

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

**MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY
30 MARCH 2023 AT 10.00AM – FACE TO FACE MEETING VIA BOARD ROOM, LEICESTER
ROYAL INFIRMARY**

Voting Members Present:

Mr B Patel – Non-Executive Director (Chair)
 Dr A Haynes – Non-Executive Director
 Ms C Teeney – Chief People Officer (For Minute 17/23/1, 17/23/2, 17/23/3, 17/23/5)
 Ms V Bailey – Non- Executive Director

In Attendance:

Ms B Cassidy – Director of Corporate and Legal Affairs
 Ms K Ceesay - Associate Director of People Services and Transformation (For Minute 17/23/4, 17/23/6)
 Mr A Carruthers – Chief Information Officer
 Ms G Collins-Punter – Associate Non- Executive Director
 Ms E Concannon – Freedom to Speak Up Guardian (For Minute 12/23/1)
 Ms J Hogg – Chief Nurse
 Mr R Manton – Head of Risk and Assurance (For Minute 18/23)
 Ms Z Marsh – Associate Director People Services Workforce
 Mr J Melbourne- Chief Operating Officer
 Ms L Milnes – Head of Health and Well-being and Staff Experience (For Minute 12/23/2)
 Ms N Patel – Corporate and Committee Services Officer
 Ms V Patel – Medical Human Resources Manager
 Dr R Singh - Consultant and Guardian of Safe Working (For Minute 17/23/7)
 Mr M Simpson – Director of Estates, Facilities and Sustainability
 Ms M Smith – Director of Communication and Engagement
 Ms S Zavery- Head of Equality, Diversity and Inclusion (For Minute 12/23/3)

		<u>ACTION</u>
	<u>RECOMMENDED ITEMS</u>	
12/23/1	Freedom to Speak Up Annual Report Q4 Highlights 2022-2023	
	<p>Ms E Concannon, Freedom to Speak Up Guardian, provided an update on the Freedom to Speak Up Report highlights on Quarter 4. She mentioned that the service had seen positive improvements both at executive and ward level which had largely due to the improved governance arrangements. Some highlighted areas this year that the Guardians achieved was able to return to face to face training and visit wards and departments. She noted to the Committee the positive news of the decrease with the number of concerns within the last quarter such as the decline in Junior Doctor gripes by 34%. The F2SU team took part in events such as Administration and Clerical events and first celebration of the Trust's international events.</p> <p>Dr A Haynes, Non-Executive Director, mentioned about cultural heat map and whether the committee can see this in future reporting to which the Chief People Officer noted that she would collate data from corporate and clinical operational areas and present a wider executive report. The Chief Operating Officer discussed whether all CMGs are had utilised the service to which Ms E Concannon, Freedom to Speak Up Guardian, noted the team had looked at responses from Staff Survey and would have more of a focus with staff engagement such as staff networking and focus groups.</p> <p>The Committee noted the contents of the F2SU Annual Highlight Report and was assured on the ongoing progress of the F2SU service to support the Trust. The committee was assured and approved the paper for Trust Board for May.</p>	
	<p>Recommended: that (a) Freedom to Speak Up Annual Report Q4 Highlights 2022-2023 are endorsed and recommended for Trust Board approval. A standalone report is included on the 11.05.23 Trust Board</p> <p>And (B) prepare and coordinate a wider executive report outlining overall experience and operational strategies across all clinical, operational and corporate departments.</p>	CPO

12/23/2	Staff Survey	
	<p>The Chief People Officer provided an update on the NHS Staff Survey results from 2022 and acknowledged to the committee the improvements made in the response rate and progress against some aspects. Ms L Milnes, Head of Well-being, and staff experience highlighted a few themes captured from the survey, one was the enhancement of the long services recognition scheme to commence in April. The Director of Communication and Engagement assured the committee that communication would be provided to the Trust on changes made since the survey.</p> <p>The Committee discussed other themes that emerged from the staff survey, one of which is i.t. equipment. The Chief Information Officer noted the feedback given and assured the committee on the visibility of the department and what is currently being done to support colleagues such as drop-in sessions and additional initiatives on clinical wards to support staff. The Director of Estates, Facilities and Sustainability noted to the Committee on the feedback on Car Parking and had removed the backlog at the Glenfield hospital site. The PCC Non-Executive Chair noted a deep dive into both IM&T and Estates and Facilities team upon feedback from the staff survey.</p> <p>The committee was assured on the good work and commitments made given in answer to the key themes that had emerged.</p>	
	Recommended: that the Staff Survey report is endorsed and recommended for Trust Board approval. A standalone report is included on the 13.04.23 Trust Board agenda accordingly.	
12/23/3	Gender Pay Gap	
	<p>Ms S Zavery, Head of Equality, Diversity, and Inclusion provided an update on the Trust Gender Pay Gap differences between Male and Female staff for the period of 2021-2022. She mentioned that the initiatives implemented to date have had a positive impact on reducing the gap. The Chief People Officer mentioned to the committee the overpay legacy of clinical excellence awards and currently developing a gender quality standard with the women in medicine network.</p> <p>The recommended actions for 2023 have been approved, and the Trust would work towards implementing these initiatives to further reduce the gender pay gap. The committee was assured that Trust is operated in line with statutory requirements and has implemented actions that improved the pay gap between female and male staff.</p>	
	Recommended: that the Gender Pay Gap Report is endorsed and recommended for Trust Board approval. A standalone report is included on the 13.04.23 Trust Board agenda accordingly.	
	<u>RESOLVED ITEMS</u>	
13/23	APOLOGIES FOR ABSENCE	
	Apologies for absence were received from Prof T Robinson, Non-Executive Director, Dr R Abeyratne, Director of Health, Inequality and Inclusion and Dr G Sharma, Non-Executive Director.	
14/23	DECLARATIONS OF INTERESTS	
	There were no declarations of interests made at this meeting.	
15/23	MINUTES	
	Resolved – that the minutes of the meeting of the People and Culture Committee (PCC) on 26 January 2023 confirmed as a correct record.	
16/23	MATTERS ARISING	
	Paper B updated members on the position of actions from previous PCC meetings.	
	Resolved – that the report be noted and any updates be taken forward by the named leads.	Named Leads
17/23	KEY ISSUES FOR ASSURANCE	
17/23/1	<u>Industrial Action Update and Oversight Report</u>	

	<p>The Chief People Officer provided an overview of the current of the national industrial action and noted the continuous support from colleagues. She updated the Committee on the further dates proposed by trade unions involved and the planned actions taken to maintain clinical and corporate services especially the impact during the Easter Bank Holiday. Ms V Bailey, Non-Executive Director, asked around the communication for public around the junior doctor's strike to which the director of Communication and Engagement explained there would be communications sent nationally and locally. PCC was provided assurance on the current position of the junior doctor's strike action and arrangements the Trust had made to ensure continuous service. The PCC Non-Executive Director Chair was assured of the update and planned work to mitigate any potential risks that may occur as result of strike action.</p>	
	<u>Resolved</u>- that the contents of the report be received and noted.	
17/23/2	<u>Employment Relations – Case Work Activity</u>	
	<p>Chief People Officer provided an update on the Employment Relations activity and the detailed work programme in place. She briefed the committee on the two key areas, one of which is the focused of fundamentals of transactional operational services which included managing policies and handling grievances. The second area is developing clear HR policies which ensures fairness and equality. The PCC Non-Executive Chair added whether the protected characteristics can be added to the Dashboard Reporting. He also added what current process is in place for cases where colleagues not felt satisfied to which the Chief People Officer added that in such cases, if dissatisfaction persisted, it was determined that a point was missed in the process and further training, education and development for colleagues were needed to improve the outcomes. The Chief People Officer assured the committee that although there is more work to be done to improve the policies and support well-being for colleagues, routine reporting would be presented to the committee to ensure risks are managed appropriately.</p> <p>The Committee was assured on the next steps and deliverables as part of the 2023/24 people services in particular the grievance process.</p>	CPO
	<u>Resolved</u> – that (A) the contents of the report be received and noted	CPO
	<u>(B) that to add Dashboard reporting includes protected characteristics</u>	
17/23/3	<u>NHS Graduate Management Training Scheme (GMTS) and Local Management Training Scheme (LMTS)</u>	
	<p>The Chief People Officer provided the Committee the status update on the Trust's application for the National GMTS 2023, sought approvals for Trust's LMTS transition from bi-annual to annual and the LMTS scheme reviewed to make more accessible to colleagues within the Trust. The Chief People Officer explained for the GMTS applicants have been received this year which have been positive. The Chief Operating Officer is actively supportive of this and further updates provided in April. The LMTS enables colleagues who may want a career change or transition into areas such as operational management.</p> <p>The Committee noted and was assured on the work undertaken with both GMTS and LMTS and approved the uptake and participation of the schemes. The Committee also supported the review and scope of LMTS from 2024 onwards</p>	
	<u>Resolved</u> – that the contents of the report be received and noted.	
17/23/4	<u>End Of Year Transactional Services</u>	
	<p>Ms K Ceasay, Associate Director of People Services and Transformation, provided an overview on the people services work programme 2022/23 in line with BAF risk "Insufficient workforce capacity, capability and lacking in diversity". Ms K Ceasay, Associate Director of People Services highlighted to the committee the end of year position in relation to achievements of the transformation ambitions. The programme aimed to address gaps that were identified in the several external audits and to deliver a range of benefits for the trust and its workforce. It was noted that a strategic transformation map for Operational People Services was developed for the next two years from 2023 to 2025 which will enhance the workforce experience, strengthen oversight, governance and improve people-related activity across the Trust. Some areas highlighted was the consideration for Estates and Facilities to transition to Rostering and the roll-out programme of Manager Self Service.</p>	

	The Committee was assured the work programme and associated improvements would continue to effectively operate as a control against the BAF risk.	
	<u>Resolved</u> – that the contents of the report be received and noted.	
17/23/5	<u>Work Programme</u>	
	<p>The Chief People Officer provided an update to the Committee on the people services work programme that is aligned to the Trust promise.</p> <p>The Committee noted the paper and was assured on the key priority areas for People Services 2023/24 and the continued development to support delivery in line with the BAF risk “Insufficient workforce capacity, capability and lacking in diversity”. Although improvements had been made to the services delivered, there remained much to do. A work programme was developed around five key priority areas, considering feedback from the workforce. These priority areas included the development of a just and restorative culture, enhancement of the occupational health, wellbeing, and engagement offer, equality, diversity, and inclusion, operational people services, and organizational development and education.</p> <p>The Committee noted the contents of the work programme and welcomed an update in future meetings.</p>	
	<u>Resolved</u> – that the contents of the report be received and noted.	
17/23/6	<u>Pre-Employment Audit</u>	
	Ms K Ceessay, Associate Director of People Services and Transformation provided an update on the recent review of the completed 360 Assurance report and ensured compliance with NHS employment checks. She noted whilst the audit report provided limited assurance, actions would be completed as part of the overall end to end pathway and part of the wider programme of work to transform the transactional services and ensured appropriate governance and controls is in place. The Chief Operating Officer mentioned the impact of employment checks and how confident they were that the basic requirements were in place. The Chief People Officer expressed the confidence in the thoroughness of their process and mentioned she will provide an interim assurance to the committee regarding GMC and NMC registration checks.	
	<u>Resolved</u> – that (a) the contents of the report be received and noted and (b) To present report and provide interim assurance to the committee regarding GMC and NMC registration checks.	ADPST CPO
17/23/7	<u>Junior Doctors Contract Guardian of Safe Working Report</u>	
	<p>Mr R Singh, Consultant and Guardian of Safe Working, provided an overview on the quarter report on the Exception Reporting to the Trust Board in line with the 2016 Junior Doctors Contract. The Committee noted the information provided within the quarterly report. It was highlighted to the committee that there had been a decrease in exception reporting from previous quarter. Mr R Singh, Consultant and Guardian of Safe Working, noted to the committee that more work is needed, and all junior doctors including Trust Grade Doctors, are encouraged to raise exception reports, and continued to enhance the Trust’s current processes. Dr A Haynes, Non-Executive Director, mentioned the data around non-training grades and training grades to which Mr R Singh, Consultant and Guardian of Safe Working noted to add the dataset onto next report.</p> <p>The PCC committee was assured and approved the paper for Trust Board in May.</p>	
	<u>Resolved</u> – that (a) the contents of the report be received and noted and (b) to provide additional data set of training and non-training grades in next report.	GSW
18/23	<u>CONSIDERATION OF BAF RISKS IN THE REMIT OF PEOPLE AND CULTURE COMMITTEE</u>	
	Board Assessment Framework - 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. There were significant changes proposed to the content this month. The	HoRA

	committee noted the updates made in the month in red text in the BAF to include new key next steps to develop a Transformation Strategy Map for Transactional Services, to progress an EDI work programme, and to develop a staff survey action plan. Assurance items on the agenda and referenced in the BAF included the industrial action working group and the Freedom to Speak Up report. There were no changes proposed to the scores of this risk: Current rating is 20 (likelihood of almost certain x impact of major), Target rating is 9 and Tolerable rating 12.	
	Resolved- that the contents of the report be received and noted.	HoRA
19/23	ITEMS FOR NOTING	
	Resolved – that the following reports be received and noted: None.	
20/23	ANY OTHER BUSINESS <ul style="list-style-type: none"> The Committee welcomed Zoe Marsh who joined the Trust as new Associate Director of People Services Workforce. The Chief People Officer noted that the Local Negotiating Committee has reconvened and that they cycle of meetings had restarted. Progress has been made with the Staff Side Constitution and there will be an informal meeting with staff side colleagues during April. 	PCC NED CHAIR CPO
20/23/1	<u>UHL Support for Forthcoming Events</u>	
	No forth coming events.	
	Resolved – that the position be noted.	
21/23	IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD	
	Resolved- that (A) the item in Minute 12/23/1, 12/23/2 and 12/23/3 mentioned above be recommended for Trust Board approval.	PCC NED CHAIR
22/3	DATE OF THE NEXT MEETING	
	Resolved – that the next meeting of the People and Culture Committee be held on Thursday 25th May from 10.00am until 12.30pm.	

The meeting closed at 12.01pm.

Ninakshi Patel– Corporate and Committee Services Officer

Cumulative Record of Members' Attendance (April 22- March 23)

Members

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% Attendance</i>
<i>Mr B Patel (Chair)</i>	7	6	86
<i>Ms V Bailey</i>	7	6	86
<i>Mr A Carruthers</i>	7	7	100
<i>Ms G Collins-Punter (until Jan 2023)</i>	6	2	33
<i>Dr G Sharma</i>	7	4	67
<i>Dr A Haynes</i>	7	7	100
<i>Ms J Hogg (From June 2022)</i>	6	4	67
<i>Ms J Melbourne (From Jan 2023)</i>	2	1	50
<i>Ms E Meldrum (until May 2022)</i>	1	0	0
<i>Prof T Robinson</i>	7	1	14
<i>Mr M Simpson</i>	6	4	67
<i>Ms C Teeney (From June 2022)</i>	6	5	83
<i>Ms J Tyler-Fantom (until May 2022)</i>	1	1	100