

## **SOUTH EASTERN HEALTH AND SOCIAL CARE TRUST**

### **Minutes of the People and Culture Committee of the South Eastern Health & Social Care Trust Board held on Wednesday 24 January 2024 at 3.30pm in the Board Room, Trust Headquarters, Ulster Hospital**

- PRESENT:** Mrs J O'Hagan, Non-Executive Director (Chair of Committee)
- Mrs C Smyth, Director of People & Organisational Development  
Mr C Martyn, Medical Director  
Ms M Parks, Director of Surgery, Elective Care, Maternity & Paediatrics  
Mrs Clare-Marie Dickson, Director of Primary Care & Older People  
Dr D Robinson, Deputy Chief Executive / Executive Director of Nursing,  
Midwifery & AHPs and Director of Patient Experience  
Ms W Thompson, Deputy Chief Executive / Director of Finance and  
Estates  
Mrs R Gibbs, Director Adult Services and Healthcare in Prison  
Mr M Neil, Director of Unscheduled Care, Medicine & Cancer  
Mrs L Preece, Director of Children Services & Executive Director of  
Social Work
- IN ATTENDANCE:** Mrs M McNally, Assistant Director, Risk Management & Governance  
(Board Secretary)  
Mr D Cairnduff, Assistant Director, People & Organisational  
Development  
Mrs T Kane, Personal Assistant, Chief Executive's Office (minutes)

### **OPENING REMARKS**

The Chair welcomed everyone to the meeting and congratulated Mr Cairnduff on his appointment as Assistant Director, People & Organisational Development. The Chair provided some context to the establishment of this new Trust Board Committee and highlighted that the Trust's People Plan and People Plan Action Plan were fundamental to the work of the Committee in providing assurance to Trust Board.

### **1.0 APOLOGIES**

Apologies were recorded for Mrs Moore (Director of Planning, Performance & Informatics) and Mrs Minford (Non-Executive Director).

### **2.0 DECLARATION OF INTERESTS**

There were no declarations of interest made at this juncture or during the meeting.

### **3.0 MINUTE OF PREVIOUS MEETING HELD ON 30 MAY 2023**

The minutes of the People and Culture Committee held on 30 May 2023, having been previously circulated, were agreed as a true and accurate record.

#### **4.0 MATTERS ARISING**

The matters arising were noted and any outstanding matters would be addressed during the meeting.

#### **5.0 ITEMS FOR DECISION**

##### **5.1 Committee Terms of Reference**

Following the Trust Board meeting held on 20 March 2023, Mrs O Hagan (Chair of People & Culture Committee), Mrs Smyth and Mrs McNally agreed to undertake a review of the Committee Terms of Reference. The final amended draft terms of reference had been circulated to all Committee Members for comment prior to today's meeting and Mrs McNally confirmed the Terms of Reference now reflected feedback received. Mrs O'Hagan invited Members to endorse the tabled Terms of Reference. Following discussion, the Terms of Reference were agreed. The Chair added that as the Committee develops the Terms of Reference would be subject to review and advised that the now agreed Terms of Reference would be tabled at the next Trust Board meeting scheduled to be held on 31 January 2024 for final approval.

##### **5.2 Committee Schedule of Dates 2024**

The tabled Committee Schedule of Dates 2024 were agreed.

#### **6.0 ITEMS FOR DISCUSSION**

##### **6.1 People Plan – Action plan Progress**

###### **People Report**

Mrs Smyth reported the People and Culture Steering Group would produce a People Plan Action Plan at their next meeting in February and it would be presented at the next Committee meeting.

Mrs Smyth referred to the People Report and advised this was similar to the monthly report provided to Directors at the Executive Management Team meeting. Whilst it provided an initial visual to Members, Mrs Smyth stated it would not be the final format going forward as it is envisaged that the People Report would provide the supporting data to the People Plan Action Plan.

Mrs Smyth advised that the People Report and People Plan Action Plan would aid Committee discussions in areas such as absence, turnover, vacancy information, new starts / leavers etc to enable the Committee to provide the necessary assurances to Trust Board.

The Chair queried if the Trust undertook 'Exit Interviews' and if not would this be an option for the Trust to explore. Members stated that whilst exit interviews were not formally undertaken managers are often aware of the reason for an individual leaving the Trust. Mrs Smyth indicated that she would encourage managers to undertake appraisals with staff as this would

enable open conversations potentially alleviating an individual to consider terminating their employment. The Chair acknowledged all comments provided and agreed that any exit interviews and appraisals would be in line with Trust Policy and Procedures.

Members noted the Trust had previously submitted an Absence Action Plan to Department of Health (DoH) and had agreed to provide a progress update to DoH by March 2024. Members agreed the progress update would be tabled at the next Committee meeting.

Mrs Smyth confirmed that Directorates were in regular receipt of absence reports and that HR Business Partners regularly attended Directorate Senior Management Team Meetings. Directors agreed the reports were very informative and beneficial to the Directorate allowing for any benchmarking or trends to be identified.

Ms Parks advised the Healthroster system provides informative reports that assists in identifying gaps to bring in bank / agency and to manage staff in terms of sickness.

Mrs McNally raised a query in terms of linkages between the Steering Group and the Committee more specifically around data/triangulation/analysis for the Committee to allow for assurance to be given to Trust Board. Following discussion, Members agreed Mrs McNally, Mr Cairnduff and Mrs Smyth would meet to consider the Terms of Reference and overall remit of the Steering Group.

The Chair stated that whilst data is fundamental the Trust needed to be aware of Culture. Ms Parks advised the Trust participates in Investors in People (IiP) and just recently the Executive Management Team had received a formal presentation on feedback. The IiP report feedback was largely positive with a few areas for focus suggested. Mrs Smyth added that the Trust engages with staff via Staff Surveys which enabled the Trust to collate information from staff including how staff feel that they are valued and supported.

Discussion ensued in regard to the Trust's relationship with Trade Union Colleagues. Members noted Trade Union Colleagues continue to be invited to attend Directorate Meetings and whilst relationships were healthy it was noted that the recent Industrial Action taken has had impact.

## **7.0 ITEMS FOR NOTING**

### **7.1 South Eastern H&SC Trust Involvement & Consultation Scheme**

The Framework aligns to regional legislation and guidance and sets out how HSC organisations deliver their involvement and Consultation duties to meet the associated legal responsibilities and policy obligations. The document has received input by Trust service users, Trust Involvement and Experience sub-committee and obtained feedback via two engagement sessions.

Dr Robinson stated that this matter had been noted at the Executive Management Team meeting on 16 January 2024 and would be tabled for noting at the next meetings of SQIIC and Trust Board. Mrs McNally also agreed to review and if appropriate would include on the next Governance Assurance Committee.

It is anticipated that there will be a formal consultation on the Involvement and Consultation Scheme led by PHA later this year.

## **8.0 SUB-COMMITTEE BUSINESS**

### **8.1 Steering Group Update**

The People and Culture Steering Group, formerly Organisational and Workforce Development Steering Group, has been established to manage and co-ordinate Organisational Development interventions to realise the ambition set out in Our People Plan across the Trust Organisation. The Chair of the Steering Committee will be Mr Cairnduff.

Mr Cairnduff reported the Steering Group had met during September 2023 and the next meeting is 7 February 2024. The purpose of the meeting will be to finalise the Terms of Reference and remit of the Steering Group. Mr Cairnduff added that the Steering Group focus will be to produce an action plan across all Directorates taking IIP feedback into consideration. Members agreed that the People Plan Action Plan would be tabled to the next meeting of People and Culture Committee for consideration and approval. The People Plan and Action Plan will ultimately assist the Committee in providing the required assurance to Trust Board.

The Chair welcomed the establishment of the Steering Group and looked forward to receiving regular updates and reports to the Committee.

Mrs Smyth referred to the anticipated membership of the Steering Group and highlighted the importance of having the membership nominations reflective of Directorates to ensure meaningful discussions and outcomes.

Dr Robinson indicated consideration is required in terms of nominations from the Professional / Technical staff group. Mrs Dickson added that the Trust champions Collective Leadership and in light of this it would be helpful to secure representation across a range of bandings, differing staff groups and Directorates. Mrs Gibbs agreed with the suggestions as considered that staff at lower bandings can drive culture. The Chair acknowledged all comments and added that the Steering Group required to consider who can drive change and make decisions.

Mr Cairnduff advised the Steering Group would be involved in specific programmes of work that would assist approach.

Mrs McNally stated that membership of the Steering Group would be kept under review as participants need to be aware of their role on the group and ensure feedback is given to their Governance Leads.

Members agreed any gaps identified within the proposed Steering Group membership would be forwarded to Mr Cairnduff.

Mrs O'Hagan asked for an update on Trust employed International Nurses and how the Trust were ensuring this staff group have a positive experience. Dr Robinson reported since 2016 the Trust had employed 426 nurses with 88% retention rate. Members noted that the Trust had many initiatives to support staff in place such as the Multi-Cultural Forum and the work of Ms Amanda Malone, NIPEC, Professional Officer Ethnic Inclusion. Ms Malone also works for the Trust as a District Nursing Sister.

Mrs Smyth added the Trust Equality Team were proactively working with the Region in this regard in terms of Recruitment and identifying how development programmes could be delivered 'in-house'. Mrs O'Hagan thanked Members for their update and commended the Trust for the work that continues to progress in this regard by the Trust.

**9.0** **ITEMS FOR ESCALTION** (from Sub-Committee or to Trust Board)

There were no items raised for escalation.

**10.0** **ANY OTHER BUSINESS**

**Charitable Trust Funds**

Ms Thompson indicated that Health & Wellbeing Steering Group had responsibility for previously approving Charitable Fund spend as there are currently proposals awaiting approval. Mrs Smyth agreed to identify who has the delegated authority to progress any applications/proposals.

**11.0** **DATE AND VENUE OF NEXT MEETING**

The Chair confirmed the date and venue of next meeting would be Wednesday 10 April 2024 at 2pm in the Board Room, Trust Headquarters, Ulster Hospital, Dundonald.

The Chair thanked everyone for attending and closed the meeting.