and taken in private accordingly, on the grounds that public consideration at this stage could be prejudicial to the effective conduct of public affairs.

The meeting closed at 2.45pm.

Gill Belton
Corporate and Committee Services Officer

Cumulative Record of Attendance (2021/22 to date):

Voting Members:

Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
J MacDonald (from 19.4.21)	4	4	100	C Fox	6	5	83
				A Furlong	6	2	33
K Singh (until 16.4.21)	2	2	100	A Johnson	6	6	100
V Bailey	6	6	100	S Lazarus	6	6	100
P Baker	6	5	83	D Mitchell	6	6	100
R Brown	6	6	100	B Patel	6	6	100
I Crowe	6	6	100	M Williams	6	6	100

Non-Voting Members:

Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
A Carruthers	6	6	100	I Orrell	6	6	100
M Durbridge (from 6.5.21)	4	4	100	S Ward	6	6	100
K Gillatt	6	4	67	M Wightman	6	6	100
D Kerr	6	6	100	H Wyton	6	4	67
H Kotecha	6	5	83				