

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST****MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY  
25<sup>th</sup> MAY 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  
 Ms V Bailey – Non- Executive Director

**In Attendance:**

Dr R Abeyratne, Director of Health, Equality and Inclusion  
 Ms K Ceesay - Associate Director of People Services and Transformation (For Minute 28/23/1, 28/23/9,  
 28/23/9)  
 Mr A Carruthers – Chief Information Officer  
 Ms G Collins-Punter – Associate Non- Executive Director  
 Ms N Green – Business Support Manager  
 Ms C Whyman- Head of People Services, Recruitment and Resourcing (for Minute 28/23/9)  
 Mr R Manton – Head of Risk and Assurance (For Minute 29/23)  
 Ms J McCarthy – Senior Learning and Development Manager (For Minute, 28/23/5, 28/23/7)  
 Ms Z Marsh – Associate Director People Services Workforce (For Minute 28/23/3, 28/23/4)  
 Ms E Meldrum – Deputy Chief Nurse (For Minute 23/23/1)  
 Mr J Melbourne- Chief Operating Officer  
 Ms L Milnes – Head of Health and Well-being and Staff Experience (For Minute 28/23/2, 28/23/6, 28/23/8)  
 Ms N Patel – Corporate and Committee Services Officer  
 Mr S Pizzey – Associate Director Of Strategy and Partnerships (For Minute 28/23/10)  
 Ms M Smith – Director of Communication and Engagement  
 Ms S Zavery- Head of Equality, Diversity, and Inclusion (For Minute 28/23/1)

		<b><u>ACTION</u></b>
	<b><u>RECOMMENDED ITEMS</u></b>	
<b>23/23/1</b>	<b>Safer Staffing Bi-Annual Establishment Review</b>	
	<p>Ms E Meldrum, Deputy Chief Nurse, presented the safer staffing bi-annual establishment review. She mentioned the recommendation that the Chief Nurse and Medical Director there is good compliance with the developing workforce safeguards (DWS). She provided information to the Committee of the Bi-Annual Establishment Reviews that had taken place in March and April 2023. The PCC Non-Executive Chair, noted the review dates asked why there is a delay in particular Gynaecology Department and other areas mentioned and requested clarification on whether these delays were still ongoing. In response, Ms E Meldrum, Deputy Chief Nurse, explained that the delays were primarily due to availability. She mentioned a high-level review had been conducted for these areas and an update would be provided to the board.</p> <p>Ms V Bailey, Non-Executive Director, mentioned the Nursing Vacancies and that the Trust no longer reported them on Datix system and requested assurance on how the Trust would track this going forward. Ms E Meldrum, Deputy Chief Nurse, responded by saying that staff shortages that resulted in patient harm would always be reported on Datix.</p> <p>The Committee noted the contents of the report and was assured on the planned safe staffing levels within Nursing and Midwifery across the Trust. The committee was assured that the planned dates for reviews are in the diary.</p>	
	<b><u>Recommended:</u></b> that the Safer Staffing Bi-Annual Establishment Review are endorsed and recommended for Trust Board approval. A standalone report is included on the 8.06.23 Trust Board agenda accordingly.	
<b>23/23/2</b>	<b>PCC Annual Report and Review of Effectiveness</b>	

	<p>The PCC Non-Executive Chair updated the Committee on the PCC annual report which provided assurance that the meetings from 1st April 2022 to 31st March 2023 have covered all essential areas within its remit. The Committee considered the recommendations and approved for onward submission to the Trust Board.</p> <p>The PCC Non-Executive Director noted the contents of the report and forwarded any comments to the Board.</p>	
	<b>Recommended:</b> that the PCC Annual Report and Review of Effectiveness is endorsed and recommended for Trust Board approval. A standalone report is included on the 8.06.23 Trust Board agenda accordingly.	
	<b>RESOLVED ITEMS</b>	
<b>24/23</b>	<b>APOLOGIES FOR ABSENCE</b>	
	Apologies for absence were received from Prof T Robinson, Non-Executive Director, Dr A Haynes, Non-Executive Director, Ms B Cassidy, Director of Corporate and Legal Affairs, Ms J Hogg, Chief Nurse and Mr M Simpson, Director of Estates, Facilities and Sustainability,	
<b>25/23</b>	<b>DECLARATIONS OF INTERESTS</b>	
	There were no declarations of interests made at this meeting.	
<b>26/23</b>	<b>MINUTES</b>	
	<b>Resolved – that the minutes of the meeting of the People and Culture Committee (PCC) on 30 March 2023 confirmed as a correct record.</b>	
<b>27/23</b>	<b>MATTERS ARISING</b>	
	Paper B updated members on the position of actions from previous PCC meetings.	
	<b>Resolved – that the report be noted, and any updates be taken forward by the named leads.</b>	<b>Named Leads</b>
<b>28/23</b>	<b>KEY ISSUES FOR ASSURANCE</b>	
28/23/1	<u>Equality, Diversity and Inclusion Workplan</u>	
	<p>Ms K Ceessay, Deputy Chief People Officer and Ms S Zavery, Head of Equality, Diversity, and Inclusion provided a summary of EDI Workforce Work Programme progress. During the meeting, the participants discussed various aspects related to the EDI (Equality, Diversity, and Inclusion) workforce and mentioned that they were currently undergoing a strategic evaluation of the team from both patient and workforce perspectives.</p> <p>The PCC Non-Executive Director Chair noted the efforts made within the paper and mentioned whether it is possible to provide comprehensive data on protected characteristics to establish baseline figures and identify priority areas for targeted interventions to which the Chief People Officer acknowledged the existing gaps and expressed a commitment to working towards improvement. The Director of Health Equality and Inclusion agreed with the Chief People Officer and emphasized the need to build momentum whilst considering the limited resources and risks that may associate with it. The Chief People Officer mentioned they have good system wide collaborations that bring expertise such as BAPIO and the announcement of the conference hosted by the Trust. She also mentioned that a draft EDI workforce programme was included to ensure that the Committee is aware of the support for 2023/24 and noted the growing agenda of the WRES and WDES work.</p> <p>The Committee was assured that the programme is monitored via the EDI governance channels. Overall, the PCC Non-Executive Chair acknowledged the issues raised and was assured that the team recognised the gaps and expressed a commitment to making progress in these areas.</p>	HoEDI
	<b>Resolved- that to provide data on protected characteristics in particular the key priority areas.</b>	<b>HoEDI</b>

28/23/2	<u>UHL NHS Staff Survey 2022 Update</u>	
	<p>Ms L Milnes, Head of Health and Wellbeing and Staff Experience and The Chief People Officer updated the Committee the response to the NHS Staff Survey Results 2022. The Committee acknowledged and assured on the actions taken towards the commitment to respond 2022 NHS Staff Survey.</p> <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 the developed 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 acknowledged and assured on the actions taken towards the commitment to respond 2022 NHS Staff Survey.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted</b>	
28/23/3	<u>Medical Workforce Report</u>	
	<p>Ms Z Marsh, Associate Director of Workforce, provided an update to the Committee the local and national updates within the medical workforce. She highted that the Trust had successfully received confirmation that General Medical Council is a Trust sponsored organisation.</p> <p>The Chief People Officer thanked Ms Z Marsh on her expertise she had brought into the team which had resulted in significant improvements. The Non-Executive Director Chair was assured on good work on the progress made and suggested that the team need to document and present a comprehensive overview of their progress to Board.</p> <p>The Committee was provided assurance on the updates on the Trust's Medical Workforce.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
28/23/4	<u>People Services and Employee Relations</u>	
	<p>Ms Z Marsh, Associate Director of Workforce, provided an update on industrial action and pay award update and noted to the Committee the national changes towards pension, retirement, and national pay awards.</p> <p>The conversation moved onto the ongoing industrial action with the focus on consultants balloting and the next steps for junior doctors and the Pay Award. The Chief People Officer assured the Committee that they are not overlooking this matter and conducted joint negotiation meetings. She had noted the pension changes and Retirement updates from 6<sup>th</sup> April 2023 and highlighted that the review of the Retirement Policy and Pensions guidance are being reviewed and prepared for the changes discussed.</p> <p>In terms of local updates, the Joint Negotiation Committee had recommenced from June 2023 and would ensure that the principles underpin the Partnership Agreement Framework agreed by Department of Health.</p> <p>Ms Z Marsh, Associate Director of Workforce had mentioned the initiation of work on protected characteristics in terms of case work but acknowledged that more needed to be done. The team highlighted the importance of identifying themes and learnings from the leadership program and individual cases. The PCC Non-Executive Director Chair expressed appreciation for the data presented on employment relations, acknowledging its value in the initial stages of the project and the need to triangulate it with other sources.</p>	

	The Committee was provided assurance that the team would take proactive approach to communicate the significant changes made across the Trust.	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
28/23/5	<b><u>Overview of the Learning and Development Service</u></b>	
	<p>Ms J McCarthy, Senior Learning and Development Manager, presented the overview of the learning and development service. She highlighted to the committee the key risks areas under apprenticeships and workforce development as the for the volume of students, there is a staffing element to support the growth. The PCC Non-Executive Director asked where the risks are being looked at to which The Chief People Officer discussed the importance of implementation of the EDI strategy and identified necessary actions based on available resources. She commended Ms J McCarthy and team for their effective performance despite limited resources and their valuable contributions were acknowledged.</p> <p>Ms G Collins-Punter, Non-Executive Director asked about the new starter recruitment process and the referrals to job centre to which Ms J McCarthy, Senior Learning and Development Manager highlighted had a hiring process and ultimately each candidate was interviewed and all candidates shown potential to join apprenticeships and band three positions. Ms G Collins-Punter, Non-Executive Director asked about the duration and the frequency of the incentives provided to which Ms J McCarthy, Senior Learning and Development Manager noted they are working with CMGs to offer employments opportunities via a kickstart programme.</p> <p>The Committee noted the paper and was provided assurance on the risks prevented by discussion with the Chief People Officer.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted.</b>	
28/23/6	<b><u>Project Search</u></b>	
	<p>The Chief People Officer and Ms L Milnes, Head of Health and Wellbeing and Staff Experience, presented an update around the process for implementation and continued support of Project Search within the Trust. The Committee was provided assurance on the ongoing proactive work to support the work experiences of young adults within the Trust and supported by system partners.</p> <p>Ms L Milnes, Head of Health and Wellbeing and Staff Experience, highlighted that the interns started in September and transitioned into work contracts by November. She mentioned there are areas that required improvement but overall, she had received positive feedback and communicated their achievements in collaboration with Gateway College. Although paid employment opportunities for this group were limited, the program aimed to increase their chances of securing employment, with a 95% success rate in placement to employment transitions. Thanks were extended to everyone involved and the estates and facilities team for their support and mentoring of the interns. Going forward, they were eager to continue the program's progress and strengthen connections with Glenfield Hospital.</p> <p>The PCC Non-Executive Chair support expressed excitement about the future and highlighted the need to learn from past experiences and prioritize pastoral care and noted a thank you to the Estates and Facilities Department for their incredible support on the programme.</p>	
	<b><u>Resolved</u> – that the contents of the report be received and noted and</b>	
28/23/7	<b><u>Retention of Employability Trainee Students (aligned to BAF risk 10)</u></b>	
	<p>Ms J McCarthy, Senior Learning and Development Manager, provided the Committee with an overview of the approach to retain the employability students to support the Trust Vacancies. The Committee was provided assurance on the update provided and approved the process for the scheme.</p> <p>The Committee noted the paper and was assured on the key priority areas for People Services</p>	

	<p>2023/24 and the continued development to support delivery in line with the BAF risk “Insufficient workforce capacity, capability and lacking in diversity” Ms J McCarthy, Senior Learning and Development Manager, asked the committee for the agreement to able to work at the Trust for a minimum period of 12 months post their traineeship without the need for further job application forms or interview. She highlighted the existing challenges that employability students faced after completing the program when seeking employment. It also addressed the issue of duplicated efforts in recruiting trainees who had already worked at the Trust. She mentioned that currently, none of the employability trainees were being retained by the Trust, resulting in a loss of investment in their development. The PCC Non-Executive Chair agreed in principle but requested the need to reword the sentence to 12-month contract.</p> <p>The Committee was provided assurance on the update provided and approved the process for the scheme.</p>	<b>SLDM</b>
	<b><u>Resolved</u></b> – that (a) to reword the sentence of the 12 months within documentation.	<b>SLDM</b>
28/23/8	<b><u>Health and Wellbeing and Staff Experience Work Programme 2023/24</u></b>	
	<p>Ms L Milnes, Head of Health and Well-being and Staff Experience, provided an overview on the Health &amp; Wellbeing and Staff Experience Workplan for 2023-24. She assured the committee that they have responded to the needs of colleagues and made improvements and additions to where the gaps are.</p> <p>The development of the workplan considered various sources of information, including direct feedback received from the NHS Staff Survey, emails, and an analysis of the national, regional, and local context. Additionally, Ms L Milnes, Head of Health and Well-being and Staff Experience emphasized the ongoing work under the 'Business as Usual' category, outlined the initiatives that would be continued. She also highlighted the success measures along with proposed methods to measure and assess the outcomes of the initiatives such as incorporating support for in work poverty.</p> <p>The Committee was provided assurance on the implementation of the work programme. The PCC Non-Executive Chair thanked the team for the data collection in particular the protected characteristics.</p>	
	<b><u>Resolved:</u></b> that the contents of the report be received and noted.	
28/23/9	<b><u>Professional Registration Checks Update</u></b>	
	<p>Ms K Ceesay, Deputy Chief People Officer, presented an update to the Committee around the procedure and processes of the verification of the registration of employee’s and bank/agency works registration.</p> <p>The PCC Non-Executive Director Chair questioned whether the team felt confident with the registrations to which Ms C Whyman Head of People Services, Recruitment and Resourcing provided assurance regarding the professional registration checks for prospective employees and emphasized the need for internal spot checks to guarantee compliance. She also mentioned that systems are in place for General Medicine Council (GMC) and Nursing and Midwifery Council (NMC) to facilitate timely renewals and no issues were raised. Ms E Meldrum, Deputy Chief Nurse, mentioned that some registrants do lapse occasionally but assured the committee that further conversations are held.</p> <p>Ms K Ceesay, Deputy Chief People Officer assured the committee that there are no areas of concern, and that the recruitment team would review policies and practices for compliance. The PCC Non-Executive Chair expressed his confidence in the registration status of the Trust’s Staff Members.</p> <p>The Committee was provided assurance that professionally qualified staff within the Trust are appropriately registered within their relevant professional body.</p>	
	<b><u>Resolved:</u></b> that the contents of the report be received and noted.	
28/23/10	<b><u>Review of Risks relating to the Annual Plan 2023/24</u></b>	

	<p>Mr S Pizzey, Associate Director of Strategy and Partnerships, presented an overview of the risks within the annual plan.</p> <p>The PCC Non-Executive Chair noted the actions presented and assured the committee the risk is captured and managed. Mr S Pizzey, Associate Director of Strategy and Partnerships and Mr R Manton, Head of Risk and Assurance mentioned they would provide assurance by establishing a mechanism that promotes collaboration across all committees and preventing any loss of insight that may occur. This would aim to manage and address any potential challenges or issues.</p> <p>The Committee reviewed all actions presented within the annual plan and acknowledged that the board to receive assurance on the risks on a quarterly basis.</p>	
	<b><u>Resolved</u>: that the contents of the report be received and noted.</b>	
29/23	<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. There are no significant changes proposed to the content this month and controls, assurances and key next steps are aligned to papers on the agenda and discussed at the meeting. There were no changes proposed to the scores of this risk this period: Current rating is 20 (likelihood of almost certain x impact of major), Target rating is 9 and Tolerable rating 12</p>	<b>HoRA</b>
	<b>Resolved-</b> that the contents of the report be received and noted.	<b>HoRA</b>
30/23	<b>ITEMS FOR NOTING</b>	
	<b><u>Resolved</u></b> – that the following reports be received and noted: <b>None.</b>	
31/23	<b>ANY OTHER BUSINESS</b>	<b>CPO</b>
	<p>The Chief People Officer highlighted dates for information:</p> <ul style="list-style-type: none"> <li>• 2nd Trust Leadership Event on 21st September</li> <li>• Staff Annual Awards Evening on 28th September</li> <li>• Apprenticeship Graduation for Staff on 30th June</li> <li>• Project Search Graduation on 21st June.</li> <li>• BAPIO Conference in early December.</li> </ul>	
31/23/1	<b><u>UHL Support for Forthcoming Events</u></b>	
	No forthcoming events.	
	<b><u>Resolved</u></b> – that the position be noted.	
32/23	<b>IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD</b>	
	<b><u>Resolved-</u></b> that (A) the item in Minute 23/23/1 and 23/23/2 mentioned above be recommended for Trust Board approval.	<b>PCC NED CHAIR</b>
33/23	<b>DATE OF THE NEXT MEETING</b>	
	<b><u>Resolved</u></b> – that the next meeting of the People and Culture Committee be held on Thursday 27 <sup>th</sup> July 2023 10.00am until 12.30pm.	

The meeting closed at 12.00pm.

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>	1	1	100
<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 G Sharma</i>	1	0	0
<i>Dr A Haynes</i>	1	0	0
<i>Ms J Hogg</i>	1	0	0
<i>Ms J Melbourne</i>	1	1	100
<i>Prof T Robinson</i>	1	0	0
<i>Mr M Simpson</i>	1	1	100
<i>Ms C Teeney</i>	1	1	100