

## **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<sup>th</sup> July 2024 at 2pm  
in the Board Room, Trust Headquarters, Ulster Hospital, Dundonald**

### **PRESENT:**

Mrs J O'Hagan, Non-Executive Director (Chair of Committee)

Mrs L Preece, Director of Children Services & Executive Director of Social Work

Dr R Robinson, Deputy Chief Executive, Executive Director of Nursing, Midwifery & AHPs and Director of Patient Experience

Mrs R Gibbs, Director of Adult Services and Healthcare in Prison

Ms M Parks, Director of Surgery, Elective Care, Maternity & Paediatrics

Mrs H Moore, Director of Planning, Performance & Informatics

Mrs CM Dickson, Director of Primary Care & Older People's Services

Mrs A Quirk, Non-Executive Director

Mr R Havlin, Non-Executive Director

Mr K Donaghy, Non-Executive Director

### **IN ATTENDANCE:**

Mr D Cairnduff, Assistant Director, People & Organisational Development

Mrs E O'Neill, Assistant Director, People & Resourcing

Mr M O'Toole, Assistant Director, Employee Relations

Mrs R Monroe, Equality & HR Assistant (Minutes)

### **OPENING REMARKS**

The Chair welcomed everyone to the meeting.

#### **1.0 APOLOGIES**

Apologies were recorded from Ms Thompson (Deputy Chief Executive, Director of Finance & Estates), Mr Neil (Director of Unscheduled Care, Medicine & Cancer), Mrs McNally (Board Secretary), Mr Martyn (Medical Director) and Mrs Smyth (Director of People & Organisational Development).

#### **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 10 APRIL 2024**

The minutes of the People and Culture Committee held on 10 April 2024, 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. The Chair asked Mr Cairnduff to organise a meeting for Board Members to review the Guidance for Board Members in Promoting Equality, Good Relations and Human Rights document. Ms Thompson to bring further information on Internal Audit Reports to the next meeting.

### **5.0 ITEMS FOR DECISION**

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

Mr Cairnduff give an overview of the revised committee terms of reference. The review date will be July 2025. Discussion ensued as to the remit of the committee in relation to the role of the committee to “provide assurance to Trust Board on the effectiveness of the Trust’s arrangements for People and Culture e.g. the People Plan.” Concern was raised that the inclusion of the People Plan may restrict the remit of the committee. The Chair indicated that the work of People and Cultural Committee is reflected in the People Plan. Members agreed that the reference to the People Plan on this point should be removed. Approval was granted by the Committee subject to this change being made.

#### **5.2 Equality Annual Progress Report 2023/24**

Mr Cairnduff give an overview of the Equality Annual Progress Report outlining that, as part of its Equality Scheme, the Trust is required to produce an Annual Report detailing progress in fulfilling our statutory Equality and Good Relations Duties. Approval was granted by the Committee.

#### **5.3 Revised Equality Scheme and 5 Year Review of Effectiveness of Equality Scheme**

Mr Cairnduff give an overview of the Revised Equality Scheme and 5 Year Review of Effectiveness of Equality Scheme. Following the review there has been small changes made as outlined in paper - SET/PC/25/24. Approval was sought before going to Trust Board.

Dr Robinson asked if changes to policies were required within the next five years what the process was to enact such revisions. Mr Cairnduff indicated they will be added in without waiting for the next five year review. Mr Havlin

enquired as to what work was ongoing in relation to Neurodiversity within the Trust. Approval was granted by the Committee.

## **6.0 ITEMS FOR DISCUSSION**

### **6.1 People Plan Action Plan Update**

Mr Cairnduff give an update on the People Plan Action Plan mentioning each section of paper – SET/PC/26/24.

Discussion ensued in relation to the Psychological Safety survey. Mr Cairnduff explained the purpose and remit of the survey. Mrs Dickson raised that the outcome of the surveys should come back to this committee.

Mr Donaghy asked what actions the Trust were taking to mitigate violence and aggression against women. Mr Cairnduff highlighted The Domestic & Sexual Violence & Abuse Workplace Policy was launched in March 2024, including Domestic Abuse Champions. A task and finish group has been drew up to support this. The Chair asked about the need for HR to take forward, making sure training is being advertised. Mr O'Toole give a response. The Chair has asked what we have in place to signpost to the correct person or helpline, a response was giving on posters in Outpatients and information on iConnect. It was acknowledged that violence against women was broader than Domestic Violence.

Discussion was had about the format of the Action Plan. It was felt more information is required to provide assurance to the Committee. It was agreed the format would be revised and the Action Plan attached for future meetings.

The Chair queried the impact of Encompass, regarding the Culture in the Trust and informed the Committee this will be placed on the agenda for October. The Chair is looking to hear from Directors about their areas and requested that they raise issues in relation to People and Culture that are not being captured through the agenda.

### **6.2 People & Culture Report**

Mrs O'Neill give an overview of the People & Culture Report. The report is reviewed to make sure the correct data is captured. Vacancy data was provided following discussion at the previous meeting. There continues to be a significant focus on reducing the absence rates, Mr O'Toole to discuss the Absence Action Plan in 6.3. The Chair congratulated the Trust on reaching the absence target and welcomed the initiatives that had been implemented.

The Chair asked about the Whistleblowing investigations and what the outcomes are and has asked for more than figures to be included, looking at themes and the Non-Executives Directors were in agreement. Mr Donaghy

queried if the current structure and resources were sufficient to maintain let alone grow the development of coaching.

Mr Cairnduff highlighted some of the barriers to coaching but that the Trust were committed to coaching and expanding the pool. A conversation ensued about the governance mechanisms in place for coaching. Mrs Quirk enquired about team coaching and how this would work. The Chair indicated that coaching should be supervised, monitored and supported.

### **6.3 Absence Action Plan & Progress Report**

Mr O'Toole give an update on the Absence Action Plan & Progress Report. There has been proactivity within the team with the recruitment of a team lead. Workshops and Clinics provided by the Absence Team with over 500 attendees at Attendance training to May 2024.

More investment is required within the team. The team is looking at what other Trusts are doing in regards to Absence and the learning. Discussion was had. The Chair has welcomed the panel which has been set up regarding repeated absence.

### **6.4 Policy Updates**

No policy updates brought to this committee meeting.

## **7.0 ITEMS FOR NOTING**

### **7.1 Coaching Update**

The Chair indicated to the committee that the Coaching Update has already been discussed earlier in the meeting.

### **7.2 Staff Health & Well-Being Report**

Mr Cairnduff give an overview of the Staff Health & Well-Being Report. Once the report has been brought forward, it will be brought to the People and Cultural Committee.

The Chair asked if the Trust envisaged many changes arising from the publication of the regional framework. Mr Cairnduff responded that it would hopefully allow the Trust to target its approach to areas of greatest need.

### **7.3 Maintaining High Professional Standards**

Mr O'Toole give an update regarding the Medical and Doctors performance stating it looks like it will be next year before an output is received from this.

The Chair mentioned Nursing, Midwifery Council external reports about cases being referred and Dr Robinson give an update from a SET perspective.

#### **7.4 Equality Forums Report**

Mr Cairnduff give an overview of Equality Forums. The Trust holds a number of staff forums designed to support staff and gather ideas that will improve their experience in work. The Chair has requested a workshop is organised for Board Members with the forum chairs to hear more about their work.

#### **7.5 Raising Concerns**

Mr O'Toole give an update on Raising Concerns. The one main change within the policy is that members of the public can raise a concern. Regional communication has been made.

#### **7.6 Internal Audit Report**

Mrs O'Neill give a brief update on the Internal Audit Report, indicating the Audit will focus on key areas outlined in paper - SET/PC/34/24. The Audit is almost complete as of July 2024 with a report to follow soon after. A summary of the Report will be shared with the People and Culture Committee when the Report is agreed.

### **8.0 SUB-COMMITTEE BUSINESS**

#### **8.1 Mandatory Training**

Mr Cairnduff give an overview of Mandatory Training. The Learning Providers' Forum (LPF) meet regularly to identify and implement improvements to processes with an ongoing focus on Mandatory Training provision. The People and Culture Steering Group provide oversight to this Group. Improvements that have been actioned are noted on paper SET/PC/29/24. Next steps include reducing compliance to 85% and reducing the number of mandatory training from 13 to 9. Discussion was had.

### **9.0 ITEMS FOR ESCALATION (FROM SUB-COMMITTEE OR TO TRUST BOARD)**

There was no items raised for escalation.

### **10.0 ANY OTHER BUSINESS**

There were no additional items of business.

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

The Chair confirmed the date and venue of the next meeting would be Wednesday 23 October 2024 at 2pm in the Board Room, Trust Headquarters, Ulster Hospital, Dundonald.

The Chair thanked everyone for attending and closed the meeting.