

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

Mr B Patel – Non-Executive Director (Chair)
 Ms V Bailey - Non-Executive Director
 Dr A Haynes – Non-Executive Director
 Ms J Hogg - Chief Nurse
 Ms C Teeney – Chief People Officer

In Attendance:

Dr R Abeyratne – Director of Health Equality and Inclusion
 Mr D Barnes– Deputy Medical Director (For Minute 39/22)
 Ms B Cassidy – Director of Corporate and Legal Affairs
 Ms K Ceesay - Associate Director of People Services and Transformation (For Minute 44/22/3)
 Ms E Concannon - Freedom to Speak Up Guardian (For Minute 44/22/8)
 Mr A Carruthers – Chief Information Officer
 Ms L Gallagher- Workforce Development Manager (For Minute 44/22/7)
 Ms M Kalicharan – HEE AHP Workforce Lead Project Manager (44/22/10)
 Ms B Kotecha – Associate Director Of Systems, Leadership and OD (For Minute 44/22/9)
 Mr R Manton – Head of Risk and Assurance (For Minute 45/22)
 Ms L Milnes – Head of Health and Well-being and Staff Experience (For Minutes 44/22/4)
 Mrs N Patel – Corporate and Committee Services Officer
 Dr G Sharma – Associate Non-Executive Director
 Ms J Tyler- Fantom – Deputy Chief People Officer (For Minute 44/22/6)
 Ms S Zavery – Head of Equality and Diversity and Inclusion (For Minute 40/22)

		<u>ACTION</u>
	<u>RECOMMENDED ITEMS</u>	
39/22	Junior Doctor Guardian of Safe Working Reports – Quarter 1 2022/23, Quarter 2 2022/23	
	<p>The report provided update to PCC on Guardian of Safe Working Exception Reporting between March and April 2022 in line with 2016 Junior Doctors Contract. It was highlighted that Dr Jonathan Greiff would be stepping down from the role as Guardian of Safe Working and would be advertising for the role. It was noted that there was an increased rate of exceptions reported from current paper to previous one but PCC noted this is due to COVID. The Chief People Officer noted if the data incorporated all doctors in training such as international doctors and if it captures supervision/training time. PCC was assured that the data within the report is an accurate representation of all doctors including Junior doctors and Trust Grade Doctors. There is however more work to be done to understand the supervision and training time allocation for Trust Grade Doctors. Ms Vicky Bailey, Non Executive Director, mentioned about whether they are reporting patient incidents through DATIX if perhaps there be some underreporting. Mr Dan Barnes, Deputy Medical Director, added there are multiple strands in where the doctor would raise concerns and investigate further. Dr Andrew Haynes, Non – Executive Director mentioned about reported incidents in Nurses and the investigation on the gap between doctors reported incidents and when it is actually dealt with. Mr Dan Barnes, Deputy Medical Director noted the improvement needed. Dr Gopal Sharma, Non-Executive Director noted an issue regarding junior doctors night and weekend cover. The report noted the themes and assured PCC the work in progress.</p>	DMD
	<p><u>Recommended</u> – that (A) the Junior Doctor Guardian of Safe Working Reports to be endorsed and recommended for Trust Board approval, and</p> <p>(B) to be explored on whether Junior Doctors are inputting on DATIX forms when also putting in exception reports for patient safety concerns.</p>	DMD

40/22	WRES/WDES Update/ Development of Action Plans	
	<p>Paper I was presented to PCC for assurance and an update on the development of the WRES (Workforce Race Equality Standard) and WDES (Workforce Disability Equality Standard) data sets that was submitted in EPCB August 2022. The key challenge in the discussion was improving the differential experiences of BAME and Disabled Staff and addressing the gaps arisen. There are four key areas to develop are developing Equality Data Capability, develop and embed EDI within recruitment services, deliver on programmes with interventions to enhance staff career progression and develop an inclusive culture which celebrates diversity. The PCC chair noted the data sets and how it is presented for the local community as majority is international nurses ranging bands 5-6. The PCC Non-Executive Director Chair acknowledged the good work undertaken but mentioned more work needs to be done around reaching out to communities and influencing opportunities. The Chief Nurse noted that an International Nurses Event with band 5/6 nurses would provide an opportunity to have further engagement to address gaps. PCC was assured that staff engagement has occurred by meeting with network chairs to look at the data and recognised where the further improvements are required. The Chief People Officer highlighted that Band 5 and below career progression required an focus and change to systemic issues. Dr Gopal Sharma, Associate Non-Executive Director mentioned about looking at previous years of strategies and expanding on what has worked and what hasn't. It also noted that Black History Month and the staff story from Trust Board and recognised the need to focus more on areas. PCC was assured that the plans are aligned to people services priorities and continue the focus on areas where significant change has happened and stick towards a sustained and embedded way. PCC to receive regular updates.</p>	
	<p>Recommended that (A) the WRES/WDES Update/Development of Action Plans to be endorsed and recommended for Trust Board approval, and</p> <p>(B) to provide regular updates on progress.</p>	
	RESOLVED ITEMS	
41/22	APOLOGIES FOR ABSENCE	
	<p>Apologies for absence were received from Ms G Collins- Punter, Associate Non-Executive Director, Dr. C Goss, Consultant, Ms E Meldrum, Deputy Chief Nurse and Mr M Simpson, Director of Estates, Facilities and Sustainability.</p>	
42/22	DECLARATIONS OF INTERESTS	
	<p>There were no declarations of interests made at this meeting.</p>	
43/22	MINUTES	
	<p>Resolved – that the Minutes of the meeting of the People and Culture Committee (PCC) on 25 August 2022 be confirmed as a correct record.</p>	
44/22	MATTERS ARISING	
	<p>Paper B updated members on the position of actions from previous PCC meetings.</p>	
	<p>Resolved – that the report be noted and any updates be taken forward by the named leads.</p>	Named Leads
44/22	KEY ISSUES FOR ASSURANCE	
44/22/1	<u>Update on People Promise Exemplar Programme at UHL</u>	
	<p>PCC was assured and presented paper C which discussed key priority areas the programme supported staff retention and experience and aligned with the people services priorities programme. It was noted that the Trust is part of the 23 other trusts taking part in the 12-month Exemplar Programme alongside NHSE/I. The PCC Chair asked what the data shows about staff retention and what is currently being explored. The Chief People Officer explained there may be some themes pinpointed</p>	

	such as turnover of staff in Health Care Assistants, clear career paths are needed. Ms Vicky Bailey, Non-Executive Director queried whether there are current trust wide actions that are implemented and required focused on leadership team development work. She also added it can be positive move to change teams and highlighted the importance of individual relationships within teams. PCC was assured on the outputs supported through the exemplar programme in particular focus on improving the leavers process.	
	Resolved- that the (A) execs required to be sighted on communication plan on exit conversations and colleagues that achieved long service.	CPO
44/22/2	<u>Emerging Issues: Industrial Action</u>	
	The Chief People Officer provided verbal update on the emergency planning and preparedness and reported that updates would be provided to the executive boards monthly. She highlighted potential dates of when the strike action may take place in particular the RCN but assured that they will be given two weeks' notice. In addition, the Chief People Officer provided assurance to PCC that the plans do change everyday but work is taking place within UHL and across the wider health and care system and manage any employee relations sensitively. The Chief Operating Officer noted the acknowledgement of anxiety amongst patients and added providing communications plan to mitigate this.	CPO
	Resolved – that (A) updates provided on all executive boards, and (B) update to Trust Board.	CPO
44/22/3	<u>People Services Work Programme</u>	
	PCC was presented with paper D which was a refresh of the people services governance and introduced two further governance tiers to the structures. PCC was provided assurance against the existing risk by removing paper forms and introducing a system where medics to book, approve and paid electronically especially for the medics. It was added that medical rates will be live on 1 st November which is refreshed document training for locum rates. The Chief People Officer explained that the experience of booking local and bank shifts for medical colleagues will be improved especially going into the winter months. In addition, a health and well-being benefits platform was introduced to allow staff to access health and well-being activities. The Chief Information Officer highlighted the current utilisation of existing platforms such as ESR can optimize better staff experience. PCC discussed points regarding the governance of pay structure for bank staff and was assured that work around building a stable platform to stabilize pay. PCC was assured that the gaps are identified and supported the Trust's 2022/23 priorities.	CPO
	Resolved – that (A) update to be provided to next Trust Board and (B) to provide progress update to Audit Committee and, That (C) to provide an update on progression of Staff Benefits Platform and salary draw down mechanism.	CPO
44/22/4	<u>UHL NHS Staff Survey</u>	
	PCC was provided an update on the NHS staff survey that is currently on 29% completed so far. PCC noted the plans discussed to continue encouraging staff to respond such as creating support stations in restaurants and going to areas that particularly have a low response rate. Prize draw winners and staff survey cups would be going out weekly. Ms Vicky Bailey, Non- Executive Director, congratulated and acknowledged the work so far and highlighted that some things are still a work in progress. PCC acknowledged the hard work and assured of the approaches taken to achieve the target. The Chief Executive to send out communication to encourage staff to complete the staff survey.	CPO
	Resolved – that the NHS Staff Survey report be received and noted.	CPO
44/22/5	<u>Flu Vaccine and Covid-19 Autumn Booster</u>	
	PCC received an update on the programme for deployment of cold/flu and COVID vaccination arrangements for colleagues via vaccination hub and sighted on the progress of the vaccination programme. The Chief People Officer highlighted some of the issues that have occurred in the initial deployment phase of vaccination and talked through some of the mitigations that have been put in place to address these. She also noted peer vaccination hubs set up in canteen areas to enable	

	colleagues to get jabbed when passing by. Ms Vicky Bailey, Non- Executive Director, noted about capturing inpatients who are not vaccinated to which the Chief People Officer replied that both herself and Chief Nurse are working on an update in regard to this.	
	Resolved – that (A) provide details on capturing unvaccinated inpatients for Flu and COVID. PCC receive regular updates	CPO CN
44/22/6	<u>Fragile Services Workforce Risks</u>	
	Paper G was presented for assurance and provided an overview of services that may be at risk of full or partial failure in the next twelve months due to workforce constraints. PCC was presented with a current overview of current plans, strategy and deployment and the measures currently in place for oversight and escalation. Dr Andy Haynes, Non-Executive Director, noted the change in fragile services in the next 18 months and to note colleagues about any difficulties that may happen. Ms Vicky Bailey, Non-Executive Director, noted on providing timescales to mitigate potential risks PCC was assured on the mitigation of the risks by ongoing work supported through CMGs. PCC to be kept sight on progress.	CPO
	Resolved – That (A) the PCC committee has an oversight on timescales against the risk.	CPO DCPO
44/22/7	<u>Strategic Workforce Plan 2022-27-</u>	
	Paper H was presented to PCC for assurance that a robust framework is in place for developed workforce plans within the trust. The report identified the transformation of pathways, roles and digitalisation that are key enablers that provided opportunities to meet the workforce challenges and mitigate workforce risks. it was noted that the report was brought here in April 2022 and it was highlighted the reconfiguration of the analytics team and looked to improve scenario planning and future workforce. PCC highlighted the importance of the digital agenda and transformation work. PCC was assured that the report aligned with the people's strategy priorities and working towards alignment with the clinical strategy. PCC recognises this is a work in progress and to be presented with a report after refreshed towards the end of 2023.	CPO
	Resolved – that the Strategic Workforce Plan 2022-27 be received and noted.	
44/22/8	<u>Freedom to Speak Up Quarter 2 – 2022-23 Update Report</u>	
	PCC was presented with Paper J 2022-23 report and highlighted F2SU activity in Q2 2022 which included the F2SU Annual Workplan 2022/23. PCC was noted the 55 concerns raised, slightly lower than previous quarter. Key themes that were shown around workers, safety and wellbeing and PCC was assured of an strategy plan that will be aligned with trust strategy developments. It was highlighted that staff are expressing psychological safety and worried about winter months. Within the paper, the annual work plan was noted and would be looking at three priorities is built around coherence and working with the executive/leadership teams to work on the concerns raised. It was highlighted that the team currently has one whole time equivalent that covers 17,000 people within the Freedom to Speak up Service and PCC was assured that it is being addressed and will be continuing by strengthening the service.	F2SUG
	Resolved - that (A) regular updates be provided to PCC, and (B) to provide workplan for Q2 and Q3 and (C) to provide interim plan for next 12 months	F2SUG DCLA
44/22/9	<u>LLR/UHL Inclusive Culture & Leadership Interventions –</u>	

	The report presented to PCC the cultural competency work that was completed across the organisation. PCC was noted on the commitment and progress made by the following programmes highlighted within the report - Cultural Competency, Inclusive Talent management, Reverse Mentoring, BAME development programme and Active Bystander Programme. It was asked to colleagues to help in relation to reverse mentoring and an celebration event to occur on 9 th December. The Chief People Officer noted that meaningful action required in the short and medium term. PCC to receive feedback in future PCC Meeting.	
	<u>Resolved</u> – that the LLR/UHL Inclusive Culture & Leadership Interventions be received and noted.	
44/22/10	<u>National Allied Health Professions Workforce Supply Strategy Implementation Project –</u>	
	PCC was sighted to the project and informed that in October 2022, Health Education England provided funding to work on 18 month workforce strategy for Allied Health Professionals. PCC noted that the final approval of the strategy was submitted to Health Education East Midlands.	
	<u>Resolved</u> – that (A) to add the workforce strategy to December Annual Safe Staffing Report.	CN HAWPL
45/22	<u>CONSIDERATION OF BAF RISKS IN THE REMIT OF PEOPLE AND CULTURE COMMITTEE</u>	
	Board Assessment Framework - PCC was notified of the key next steps occurring early 2023 and considerations to be focused on for the next iteration. The Chief People Officer noted the industrial action and highlighted within the Risk Register. BAF to be discussed in next PCC meeting.	
	Resolved- that (A) BAF to have regular updates.	HoRA
46/22	ITEMS FOR NOTING	
	<u>Resolved</u> – that the following reports be received and noted: (1) Workforce dataset (paper O refers), and (2) Update on the Off-Payroll/IR35 Position (paper P refers)	
47/22	ANY OTHER BUSINESS	
47/22/1	<u>UHL Support for Forthcoming Events</u>	
	No forth coming events.	
	<u>Resolved</u> – that the position be noted.	
48/22	IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD	
	<u>Resolved-</u> that (A) the item in Minute 39/22 and 40/22 above be recommended for Trust Board approval.	PCC NED CHAIR
49/22	DATE OF THE NEXT MEETING	
	<u>Resolved</u> – that the next meeting of the People and Culture Committee be held on Thursday 22 December 2022 from 11.30am until 1.30pm.	

The meeting closed at 14.49pm.

Ninakshi Patel– Corporate and Committee Services Officer

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

Members

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% Attendance</i>
<i>Mr B Patel (Chair)</i>	4	3	75
<i>Ms V Bailey</i>	4	4	100
<i>Mr A Carruthers</i>	4	4	100
<i>Ms G Collins-Punter</i>	3	1	33
<i>Dr G Sharma</i>	4	3	75
<i>Dr A Haynes</i>	4	4	100
<i>Ms J Hogg (From June 2022)</i>	3	2	67
<i>Ms J Melbourne</i>	4	3	75
<i>Ms E Meldrum (until May 2022)</i>	1	0	0
<i>Prof T Robinson</i>	3	1	33
<i>Mr M Simpson</i>	4	1	25
<i>Ms C Teeney</i>	3	3	100
<i>Ms J Tyler-Fantom (until May 2022)</i>	1	1	100