Department of Paediatrics
Management Committee/Graduate Studies Committee
Thursday 9th February 2023, 12:00-14:00
Via MS Teams

1. **Apologies for absence**
   Caroline Hartley, Rinn Song, Tess Lambe, Andrew Pollard, Rebeccah Slater

2. **Minutes of meeting 05th October 2022 (GH)**
   Accepted as true record of the meeting.

3. **Conflicts of Interest (SO)**
   No conflicts were noted.

4. **Matters arising and Action Points from meeting 05th October 2022 (not covered elsewhere) (GH)**
   - Uplift in the stipend for clinically qualified DPhil students. It was decided to wait. This is in order to find out whether other departments in MSD had taken a measure for the uplift of these stipends. CR added that he has also not had any update on this issue, partly as there are now plans for a degree as Doctorate of Medicine, which is due to start this year and has a deadline in March. It is expected that many clinically qualified students will flow into this category. This exercise will take place once a year, is centrally managed and will not count towards the number of slots which every department has been allocated with for their DPhil students. There are only potentially 20 students for the Doctorate of Medicine programme, this is envisioned to be a more flexible DPhil, it has to be in line with the clinical work with each 1 academic and 1 clinical supervisor. These will be students who have a contract with the Trust at ST1 level or above. These can be national or international but the fees will be at national level. It is expected that we may receive applications from this pool. We will, however, not be on the selection panel as this will be centrally managed with Chris Pugh as the lead academic. It is unclear at the moment how this programme will be paid, but it does not appear that the Department will fund these positions.
   - Update on the presentation from Stephen Conway, Director of Research Services where he briefed members of FRGPC on plans to seek an uplift in funding to recruit additional RS staff. SO informed the committee that the request had been approved, at least in part and that he had recently sat on the interview panel for the recruitment of new research contract managers. 3 potential candidates have been offered positions. It is hoped that the benefits of these new posts will be felt across the board very soon.
   - Britta Urban has now replaced Mary Deadman as the Health and Safety Officer for the Department.
   - Stephanie McClain has now taken up her position as the Athena Swan Coordinator.
   - SO and GH have reviewed the advert from the Victoria Smallpiece Fellowship and the advert is now live.

5. **Graduate Studies Committee (CR/SE)**
   - There is a new committee panel made up of 4 students and 2 senior postdoc/early career investigators. Meetings take place once per term. New terms of reference have been created and shared. The new committee will

take care of all social activities along with other departmental related activities. Next meeting is scheduled for 10th February 2023.
- DPhil Day plans will be formulated at the next meeting, it is hoped this will be in person and likely at the end of April/beginning of May.

6. **Administrative staff update (SO)**
   - A relatively low level of turnover has been achieved in the admin/finance/grant/HR teams, there is now a great deal of stability currently and SO thanked KS and CW for their leadership. SO explained there is awareness of the pressures on some functions within the admin team, concerning in particular HR, but also the grant's team. A case has been made to Division for more resources in order to provide a consistent and timely support to the research teams. SO thanked the PI's for their continued patience while the challenges are worked through.
   - As the IDRM is now up and running and there is a proposal for some of its staff to transition to employment by the Paediatrics Department. SO explained that plans are in place to organise a formal consultation for the staff affected. This will lead to additional growth in the size of the administration team. SO will report back to the committee once the consultation has taken place.
   - Hybrid working arrangements: A consultation took place on the new hybrid/flexible working arrangements for colleagues within the admin team and it has been agreed that there will be a mix of on-site working along with remote. Things have evolved slightly due to having groups located in different geographical locations. The admin team now has a presence not only in Children's Hospital but also now over in IDRM and CCVTM. The teams of finance and grants are also following the same pattern "temporary residence".
   - The monthly informal PI/admin team meetings which were put in place over at the IDRM have been poorly attended during the trial period and these will now be ceased, effective immediately. Other ways of providing opportunities for research groups to have a drop-in with members of the team will be looked at.

7. **HR update (CW)**
   - Teams are present at the IDRM on Mondays as well as every other Thursday. Based on the ground floor with the Wood Group.
   - Information has recently been circulated on the launch of Bystander Training. Please sign up for this, it is open for all. A further email with a little more detail will be circulated shortly.
   - Professional Development Scheme has also recently been launched with a deadline of 1st March. Next scheme after this will be deadline 1st October. This scheme is for financial support from the Department for training courses in order to develop career.
   - Associate Professor scheme has also recently been launched within the Division. The Department has 1 nominee, the outcome has not yet been decided. Please think about your team members for future years. GH added that the criteria for these awards are now well stated and clear and are available for review on the University website.
   - At OVG the Peakon survey was recently launched. This tool is currently in trial period and hopefully will be extended across the Department in the near future. Peakon is a survey tool and its requests can be completed every week within 2 minutes. The tool surveys wellbeing, workload, development and

support, etc. The software then generates data which assists the Department in ensuring staff wellbeing is taken care of and problems can be swiftly responded to.
- A further HR officer has been agreed by Division. CW provided a quick presentation of the activities in HR along with a review of the waiting list which was created to help deal with the issues with recruitment previously.
- 17 recruitments are presently underway. 8 are currently at advertisement stage.
- 17 starters since October 2022 and 8 leavers. 3 more leavers are expected until April 2023.
- Awards for Excellence will be launched soon, most likely during March/April.
- University has announced there will be a 'Thriving at Oxford' event which will be centred around wellbeing and mental health during June 2023.

8. **Finance update (KS)**
   - Year to date position up to December 2022, the Department is in surplus of £893k. This is favourable against the Q1 forecast and largely explained by improvement in overhead income secondary to utilising projects with higher overhead recovery rate.
   - Budget 2022-2023 and Q1 forecast is expected to generate a £2.7m surplus, mostly due to the increased QR income.
   - Q2 forecast is currently being worked through to the end of July 2023. A further update will be provided at the next committee meeting in June.
   - Declaration of Authority register is held at Departmental level, it sets out which people within the Department have delegated authority for the approval of expenditure, the signing of contracts and authorising systems access, this ensures robust and appropriate controls are in place to support the financial management of the Department.
   - GH queried how indicative Q1 forecasting is in budgeting for a full year. KS explained that forecasting is a "dark art": it is expected that Q1 may be somewhat off what is forecasted; however, JRAM and QR are normally spot on. In contrast, overhead income is a difficult to fully forecast as there is substantial fluctuation in groups utilising their projects that are close to end point. Fast growth of the Department further impacts the prediction and complicates the forecast. SO added that there is also a strong steer from Division to make sure that budgets are as realistic and accurate as they possibly can be.

9. **Information Governance (SO & RA)**
   - Rob Aley (RA) who is a Data Manager within OVG joined the meeting to talk through Information Governance. SO explained that there is a need to ensure that we have the right policy and practices in place, so we are compliant with various data security and privacy regulations and contractual obligations such as the GDPR., As well as the protection of personal data about members of both the public and the University, the Department also has responsibilities around the management of commercially sensitive data, information that poses a reputational risk to the University, and other information of public interest. RA has undertaken an audit of our systems and processes. RA explained that the University has various legal obligations around data protection, information governance and freedom of information etc. The University handles this by delegating much of the implementation detail and

risk to individual departments mainly as there is large diversity in terms of the work undertaken by each. It is therefore up to individual departments to decide on what policies to implement based on what they do, within the broad high-level policies set down by the University.

- o Results from discussions/surveys within the department revealed a mixed picture but concluded that the immediate risk of a significant data breach is low. People on the whole are storing data in the right places, using appropriate technological measures such as two factor authentication and encryption. There appears to be a general awareness of data protection.
- o We are lacking in the area of our policies and procedures, and in particular how these are implemented and monitored, and how staff are trained and supported. If a significant data breach were to happen and if we were to be investigated by the ICO, these specific areas would be found to be lacking.
- o There was a lack of knowledge on the University's policy on Data Protection by Design which has been created for new projects which covers the impact assessments which are required by GDPR when new projects involving personal data and identifiable data are implemented. If groups do use this policy then it has not been documented satisfactorily.
- o Some groups do not have written data management plans or similar documentation on how they will manage data and even where they did it was not clear that they were actively monitoring this for compliance.
- o There was a reasonable amount of awareness of the University's Information Compliance Team and Data Breach Team, but they were not clear on their roles or that they should be used to handle all Freedom of Information Requests and Subject Access Requests, or that all data breaches should be reported to them.
- o In some cases, there was a lack of awareness of what would constitute a Subject Access Request or a Freedom of Information Request or a data breach.
- o The Department itself has no central data asset register. There is no central oversight of the types of data or datasets that the department are holding. Therefore, there is no oversight at the top the department of the risk the department is exposing itself to w/r to data generated, stored and managed across the constituent groups.
- o At a group level some of the groups weren't aware of all of the data they held and had no written or central location for listing their information assets. This opens up the risk of the loss of data (or inappropriate data retention) as individual members of staff leave or individual studies close down.
- o Some groups are based or occasionally work within other department's or organisation's buildings and there was no clear understanding of whose policies apply "locally" for these members of the department, and who had responsibilities for physical security of data in those circumstances. It was also unclear when data was used under the umbrella of another University or NHS Trust whose policy should be followed and if so under which circumstances.
- o The groups were also not clear or did not always have written policies on data retention. It was felt there was keenness to keep as much data

as possible for as long as possible, but with GDPR we have to set time limits on keeping data. However, even those with this in place it was not clear there was always a process in place to check data had been deleted or application for renewal of permissions had been submitted.

o Overall, people appeared to be following good practice in general, but they were not aware of the corresponding written rules and policies. There was a general lack of monitoring in place.

o RA advised that the NHS DSPT (previously called the Information Governance toolkit) has a requirement that all organisations that have access to NHS patient data and systems must use the toolkit. It has been a requirement since 2018, however, it is starting to be enforced more rigorously with external organisations. It is likely we will need to have the DSPT in place and will need to demonstrate how we are implementing and monitoring it on an annual basis. It is expected that this will require more stringent policies, monitoring, auditing, and more central control and awareness from the department than that which is presently in place.

o Feedback from the groups suggested that overall there had been no recent data breaches. However, OVG has had several, these were all minor. This is possibly due to a lack of awareness outside of OVG of what constitutes a data breach.

o RA suggests that the department needs an Information Governance Officer (IGO), whose role it is to help the department develop and implement policies appropriate to the current work/risk, monitor compliance with them across the department , work with the groups to assist with related tasks such as data impact assessments, and manage the NHS DSPT process when it becomes a requirement. It is a role that many other medical science division departments have already created. RA also suggested that there should be an Information Governance Committee who meets a few times a year with representatives from each group to ensure best practice is being adhered to and taken up, and for groups to raise general issues and concerns and ask for assistance.

o SO asked why it is important that we have a dedicated person who provides this function and why is it not something that individuals can provide in a more proactive approach themselves. RA explained that one of the requirements of GDPR is that everyone is appropriately trained for the work they undertake. However, this role of an IGO would require that the person managing these tasks has specific knowledge related to governance of information, IT and data security. Individuals in the Department will will need to have the ability to demonstrate their training in Information Governance for which the IGO would also need a specific skillset. In some smaller departments the function of the IGO has been covered by an IT or data manager tasked with a number of other challenges and activities.

o GH and SO will see how this service can best be provided through a newly created position within the department in order to be compliant with all of the policies we are subject to in this domain.

o A departmentally provided IT support person has previously been raised by SO with groups and there was diversity of views about additional support over what we get from MSD IT (which we pay for).

SO urged groups to let him know if they would also find this helpful. RA explained there are many differences between an IT and an IGO role. Finding an individual with knowledge and experience for both roles may be very difficult.

ACTION POINT: SO/GH seek to create a position of a departmental Information Governance Officer.

10. **Equality & Diversity Update (RS)**
   - Committee membership across a range of departmental committees was advertised via a self-nomination scheme. All the posts were filled, 13 new members were welcomed to departmental committees.
   - The 2021 staff survey data identified a specific issue related to workload balance for female clinical academic researchers.
       i. Only 29% of female and academic researchers feel the department takes caring responsibilities into account.
       ii. Only 29% of female academics and researchers feel their health and wellbeing are adequately supported at work.
       iii. These figures are substantially below the levels of satisfaction across all other staff groups.
       iv. A specific focus group is being set-up and led by SM and KC to address this issue.
   - Bystander training workshops have been advertised in the department and received a good uptake. There are a few more spaces still available for interested staff, which will be known to the entire department. Information on course content will be circulated through the normal departmental communication channels.
   - **PDR update**
     The 2021 staff survey revealed that only 39% of Paediatrics Academic and Research staff polled had received a PDR in the previous two years; this is 33 points less than staff in similar roles within the Division. The response rate for male Paediatrics Academic and Research staff was even lower, with only 28% reporting a PDR, a full 44 points less than the MSD benchmark. Within the context of the 2021 survey, the lack of PDRs was highlighted as the department's weakest point.'
     To address this issue, it is proposed to add a specific PDR month to the departmental calendar (e.g., September). During this period, it will be expected that awareness about PDRs is heightened through departmental communication and Simitive training drop-in sessions, with the intention that everyone will complete their PDRs.
     Feedback from management Committee is sought before making a formal decision:
         i. Informal feedback indicates that doing this over a one month might be a challenge, and perhaps a longer, e.g., two-month period would be better. Although this might reduce the impact of the initiative.
         ii. Split the timing of the PDRs based on staff seniority (e.g., grade 8+ could complete their PDRs first) which could provide higher level context to feed into objectives for junior level PDRs.
     It was queried how these PDR's would interface with the NHS appraisal. GH confirmed this would be independent of the NHS. It was suggested that there may be an option for the academic appraisal to take place during the same month as the NHS appraisal. MW raised concern that there is a failure to link

PDR currently to outcomes e.g., promotion, regrading, retention, rewards. This would add value to the PDR and create incentive to complete. SO confirmed that linking PDR's to grading, job role, responsibilities along with reward and recognition are all things that should be forming a part of the PDR. More will be done to communicate the PDR process and the responsibilities of the outcomes from them. It is not necessarily the responsibility of HR to push through an outcome from the PDR, but is the responsibility of individual line managers and the respective employee.

CW suggested the PDR reviews could run just prior to the Rewards for Excellence launch earlier in the year.

11. Comms (BG) / Public Engagement (JB)

- Since 50th anniversary celebrations the website, social media and news channels have all been rebranded using the primary logo.
- OVG website is under construction which is hoped to have a first draft by end of March. Feedback will then be gathered from stakeholders to determine the final version. It is envisioned that other research groups may then like to have their own website and/or pages.
- A new social media content strategy has been created by BG in order to raise awareness of the department research goals and achievements through key awareness days. Upcoming campaigns include women in science day, rare diseases, childhood cancer and clinical trials days. These will be promoted through the comms channels to invite staff and researchers to support these activities and contribute ideas.
- Please contact BG if you wish to take part in any social media activities or if you have any content ideas.
- BG is visiting research groups and presenting about public engagement activities and opportunities which are coming up.
- Kit has now been purchased to brand the Department of Paediatrics and ensure it is visible at festivals, this includes banners, t-shirts etc.
- The town hall meeting in Trinity term will have CR talk about his experience of public engagement. JB explained they would also use this as an opportunity to promote reward and recognition around public engagement and follow this up with public engagement training.
- JB is organising an external event that could be targeted at a more specific audience e.g., clinical staff to give an overview of the research happening in the Department with translational potential. JB will visit groups to discuss.

12. OUCAGS/ACF/ACL updates (AJ)

- ACF candidates were interviewed in December. All very strong candidates, top 2 candidates were paediatrics. No further information as yet on who took up the position. AJ will update.
- Victoria Smallpiece Fellowship is now out for advert. This has been circulated to the Thames Valley trainees. Advert closes on 21st February.
- AJ has been appointed to the RCPCH Committee for regional training.

13. AOB

- Departmental Strategy Meeting
  The date for this is now set for 15th September 2023 from 9am.
- A new Paediatric Course Director is currently being sought. Interviews are taking place on 21st February.

- GH thanked SE and CR for organising the DPhil interviews and selection. A very strong group of applicants were interviewed. Many of the posts were filled, but GH asked that CR or GH are informed should there be other students that PIs are aware of who would like to join the department.
- AH informed that the student committee are due to meet on 10th February and asked to please let her know if there are any items which anyone would like to have discussed at this meeting.

14. Date of next meeting: Friday 16th June 2023, 1200-1400