

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

**MINUTES OF THE PEOPLE & CULTURE
COMMITTEE**

DATE OF MEETING	Tuesday 15 th October 2024 13:30-16:30
VENUE	Microsoft Teams

PRESENT	Louise Wright, Independent Member, Committee Chair
	Paul Deneen, Independent Member
	Helen Sweetland, Independent Member
IN ATTENDANCE	Sarah Simmonds, Director of Workforce & Organisational Development (OD)
	Rani Dash, Director of Corporate Governance
	Nicola Prygodzicz, Chief Executive
	Bryony Codd, Head of Corporate Governance
	Peter Brown, Assistant Director of Workforce & OD
	Shelley Williams, Deputy Director of Workforce
	Julie Chappelle, Assistant Workforce Director
	Kelly Downes, Deputy Director of Nursing (Item 3.9)
	Jerrie Serrell, Senior Clinical Psychologist (Item 3.6)
	Geraint Scott, Head of the Welsh Language Unit (Item 3.8)
	Fern Cook, Committee Secretary
OBSERVING	Laura Howells, NWSSP - Audit and Assurance Services
	Star Moyo, Health Inclusion Service Senior Nurse
	Vivek Goel, Endoscopy Consultant
	Lyn Puckett, Trade Union Representative
	Angela Palfrey, Senior Workforce Business Partner
APOLOGIES	Penny Jones, Independent Member
	Robert Holcombe, Director of Finance, Procurement & Value
	James Calvert, Medical Director

PCC/1510/01	Welcome and Introductions
	The Chair welcomed everyone to the meeting and introductions were made to the aspiring Board Members.

PCC/1510/02	<p>Apologies for Absence for Noting</p> <p>Apologies for absence were noted.</p>
PCC/1510/03	<p>Declarations of Interest for Noting</p> <p>There were no declarations of interest raised to record.</p>
PCC/1510/04	<p>Draft Minutes of the last Meeting held on 18th June 2024</p> <p>The minutes of the previous meeting held on the 18th June 2024 were agreed as a true and accurate record.</p>
PCC/1510/05	<p>Committee Action Log</p> <p>The Committee received the action log and was content with progress made in relation to completed actions and against any outstanding actions.</p> <p>Paul Deneen (PD), Independent Member, questioned why there had been a delay in the reporting of statutory and mandatory training. Sarah Simmonds (SS), Director of Workforce & OD, advised that due to additional questions being asked at a recent Board meeting, there was still work on going and a final report would be presented to the Committee in February, highlighting the Manual Handling and Safeguarding Level 3 training changes that had been made to increase the compliance. Peter Brown verbally updated on the work that been undertaken and completed to identify the time involved in completing the training for staff groups.</p>
PCC/1510/06	<p>Speaking Up Safely Report (SUS)</p> <p>Peter Brown (PB), Assistant Director of Workforce & OD, provided the Committee with an update, for assurance, on the Speaking Up Safely (SUS) programme and the work that had been completed to date; advising that the SUS framework launched in summer 2023 with the Health Board undertaking a self-assessment against the framework issued by Welsh Government.</p> <p>The Committee was advised that a process was now in place to support and guide staff on how they could raise a concern, with an internet page where staff could access</p>



the form which could be completed anonymously if preferred.

PB advised that a SUS Steering Group had been set up in March 2024 which would focus on the learning from the new process.

The Committee noted new posters had been developed. These would be presented to the SUS Steering Group for approval with the aim to be display across sites in the next few weeks.

The Committee was advised of the following risks currently impacting the ability of the programme to move forward: -

- Data storage and manually assessing the submission forms;
- Financial, investment was currently at £8K per year; would require more investment of 200k;
- Increase in HR activity;
- Lack of training available.

PB advised the Committee that the next steps for the SUS programme was to submit a report to the Executive Committee on 31st October for approval and launch on 1st December with a communications plan for staff.

Sarah Simmonds (SS), Director of Workforce & OD, advised the Committee that the Health Board was still awaiting feedback from Welsh Government regarding the self-assessment to help guide the next steps, noting that since the framework launched there had been an increase in staff using the process.

The Committee was advised the Work in Confidence platform was being considered as an all-Wales platform and SS indicated the Committee may be keen to consider adopting that report mechanism.

Vivek Goel (VG), Endoscopy Consultant, asked if there was support for the staff that have complaints raised against them. PB assured the Committee that there were processes in place to support both sides of the complaint.

Shelley Willaims (SW), Deputy Director of Workforce, advised the Committee that there would be a new Workers Protection Act coming into force from 26th October place an obligation on the Health Board to put in place



	<p>reasonable steps to prevent sexual harassment within the workplace.</p> <p>The Committee NOTED the update on the progress made on the Speaking Up Safely programme.</p>
<p>PCC/1510/07</p>	<p>Equality, Diversity and Inclusion - Update</p> <p>Sarah Simmonds (SS), Director of Workforce & OD, provided the Committee with an overview of the Equality, Diversity and Inclusion (EDI) activities and the progress made over the last quarter for assurance, advising that the Head of Equality, Diversity and Inclusion post interviews had been arranged for 17th October with the role temporarily being covered within Workforce and OD.</p> <p>The Committee was advised that SS and Nicola Prygodzicz (NP), Chief Executive, had met with Anton Emmanuel and Welsh Government regarding the Workforce Race Equality Standard (WRES) data, highlighting that there were areas for further improvement across the Health Board including the following:-</p> <ul style="list-style-type: none"> • Absence of Ethnic Minority Board Membership • Progression to Senior Grades • Ethnicity Declaration Rates • Likelihood of Appointment (after shortlisting) and Capability Processes • Experience of Discrimination and Harassment <p>SS assured the Committee that the areas requiring improvements would be a main focus of the Health Board in the coming months to improve the current position.</p> <p>LW asked how the Health Board was supporting patients presenting in hospital that need extra support. SS assured the Committee there was work currently being completed and would provide an update at the next Committee meeting in February. Action: Director of Workforce & OD</p> <p>The Committee NOTED the Equality, Diversity and Inclusion Update.</p>
<p>PCC/1510/08</p>	<p>Workforce Performance Dashboard incorporating Key Performance Indicators</p> <p>Sarah Simmonds (SS), Director of Workforce & OD, provided the Committee with an overview of the Workforce Performance Dashboard for assurance, advising the dashboard had a new format and provides the latest data</p>



on workforce sustainability and training, workforce supply and variable pay.

The Committee noted the following key areas from the performance Dashboard:-

- Sickness levels remaining high.
- Turnover in staff had reduced and was one of the lowest compared to other Health Boards.
- Variable pay was on target.
- Reduction in time to hire which was now below the 71 day target.

SS advised the Committee that the Health Board was not seeing an impact on sickness absence despite the positive work with managers and the WoD team were providing staff to return to work and noted that there was a divisional day next week where they plan to look at how things could be done differently to reduce the sickness levels.

The Committee requested that a deep dive on the sickness levels be included within the Workforce Performance Dashboard at the next Committee meeting in February.

Action: Director of Workforce & OD

SS advised the Committee there had been a decrease in Performance reviews on ESR most likely due to staff not having the capacity and provided assurance that there was work being undertaken to streamline the process, including a revised proforma focussing on key questions and wellbeing.

Helen Sweetland (HS), Independent Member, questioned if the Health Board had seen an impact due to the reduction of administration roles. SS advised an assessment had been undertaken and the findings were that there had been no negative impact as numbers remain small and spread across areas.

The Committee **NOTED** the content of the Workforce Performance Dashboard.

PCC/1510/09

People Plan 2022/25, Quarterly Review Objective 2 - Employer of Choice

Shelley Williams (SW), Deputy Director of Workforce, provided the Committee with assurance on the progress made against a series of actions which support people's



choice objective 2 of the People Plan. SW advised that the People Plan for 2022-2025, outlined the 3-year forward view of the priorities for the Workforce and Organisational Development (WOD) Division.

The Committee was advised the next iteration of the People Plan was due in 2025 and would be informed by a comprehensive engagement process, whilst utilising intelligence from other sources such as staff surveys, national drivers and future horizon scanning to ensure that the Health Board remains a chosen employer, providing the best experience for staff and patients.

SW advised the Committee that the People Plan had 8 overarching actions with 88 sub actions that sit under the people's choice objective and highlighted the positive progression of the actions.

The Committee was advised that the medical and dental workforce recruitment strategy had taken longer than expected but was assured the strategy would be ready to share across the Health Board early next year.

The Committee noted there had been a positive change over this year with the Junior Doctors, based on the feedback and the learning taken from the previous year.

SW advised that 100 apprenticeships had started within the Health Board since the scheme launched in 2021. It was highlighted that, in the last 6 months, the Health Board had needed to reduce the number of apprenticeships available due to the additional support required by the apprentices and the financial position.

Peter Brown (PB), Assistant Director of Workforce & OD, advised the Committee of the work that had been undertaken to streamline the work experience process as the option was a popular choice for students wanting to join the Health Board after studying.

Sarah Simmonds (SS), Director of Workforce & OD, offered to share the career brochure with the Committee which had been shared with the Gwent Workforce Board and aligned with career pathways for people coming into the Health Board to work. **Action: Director of Workforce & OD**



	<p>Paul Deneen (PD), Independent Member, asked if there was an option for students to volunteer to gain experience. SS advised there was volunteering undertaken within the Health Board but would need to check the age limit with the Director of Nursing who leads this work. Action: Director of Workforce & OD</p> <p>PB advised the Committee that the talent management programme was now live online for staff members to access to view development opportunities. To date there were 6 sessions available with 3 sessions fully booked for this year.</p> <p>The Committee noted that funding had become available to allow the Health Board to conduct the Health Care Support Worker induction training in-house.</p> <p>The Committee NOTED the progress made to date on the People Plan in objective 2 people's choice.</p>
PCC/1510/10	<p>Annual Assurance Report on Job Planning and Assurance of Implementation of Medical E-Systems</p> <p>Julie Chappelle (JC), Assistant Workforce Director, presented, for assurance, an update on the roll out of e-Job Planning, e-Rostering and e-Locum bank/agency medical systems.</p> <p>The Committee was advised that a revised approach to managing medical workforce information and processes had been agreed by the Executive Committee in 2021 for the procurement of electronic workforce systems.</p> <p>JC advised the Committee of the roll out timelines of the systems:-</p> <ul style="list-style-type: none"> • Roll out of the e-Job Planning system commenced on 22 January 2024 with this date being postponed due to delays in the procurement process and Industrial Action by Junior Doctors; • Implementation of the e-Roster system commenced at the beginning of January 2024 with a pilot in Family and Therapies; • The locum system was implemented on 1st December 2023 and was rolled out to all services across the Health Board; • The existing Agency Retinue system was replaced and rolled out with an interoperable



Patchwork agency system in May 2024 when the contract with Retinue expired.

The Committee was advised that work was underway to get the job plans signed off to over 70% with job plans being added the system and medical leader's meetings in place to work on how the compliance could be increased.

JC advised that the challenges to rolling out the system included working with the divisions and the capacity of the teams to undertake the training of the use of the new system. Sarah Simmonds (SS), Director of Workforce & OD assured the Committee there had been positive feedback and highlighted that 50% of the consultants had been trained.

JC confirmed that the new system had a function available to prevent locums working too many hours and once all staff were set up on the system, they could ensure staff were not working over the legal working hours.

Louise Wright (LW), Chair, voiced her disappointment that the Health Board were not further ahead with the roll out of the job planning for this part of AHUHB work force but acknowledged it was new and change takes time.

LW hoped that next time that P&CC were presented with an update that there would be a much higher percentage on the up take at the next Committee meeting.

Action: Director of Workforce.

The Committee **NOTED** the progress made and received assurance that work was progressing.

PCC/1510/11

Feedback on Employee Experience Survey

Jerrie Serrell (JS), Senior Clinical Psychologist, provided the Committee with an overview of the feedback of this year's Health Board Employee Experience Survey, advising there was also a national HEIW NHS survey that allowed the Health Board to compare to other Health Boards feedback.

The Committee was advised the Health Board's Employee Experience Survey consist of the following areas of questions: -

- Safety and speaking up
- Experience of discrimination



- Bullying and harassment psychological safety
- Burnout
- Intention of leave
- The employee experience framework

The Committee noted that the approach for this year's survey had changed from wellbeing to an experience survey to allow the Health Board to understand staff experience within the working environment.

JS presented the findings from the survey advising there had been an increase in responses of 24% in 2024 compared to July 2023 and a reduction in reporting of Discrimination to 13% from 19% in 2023.

The Committee was advised that there had been a reduction in response rate from surgery and complex care with overall engagement increase of 24% this year. Sarah Simmonds (SS), Director of Workforce & OD, highlighted that the reduction in surgery and complex care may be due to pressures within these areas.

JS advised the Committee that 56% of respondents indicated that they had considered leaving the Health Board, with 32% taking action to leave.

The findings of the survey had also highlighted 63% of respondents were satisfied working in the Health Board, 27% were experiencing burn out symptoms and 16% reporting severe burnout.

The Committee was advised that a summary of the survey results had been drafted to share with all staff members with a follow up article shared via SharePoint with the in-depth findings.

Paul Deneen (PD), Independent Member, asked what the difference was between the Health Board and National NHS survey. JS advised the Health Board survey consisted of different questions to allow a greater understanding of the staff members experience.

The Committee **NOTED** the feedback on Employee Experience Survey for 2024.



**Report from the Director of Workforce & OD,
including Employee Relations & Suspensions over 4
months**

Sarah Simmonds (SS), Director of Workforce & OD, provided the Committee with an overview of a range of activities of the Workforce & OD Team, key issues locally, regionally and in NHS Wales.

The Committee was advised that 11 employees were currently suspended 5 employees have been suspended for over 12 months, one has been suspended for over 6 months, and 5 have been suspended for less than 3 months and were assured that each employee had regular suspension review meetings and were signposted to support services.

SS advised that, during the reporting period there were 2 new employment tribunal requests received, bringing the total number of active Employment Tribunal claims to 7. 1 case had been withdrawn by the claimant, 2 claims were unsuccessful and had been dismissed at hearing, the remaining 4 cases continued to be defended by the Health Board.

The Committee was advised that the Human Resource team, alongside nursing colleagues had won two awards at the HPMA UK awards for action taken in relation to the application of workforce data to reduce agency and variable pay and Christian Hawkes and Andrew Cooper had won a Rising Star award.

SS advised that the policy for consultant grade pay pathway was progressing positively with the policy going to LNC in September for discussion and the Executive Committee for Approval.

The key focus was to provide a softer induction programme for international medical graduates to allow the Health Board to support the new employees in a targeted way, with the approach having an interest from HEIW and other organisations.

The Committee was advised that, due to the new pay award there could be a regrading route for specialist grades and the Health Board was awaiting details from NHS employers on how they should progress.



SS highlighted to the Committee that there were issues with members of staff progressing through their increments, and provided assurance that workforce were supporting the individuals to ensure they were receiving their pay step.

The Committee **NOTED** the information within the Director of Workforce & OD report.

PCC/1510/13

Assurance Report on Compliance with Welsh Language Standards – More than Just Words

Geraint Scott (GS), Head of the Welsh Language Unit, provided the Committee with an overview of the Health Board's compliance with regards to the Welsh Language Standards and the progress in relation to the targets set out in the Welsh Government's, More Than Just Words plan for increasing service delivery through the medium of Welsh.

The Health Board had completed a questionnaire for the Commissioner's office which included the level of compliance in relation to different groups of Welsh language standards and was required to provide evidence as to why the Health Board had made the assessment.

Following the assessment, the Welsh language unit has generated an action plan based on the Commissioner's grouping of the standards to ensure a greater level of compliance in the Health Board.

The Committee was advised that the Health Board had shared the 5 year plan with Welsh Government and was awaiting Welsh Government guidance and the resources for the more than just words programme plan to move forward.

The Committee was advised that, when writing the Welsh language annual report, the compliance of ESR training was above 80%.

GS advised that there had been an increase in staff members undertaking Welsh language training with the Health Board now having a tutor available to support small cohorts.



The Committee was advised that there had been a small number of complaints received around social media which the Health Board had resolved quickly.

The Committee **NOTED** the work undertaken to ensure compliance within the Welsh language standards, achievement against the More Than Just Words targets.

PCC/1510/14

Nursing Midwifery & SCPHN Workforce Annual Report

Kelly Downes (KD), Deputy Director of Nursing, provided the Committee with an overview of the 2023/24 annual report for the nursing, midwifery, and SCPHN workforce that included initiatives and outcomes from the past year and addressed critical areas such as workforce strategy, professional regulation, recruitment, retention, and professional development, with a forward-looking approach to priorities for 2024-2025.

The Committee was advised that the Health Board's 2023/26 strategy had been created with the aim to deliver care by a skilled workforce and to recruit effectively based on experience with the implementation of best practice, adherence to professional standards, workforce stability and patient care.

KD highlighted to the Committee some of the achievements throughout the year, advising 93 international nurses had been employed to help increase the workforce and the Future Nurses Academy was available as a pathway for school leavers wanting to become nurses using the model "earn as you learn".

Louise Wright (LW), Committee Chair, asked how the team was sharing the resources with other professions within the Health Board regarding international recruitment and retention. KD advised there was opportunity to look at how they share the information across the Health Board as this was still new and improvements were still ongoing.

The Committee was advised that the Leadership Academy was progressing with 58 graduates over the 12month period, with many of the graduates being promoted within the Health Board.



	<p>Helen Sweetland (HS), Independent Member, asked if the Leadership Academy was made available externally. KD advised the Committee the academy had been opened externally alongside internal staff members.</p> <p>KD advised that the flexible route to nursing had been successful with the Health Board supporting Health Care Support Workers to work towards obtaining their registered nurse qualifications, with an increase in uptake within this year's report.</p> <p>The Health Board held a nursing and midwifery conference in 2023. The theme was nursing and midwifery being a profession of excellence and lifetime of compassion with 300 attendees. Plans were progressing for the next conference in 2025.</p> <p>The Committee NOTED the current position and future directions for the Nursing, Midwifery, and SCPHN workforce within the Health Board.</p>
<p>PCC/1510/14</p>	<p>Committee Risk Report</p> <p>Rani Dash (RD), Director of Corporate Governance, provided the Committee with an overview of the Committee's risks that they were responsible for monitoring on behalf of the Board.</p> <p>RD confirmed that the key risks relating to recruitment and retention and staff wellbeing had been discussed during the meeting.</p> <p>The Committee NOTED review of SRR 001 A and B to ensure that the risks are effectively managed.</p>
<p>PCC/1510/15</p>	<p>Review of Committee Programme of Business 2024/25</p> <p>The item was for information and no questions were raised from the committee.</p>
<p>PCC/1510/16</p>	<p>Consultant Private Practice policy</p> <p>The item was for information and no questions were raised from the committee.</p>



PCC/1510/17	<p>Items to be Brought to the Attention of the Board and Other Committees</p> <p>Items to brought to the attention of the Board were:-</p> <ul style="list-style-type: none"> • Number of suspensions • Welsh Language standards • Consideration is likely to be required for the Health Board to have a mature and sustainable Speaking up safely frame work.
PCC/1510/18	<p>Any Other Urgent Business</p> <p>There was no urgent business.</p>
PCC/1510/19	<p>Date of the Next Meeting: Tuesday 11th February 2025, 13.30-16.30pm</p>

