

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY
28 APRIL 2022 AT 11.30AM – VIRTUAL MEETING VIA MICROSOFT TEAMS****Present:**

Ms V Bailey - Non-Executive Director (Acting PCC Chair)
 Mr A Carruthers – Chief Information Officer (non-voting)
 Dr A Haynes – Non-Executive Director
 Mr J Melbourne – Chief Operating Officer
 Professor T Robinson – Non-Executive Director

In Attendance:

Mr A Carruthers – Chief information Officer
 Ms G Collins-Punter – Associate Non-Director
 Ms N Green – Deputy Chief Nurse (on behalf of Ms E Meldrum, Acting Chief Nurse)
 Dr G Sharma – Associate Non-Executive Director
 Mr S Simpson – Interim Director of Estates and Facilities
 Ms H Stokes – Corporate and Committee Services Manager
 Ms J Tyler-Fantom – Acting Chief People Officer

	<u>RECOMMENDED ITEMS</u>	<u>ACTION</u>
10/22	JUNIOR DOCTORS' GUARDIAN OF SAFE WORKING QUARTERLY REPORT	
	PCC received the quarterly report from the Junior Doctors' Guardian of Safe Working, covering the period up to the end of February 2022 and presented in a prescribed standardised format. The Acting Chief People Officer provided assurance that all exception reports had been addressed, and noted that the number of those exceptions had decreased slightly since the previous quarterly report. Dr G Sharma Associate Non-Executive Director queried how many unreported exceptions there might be – in response, the Acting Chief People Officer advised that although that potential number was not known, UHL's Guardian of Safe Working strongly encouraged exception reporting, and UHL was keen to have a culture which fostered reporting and openness. The Acting Chief People Officer also advised that 2 penalties had been applied by the Guardian. PCC endorsed the Junior Doctors Guardian of Safe Working report as presented, and recommended it for Trust Board approval.	ACPO
	Recommended – that the quarterly update from the Junior Doctors' Guardian of Safe Working be endorsed, and recommended for Trust Board approval.	ACPO
	<u>RESOLVED ITEMS</u>	
11/22	APOLOGIES	
	Apologies for absence were received from Mr B Patel PCC Non-Executive Director Chair, Mrs G Collins-Punter Associate Non-Director, and Ms E Meldrum Acting Chief Nurse. The meeting would be chaired by Ms V Bailey Non-Executive Director.	
12/22	DECLARATIONS OF INTERESTS	
	Dr G Sharma Associate Non-Executive Director declared his roles with NHSE/I, and the position of a close family member as an FY1 at UHL. As these were judged to be non-prejudicial interests by PCC, it was agreed that he would remain present for all discussions.	
13/22	MINUTES	
	Resolved – that the Minutes of the meeting of the People and Culture Committee (PCC) on 24 February 2022 be confirmed as a correct record.	
14/22	MATTERS ARISING	

	Paper B updated members on the position of actions from previous PCC meetings.	
	Resolved – that the report be noted.	
15/22	KEY ISSUES FOR ASSURANCE	
15/22/1	<u>Strategic Workforce Plan</u>	
	<p>PCC reviewed the draft UHL strategic workforce plan for 2022-2027, which was presented for discussion and assurance, and which provided a level of detail sitting below the overarching UHL People Plan. The iteration at paper C updated the Trust's 2018 workforce plan, and aimed to provide some 'horizon-scanning' for the next 5-year period. The content of the plan – and its links to the digital perspective and skills requirements – had also been discussed in detail at the April 2022 Executive People and Culture Board. PCC was advised that the detail of the individual process improvements was covered in the operational workstreams underpinning the plan. The Chief Operating Officer noted the need for an enhanced understanding of how the Trust's suite of workforce documents aligned/fitted together.</p> <p>PCC took assurance from the work represented by the 2022-27 strategic workforce plan, and suggested that a future deep dive would be useful. In discussion on the specific content of that plan, PCC members particularly noted:</p> <ol style="list-style-type: none"> (1) the need to expand the section on digitisation, and look at that staff pipeline; (2) the key need to ensure that staff felt appropriately valued, which would benefit retention. This included ensuring that staff had appropriate IT resources, and PCC also noted the need for an integrated retention approach across all LLR parties. The Interim Director of Estates and Facilities outlined the work underway in Estates and Facilities to foster a positive working culture, and he also noted the need for Estates and Facilities ward staff to be seen as key integrated members of the clinical team. The Acting Chief People Officer welcomed these comments, and provided assurance to PCC that the Trust's offer in terms of staff rewards/benefits/recognition was being reviewed. She also recognised the importance of getting the basics right, as evidenced by the staff survey; (3) a query on whether statements in the plan re: availability of GPs with a specialist interest were appropriately realistic; (4) anecdotal issues re: junior medical staff access to technology; (5) the ageing workforce profile particularly in the administrative and clerical staff group, and the need to ensure that those vital skills and experience were appropriately passed on and not lost; (6) the importance of providing sufficient capacity for training and research activities; (7) the need to recognise and understand the distinction between "management" and "leadership", at all levels across UHL and in all staff groups. The PCC Non-Executive Director Acting Chair noted that there was no separate 'management' section in the strategic workforce plan and queried if that needed including, and (8) queries from the Non-Executive Director Acting PCC Chair as to whether staff had been involved in the development of the plan, and how best to ensure that staff could recognise the strategy and its impact for them. <p>In terms of the next steps for the 2022-27 strategic workforce plan, the Acting Chief People Officer advised that she would update the plan in light of the comments above, and discuss it further with the Trust's new Chief People Officer once she started in post. PCC agreed to highlight the discussion on this item to the Trust Board.</p>	<p>ACPO/ CPO</p> <p>ACPO/ CPO</p>
	<p>Resolved – that (A) the draft plan be updated in light of the comments above, and discussed further with the new Chief People Officer once in post (including wider comms requirements for the strategy), and</p> <p>(B) a review take place outside the meeting of how UHL's workforce strategies and plans aligned with each other, to ensure full and appropriate understanding at Executive Director level.</p>	<p>CPO/ ACPO</p> <p>CPO/ ACPO</p>
15/22/2	<u>Nursing and Midwifery Safe Staffing and Workforce Monthly Report</u>	

	<p>As detailed in paper D, the purpose of this monthly report was to provide assurance that nursing and midwifery staffing levels were safe, continuously assessed, and that shortfalls were mitigated in order to provide the delivery of safe care to patients. Although the fill rate position had slightly improved since the previous update the Deputy Chief Nurse advised that challenges remained. The HCA vacancy position had deteriorated and work was now in place by the Corporate Nursing team to understand the monthly fluctuations and the reasons for current attrition rates. The Deputy Chief Nurse provided assurance that the 2 Freedom to Speak Up concerns reported in February 2022 did not relate to safety, quality, or staffing issues.</p> <p>Dr G Sharma Associate Non-Executive Director particularly welcomed the work outlined on international recruitment (including a review of the onboarding process), and received assurance that EDI and subconscious bias training was provided to those staff. Dr G Sharma Associate Non-Executive Director also queried if information was available on male:female staff ratios/whole time equivalents. In considering the report further, particular discussion took place on the Birth Rate Plus position, and the PCC Non-Executive Director Acting Chair emphasised the need for clarity on establishment/budget/recruitment issues relating to Birth Rate Plus. The Chief Operating Officer echoed this point, noting the need for clarity between the ability to recruit staff and the level of the establishment. The PCC Non-Executive Director Acting Chair also queried how often PCC would receive metrics for other staff groups, and was advised that detail on AHPs was scheduled to be presented to the Executive People and Culture Board in June 2022. In terms of PCC being able to provide assurance to the Trust Board on safe staffing levels, the Deputy Chief Nurse advised that establishment reviews were undertaken twice yearly, while safe staffing assessments were monthly, and she confirmed that any patient harms directly related to safe staffing levels were reported accordingly. In response to a query from the PCC Non-Executive Director Acting Chair re: specific vacancy levels in appendix 1 of paper D, the Deputy Chief Nurse advised that this related to LGH extra winter capacity wards and would be correctly reflected in the next iteration. The PCC Non-Executive Director Acting Chair also noted the need for PCC to be explicit about whether it was accepting any risks presented (and taking assurance that mitigating actions were in place).</p>	ACN
	Resolved – that it be clarified whether the references to UHL staffing related to establishment, budget, or recruitment levels (re: Birth Rate Plus requirements)).	ACN
15/22/3	<u>Report from the Acting Chief People Officer</u>	
	Resolved – that this Minute be classed as confidential and taken in private accordingly.	
15/22/4	<u>Consultant Recruitment</u>	
	The report and accompanying action plan at paper F identified some immediate actions which would further improve the Consultant recruitment and selection process, relating (eg) to the consistency of the recruitment pack provided. Dr A Haynes Non-Executive Director queried whether UHL sought views from senior trainees about remaining in the Trust, and the Acting Chief People Officer confirmed that more robust exit data of this type was now starting to be collected. With regard to appointment panels, 4 new lay chairs had been recruited, which would be discussed further outside the meeting by the PCC Non-Executive Director Acting Chair and the Acting Chief People Officer. Noting the key importance of first impressions and in light of the competitiveness of the market, the PCC Non-Executive Director Acting Chair requested that appropriate thought be given to the physical location of such interviews.	ACPO/ CPO
	Resolved – that the physical location of Consultant interviews be reviewed.	ACPO/ CPO
16/22	ITEMS FOR NOTING	
	Resolved – that the following items be received and noted as per papers H-J respectively: (1) workforce and OD dataset; (2) off-payroll IR35 position, and (3) work experience/apprenticeships update.	
17/22	ANY OTHER BUSINESS	
	There were no items of any other business.	

18/22	IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD	
	Resolved – that the item in Minute 10/22 be recommended for Trust Board approval, and the discussion in Minute 15/22/1 be highlighted for the Trust Board’s attention.	
19/22	DATE OF THE NEXT MEETING	
	Resolved – that the next meeting of the People and Culture Performance Committee be held on Thursday 30 June 2022 from 11.30am until 1.30pm.	

The meeting closed at 12.37pm.

Helen Stokes – Corporate and Committee Services Manager

Cumulative Record of Members’ Attendance (2022-23 to date)

Voting Members

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% attendance</i>
<i>Mr B Patel (Chair)</i>	1	0	0
<i>Ms V Bailey</i>	1	1	100
<i>Mr A Carruthers</i>	1	1	100
<i>Ms G Collins-Punter</i>	1	1	100
<i>Dr A Haynes</i>	1	1	100
<i>Ms E Meldrum</i>	1	0	0
<i>Prof T Robinson</i>	1	1	100
<i>Mr M Simpson</i>	1	1	100
<i>Ms J Tyler-Fantom</i>	1	1	100