

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**

**MINUTES OF THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD ON  
THURSDAY 28<sup>th</sup> August 2025 AT 11:00 AM – VIRTUAL MEETING VIA MS TEAMS**

**Voting Members Present:**

Professor I Browne, OBE – Non-Executive Director (Chair)  
Ms C Teeney, Chief People Officer  
Dr D Barnes – Deputy Medical Director (Responsible Officer)  
Dr A Haynes MBE – Non-Executive Director  
Mr A Inchley, Non-Executive Director  
Ms E Meldrum – Deputy Chief Nurse  
Ms J Houghton – Non-Executive Director

**In Attendance:**

Ms B Cassidy – Director of Corporate and Legal Affairs  
Ms Z Marsh – Deputy Chief People Officer  
Ms K Ceesay – Deputy Chief People Officer  
Mr R Manton – Head of Risk Assurance  
Ms N Patel – Corporate and Committee Services Officer  
Mr R Manton- Head of Risk and Assurance  
Mr J Melbourne- Chief Operating Officer  
Ms H Stokes – Head of Governance

**ACTION**

**RESOLVED ITEMS**

**89/25 WELCOME AND APOLOGIES FOR ABSENCE**

Apologies for absence were received from Dr R Abeyratne, Director of Health Equality and Inclusion and Ms M Smith Director of Communication and Engagement,

**90/25 CONFIRMATION OF QUORACY**

It was confirmed that the meeting was quorate.

**91/25 DECLARATIONS OF INTERESTS**

There were no declarations of interests made at this meeting.

**92/25 MINUTES**

**Resolved – that the Minutes of the meeting held on 31<sup>st</sup> July 2025 (papers A1 refer) be confirmed as a correct record.**

**93/25 MATTERS ARISING**

Paper B updated members on the position of actions from previous PCC meetings. Where updates were not available, these would be sought from the relevant leads outside the meeting and included in the next iteration of the Log.

**Resolved – that the report be noted, and any verbal updates be included in the next iteration of the PCC Matters Arising Log.** **Named Leads**

**94/25      CONSIDERATION OF BAF RISKS IN THE REMIT OF THE PEOPLE AND CULTURE COMMITTEE**

**94/25/1      Board Assurance Framework (BAF)**

The Chief People Officer presented the Board Assurance Framework to the Committee. Mr Haynes, Non-Executive Director began by expressing that the new BAF format was helpful and appreciated the focus on gaps. He raised concerns about the timing of actions to close gaps, many of which were scheduled for September and October, and questioned how the committee would manage that. He added that if actions were completed, they should provide assurance that gaps were closed, which needed further thought. The Chief People Officer responded by agreeing the report was useful and explained that the risks were aligned with the strategy and delivery plan, which justified the timeframes. She proposed that the Committee should bring updates and assurance on actions taken and align the rolling delivery plan with the strategy. She believed the risk scores were appropriate, especially the capacity risk, which posed the greatest threat to delivering the workforce and financial plans. She acknowledged that while the controls were suitable, the workforce plan was ambitious and challenging, and the report accurately reflected the current position.

Mr A Inchley, Non-Executive Director thanked The Chief People Officer and the team, noting the report was becoming more practical. He raised two points: first, that actions should genuinely reduce risk ratings rather than artificially suppress them, and second, that key risk indicators lacked coverage in areas like inclusion, development, and productivity. He suggested using metrics such as training time, apprenticeships, and digital workforce impact to better reflect these areas. The Chief People Officer agreed and proposed using existing standards like the Workforce Race Equality Standard and Disability Equality Standard, as well as metrics like apprenticeship numbers and job planning compliance to address the gaps. Ms E Meldrum, Deputy Chief Nurse, highlighted challenges with backfilling for nursing associate apprenticeships and suggested working with Clare to find a solution, especially given the workforce plan targets.

The PCC Non-Executive Director Chair supported the idea of making the BAF a working document. He confirmed he would follow up with the Chief People Officer and acknowledged the importance of capturing the discussion points. The PCC Non-Executive Director Chair was assured on the contents of the report.

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

**And (B) The PCC Non-Executive Director Chair and Chief People Officer to meet and review the forward agenda, including the Board Assurance Framework (BAF) and the cycle of business, ensuring alignment with the delivery plan and upcoming deep dives**

**95/25      FOR EXPLORATION / NAVIGATION**

**95/25/1      Report from the Chief People Officer**

The Chief People Officer shared that the organisation had launched civility and respect training as part of leadership development, alongside bespoke induction sessions for both new and existing leaders. These initiatives were introduced in response to staff survey feedback, which had highlighted gaps in leadership support. She also confirmed that the staff survey would launch on 22nd September, with a tailored communications plan in place to promote participation and share progress made since last year's feedback. She mentioned that the annual awards ceremony would take place on 3rd October, with a record number of nominations received. The Chief People Officer also reflected on the automation work underway, acknowledging its potential impact on jobs but emphasising its importance for long-term sustainability and transformation. She concluded with an update on the flu vaccination programme, noting strong engagement with over 200 peer vaccinators and a 5% increase in the NHS England target.

The PCC Non-Executive Director Chair thanked the Chief People Officer for the update and praised the Trust's efforts around apprenticeships and stressed the importance of using available funding to support staff development. He emphasised the need to reassure staff that their roles were still growing and evolving. The Chief People Officer responded by promising to bring a detailed training and development report to the committee, highlighting the work being done by Mr D Barnes and Ms E Meldrum their respective professional areas. The PCC Non-Executive Director Chair second point focused on Project Search, asking about the outcomes for young people involved. Clare reported that participants from Ellesmere College had secured jobs within the organisation and externally and some gone onto further education. She confirmed that the new term had already begun for incoming participants.

The conversation concluded with a shared commitment to ensuring staff development remained a priority, balancing financial constraints with opportunities for growth and transformation. The group agreed to continue monitoring progress and to bring forward further updates as needed.

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

#### 95/25/2 Workforce Month 4 Update

The Chief People Officer and Chief Financial Officer presented to the Committee with Workforce Month 4 Update and the MARS programme Update.

The Chief People Officer reported that up to month four, the Trust had delivered on its workforce plan and remained under budget on pay, although she cautioned that the rest of the year would be more challenging due to tighter financial constraints. She highlighted that agency spend was compliant with NHS England requirements and among the lowest nationally, while bank pay had decreased but was expected to rise due to seasonal pressures. The Chief People Officer detailed the Mars programme, noting that 152 applications had been approved.

The Chief Financial Officer shared an update on temporary staffing costs, noting that recent figures had returned to earlier levels, with medical staffing identified as a contributing factor. He outlined ongoing efforts to reduce reliance on temporary and agency staff, supported by digital initiatives aimed at improving oversight and efficiency. He also mentioned that some departments were working to exceed their savings targets to help balance financial pressures across the organisation. While acknowledging that financial challenges were increasing, he emphasised that the Trust was taking steps to strengthen financial management and explore appropriate cost-saving measures in collaboration with regional partners.

The discussion then broadened to workforce planning. Ms J Houghton, Non-Executive Director questioned about temporary staffing in estates and facilities, skill mix benchmarking, and future workforce models. Mr D Barnes, Deputy Medical Director, responded that staffing reviews were multidisciplinary and tailored to service needs. The Chief People Officer added that while major changes from the clinical strategy were unlikely this year, collaborative workforce arrangements were already in place. She also outlined improvements in rostering and automation aimed at enhancing efficiency. The Chief Operating Officer noted that the current focus was on optimising care pathways and avoiding unnecessary costs, rather than reducing services. Ms E Meldrum, Deputy Chief Nurse, highlighted the importance of strategic workforce planning, particularly in developing advanced clinical roles, and emphasised the need for clear pathways and support for training.

The PCC Non-Executive Director Chair was assured on the contents of the report and highlighted the importance of managing temporary staffing in a way that supports both financial sustainability and safe, effective care. The conversation reflected a thoughtful and balanced approach to workforce planning, with a clear focus on maintaining quality and safety while responding to financial pressures

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

**96/25 ITEMS FOR NOTING**

**Resolved** – that the following items were for noting :-

- EDI Steering Group Notes (Paper F)
- Local Negotiation Committee Minutes (Paper G)
- Supporting Doctors Oversight Group Report June 2025 (Paper H)

**97/25 ANY OTHER BUSINESS**

**Resolved** –

- Best wishes to Zoe Marsh for her contribution to the committee and organisation.

**98/25 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD**

**Resolved** – that the following items of business be recommended to the Trust Board for approval or highlighted to the Trust Board for information: -

- None

**99/25 DATE OF NEXT MEETING**

**Resolved** – that the next meeting of the People and Culture Committee be held on Thursday 25<sup>th</sup> September from 11:00am via MS teams.

The meeting closed at 12:24pm

Ninakshi Patel – Corporate and Committee Services Officer

**Cumulative Record of Members' Attendance (April 25-March 26)**

*Voting Members*

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% Attendance</i>
Prof I Browne (Chair)	5	5	100
Dr R Abeyratne	5	3	60
Dr A Haynes	5	5	100
Ms J Houghton	5	5	100
Mr J Melbourne	5	4	80
Ms E Meldrum	5	5	100
Mr D Barnes	5	3	60
Ms C Teeney	5	4	80