

**CYFARFOD BWRDD IECHYD PRIFYSGOLN  
ANEURIN BEVAN/ANEURIN BEVAN UNIVERSITY  
HEALTH BOARD MEETING**

**MINUTES OF THE PEOPLE AND CULTURE  
COMMITTEE MEETING**

<b>DATE OF MEETING</b>	Thursday 19 <sup>th</sup> October 2023
<b>VENUE</b>	Microsoft Teams

<b>PRESENT</b>	Louise Wright- Independent Member, Committee Chair Paul Deneen- Independent Member Dafydd Vaughan- Independent Member Helen Sweetland- Independent Member
<b>IN ATTENDANCE</b>	Sarah Simmonds- Director of Workforce & Organisational Development (OD) Rani Dash- Director of Corporate Governance Huw Williams - Welsh Language Support Officer Michelle Jones - Head of Board Business Ann Bentley - Head of Strategic Resourcing Rhian Gard – Internal Audit Adrian Neal – Consultant Clinical Psychologist Shelley Williams- Assistant Director of Workforce Julie Chapelle- Assistant Workforce Director Stephen Edwards- Deputy Medical Director
<b>APOLOGIES</b>	Non Ellis- Equality Diversity and Inclusion Specialist Peter Brown- Assistant Director of Workforce and OD Hannah Evans - Director of Strategy, Planning & Partnerships Robert Holcombe - Director of Finance, Procurement & Value

<b>PCC 1306/1</b>	<b>Preliminary Matters</b>
<b>PCC 1910/1.1</b>	<b>Welcome and Introductions</b>  The Chair welcomed everyone to the meeting.
<b>PCC 1910/1.2</b>	<b>Apologies for Absence</b>  Apologies for absence were noted.
<b>PCC 1910/1.3</b>	<b>Declarations of Interest</b>  There were no declarations of interest raised to record.



<p><b>PCC 1910/1.4</b></p>	<p><b>Minutes of the previous meeting</b></p> <p>The minutes of the meeting held on the 13<sup>th</sup> of June 2023 were agreed as a true and accurate record.</p>
<p><b>PCC 1910/1.5</b></p>	<p><b>Committee Action Log</b></p> <p>The Committee received the action log. Members noted the progress made in relation to addressing the actions.</p> <p>Sarah Simmonds (SS), Director of Workforce &amp; OD, provided update on the following actions:-</p> <ul style="list-style-type: none"> <li>• <b>PCC/1306/2.2</b> – A paper would come to a future meeting regarding finalising speciality doctors and clinical fellows’ framework. <b>Action Sarah Simmonds, Director of Workforce &amp; OD</b></li> <li>• <b>PCC/1306/2.2.3</b> – This action could be removed as the item was on this committee’s agenda.</li> </ul> <p>Louise Wright (LW), Independent Member, Committee Chair, asked if an update could be provided on <b>PCC 1306/2.3.2. - People Plan 2022/25, Quarter 4; including an Annual Review of the People Plan and its Priorities and Assurance on the Delivery of Actions and Activity within Objective 3- Workforce Sustainability</b> Sarah Simmonds (SS), Director of Workforce &amp; OD, advised that a partial evaluation had been completed and that the bus tour needed to be finished before the final evaluation could be completed. Members noted however, that from the verbal feedback received it was likely that the Health Board would not continue with the approach. <b>Action: Sarah Simmonds, Director of Workforce &amp; OD</b></p>
<p><b>PCC 1910/2</b></p>	<p><b>Items for Approval/Ratification/Decision</b></p> <p>There were no items for this section</p>
<p><b>PCC 1910/3</b></p>	<p><b>Items for Discussion</b></p>
<p><b>PCC 1910/3.1</b></p>	<p><b>Review of Committee Programme of Business</b></p> <p>Rani Dash (RD), Director of Corporate Governance, provided an overview of the Committees Programme of Business.</p>



	<p>Helen Sweetland (HS), Independent Member, requested that Education Training Matters be added on an annual basis and noted that there was an expectation for this to be reported to the Board. RD advised that these reports had been presented previously but would ensure this was reflected in the updating of the committee's business cycle.</p> <p>It was agreed that an Education Training Matters update report would come to this Committee on an annual basis going forward. <b>Action Sarah Simmonds, Director of Workforce &amp; OD &amp; James Calvert, Medical Director</b></p> <p>RD informed the Committee that a Clinical Advisory Forum was in the process of being established and that the Chair would attend Board.</p> <p>Dafydd Vaughan (DV), Independent Member, requested that a regular update was provide to the Committee on the Medical E-Systems process as part of the job planning report. <b>Action Sarah Simmonds, Director of Workforce &amp; OD</b></p> <p><b><i>The Committee noted the report subject to the above actions being included in the Committee's programme of business moving forwards.</i></b></p>
<p><b>PCC 1910/3.2</b></p>	<p><b>Committee Risk Report</b></p> <p>Rani Dash (RD), Director of Corporate Governance, provided the Committee with an overview of the report and noted that the strategic risk register had been approved by Executive Board and this report included the strategic risks delegated to this committee.</p> <p>Paul Deneen (PD), Independent Member, questioned if the risk report should reference the reduction of funding from Welsh Government and its associated impact on our workforce. Rani Dash (RD), Director of Corporate Governance, advised this had been included in the recruitment, retention and staff well-being risks but advised that she would reflect upon this further. <b>Action: Rani Dash, Director of Corporate Governance.</b></p> <p><b><i>The Committee received and reviewed the risk report was content with the information provided.</i></b></p>
<p><b>PCC 1910/3.3</b></p>	<p><b>People Plan 2022/25, Quarterly Review</b></p>



Sarah Simmonds (SS), Director of Workforce & OD, outlined the specific actions and objectives from the review.

Points highlighted to the Committee included:-

- Staff Health & Wellbeing – Positive progress had been made for the leadership programmes with the cohorts being full for this year and 2024.
- Occupational Health Service – High levels of sickness and staff turnover were noted. It was noted that support from other Health Board sites had been sought along with exploring external commissioning arrangements to ensure that the waiting times are not increased and to enable those who are absent to return to work more quickly.
- Employer Choice – the Health Board was successful in a bid for up to £25,000 to support with the widening access agenda.
- Sustainable Workforce-
  - Clinical Futures Workforce Group had been established.
  - Primary Care ACD work had a positive impact on building relationships with Local Authorities to secure a joint apprenticeship being offered for Social Care Support Workers.
- Talent Management- 6month post had been agreed to be funded by HEIW. An experienced member of staff has been seconded to this role.

Louise Wright (LW), Independent Member, Committee Chair, questioned how the Health Board was generating income for the Centre of Excellence given that Welsh Government was not funding. Adrian Neal (AN), Consultant Clinical Psychologist advised that: -

- HEIW had agreed to fund 60k this financial year.
- Direct funding from WAST had been received in return for work undertaken.
- Education systems – This is a project with the Associations of Education leaders in Wales
- Workshops and training were on offer to bring in extra income.

Paul Deneen (PD), Independent Member, questioned if staff are reassured if they have an Occupational Health referral, and whether they are provided with a time frame for being seen. Sarah Simmonds (SS), Director of Workforce



& OD, advised that there was a priority an opportunity for us to share priority when we need to and if the referral was urgent the staff member could go to a different Health Board if they were able to travel. The Committee noted that the current waiting time was 12 weeks, and that work was ongoing to secure improvements to the timeframe. SS advised the Committee that if a staff member was waiting for an Occupational Health referral it would not prevent them from returning to work.

Helen Sweetland (HS), Independent Member, questioned whether as a result of the financial pressures if work planned in respect of the People Plan had been changed. Sarah Simmonds (SS) Director of Workforce & OD advised that now delivery times had been adjusted and these would be reviewed when planning the next annual plan.

***The Committee received the report was content with the review.***

#### **PCC 1910/3.4**

#### **Report from the Director of Workforce & OD, Including Employee Relations & Suspensions over 4 Months**

Sarah Simmonds (SS) Director of Workforce & OD, highlighted to the Committee the key points arising from the report that were: -

- Employee relation activity – There had been an increase in the number of staff being suspended with the current number being 10. It was further noted that one member of staff who was suspended was subject to a criminal investigation that had been ongoing since 2020.
- Tupe Transfers were ongoing for Pharmacy services across Wales and potential for Primary Care services in Tredegar Health Centre.
- NHS Staff Survey was recently launched and the target for completion of this survey was 30% plus.
- Vacancy Scrutiny Panel had been established given the Health Boards financial position and to ensure workforce sustainability.

The Committee was advised by Sarah Simmonds (SS), Director of Workforce & OD, that the revised agile working programme would be reported on moving forwards and



noted that the structured approach had been agreed at the Executive Committee.

Paul Deneen (PD), Independent Member, enquired whether there was any scope in the policy to progress matters that are open to the police, noting the complexity of the situation. Sarah Simmonds (SS), Director of Workforce & OD, advised of the complexities in managing individual cases but reassured Members that discussions continue with statutory agencies wherever possible.

Shelley Williams (SW), Assistant Director of Workforce, assured the Committee suspension was always a last option and advised that where possible alternative roles were considered before undertaking any suspension.

***The Committee received the report and was assured with the information provided.***

**PCC 1910/3.5**

### **Retention Update**

Sarah Simmond (SS), Director of Workforce & OD, outlined to the Committee the work that had been undertaken to date and that a high-level action plan managed by a retention Group was in place to progress this matter. In particular she noted that: -

- 23% of staff members leave within the first year of employment. The meeting was advised that there is a need to reprofile the corporate induction and the information provided to new starters.
- A new approach for the moving on questionnaire had been developed.
- There had been a reduction in the turnover of staff, and that the Health Board was returning at pre Covid-19 levels but acknowledged there was still room for improvement.

In response to a question Sarah Simmonds advised that corporate induction currently features a number of speakers and reflected whether this may be an overload of information for new staff members and acknowledged that part of the 90day programme was to review the e-delivery framework for induction.

***The Committee received the report for assurance and was content with the information provided.***



**Staff Wellbeing Survey – Results and Action Plan**

Adrian Neal (AN) Consultant Clinical Psychologist provided the Committee with an overview of the results from the Health Boards Summer Staff Wellbeing Survey. In particular the Committee noted that: -

- 37% survey response rate
- New questions added on discrimination and intention to leave.
- Facilities and Estates were up by 104% response but acknowledge that there was a lot of work needed for engagement from other areas of the Health Board.
- 5% increase in staff saying they were ok.
- 3% reduction of staff saying that they are coping well.
- 8% reduction of staff feeling that work levels were unsustainable.
- 57% of staff did not feel safe in raising concerns to senior management.
- 19% staff had experienced discrimination.
- 28% of staff had an intention to leave, with the highest responses being from Band 8c's and reasons being not feeling supported/Valued, workload pressures and progression not available.

Adrian Neal (AN), Consultant Clinical Psychologist, advised the Committee that work had been completed on new ways of measuring data, and that the team were exploring the use of the six pillars framework.

Paul Deneen (PD), Independent Member, enquired of the 23% of staff intending to leave and sought assurance as to the work being done on this. Sarah Simmonds (SS), Director of Workforce & OD, advised that intention to leave within the first 12month happens within all organisations but noted that moving forwards the Health Board needs to be more realistic of expectations at interview and advised that this work was ongoing.

***The Committee received the Staff Wellbeing Survey results and was content within information provided.***

**Committee Self-Assessment**

	<p>Rani Dash (RD), Director of Corporate Governance, provided an overview of the Committees self-assessment for this year.</p> <p>RD advised the Committee that if agreed the self-assessment form this would be shared at the start of November for completion with the output being brought back to the next Committee meeting.</p> <p><b><i>The Committee agreed the self-assessment report.</i></b></p>
<p><b>PCC 1910/3.8</b></p>	<p><b>Reverse Mentorship and Staff Diversity Networks</b></p> <p>Sarah Simmonds (SS), Director of Workforce &amp; OD, provided the Committee with an overview of the ongoing work in this area.</p> <p>SS advised the Committee that Non Ellis (NE), Equality Diversity and Inclusion Specialist, was leading on this area of work with a focus as to how the organisation can develop a more robust framework and its placement with the EDI agenda.</p> <p>The Committee noted that:-</p> <ul style="list-style-type: none"> <li>• Both reverse mentorship and staff diversity networks papers had been approved and submitted to Executive Committee</li> <li>• 4 Executive members were participating in the pilot.</li> <li>• The Executive team would be champions There was protected time for staff members who are part of the staff diversity network, and this would be reviewed on a regular basics.</li> <li>• The launch of the initiative was arranged with a view to staff diversity leads agreeing expectations, roles, and responsibilities.</li> </ul> <p>Paul Deneen (PD), Independent Member, questioned how the Health Board could link Staff Diversity Networks to the Board and recommended that consideration be given to how a Board Member as well as an Executive member could be identified to support the network.</p> <p>Helen Sweetland (HS) Independent Member sought clarification as to how staff diversity network is being promoted and whether there was a limit on numbers. Sarah Simmonds (SS) Director of Workforce &amp; OD confirmed that the network was open to all staff members</p>



and there was an internet page on SharePoint that promotes this across the organisation.

***The Committee agreed the report and the progress made.***

**PCC 1910/3.9**

### **Workforce Medical E-Systems/Work Plan**

Julie Chappelle (JC), Assistant Workforce Director, provided the Committee with an update on Medical E-Systems and Job Planning. The Committee noted that the procurement process was concluded, and the contract awarded to the following companies with a view to commencing in September 2024 with work ongoing regarding its implementation:

- L2P Box Limited – Job planning
- Patchwork – E rostering and Locum bank.

It was noted that a pilot exercise for job planning would be undertaken by the Families and Therapies team in December 2023, prior to rolling out across the organisation. The Committee was advised that a detailed job planning procedure had been developed in August 2023.

Dafydd Vaughan (DV), Independent Member, asked how the performance will be evaluated. Ann Bentley (AB), Head of Strategic Resourcing, advised that a review would be completed at the end of each Divisions implementation.

Paul Deneen (PD), Independent Member, requested that further updates on the implementation are brought back to the Committee for assurance purposes. James Calvert (JC) Medical Director advised that the implementation of this workstream was also overseen by the Audit, Risk and Assurance Committee.

Helen Sweetland (HS), Independent Member, sought clarification as to whether team job plans would be developed using the new systems. James Calvert (JC), Medical Director, confirmed that this would be the case and noted that a Job Planning Consistency Group was to be established that would deal with any issues that emerge.

***The Committee agreed the report.***



<b>PCC 1910/4</b>	<b>Items for Information</b>
<b>PCC 1910/4.1</b>	<p><b>Assurance on Delivery of Welsh Governments “More Than Just Words” Framework</b></p> <p>The item was for information and was noted by the Committee.</p>
<b>PCC 1910/4.2</b>	<p><b>Workforce Performance Dashboard Incorporating Key Performance Indicators</b></p> <p>The item was for information and was noted by the Committee.</p>
<b>PCC 1910/4.3</b>	<p><b>Framework for Speaking Up Safety</b></p> <p>The item was for information and was noted by the Committee.</p>
<b>PCC 1910/4.4</b>	<p><b>NHS Workforce Data – Audit Wales</b></p> <p>The item was for information and was noted by the Committee.</p>
<b>PCC 1910/4.5</b>	<p><b>Welsh Language Commissioner’s 2022-23 Annual Report</b></p> <p>Huw Williams (HW), Welsh Language Support Officer, provided the Committee with an update on the Welsh Language Commissioners Annual Report in response to Welsh Governments “More Than Words” strategy that is aimed at promoting Welsh language and culture in Health and Social Care. He advised the Committee of the changes made in order to meet the targets set by Welsh Government. The Committee noted that:-</p> <ul style="list-style-type: none"> <li>• the external training offers available to staff had been streamlined and, made more accessible.</li> <li>• Community and engagement events with local schools had been supported.</li> <li>• More visual markers had been located across hospital sites.</li> </ul> <p>Louise Wright (LW), Impendent Member, Committee Chair, acknowledged that there was an issue with telephones not being answered in Welsh. Sarah Simmonds (SS) Director of Workforce &amp; OD assured the Committee that a response had been submitted that addresses this but acknowledged that there was more work to be done to ensure this would not happen again.</p>



	Paul Deneen (PD) Independent Member sought clarification on the organisations performance of 65% when compared to other Health Boards. It was noted that the data from other Health Boards data was not available.
<b>PCC 1910/5</b>	<b>Other Matters</b>
<b>PCC 1910/5.1</b>	<p><b>Items to be Brought to the Attention of the Board and Other Committees</b></p> <p>The Committee agreed for the Suspension of those staff over 4 months and Tupe Transfers to be brought to the attention of Board – <b>Action Sarah Simmonds (SS) Director of workforce &amp; OD</b></p>
<b>PCC 1910/5.2</b>	<p><b>Any other Urgent Business</b></p> <p>Paul Deneen (PD), Independent Member sought clarification as to when mandatory training would be considered as a committee item. Sarah Simmonds (SS), Director of Workforce &amp; OD, advised that a verbal update would be brought to the to the next Committee in February 2024. <b>Action Sarah Simmonds (SS) Director of Workforce &amp; OD</b></p>
<b>PCC 1910/5.3</b>	<b>Date of the next meeting is Thursday 22<sup>nd</sup> February 2024.</b>

