

## MINUTES OF THE ICB PEOPLE & CULTURE COMMITTEE

25 APRIL 2024, 09:00–11:00

Via MS Teams

<b>Present:</b>		
Margaret Gildea	MG	ICB Non-Executive Member and Chair of ICB PCC ( <b>Chair</b> )
Susie Bayley	SB	General Practice Taskforce Derbyshire – Medical Director
Faye Bradley	FB	UHDB, Acting Deputy Director of Workforce
Janet Dawson	JD	DCHS, Non-Executive Director and Chair of PCC
Jill Dentith	JED	ICB, Non-Executive Director
Linda Garnett	LG	ICB Interim Chief People Officer
Billie Lam	BL	Non-Executive Director UHDB, Chair of People Committee
Zahra Leggatt	ZL	DHU Healthcare, Director of People & Organisational Development
Liz Moore	LM	Derby City Council, Head of HR
Jen Skila	JS	Derbyshire County Council, Assistant Director HR
Beverley Smith	BS	ICB Director of Human Resources.
Jennifer Smith	JSm	CRH Deputy Director of Workforce and OD
Darren Tidmarsh	DT	DCHS Chief People Officer / Deputy Chief Executive
Caroline Wade	CW	CRH Director of HR & OD
<b>In Attendance:</b>		
Amanda Orme	AO	ICB PA ( <b>Admin</b> )
Maxine Simmons	MS	CRH Head of Practice and Professional Development
Lindsey Beardsley	LB	CRH Derbyshire Academy Operational Lead
Keith Griffiths	KG	ICB Chief Finance Officer (Observing)
Tracey Robinson	TR	ICB Project Manager, People Services
<b>Apologies:</b>		
Chris Clayton	CC	ICB, Chief Executive
Penelope Blackwell	PB	Place Board Chair and NHS Derby and Derbyshire CCG Governing Body GP
Ralph Knibbs	RK	DHcFT Non-Executive Director and Chair of PCC
Kerry Gulliver	KG	EMAS, Director of Human Resources & Organisational Development
Rebecca Oakley	RO	DHcFT Acting Deputy Director People & Inclusion
Atul Patel	AP	CRH Non-Executive Director and Chair of People Committee
Amanda Rawlings	AR	UHDB, Chief People Officer

Item No.	Item	Action
<b>PCC/2425/001</b>	<p><b>Welcome, introductions and apologies:</b></p> <p>Margaret Gildea (MG) as Chair welcomed all to the meeting.</p> <p>Apologies were received from: Chris Clayton, Penelope Blackwell, Ralph Knibbs, Kerry Gulliver, Atul Patel, Amanda Rawlings, Rebecca Oakley,</p> <p>Minutes from the meeting were produced by Lucinda Frearson (LF), ICB Executive Assistant, from the meeting recording.</p>	

PCC/2425/002	<p><b>Confirmation of quoracy</b></p> <p>The meeting was confirmed as quorate.</p>	
PCC/2425/003	<p><b>Declarations of Interest</b></p> <p>MG reminded committee members of their obligation to declare any interest they may have on any issues arising at committee meetings which might conflict with the business of the Integrated Care Board (ICB).</p> <p>Declarations declared by members of the People and Culture Committee (PCC) are listed in the ICB's Register of Interests and included with the meeting papers. The Register is also available either via the Executive Assistant to the Board or the ICB website at the following link: <a href="http://www.derbyandderbyshire.icb.nhs.uk">www.derbyandderbyshire.icb.nhs.uk</a></p> <p><u>Declarations of interest from today's meeting:</u> There were no declarations made in today's meeting.</p>	
<b>ITEMS FOR DISCUSSION</b>		
PCC/2425/004	<p><b>Derbyshire Academy</b></p> <p>Maxine Simmons (MS) and Lindsey Beardsley (LB) began their report to members with a power point presentation which would be circulated following the meeting.</p> <p><b>Action: Slide presentation to be circulated following the meeting.</b></p> <p>The slides provided details of the purpose and background of the Derbyshire Academy along with information on finance and efficiencies made to date and the impact the Academy has had on the ICB workforce priorities.</p> <p>The purpose is to provide a strategic leadership and overview of all workforce and education across the system which is done through an infrastructure of virtual academies with a Board meeting being held on a monthly basis.</p> <p>The majority of funding goes into individual organisations in the system but as a whole we receive from NHSE just over £90m into the system, which is classed as educational money, with over 50% being post grad medical and dental educational and majority of the 53% is around salary support which still leaves a large amount of money.</p> <p>Through this joint working with the faculty's efficiencies are already being made. The biggest impact has been reducing organisational duplication and a saving of costs through shared admin of over £10k.</p> <p>The Committee offered the following comments and questions:</p> <ul style="list-style-type: none"> <li>Members were inspired by what had been achieved in a short period of time and liked the fact that the focus was around retention, ensure that we are not losing the precious nurses</li> </ul>	<b>MS/LB</b>

	<p>trained and brought onboard, often lost early in their career, by providing people career choices by working across the system.</p> <ul style="list-style-type: none"> <li>• It was questioned how far could this be taken as a model and what else could be applied in the same shared approach across other areas of HR service delivery. MS advised there was currently a struggle gaining data to broaden out.</li> <li>• Concerns were expressed that current conversations around reducing the workforce and messages do not seem to be aligned. The long term workforce plan is still valid and longer term we need to grow the workforce, we are slightly ahead of where we need to be. So we have a current challenge of affordability whilst recognising the workforce need for the future and retaining key skills and capabilities.</li> </ul> <p><b>The People and Culture Committee DISCUSSED and NOTED the presentation.</b></p>	
<p><b>PCC/2425/005</b></p>	<p><b>Update on 24/25 Operational Plan Workforce Submission</b></p> <p>Linda Garnett (LG) reported that figures were still being collated with final submission due 02 May 2024 with an Extraordinary Board meeting being held prior to the submission to sign off.</p> <p>In terms of numbers the latest position was showing an overall growth of 0.2% which is 58 WTE, this included EMAS. If planned, known, and funded investment were removed going into next year and compared like for like we would show a reduction of 4.3%, just over 1000 people, which was quite significant. The question then is could we deliver.</p> <p>The Committee offered the following comments and questions:</p> <ul style="list-style-type: none"> <li>• Billie Lam (BL) advised UHDB were taking seriously and drawing up plans to reduce workforce, the biggest concern was impact on staff morale and how to balance that with the intention to grow. This is the disconnect between the financial challenge versus workforce.</li> <li>• It is how to do the triangulation around the finance, the service, and the workforce and how it links together and there are shortages.</li> <li>• LG noted that we are more able to justify our position on what we are trying to hold to if we have the numbers right and consistent, that data is required.</li> </ul> <p><b>The People and Culture Committee DISCUSSED and NOTED the verbal presentation.</b></p> <p>Beverley Smith (BS), Jen Skila (JS), Amanda Orme (AO) left the meeting.</p>	

**CORPORATE ASSURANCE**

<p><b>PCC/2425/006</b></p>	<p><b>Latest Workforce Report</b></p>	
	<p>LG presented a verbal report advising a reset had been carried out for the second half of the year which finished above the target by 600 WTE but there was a noticeable slowing and reducing in the growth. In terms of substantive roles there were just 146 WTE.</p> <p>LG emphasised to members that the system was where it wished to be against a 30,000 workforce and was in a much better position this year in terms of outturn at M12 and where we expect to be in M1. Which gives a better starting point.</p>	
	<p><b>The People and Culture Committee NOTED the verbal report.</b></p>	
<p><b>PCC/2425/007</b></p>	<p><b>Agency Reduction Plan</b></p>	
	<p>Jennifer Smith (JSm) began by highlighting the establishment of an Agency Reduction Steering Group supported by an Agency Data Group.</p> <p>Currently the 3 main areas of work are:</p> <ul style="list-style-type: none"> <li>• Framework Agency: Which NHSE had stated all need to have ceased using by the 01 July 2024.</li> <li>• Over Cap: In relation to medics and dental and is over 50% of agency pay.</li> <li>• Admin and Clerical and Infrastructure Agency: A Commitment has been made to cease anything non-clinical.</li> </ul> <p>Once final submission has been made a face-to-face session will be arranged to bring together the exit plans and begin to discuss next steps in terms of agency reduction, which is also being supported by finance.</p> <p>JSm provided assurance to committee advising of the high level of scrutiny and interest nationally but adding in terms of agency spend, there is a need to start with things that can be done quickly but there will be issues that will not be so easy.</p>	
	<p>The Committee offered the following comments and questions:</p>	
	<ul style="list-style-type: none"> <li>• It was noted that the agency spends did not include General Practice agency spend, as that was absorbed. The agency spend was going down but due to not being able to afford locums and was impacted within drawings as opposed to the financial envelope for the system.</li> </ul>	
	<p><b>The People and Culture Committee NOTED the report.</b></p>	
	<p>Zara Leggitt (ZL) left the meeting.</p>	

<p>PCC/2425/008</p>	<p><b>Assurance Report from the People Services Delivery Board</b></p> <p>LG provided this report for information and took as read, drawing members attention to the leadership and development and organisational development workstream who have now been able to launch Derbyshire wide leadership development and offer at no cost to anybody within the health, social care, voluntary sector, and primary care systems, and was fully taken up within 2 hours of going live. This showed a need and that it was something people were interested in.</p> <p>The Committee offered the following comments and questions:</p> <ul style="list-style-type: none"> <li>• BL had attended the Seacole Group Annual Conference and in summing up the impression was that WRES was delivering little in terms of narrowing the equality gap, was this something the ICB recognised.</li> <li>• Caroline Wade (CW) the SRO for the system wide work advised a Workforce Group had been established to bring all EDI leads together where some of these concerns would be shared but due to the focus on productivity workforce numbers and cost transactions it felt like some of the cultural work had been put on the back burner and that was not where anyone wished it to be. <b>Action: CW to present EDI Deep Dive to the next meeting.</b></li> <li>• The ICB have been running for several months a building leadership for inclusion programme with several more arranged, these are attended by Chief Execs of various Foundation Trusts, the Local Authority and ICB core members.</li> <li>• Suzie Bayley (SB) asked if there was work being done around managing patient expectations that will enable the People and Culture Committee to try and help staff manage their way through the next fairly hideous year or two. <b>Action: LG offered to take away and follow up on the question.</b></li> </ul> <p><b>The People and Culture Committee DISCUSSED and NOTED the report.</b></p>	<p>CW</p> <p>LG</p>
<p>PCC/2425/009</p>	<p><b>BAF (Board Assurance Framework) Quarter 4 Report</b></p> <p>The purpose of the report is for Committee to discuss the BAF Strategic Risks which are their responsibility. Two strategic risks have been identified: -</p> <p><b><u>Strategic Risk 05</u></b> - <i>There is a risk that the system is not able to recruit and retain sufficient workforce to meet the strategic objectives and deliver the operational plans.</i></p> <p><b>The overall risk score is recommended to remain at high level 16.</b></p> <p><b><u>Strategic Risk 06</u></b> - <i>There is a risk that the system does not create and enable One Workforce to facilitate integrated care.</i></p> <p><b>The overall risk score remains at a high level 12.</b></p>	

	<p>Following a review of the system BAF risks and a meeting with Kevin Watkins, 360 Assurance, changes have been proposed to Strategic Risk 05 as it is felt it does not reflect the current environment:</p> <ul style="list-style-type: none"> <li>• A wording change is proposed, the change is: <i>There is a risk that the system is not able to maintain a sustainable workforce model which meets the people promise objectives.</i></li> <li>• A new threat has also been added which says the current system financial position makes the current workforce model unaffordable.</li> </ul> <p>There was also a proposed change for Strategic Risk 06. The proposal being to delete the risk as the intent of it is covered through Strategic Risk 05.</p> <p>The Committee offered the following comments and questions:</p> <ul style="list-style-type: none"> <li>• Committee believed it would be helpful to have an overarching definition of the workforce model, outlining what is covered and what is meant by workforce to assist with clarity for those who do not have a HR background.</li> <li>• It was agreed the risk described was much more accurate and supported the recommendation to change to the ICB Board.</li> <li>• LG suggested a change in wording from model to size and profile as there was not just one model.</li> <li>• It was requested that industrial action by GPs re contract situation be reflected on risk register. It was noted that there was already a threat on Risk 05 around industrial action but to be aware that it is GPs.</li> </ul> <p><b>Action: LG to continue populating by identifying the system gaps in assurance for the new risk.</b></p> <p><b>The People and Culture Committee RECEIVED Strategic Risk 05 and Strategic Risk 06 assigned to them.</b></p> <p><b>The People and Culture Committee AGREED the recommendation to Board of the amendments proposed and definition of the workforce model.</b></p>	<p><b>LG</b></p>
<b>MINUTES and MATTERS ARISING</b>		
<p><b>PCC/2425/010</b></p>	<p><b>Minutes from the meeting held: 22 February 2024</b></p> <p>The minutes of the meeting held on 22 February 2024 were accepted as a true and accurate record of the meeting following the correction of:</p> <p>The company name in item PCC/2324/028: Declaration of Interest, this requires amending from 'Scott Barda Limited' to 'Scott Bader Limited'.</p> <p><b>The People and Culture Committee ACCEPTED the Minutes.</b></p>	

PCC/2425/011	<p><b>Action Log from the meeting held: 22 February 2024</b></p> <p>The action log was reviewed and will be updated for the next meeting.</p> <p><b>The People and Culture Committee NOTED the action log.</b></p>		
<b>CLOSING ITEMS</b>			
PCC/2425/012	<p><b>Forward Planner</b></p> <p><b>The People and Culture Committee ACCEPTED the Forward Planners 2024/25.</b></p>		
<b>Assurance Questions</b>	1.	Has the Committee been attended by all relevant Executive Directors and Senior Managers for assurance purposes? <b>No Derbyshire Healthcare</b>	
	2.	Were the papers presented to the Committee of an appropriate professional standard, did they incorporate detailed reports with sufficient factual information and clear recommendations? <b>YES</b>	
	3.	Has the committee discussed everything identified under the BAF and/or Risk Register, and are there any changes to be made to these documents as a result of these discussions? <b>YES, and further changes will be made.</b>	
	4.	Were papers that have already been reported on at another committee presented to you in a summary form? <b>NO</b>	
	5.	Was the content of the papers suitable and appropriate for the public domain? <b>YES, but not the workforce plan.</b>	
	6.	Were the papers sent to Committee members at least 5 working days in advance of the meeting to allow for the review of papers for assurance purposes? <b>YES, except presentation slides due to being current information.</b>	
	7.	Does the Committee wish to deep dive any area on the agenda, in more detail at a future meeting, or through a separate meeting with an Executive Director in advance of the next scheduled meeting? <b>EDI Deep Dive</b>	
	8.	What recommendations do the Committee want to make to the ICB Board following the assurance process at today's Committee meeting? <b>Wording change to Strategic Risk 05 and deletion of Strategic Risk 06.</b>	
PCC/2425/013	<p><b>Any Other Business</b></p> <p>No further business items were raised.</p>		
<b>DATE AND TIME OF NEXT MEETING</b>			
	<p><b>Date:</b> Thursday 27 June 2024  <b>Time:</b> 14:30 – 16:30  <b>Venue:</b> via Microsoft Teams</p>		