

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST****MINUTES OF THE PART INQUORATE\*\* PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON THURSDAY 24 OCTOBER 2024 AT 10:00 AM – VIRTUAL MEETING VIA MS TEAMS**

*Items discussed during the inquorate section of the meeting are marked with \*\* and recorded below as recommendations for subsequent approval by the Trust Board.*

**Voting Members Present:**

Professor I Browne – Non-Executive Director (Chair) from Minute 38/24  
 Mr M Farmer – Associate Non-Executive Director (Acting Chair for Minutes 32/24 to 37/24)  
 Ms S Favier – Deputy Chief Operating Officer (on behalf of Mr J Melbourne, Chief Operating Officer)  
 Ms E Meldrum – Deputy Chief Nurse (on behalf of Ms J Hogg, Chief Nurse)  
 Ms C Teeney – Chief People Officer

**In Attendance:**

Mr L Bond – Chief Financial Officer (until part of Minute 40/24/1)  
 Ms B Cassidy – Director of Corporate and Legal Affairs (until part of Minute 40/24/1)  
 Ms K Ceesay – Deputy Chief People Officer  
 Mr T Chiketa – Head of Workforce, Analytics, Systems and Planning  
 Professor A Garcea – Associate Non-Executive Director (from part of Minute 38/24/1)  
 Mr L Henery – 360 Assurance (the Trust's Internal Auditor) – observing  
 Ms K Khaira – Head of People Services  
 Mr R Manton – Head of Risk Assurance  
 Ms Z Marsh – Deputy Chief People Officer  
 Mrs K Rayns – Corporate and Committee Services Project Support  
 Dr R Singh – Guardian of Safe Working and Consultant in Medicine (until Minute 37/24)  
 Ms S Zavery – Head of Equality, Diversity, and Inclusion

**ACTION****RECOMMENDED ITEMS****32/24 WELCOME AND APOLOGIES FOR ABSENCE \*\***

Apologies for absence were received from Dr R Abeyratne, Director of Health Equality and Inclusion; Ms V Bailey, Non-Executive Director; Mr S Harris, Non-Executive Director; Dr A Haynes, MBE, Non-Executive Director; Ms J Hogg, Chief Nurse; Mr J Melbourne, Chief Operating Officer; Professor T Robinson Non-Executive Director, and Ms M Smith, Director of Communication and Engagement.

The Chief People Officer briefed the Committee on the recently implemented arrangements for the Committee to meet on a monthly basis, with alternate meetings to focus on a deep-dive into key issues relating to the Committee's terms of reference.

**33/24 CONFIRMATION OF QUORACY \*\***

Noting that only one Non-Executive Director was present at the start of the meeting, the Director of Corporate and Legal Affairs, advised that the meeting could proceed on the basis that any items discussed whilst the meeting was inquorate would be recorded as recommendations for subsequent approval by the Trust Board. The Committee Non-Executive Director Chair was expected to attend during the course of the meeting.

**34/24 DECLARATIONS OF INTERESTS \*\***

There were no declarations of interests made at this meeting.

**35/24 MINUTES \*\***

**Recommended** – that the Minutes of the meeting held on 26 September 2024 (papers A and A1 refer) be confirmed as a correct record.

**36/24 MATTERS ARISING \*\***

Paper B updated members on the position of actions from previous PCC meetings.

**Recommended – that the report be noted, and any updates be taken forward by the named leads.**

**Named Leads**

**37/24 RESIDENT DOCTORS' CONTRACT GUARDIANS OF SAFE WORKING \*\***

Dr R Singh, Guardian of Safe Working and Consultant in Medicine attended the meeting to present the quarterly update report on exception reporting covering the period 1 June 2024 to 31 August 2024. During the 3-month period, 202 exception reports had been recorded (which was in line with the previous reporting period). Table 1 summarised the 5 exception reports which had been raised as Immediate Safety Concerns (ISCs) together with feedback from the relevant service and the Guardians of Safe Working. PCC members noted that there was currently no definitive guidance available on incidents to be raised as an ISC. Particular discussion took place regarding one ISC where a doctor had been put in charge of an increased number of wards due to staff sick leave and they were also carrying the cardiac arrest bleep. The Service had acknowledged these concerns and apologised to the individual doctor, undertaking to explore other ways of distributing the tasks in future. The Chief People Officer undertook to highlight this incident to the Medical Director outside the meeting.

**CPO**

Section 7 of the report detailed a number of areas of additional focus including a well-attended engagement meeting with General Surgical trainees at the LRI, positive feedback from the outgoing trainees in Obstetrics and Gynaecology, updates to the software which would enable data to be collected on the number of exception reports from locally employed doctors, a quality improvement approach being utilised to increase exception reporting from locally employed doctors, and the ongoing engagement and feedback received from UHL's Resident Doctors' Forum on the quality of UHL's Guardian of Safe Working service. Finally, Dr Singh announced that Dr A Atkinson, his fellow Guardian of Safe Working had been appointed as a Head of Service and that she would be stepping down from her role as Guardian of Safe Working. The Chief People Officer undertook to write to Dr Atkinson on behalf of the Committee to congratulate her on her appointment and thank her for her contribution as a Guardian of Safe Working.

**CPO**

The Chief People Officer commented upon the report, noting the significant disruption caused by the annual rotation of Resident Doctors in August, coupled with high levels of demand for urgent and emergency care, noting also that the Trust had declared a critical incident on 9 October 2024. She observed potential opportunities to manage the Urgent and Emergency Care pathway differently over the winter period to inform appropriate decision making. Dr Singh responded that Resident Doctor Administrators did have a significant volume of work, but he was content with the level of detail they provided in their responses to exception reports. There were occasions when the evening overlap of rotas was not sufficient but additional registrar cover had been put in place to support this. He also stressed the importance of checking on colleagues personally, rather than purely relying upon hospital systems to escalate any issues.

In further discussion, Dr R Singh, Guardian of Safe Working agreed to undertake the following actions:-

- (a) share a recent BMA paper highlighting potential barriers to exception reporting with the Chief People Officer (outside the meeting);
- (b) seek additional information about the arrangements for collating and responding to exception reports at UHL and explore opportunities to align UHL's and UHN's processes in the future, and
- (c) provide a separate briefing to the Chief Financial Officer on the process for applying financial penalties for breaches of the contract (including the quantum of such penalties and the arrangements for disbursement), the position on which was now described to the Committee.

**RS, GSW**

**RS, GSW**

**RS, GSW**

**Recommended – that (A) the Resident Doctors Contract Guardians of Safe Working report be received by the Trust Board;**

**GSW**

(B) the Chief People Officer be requested to:-

- write to Dr A Atkinson to thank her for her contribution as a Guardian of Safe Working, and CPO
- highlight a specific Immediate Safety Concern to the attention of the Medical Director, and CPO

(C) Dr R Singh, Guardian of Safe Working be requested to:-

- share a copy of a recent BMA paper highlighting potential barriers to exception reporting with the Chief People Officer; RS, GSW
- seek information about the arrangements for collating and responding to exception reports at UHN and explore opportunities to align UHL's and UHN's processes in the future, and RS, GSW
- provide a briefing to the Chief Financial Officer on the process for applying financial penalties for breaches of the contract (including the quantum of such penalties and the arrangements for disbursement). RS, GSW

### RESOLVED ITEMS

#### 38/24 FOR EXPLORATION / NAVIGATION

##### 38/24/1 Report from the Chief People Officer

The Chief People Officer introduced paper D, providing her monthly overview of key national, regional and local people priorities, including an update on current work in progress. Committee members noted the expected impact of the Government's Employment Rights Bill: Plan to Make Work Pay. In respect of the new guidance surrounding the legal duty to prevent sexual harassment, it was planned to review the local approach which had already been adopted at UHL in terms of the Sexual Safety Charter and the Sexual Safety in the Workplace Policy. The Chief People Officer also undertook to liaise with Professor A Garcea, Associate Non-Executive Director to consider opportunities to implement a Non-Executive Director support role for sexual safety at UHL. CPO

The formal resolution and dispute process relating to Health Care Support Workers had concluded in August 2024 and the local Agenda for Change pay award was being implemented in October 2024. Updates were also provided in respect of the flu and covid vaccination programmes, progress of the national staff survey, national menopause day, black history month, annual staff recognition awards, and learning and development issues (including functionality of the HELM system and the timing of the National Education and Training Survey which had clashed with the timescale for the National Staff Survey in 2024).

**Resolved – that the Chief People Officer be requested to liaise with Professor A Garcea, Associate Non-Executive Director to consider opportunities to implement a Non-Executive Director support role for sexual safety at UHL.** CPO

#### 39/24 CONSIDERATION OF BAF RISKS IN THE REMIT OF THE PEOPLE AND CULTURE COMMITTEE

##### 39/24/1 Board Assurance Framework (BAF)

PCC received an update on the BAF strategic risk which aligned to its terms of reference – BAF risk 10 (failure to recruit, retain, redesign and transform the workforce, may result in insufficient workforce capacity, capability and lacking diversity). The overall current risk score was 20 with no changes proposed for this reporting period. The risk threats had been reviewed with changes shown in red text, including the key next steps.

In discussion on the report, the Chief People Officer highlighted the need to ensure that any reports presented to this Committee provided appropriate assurance and she invited members to comment on whether any improvements had been noted in this respect. In response, the Head of Risk Assurance confirmed that whilst there was a better alignment between the Committee reports and the meetings, there were also some cross-cutting risks which were considered by other Board Committees, and it was crucial that report authors highlighted such issues within their reports for

completeness.

The Director of Corporate and Legal Affairs added that the BAF should be used as a driver for all Committees, to ensure that appropriate discussion took place regarding the available assurance and any gaps in assurance (including those relating to medical workforce). Mr M Farmer, Associate Non-Executive Director queried the arrangements for triangulating all the supporting evidence and how members could establish the appropriate level of assurance without reviewing all of the individual documentation. In response, the Director of Corporate and Legal Affairs suggested that members would be welcome to review all the supporting evidence if they wished to, or alternatively they could accept the assurance provided that the respective committees had already undertaken this work. The PCC Non-Executive Director Chair highlighted an opportunity for Non-Executive Directors to hold a dedicated discussion on the arrangements for utilising and scrutinising the BAF at UHL and the Director of Corporate and Legal Affairs undertook to explore the scope to arrange such a session.

DCLA

PCC supported the BAF and the risk score as presented.

**Resolved – that (A) BAF Risk 10 and its current score be endorsed as presented, and**

**(B) the scope to arrange a dedicated discussion for Non-Executive Directors to consider the arrangements for utilising and scrutinising the BAF at UHL be considered.**

DCLA

**40/24 DEEP DIVE: EQUALITY, DIVERSITY AND INCLUSION**

40/24/1 Presentation

Ms Z Marsh, Deputy Chief People Officer and Ms S Zavery, Head of Equality, Diversity, and Inclusion provided a comprehensive presentation to the Committee on the work of the Equality, Diversity and Inclusion (EDI) function at UHL, including the EDI governance arrangements, strategic importance of EDI, national and local context, achievements over the last 12 months, what the multiple data sources were telling us, and the longer-term focus on the EDI Strategy going forwards in order to achieve the Trust's future vision: a sense of belonging for all. An update on the Gender Pay Gap Report for 2024 was provided at paper F.

The Committee was assured by the depth and breadth of the workstreams being progressed. Although some detailed discussion ensued on the issues presented, due to overall time constraints it was agreed that members would email their comments and questions following the presentation directly to the Executive Assistant to the Chief People Officer, and that the responses from the EDI Team would then be presented at the beginning of the agenda for the November 2024 PCC meeting.

All PCC members

CPO

**Resolved – that (A) the content of the deep-dive presentation on the work of the EDI function at UHL be received and noted;**

**(B) all members be requested to email any comments and questions on the presentation to the Executive Assistant to the Chief People Officer, and**

All PCC members

**(C) a summary of the comments and questions (together with the responses from the EDI Team) be presented at the beginning of the agenda for the November 2024 PCC meeting.**

CPO

**41/24 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD**

**Resolved – that the following items be escalated to the Trust Board**

- Resident Doctors' Contract Guardians of Safe Working report (Minute 37/24)
- Report from the Chief People Officer (Minute 38/24/1)
- Board Assurance Framework (Minute 39/24/1)
- Deep Dive: Equality, Diversity and Inclusion (Minute 40/24/1)

NED CHAIR

**42/24 ITEMS NOT RECEIVED IN LINE WITH THE WORK PLAN FOR THIS MONTH – no items**

**43/24 DATE OF NEXT MEETING**

**Resolved** – that the next meeting of the People and Culture Committee be held on Thursday 28 November 2024 via MS teams.

The meeting closed at 12.05pm

Kate Rayns – Corporate and Committee Services Project Support

**Cumulative Record of Members' Attendance (April 24-March 25) (excluding May 2024)**

*Voting Members*

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% Attendance</i>
Prof I Browne (Chair)	4	4	100
Dr R Abeyratne	4	2	50
Ms V Bailey	4	3	75
Mr A Carruthers	4	1	25
Dr A Haynes	4	2	50
Ms J Hogg	4	2	50
Mr J Melbourne	4	2	50
Mr B Patel (until July 2024)	1	1	100
Ms C Teeney	4	3	75