

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST****MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY  
28<sup>th</sup> SEPTEMBER 2023 AT 10.00AM – FACE TO FACE MEETING VIA BOARD ROOM, LEICESTER  
ROYAL INFIRMARY****Voting Members Present:**

Mr B Patel – Non-Executive Director (Chair)  
 Ms C Teeney – Chief People Officer  
 Mr A Haynes- Non-Executive Director  
 Ms G Collins-Punter Associate Non- Executive Director

**In Attendance:**

Dr R Abeyratne, Director of Health, Equality and Inclusion  
 Mr D Barnes. Deputy Medical Director (For Minute 46/23/4)  
 Ms B Ballinger – Senior Health and Well-Being Manager (For Minute 46/23/2)  
 Mr A Carruthers, Chief Information Officer.  
 Ms K Ceesay – Deputy Chief People Officer (For Minute 46/23/3, 54/23/4)  
 Ms E Casteleijn- Deputy Director of Communications and Engagement  
 Ms B Cassidy- Director of Corporate and Legal Affairs (For Minute 46/23/2)  
 Mr R Manton – Head of Risk and Assurance (For Minute 55/23)  
 Mr V Iorga- Associate Director of Occupational Health, Mental Health and Well-Being (For Minute 52/23/2)  
 Ms Z Marsh – Associate Director People Services Workforce (For Minute 51/23/1, 54/23/5, 54/23/6)  
 Ms E Meldrum – Deputy Chief Nurse  
 Mr J Melbourne- Chief Operating Officer  
 Ms L Milnes – Head of Health and Well-being and Staff Experience (For Minute 53/23/3)  
 Ms N Patel – Corporate and Committee Services Officer  
 Ms J Robinson- 360 Assurance Facilitator (Observing)  
 Dr R Singh, Guardian of Safe Working and Consultant in Medicine (For Minute 46/23/1)  
 Mr M Simpson- Director of Estates, Facilities and Sustainability (For Minute 54/23/7)  
 Ms S Zavery- Head of Equality, Diversity, and Inclusion (For Minute 46/23/3)

		<b><u>ACTION</u></b>
<b>46/23</b>	<b><u>RECOMMENDED ITEMS</u></b>	
46/23/1	<b>Junior Doctors Guardian of Safe Working Hours</b>	
	<p>Dr R Singh, Guardian of Safe Working, presented the Guardians of Safe Working Hours in line with the 2016 Junior Doctors Contract. He noted to the Committee 115 exception reports were recorded from 1st June to 31st August 2023. The Committee was assured that exception reports are being reviewed and changes had been implemented as required which included the Trust's process to response time.</p> <p>The PCC Non-Executive Director Chair highlighted noticed that this quarter was lower than previous years and how they felt assured on the data presented. Dr R Singh, Guardian of Safe Working explained they had introduced the rag rating system and regular drop-in sessions done regularly. He also added they respond to junior doctor administrator queries regularly and see anything they can act on. Mr A Haynes, Non-Executive Director noted the CQC maternity report and if there were any concerns to which he noted they had reached out to the CMG and offered drop – in sessions. The Chief People Officer added there is a requirement for triangulation of data for the overall workforce reporting.</p> <p>The Committee was assured that exception reports are being reviewed and changes had been implemented as required which included the Trust's process to response time. The PCC Non-Executive Chair noted the great work that had been undertaken.</p>	

	<b>Recommended:</b> that (A) Junior Doctors Guardian of Safe Working Hours were endorsed and recommended for Trust Board approval. A standalone report is included on the 12.10.23 Trust Board agenda accordingly and (B) To provide an update on overall workforce reporting.	<b>CPO</b>
46/23/2	<b>Freedom to Speak Up Report</b>	
	<p>Ms B Cassidy, Director of Corporate and Legal Affairs, presented to the Committee data from period April – August 2023. She highlighted that the Trust handed over the service to new external provider, The Guardian Service and further reports would be received from the new service.</p> <p>Ms B Cassidy, Director of Corporate and Legal Affairs noted to bring back more work on past data and picked out themes to compare the data in the next 18 months. It was highlighted that the communications report would be picked up in light of the guardian’s service launched end of September.</p> <p>Mr A Haynes, Non-Executive Director, expressed concerns about the allocation of time to groups such as junior doctors and if the current efforts were sufficient. The Chief People Officer added focused on the fundamentals and assured that psychological well-being was a top priority and aimed to create an environment that encouraged individuals to raise concerns. She also added conducting staff surveys would investigate the ongoing issues within the Trust.</p> <p>Mr V Iorga, Associate Director of Occupational Health, Mental Health and Well-Being noted what concerns would be raised on the relaunch of the freedom to speak up service and whether he can look at the data and create informed actions. Ms B Cassidy, Director of Corporate and Legal Affairs would discuss the related data available.</p> <p>The PCC Non-Executive Chair extended his gratitude to Ms B Cassidy for the work carried out during the COVID-19 pandemic, especially in the ICU(Intensive Care Unit), and for engaging with the BAME staff. PCC had taken assurance on the report.</p>	
	<b>Recommended:</b> that (a) Freedom to Speak Up Report were endorsed and recommended for Trust Board approval. A standalone report is included on the 12.10.23 Trust Board agenda accordingly. And (B) to link In with Mr V Iorga regarding freedom to speak up data.	<b>DCLA ADoOH MHWB</b>
46/23/3	<b><u>EDI Update, WRES and WDES Events and Networks</u></b>	
	<p>Ms K Ceessay, Deputy Chief People Officer and Ms S Zavery, Head of Equality, Diversity and Inclusion, assured the Committee that the Trust has met statutory requirements demonstrated by improvements for staff.</p> <p>The Chief Operating Officer inquired about the status of the reverse mentoring programme to which Ms K Ceessay, Deputy Chief Nurse noted the implemented plans to restart the programme which included involvement from Trust Leadership Team and Clinical Management Groups. The PCC Non- Executive Director Chair, noted whether the report had been submitted to NHSE Board to which Ms K Ceessay, Deputy Chief People Officer provided supplementary information, and the Trust Board would approve the crucial segments.</p> <p>The committee noted the proposed WRES and WDES action plans for onward approval to Trust Board prior submitted to NHSE by end of October 2023.</p>	
	<b>Recommended:</b> that EDI Update, WRES and WDES Events and Networks is endorsed and recommended for Trust Board approval. A standalone report is included on the 12.10.23 Trust Board agenda accordingly.	
46/23/4	<b><u>Annual Organisational Audit Report</u></b>	
	Mr D Barnes, Deputy Medical Director, presented to the Committee the contents of the report and that it would be shared with Tier 2 Responsibility Officer at NHS England. He also noted the statement of compliance confirmed the Trust as a designated body would be compliant with the	

	<p>Responsible Office Regulations and The Chief Executive signed on behalf of the Trust. It was also noted that all revalidation recommendations to the General Medical Council (GMC) between April 2022 and March 2023 were made on time. Overall, there are no significant concerns regarding the appraisal and revalidation systems and processes within the Trust although the number of trained appraisers, and administrative staff relative to the number of appraisals must be reviewed during 2023/2024.</p> <p>PCC was assured on the contents of the report.</p>	
	<p><b>Recommended:</b> The Committee was assured that the statutory functions of the Responsible Officer were appropriately and adequately discharged. The report was endorsed and recommended for Trust Board approval. A standalone report was included on the 14th of September 2023 Trust Board agenda.</p>	
	<b>RESOLVED ITEMS</b>	
<b>47/23</b>	<b>APOLOGIES FOR ABSENCE</b>	
	<p>Apologies for absence were received from Prof T Robinson, Non-Executive Director, Ms J Hogg, Chief Nurse and Ms M Smith, Director of Communication and Engagement.</p>	
<b>48/23</b>	<b>DECLARATIONS OF INTERESTS</b>	
	<p>There were no declarations of interests made at this meeting.</p>	
<b>49/23</b>	<b>MINUTES</b>	
	<p><b>Resolved – that the minutes of the meeting of the People and Culture Committee (PCC) on 27 July 2023 confirmed as a correct record.</b></p>	
<b>50/23</b>	<b>MATTERS ARISING</b>	
	<p>Paper B updated members on the position of actions from previous PCC meetings.</p>	
	<p><b>Resolved – that the report be noted, and any updates be taken forward by the named leads.</b></p>	<b>Named Leads</b>
<b>51/23</b>	<b>KEY ISSUES FOR ASSURANCE</b>	
51/23/1	<u>Employee Relations</u>	
	<p>Ms Z Marsh, Deputy Chief People Officer, updated the committee on the National Updates under the remit of people services such as NHS England Fit and Proper Person Test Framework, Lucy Letby verdict, NHSE Sexual Safety in Health Care Charter, Industrial Action and DHSC Minimum Service Levels Consultation. Local Updates included Trust's launch of the strategic framework and values, annual recognition awards and people policies update. Ms Z Marsh, Deputy Chief People Officer, noted in light of the Lucy Letby case, they had taken assurance in a holistic way which included the launch of the Guardians service to emphasise the services are available. She also highlighted escalations from consultants which was noted in the responsible officer advisor group. She mentioned it is important that records are kept that ensured next steps are produced.</p> <p>The PCC Non-Executive Chair sought assurance whether the right support was provided to colleagues to which Ms Z Marsh, Deputy Chief People Officer that the Chief Executive had added to the communication strategy and emphasized the need to direct people to support resources like occupational health and dedicated support for sexual abuse victims. The Chief People Officer discussed the importance of their commitment to the charter and made progress in fostering a supportive culture for addressed concerns. They were working closely with Freedom to Speak Up team and gathering specific data from AMICA and occupational health to assess the situation. The aim was to drive a cultural shift, ensure psychological safety, and collaborate with NHS and Royal Colleges, along with national charities, for internal support initiatives.</p> <p>The Committee was assured about the progress of the ongoing work being carried out by People Services team.</p>	

	<b><u>Resolved</u>- that the contents of the report be received and noted.</b>	
52/23/2	<u>UHL People, Occupational Health, Mental Health and Well-being Update</u>	
	<p>Mr V Iorga, Associate Director of Occupational Health, Mental Health and Well-Being, provided assurance that continued focus was given to the "worker's health in the workplace". He highlighted that the vaccination programme had a great response with 1119 vaccinated across University Hospitals Leicester and Leicester Partnership Trust. It was noted that there had been an impressive effort towards transformation and a compassionate approach to workforce health and well-being. Various interventions were undertaken from different angles. He had asked PCC for support on the development of the onward strategy to deliver the broader programme and the overall goal of maintaining workforce well-being.</p> <p>The PCC Non- Executive Chair noted the hard work and supported to develop the onward strategy to deliver the wider programme and aligned with the national policy. They welcomed a Health and Well-being update at November's PCC meeting.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
53/23/3	<u>National Staff Survey 2023</u>	
	<p>Ms L Milnes, Head of Health and Well-being and Staff Experience, updated the committee of the outline of work planned and underway to deliver this year's survey, along with planned actions to maximize response rates in the lead-up to that year's NHS Staff Survey. She provided an overview and introduction to the engagement score. She highlighted the importance of the three core principles and planned activity on the communications for the Survey.</p> <p>The PCC Non-Executive Chair was assured that the communication and support plans are in place.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
54/23/4	<u>Financial Oversight Update</u>	
	<p>Ms K Ceesay, Deputy Chief People Officer, provided a subsequent update following the July meeting. She noted the workforce workstream continued to be one of the five pivotal pillars of the Trust's response to the Financial Sustainability Group (FSG). Although an initial program of work and operational structure had been established, it became evident that a reevaluation of the core mission and an expansion of the group's scope were necessary to enhance oversight. Ms K Ceesay, Deputy Chief People Officer noted this effort was already in progress and was stated for presentation at the upcoming PCC meeting.</p> <p>The PCC Non-Executive Chair noted the ongoing development of the work programme as the integration of this to the Financial Sustainability Programme and the current work underway.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
54/23/5	<u>Employee Relations</u>	
	<p>Ms Z Marsh, Deputy Chief People Officer, noted key findings from the report especially focus on long term sickness (6 Month plus). It was reflected that there had been a significant reduction on long- term sickness cases over the 6 months. She also highlighted over 166 cases closed since last December. It was acknowledged that more work needed to be done in this area, particularly regarding cases with no resolution. In addition, she touched on the Sexual Safety Charter and breakdown of cases that involved protected characteristics. An outlier was identified in the proportion of cases related to BAME (Black and Minority Ethnic) individuals in performance cases. Questions were raised about why this disparity existed and whether there was differential treatment. Assurance on this issue was scheduled for the next meeting. She also touched on the subject on Disability Discrimination.</p> <p>The PCC Non-Executive Chair noted if this would be shared with wider workforce as it would be useful to see what the committees and Trust Board discussed. The Chief People Officer assured the chair they include the data within the PRM (Performance Review) meeting packs. PCC reviewed the numbers of case work per CMG to which the Chief Operating Officer highlighted CSI had the most live cases. Ms Z Marsh, Deputy Chief People Officer explained they are aware it is a</p>	

	<p>large division and supported the CMG with the cases. Ms E Meldrum, Deputy Chief Nurse, mentioned the new Chief Allied Health Professional that joined the Trust who had picked up inconsistencies and assured the committee she had assisted with the cases.</p> <p>The PCC Non-Executive Chair noted on the ongoing work presented.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
54/23/6	Facility Time Reporting for UHL Trade Union (TU) Reps April 2022-March 2023	
	<p>Ms Z Marsh, Deputy Chief People Officer, noted to the Committee the published information for facilitate time for employees who are trade union representatives. She noted there would be a more comprehensive return for the next annual submission following assurance for Trade Union colleagues. It was noted that one of the Trade Unions declined request to provide data and therefore did not appear in the return that significantly skewed the position. Assurance was sought from new Trade Union colleague that the information provided in the 2023/24 return.</p> <p>The Committee noted the contents of the report.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
54/23/7	Estates and Facilities Report	
	<p>Mr M Simpson, Director of Estates, Facilities and Sustainability provided an overview of the workforce programme of work within previous 12 months. He highlighted the implementation of the Leadership Development Programme as there was a need to invest in development of knowledge and skills in leadership as well as a change in culture. The Chief Operating Officer noted that himself and the Director of Estates and Facilities facilitated in an admin and clerical event to support the CMG. He brought up the topic of appraisal data for the team with a focus on how it could be used to drive improvement. Mr M Simpson, Director of Estates, Facilities and Sustainability expressed concerns that the data presented was not accurate, as it appeared to be higher than the actual performance. He emphasized the need to rectify this discrepancy and achieve better results compared to the previous year. He also stressed the importance of fostering a positive culture, with a plan in place from November onwards. As part of this, they dedicated one day a week to visit each site, distributed vouchers to encourage participation. They were actively exploring various strategies and collaborating with team leads to learn and strike a balance. He also acknowledged the significant support from people partners.</p> <p>The PCC Non- Executive Chair discussed the involvement of Estates and Facilities and their sense of belonging to the Trust. The Chief People Officer affirmed that they were indeed part of Trust. She elaborated that the report contained a variety of indicators related to terms and conditions. Notably, progress had been made as individuals who were not on AFC (Agenda for Change) contracts had been brought into the system, demonstrating good equity across the workforce in terms of employment conditions. Additionally, the recruitment numbers were on track. She also added the staff survey had also made good progress, indicating a high level of responsiveness from the staff. The Chief People Officer highlighted the significant success of Project Search, particularly within the estates and facilities department. The program had welcomed new interns and had established a collaborative project with the Brooklyn Hotel. Fifteen students from Gateway College had been placed which had yielded positive indicators, showing a shift in the right direction.</p> <p>The Committee noted the progress made, and key priorities for the coming year.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
55/23	<b><u>CONSIDERATION OF BAF RISKS IN THE REMIT OF PEOPLE AND CULTURE COMMITTEE</u></b>	
	<p><b>Board Assessment Framework</b> - The Committee reviewed strategic risk 10 on the BAF around insufficient workforce capacity, capability and lacking diversity which was aligned to the committee and its work plan. The committee noted the updates that include the key next step to receive the annual WRES and WDES report at PCC in September. There are no matters of concern from the strategic risk to be escalated and no significant changes proposed to the content or risk scores: current rating is 20 (likelihood of almost certain x impact of major), target rating is 9 and tolerable rating is 12.</p>	

	<b>Resolved-</b> that the contents of the report be received and noted.	
<b>56/23</b>	<b>ITEMS FOR NOTING</b>	
	<b>Resolved</b> – that the following reports be received and noted: <b>None.</b>	
<b>57/23</b>	<b>ANY OTHER BUSINESS</b> <ul style="list-style-type: none"> <li>• The Chief People Officer noted the Annual Recognition Awards on 28th September 2023.</li> <li>• The PCC Non-Executive Chair expressed gratitude on behalf of the Non-Executive Directors, acknowledged the efforts and energy. He conveyed their appreciation for the hard work put in and encouraged to relay this recognition to teams.</li> </ul>	<b>CPO</b>
<b>57/23/1</b>	<b><u>UHL Support for Forthcoming Events</u></b>	
	No forth coming events.	
	<b>Resolved</b> – that the position be noted.	
<b>58/23</b>	<b>IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD</b>	
	<b>Resolved-</b> that (A) the item in Minute 46/23/1, 46/23/2, 46/23/3 and 46/23/4 mentioned above be recommended for Trust Board approval.	<b>PCC NED CHAIR</b>
<b>59/23</b>	<b>DATE OF THE NEXT MEETING</b>	
	<b>Resolved</b> – that the next meeting of the People and Culture Committee be held on Thursday 30 <sup>th</sup> November at Board Room, Leicester Royal Infirmary. 11.30am until 1:30pm.	

The meeting closed at 11.47am.

Ninakshi Patel– Corporate and Committee Services Officer

#### Cumulative Record of Members' Attendance (April 23- March 24)

##### Members

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% Attendance</i>
<i>Mr B Patel (Chair)</i>	3	3	100
<i>Ms V Bailey</i>	3	2	66
<i>Mr A Carruthers</i>	3	2	66
<i>Ms G Collins-Punter</i>	3	2	66
<i>Dr G Sharma (until April 2023)</i>	1	0	0
<i>Dr A Haynes</i>	3	2	66
<i>Ms J Hogg</i>	3	0	50
<i>Ms J Melbourne</i>	3	3	100
<i>Prof T Robinson</i>	3	0	0
<i>Mr M Simpson</i>	3	2	66
<i>Ms C Teeney</i>	3	3	100
<i>Ms B Cassidy</i>	3	2	66