

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST****MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY  
25 JANUARY 2025 AT 10:00AM – FACE TO FACE MEETING IN THE BOARD ROOM, LEICESTER  
ROYAL INFIRMARY****Voting Members Present:**

Mr B Patel – Non-Executive Director (Chair)  
 Ms V Bailey – Non-Executive Director (from part of Minute 2/24)  
 Mr A Haynes – Non-Executive Director  
 Ms J Hogg – Chief Nurse  
 Mr J Melbourne – Chief Operating Officer (up to and including part of Minute 8/24/3)  
 Ms C Teeney – Chief People Officer (from Minute 2/24)

**In Attendance:**

Professor I Browne – Associate Non-Executive Director  
 Ms B Cassidy – Director of Corporate and Legal Affairs  
 Ms K Ceesay – Deputy Chief People Officer  
 Mr R Manton – Head of Risk and Assurance  
 Mr V Iorga – Associate Director of Occupational Health, Mental Health and Well-Being  
 Ms E Meldrum – Deputy Chief Nurse  
 Ms K Rayns – Corporate and Committee Services Project Support  
 Ms M Smith – Director of Communications and Engagement  
 Dr R Singh – Guardian of Safe Working and Consultant in Medicine  
 Ms C Whyman – Head of People Services (Recruitment and Resourcing)  
 Ms R Moss – Freedom to Speak Up Guardian  
 Ms S Kayla – Freedom to Speak Up Guardian  
 Mr D Shoker – Associate Director of Commercial Services (on behalf of the Director of Estates, Facilities and Sustainability up to and including Minute 8/24/2)

**ACTION****RECOMMENDED ITEMS****1/24 JUNIOR DOCTORS' CONTRACT GUARDIAN OF SAFE WORKING REPORT**

Dr R Singh, Guardian of Safe Working and Consultant in Medicine introduced the quarterly report on Exception Reporting advising that 187 reports had been made between 1 September 2023 and 30 November 2023, of which 179 had related to hours and working patterns and 8 had related to education. A drop-in session had been arranged within General Surgery to address a slight increase in Exception Reporting in this area and a second (additional) out of hours doctor had been allocated to the LGH site due to the workload being deemed unmanageable for 1 doctor.

The number of Exception Reports raised as Immediate Safety Concerns (ISCs) stood at 13. For future reports, an additional column was being included to outline the service-level response in respect of each ISC raised. Work continued to increase the level of engagement in the Junior Doctors Forum and it was hoped to recruit a representative from each service (instead of 1 from each CMG). No disbursements had yet been made from the Guardian's account for penalty payments, but the account had now reached a threshold which would require careful exploration of opportunities where this funding could make a meaningful impact on the working lives of junior doctors.

PCC members considered a recent increase in the number of Exception Reports from Women's and Children's services alongside the importance of supporting staff and promoting a positive reporting culture. It was noted that staff were also able to submit Exception Reports from their phones at home following a busy shift and that this would help them adhere to the 14-day reporting timescale.

**Recommended – that the quarterly Junior Doctors' Contract Guardian of Safe Working report be endorsed and recommended for Trust Board approval in February 2024.**

**PCC  
NED  
CHAIR**

**2/24 FREEDOM TO SPEAK UP (FTSU) QUARTERLY REPORT (QUARTER 3)**

Ms R Moss and Ms S Kaya, FTSU Guardians attending the meeting to present the first FTSU quarterly report since the independently facilitated Guardian Service had gone live at UHL on 9 October 2023. Positive feedback and support had been received from the Executive Team and a wide range of CMG and Directorate teams. The Guardians had also briefed the Care Quality Commission (CQC) on UHL's new arrangements for speaking up and the CQC had commended this development.

Discussion took place regarding the broad themes arising from recent interactions with staff and the arrangements for enhancing staff communications about the new service through a range of regular video messages. PCC noted that the Guardians were exploring a trial to incorporate greater detail within the reporting process which would enable the Trust to gather more Equality, Diversity and Inclusion (EDI) data (possibly linked to the electronic staff record system), without divulging the identities of those who were speaking up.

**Recommended – that the quarterly Freedom to Speak Up report be endorsed and recommended for Trust Board approval in February 2024.**

**PCC  
NED  
CHAIR**

**3/24 DRAFT FREEDOM TO SPEAK UP (FTSU) POLICY AND TOOLKIT**

The Director of Corporate and Legal Affairs presented the draft FTSU Policy which had now been reviewed and updated to align with the national policy. PCC discussed some of the further changes which were being explored for incorporation in the final version of the Policy (mostly relating to changes in terminology) and agreed that a formal review of the finalised version of the Policy would not be required. Appendix 2 provided the reflection and planning toolkit which would be completed and reported back to the Committee in March 2024.

**Recommended – that (A) the draft Freedom to Speak Up Policy be endorsed and recommended for Trust Board approval in February 2024, and**

**PCC  
NED  
CHAIR**

**(B) the FTSU reflection and planning toolkit be presented to the PCC meeting in March 2024.**

**DCLA**

**RESOLVED ITEMS**

**4/24 WELCOME AND APOLOGIES FOR ABSENCE**

The Non-Executive Director PCC Chair welcomed Professor I Browne, Associate Non-Executive Director to his first meeting of the People and Culture Committee.

Apologies for absence were received from Dr R Abeyratne, Director of Health, Equality and Inclusion; Mr A Carruthers, Chief Information Officer; Mr M Simpson, Director of Estates, Facilities and Sustainability, and Professor T Robinson, Non-Executive Director.

**5/24 DECLARATIONS OF INTERESTS**

There were no declarations of interests made at this meeting.

**6/24 MINUTES**

**Resolved – that the Minutes of the meeting of the People and Culture Committee (PCC) meeting held on 30 November 2023 be confirmed as a correct record.**

**7/24 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**

**8/24 KEY ISSUES FOR ASSURANCE**

**8/24/1 UHL NHS Staff Survey 2023**

The Chief People Officer provided an update on the NHS Staff Survey which had closed in November 2023, advising that UHL's response rate had been 58% which was the highest response rate recorded at UHL and 12% higher than the national average for 2023. The high-level feedback indicated that the response scores to 96 questions (out of the total 103 questions) had improved since 2022 and the scores to both of the following key questions had improved:-

- "I would recommend my organisation as a place to work."
- "If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation."

The detailed analysis of the survey feedback (including the free text responses) would not be available for some time, but once this information became available, then detailed work would be taken forwards with the CMGs and Corporate Directorates to address the issues and key themes arising from this feedback. A stand-alone report would then be presented to the Trust Board on 14 March 2023. Subject to the lifting of the embargo on this data, it was anticipated that the report would be presented in the public section of the meeting. The PCC NED Chair suggested that consideration be given to holding a Trust Board Workshop to review the detailed findings of the survey and the programme of work arising from the survey outcomes.

**Resolved – that (A) the contents of the report be received and noted, and**

**(B) a stand-alone report on the 2023 Staff Survey be presented to the Trust Board on 14 March 2024.**

**CPO**

**8/24/2 Employee Relations Report**

The Chief People Officer presented an overview of disciplinary, capability, resolution and employment tribunal activity levels and the distribution of cases. The report was taken as read and PCC discussed the themes currently impacting upon staff sickness absence rates, noting that the Sickness Absence Policy was currently being reviewed. A focus on supporting and enabling staff to stay in work would be crucial, alongside appropriate utilisation of the Occupational Health Service and Amica.

The Associate Director of Occupational Health, Mental Health and Well-Being briefed the Committee on a national initiative to re-code a proportion of staff sickness relating to Influenza or Covid-19 as 'infection prevention and control' time off. The national guidance on this subject was currently awaited, but if the changes went ahead then this would have an impact upon sickness absence data quality going forwards whilst the data was being re-set.

The Chief People Officer confirmed that additional work would be undertaken to incorporate the following items into the future format of this report:-

- (a) data on the protected EDI characteristics, and
- (b) an update on any Maintaining High Professional Standards (MHPS) cases.

**Resolved – that the Employee Relations report and the verbal update on future changes to the format of this report be received and noted.**

**8/24/3 Confidential report by the Chief People Officer**

**Resolved – that this Minute be classed as confidential and taken in private accordingly.**

**8/24/4 Chief People Officer Update Report**

The Chief People Officer provided a verbal update on the development of a UHL Behaviours Framework; a recent visit by Ms Em Wilkinson-Bryce, National Director for People at NHS England; some support being provided to the Trust by Mr Roger Kline, Equality and Diversity

Research Fellow from Middlesex University, and improvements in the collection and storage of workforce data via the Electronic Staff Record (ESR) - including all Estates and Facilities staff and accurate annual leave records.

The Deputy Chief People Officer also briefed the Committee on a focused piece of work which was co-owned by the People Services and Finance Directorates which aimed to improve the alignment between the financial ledger and the ESR system, and the aim to implement an Establishment Control process in April 2024. More detailed reports on these issues would be presented to the Committee as appropriate.

**Resolved – that update report from the Chief People Officer be received and noted.**

8/24/5 Agency Compliance, Usage and Reduction

Ms C Whyman, Head of Recruitment and Resourcing provided the Committee with assurance surrounding the programme of work to ensure compliance and governance surrounding agency usage, expenditure and reporting in accordance with the NHS England Agency Rules. PCC members noted that an agency oversight group had been established at UHL to oversee and monitor this work. The group was chaired by the Chief People Officer, and it met on a weekly basis.

An Agency Toolkit had been developed which described the Agency Rules and the reviewed and refreshed escalation and approval processes. The transformation agenda had been aligned with the Financial Sustainability Programme and the reporting process was now undertaken from a centralised point whereas it had previously been undertaken by a part-devolved team. In the 9-month period between April 2023 and December 2023, agency expenditure had reduced by approximately £1m. A further update on agency compliance, usage and reduction would be presented to PCC in May 2024.

**Resolved – that (A) the report on agency compliance be received and noted, and**

**(B) a further update be scheduled on the agenda for the PCC meeting in May 2024.**

CPO

9/24 **CONSIDERATION OF BAF RISKS IN THE REMIT OF PEOPLE AND CULTURE COMMITTEE**

9/24/1 Board Assessment Framework

The Committee reviewed strategic risk 10 on the BAF (re: insufficient workforce capacity, capability and lacking diversity) which was aligned to the Committee and its work plan. There were no matters of concern from the strategic risk to be escalated and no significant changes proposed to the content or risk scores. The current rating stood at 20 (likelihood of almost certain x impact of major), with a target rating of 9 and tolerable rating of 12.

**Resolved – that the review of strategic risk 10 on the BAF be noted.**

10/23 **ITEMS FOR NOTING**

**Resolved – that there were no reports for noting.**

11/23 **ANY OTHER BUSINESS**

11/24/1 Trust Leadership Event

The Chief People Officer highlighted that the Trust's third Leadership Event was scheduled to be held on 20 March 2024, advising that invitations had been issued to hold this date in the relevant people's calendars.

**Resolved – that the verbal update on the next Leadership Event be received and noted.**

11/24/2 Pathway to Excellence

The Chief Nurse advised that UHL would be embarking on a 'Pathway to Excellence' international accreditation journey commencing at the Glenfield Hospital on 3 February 2024 and hopefully achieving designation in June 2024.

**Resolved** – that the verbal update on 'Pathway to Excellence' be received and noted.

**12/24 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD**

**Resolved** – that the following items be recommended for Trust Board approval on 8 February 2024:-

PCC NEI  
CHAIR

- quarterly Junior Doctors' Contract Guardian of Safe Working report (Minute 1/24 above refers);
- quarterly Freedom to Speak Up report (Minute 2/24 above refers), and
- draft Freedom to Speak Up Policy (Minute 3/24 above refers).

**13/24 DATE OF NEXT MEETING**

**Resolved** – that the next meeting of the People and Culture Committee be held on Thursday 28 March 2024 in the Board Room, Leicester Royal Infirmary from 10:00am.

The meeting closed at 12:09pm

Kate Rayns – Corporate and Committee Services Project Support

**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>	5	5	100
<i>Dr R Abeyratne</i>	5	4	80
<i>Ms V Bailey</i>	5	4	80
<i>Prof I Browne (from January 2024)</i>	1	1	100
<i>Mr A Carruthers</i>	5	3	60
<i>Ms B Cassidy</i>	5	3	60
<i>Ms G Collins-Punter (until December 2023)</i>	4	2	50
<i>Dr A Haynes</i>	5	4	80
<i>Ms J Hogg</i>	5	1	20
<i>Mr J Melbourne</i>	5	5	100
<i>Prof T Robinson</i>	5	0	0
<i>Dr G Sharma (until April 2023)</i>	1	0	0
<i>Mr M Simpson</i>	5	3	60
<i>Ms C Teeney</i>	5	4	80