

**Minutes of the People and Culture Committee
held on Thursday 15 April 2021 at 09:30am
via Microsoft Teams**

Present:

Pippa Britton	- Chair
Emrys Elias	- Independent Member
Louise Wright	- Independent Member

In Attendance:

Geraint Evans	- Director of Workforce and OD
Helen Sweetland	- Independent Member
Sarah Simmonds	- Interim Deputy Director of Workforce & OD
Sue Ball	- Assistant Director of Workforce & OD
Cathy Brooks	- Head of Workforce Planning
Katija Dew	- Independent Member
Shelley Bosson	- Independent Member
Bryony Codd	- Head of Corporate Governance

Apologies:

Richard Howells	- Board Secretary
Julie Chappelle	- Assistant Workforce Director

PCC 1504/01

Welcome and Introductions

The Chair welcomed members and guests to the meeting. The Chair noted that this meeting was to give an overview of the Committee going forward.

PCC 1504/02

Apologies for Absence

Apologies for absence were noted.

PCC 1504/03

Declarations of Interest

There were no Declarations of Interest in relation to items on the Agenda.

PCC 1504/04

Governance-Annual Terms of Reference for Review

The Chair noted that the Terms of Reference had been approved in draft by the Board, for review by the Committee.

Emrys Elias noted that after discussions with the Chair and the Board Secretary, they were content that the ToR meet the agenda that the committee is trying to deliver. The Committee highlighted duplication within the ToR, this was to be amended. **Action: Geraint Evans/Board Secretary**

The Committee approved the ToR, to be reviewed every 12 months.

PCC 1504/05

Development Session- Workforce & OD Development

Geraint Evans highlighted that 2020 was an historic year, with the opportunity to use the COVID-19 crisis as a catalyst for change. The Health Board had the opportunity to reinforce and embed the many things that had been learnt during the COVID-19 pandemic.

Sarah Simmonds updated the committee on the Annual Plan and future work priorities. The committee was assured that the Health Board's national frameworks and strategies remained the same through the pandemic and continue to underpin the Health Board's values. It was highlighted that the pandemic had shone a light on inequalities, both health and financial, and had heightened the focus on sustainable solutions and the crucial importance of social partnerships.

Sarah Simmonds revisited a paper presented when the People & Culture Committee met in October 2019 and the workforce opportunities that were discussed at the time, including:

- Responding to the expectations and needs of different generations
- Resourcing skill shortages
- Keeping pace with digital technology.

The committee were assured that, although the pandemic pushed progress in a different direction, the Workforce and Organisational Development (OD)

teams had achieved most of what was set out in the workforce transformation programme. The committee noted the tremendous effort made in opening the Grange University Hospital four months earlier than scheduled, in the middle of a pandemic and at the onset of winter pressures.

The Workforce & OD response to COVID-19, rapidly reorganising services and redeploying staff was noted including:

- 7 day Workforce Hub- advice and support for managers.
- 7 day Redeployment Hub- essential to fill sudden absence gaps, keep services running and patients safe. The hub was able to redeploy over 450 staff during the pandemic.
- Recruitment, Training and Governance- recruited over 1000 new workers in new and modified roles.
- Enhanced Wellbeing Response-. Providing wellbeing services to all staff. Redeployed psychologists to support the implementation of an evidence based enhanced wellbeing offer. Worked with staff representatives to ensure that the design of protocol and practices had an employee wellbeing focus.
- Developing Risk Assessments- for staff with underlying health conditions, pregnant staff and staff in the Black, Asian and Ethnic Minority groups.
- COVID 19 Dashboard- sharing data and information which had been shared as a template with other Health Boards across Wales.
- 7 Day Priority Staff COVID Testing service - leading the way in Wales in staff testing providing support and advice for staff.

One item of note was opening GUH early. The Workforce and OD team highlighted that key to the success of this change management project was putting people at the heart of it, The scale of the challenge was highlighted as follows:

- Over 6000 staff were effected.
- Over 3000 change of contract letters produced.
- Over 4000 changes to the Electronic Staff Record (ESR) system.
- Over 800 staff 1 to 1 meetings.
- Over 200 staff engagement events took place.

- Transformation models were developed to ensure over 270 managers had the relevant skills and support to support their staff through these changes.

The Chair acknowledged all the hard work and thanked the team.

PCC 1504/06

Equality, Diversity and Inclusion

Sue Ball provided an update on the Equality, Diversity and Inclusion (EDI) agenda and the Health Board's strengthened approach and achievements. As a result of staff feedback following the Black Lives Matter Campaign, the Health Board has established a Race Equality Group, Chaired by Dr Vivek Goal. The Committee was advised that the original Workforce Risk Assessment Tool scope had been widened in response to the evidence of the disproportionate impact of COVID-19 on Black, Asian and Minority Ethnic employees.

The committee was advised of the next steps and the three priority areas as agreed by The Race Equality Group;

- Opening up the conversation.
- Improving staff support and education.
- Improving baseline data.

It was noted that the Health Board were in the second year of the implementation of Welsh Language Standards. The committee were assured that the Welsh Language Strategic group meets regularly in order to implement the 121 standards and monitor accordingly. It was noted that a series of Welsh podcasts are being created to further facilitate the 'Widening Access Agenda'.

The Chair noted the progress and highlighted the importance of discussing all groups that are affected by the EDI agenda in order to be inclusive.

PCC 1504/07

Employee Well-being

Sue Ball highlighted Employee Well-being as a top priority for the Health Board, which has been at the forefront during the pandemic. It was noted that Dr

Adrian Neal had developed an evidence based Well-being Strategy and Work plan at the beginning of the pandemic. A suite of toolkits were launched to help support staff through the challenging times. These included;

- A Hub and Spoke model-physicologists were redeployed from across the Health Board to support staff.
- Peer support phone line and new website
- Staff drop-in sessions
- A series of well-being surveys, using data to inform decisions and focus interventions.
- A Peer support network
- A fast track trauma pathway
- A new employee well-being web site

Funding was approved through charitable funds for additional physiological and support resources. A proposal for a Well-being Centre of Excellence had been supported by the Executive Team and submitted to Welsh Government for funding support. It was noted that this was a unique model and a cutting edge initiative. The Health Board was excited by this opportunity which it is proposed will be based at the Grange University Hospital site.

The committee was assured that the ABUHB Well-being Centre of Excellence model was supported in principle by the Welsh Government and that they were keen for the Health Board to share its findings and best practice across Wales. The four aims of the Centre of Excellence were set out as Research and Learning, Innovation and Systems Development, Clinical and Consultancy.

Members asked what influenced the four key aims of the Centre of Excellence and it was confirmed that the main influences were direct feedback from staff and the data collated from the Staff Well-being survey. It was noted that Dr Adrian Neal was working alongside each Division to ensure ABUHB has the right information to determine where support is needed, with the Emergency Department, Critical Care and Facilities being highlighted as areas needing further support at present.

It was noted that there was a significant spike of referrals into the Well-being service at the end of the first wave of the pandemic. The planning being

undertaken is therefore being built into the clinical model and will be monitored accordingly going forward, using data from local and national studies to influence this area.

In relation to staff surveys being anonymous, the committee asked for a question to be added to determine whether the staff member has previously taken part in a staff well-being survey to further improve our understanding of the data.

The committee noted the importance of work undertaken around employee well-being being woven into the Health Board's recruitment packages. Particular focus on the Rest and Facilities charter, with the in-shift and post-shift rest facilities in the Grange University Hospital being leading edge.

The committee noted the level and volume of work undertaken to support the workforce during the unprecedented times of the pandemic.

PCC1504/08

Widening Access Agenda and Apprenticeship Model

Sue Ball gave an overview of the Widening Access and Apprenticeship Model agenda. New roles had been developed by the Health Board in response to COVID-19, such as patient care assistants, ward assistants, roster creators and general support roles. As part of the Health Boards development in this agenda, there has been a revised virtual offer to schools to help support career choices and MediPrep, a program that guides learners who are considering a career in medicine. Work based learning apprenticeships were highlighted as follows;

- 456 qualifications completed by staff during the period of January 2019 to January 2021
- 655 currently undertaking work based qualifications in a wide range of areas.

One item of note was the use of the Welsh language websites for recruitment, and the success in recruiting three new members of staff to the Welsh Language team using this channel.

The committee was advised of the next steps of the agenda, including the launch of an enhanced approach for the provision of Apprenticeships and work based learning, supporting well established pathways into employment. There was also an application in progress for 30 placements in the Kickstart employment scheme, supporting people into the Health Board at entry level and providing the training they require to progress.

Recruitment strategies to reach underrepresented groups were included in the forward work programme.

The committee was assured that the Health Board would be working alongside partners, such as Coleg Gwent and local authorities, to create a robust talent pathways and Apprenticeships into the organisation. The Health Board would be meeting with the Gwent Association of Voluntary Organisations (GAVO) to look at ways to work in partnership around this revised model. The Chair stated the need to bridge the gap, in terms of learning and employment pathways, between young people in care jobs, young carers and the NHS. This was noted as work in progress and would be revisited at a later date.

PCC1504/09

Talent Management and Succession Planning

Sue Ball provided an update to the committee on the Health Board's current position on Talent Management and Succession Planning. The achievements to date were noted.

The Health Board had maintained support to the Academi Wales Public Service Graduate scheme; the first cohort completed in September 2020 and the Health Board were part of the evaluation of the feedback from this. It was noted that the Health Board participated in the design and the recruitment of the new NHS Wales Graduate Scheme, alongside Health Education and Improvement Wales (HEIW), and that two graduates have been recruited through that scheme.

The newly developed Management and Leadership and the Staff Retention Frameworks were noted, both designed to support staff, managers and supervisors with evidence based guidance. The committee were advised of the next steps of the scheme;

- creating pathways into areas such as the All Wales HEIW talent and succession planning model.
- developing an internal talent management and graduate scheme.
- Commencement of the NHS graduate scheme, in partnership with HEIW.
- Development of the Middle Grade Doctors strategy; important work started within Aneurin Bevan University Health Board and is now being development on an all Wales basis by HEIW, providing a range of things such as pastoral support and CPD across Health Boards in Wales.

The committee was assured that the Health Board is providing a range of opportunities for staff at all levels to support and encourage personal and professional development.

The committee queried how the Health Board recruits talent and encourages development. It was noted that internal talent management is actioned through the Performance Appraisal and Development Review (PADR) process. The committee also highlighted Clinical Leadership and queried how the Health Board was driving this forward. It was also noted that the Health Board were in the process of reviewing its Enhanced Leadership Programme. The original programme, run alongside Aneurin Bevan Continuous Improvement, was specific to Clinical leaders, however going forward the programme would have a mixed cohort of Clinical staff and managers in order to learn from each other.

The committee acknowledged the great work that is taking place.

PCC1504/10

Agile Working

Geraint Evans gave the committee an update on the Agile Working Programme progress. One survey had been undertaken and one was to take place imminently across all Health Board staff. The data highlighted that staff were positive about their working from home experience but were also missing interaction with colleagues. An Agile Working framework had been developed and published on the intranet as an interactive guide to staff. The committee was advised that the following preparatory work had been completed;

- A workforce estates map has been produced, in support of the Agile Working Programme, analysing current sites, providing a profile of current staff, IT capabilities, size of properties and whether they are leased or owned by the Heath Board.
- New technologies have also been rolled out throughout the Health Board to support Agile working, such as Microsoft Teams, phase 2 of Office 365 and the use of SharePoint to replace the shared X Drive previously used.

An Agile Working paper had been presented to the Executive Team. Short and Medium term priorities had been discussed and agreed with the Executive Team. One item of note was the importance of not creating a two tier workforce through the Agile Working agenda, looking at all staff and how flexible working can support their needs. In terms of implementation, the Health Board are working alongside local authorities to assess estate footprints, gathering further data through staff questionnaires and Divisional assessments, developing an electronic training culture and the Executive Team will be appointing a Programme Manager to drive this agenda forward.

The Chair noted the need for this to be monitored accordingly, ensuring that the Health Board does not create a two tier workforce, ensuring staff have flexible working options, taking into consideration the needs of individuals. The committee highlighted the opportunity for managers to use the PADR to discuss agile working with individual staff.

PCC1504/11

Workforce Planning and Changing the Shape of the Workforce

Cathy Brooks provided an update on workforce planning, highlighting key achievements, including:

- A total of 58 workforce plans and road maps had been developed to facilitate new service models and included new roles, such as ward assistants, PA's, additional Advanced Nurse Practitioners (ANP's) and Transfer Practitioners to ensure a steady flow and transfer of patients during the opening of GUH.
- Primary care workforce plans, also expanding

the ANP workforce roles in community hospitals and GP surgeries. Enhancing the engagement of Health Care support workers through 'Home First' care packages.

- The Health Board is highly commended throughout Wales in terms of the integrated approach to workforce and financial planning.
- COVID-19 workforce planning, processes are now in place to be able to deal with further surges.
- Mass vaccination; the Health Board was constantly looking at different types of workforce to support the delivery of mass vaccinations. Working alongside Local Authorities the Health Board used 200 mutual aid volunteers to help deliver the service.

The committee were advised of the next steps in workforce planning. The Health Board is going through a process of evaluating and reflecting on current Workforce models and assessing best practice going forward.

The Chair stated that the Committee was pleased to see constant learning and evolving in workforce planning.

PCC1504/12

Recruitment and Retention

Sarah Simmonds provided an update on a particularly challenging year in relation to recruitment and retention. It was noted that a lot of groundwork and planning for Clinical Futures recruitment strategy helped support the COVID-19 recruitment campaign such as recruitment branding, resources and webpages. Between April and June 2020 the Health Board recruited more employees than in a normal 12 month period. In addition, 91% of the new roles required to open the GUH in readiness for early opening in November 2020 were recruited. The Health Board was creative in its approach to amend roles such as creating hybrid roles for specific specialties, for example, the ability to offer posts with research and training and where possible to flex and change job plans to widen appeal. In taking this creative approach the Health Board has managed to reduce the recruitment timeline to 53 days in comparison to over 70 days previously, and the All Wales target of

70 days. This had been possible by working alongside shared services recruitment team and being flexible during the pandemic, some changes will be kept and some will be learnt from going forward. The Health Board will be continuing to launch and embed the Retention Framework for managers and staff.

The next steps were highlighted as follows;

- Review recruitment opportunities and options for recruitment to roles where there are national shortages, utilizing talent and career pathways.
- Primary care- match the ambition of the Clinical Futures Strategy of Care Close to Home.
- Implementation of the New Specialty Doctor Contract will be a key piece of work over the coming months, helping the Health Board to attract and retain senior and middle level doctors.

The Chair highlighted the importance of clear progression pathways for employees. The committee acknowledged the huge amount of work done in recruitment.

PCC1504/13

Variable Pay

Sarah Simmonds updated the committee on the usage of Variable Pay by the Health Board. It was noted that the Health Board utilized variable pay, agency workers (through a 3rd party agency provider) usage and internally run flexible workforce (Bank Workers) in order to achieve the workforce plans during the surge periods. The agency staff used by the Health Board are a combination of 'On Contract' agency staff, agencies that are recognized by an All Wales Procurement Framework and 'Off Contract' agency staff, which are not part of the framework, but are utilised under internal governance checks. A combination of using Bank and agency workers had reduced unfilled shifts for Registered Nurses and Health Care Support Workers by 70% since November 2020. The Health Board has also been working alongside an external provider, Retinue, to increase locum capacity. The Health Board, alongside NHS Wales, have worked to agree rates of pay to support additional hours for substantive staff, and in turn encourage agency workers to take up substantive posts, as part of the Agency Reduction Action Plan. The next steps for the Health Board are;

- considerations of discussions across NHS Wales of a potential collaborative bank, allowing flexible working across all Health Boards.
- Roll out of medical E-Systems to manage the medical workforce information and gain better workforce data.

The committee was advised that sickness and absence data helps to inform and influence workforce planning and that the usage of Bank and Agency workers is influenced by an increase in bed numbers and status within the hospitals.

PCC1504/14

COVID-19 Dashboard

The Committee discussed the COVID-19 Dashboard. The dashboard has provided timely data to support decisions made by the Health Board throughout the pandemic. The data has allowed the Health Board to react and respond early to support services and employee wellbeing. Going forward, the Health Board is looking at ways in which the Dashboard could be developed into;

- Regular reporting arrangements.
- Increasing HR analytics capacity
- Improve visualization of data to inform decision making at all levels.

The committee requested this COVID-19 Dashboard to be included in all future meetings for discussion. It was decided that the COVID-19 Dashboard would be regularly uploaded to the Admin Control library to be shared with members. It was noted that if a committee member would like to highlight and discuss anything in regard to the Dashboard, they were to let the Chair or Secretariat know in advance of meetings going forward. **Action:**

Chair/Secretariat

PCC1504/15

Annual Plan and Future Work Plan

An update was given to the committee on the Annual Plans and Future Work Plan. It was noted that the plan encompasses everything discussed so far, setting out the Health Boards ambitions for next steps. The committee was advised that the Health Board were looking to refresh the Organisational People Plan that was developed three years previously. The intention of this plan was focusing

on sustainable solutions for high quality experiences for its staff, which, in turn, leads to high quality experiences for its patients. This will be reviewed for progress at the next committee meeting. **Action: Lead Executive**

PCC1504/16

The Chair asked for feedback on what should be discussed and focused on as a committee going forward. It was decided that an area of the Annual Plan and Future Work Plan should come to the committee for a deep dive discussion, influenced by the Health Boards priorities. It was decided that an oversight of key risks and implications of modernising the Health Boards services should be monitored accordingly and discussed at every meeting. **Action: Chair/secretariat.**

The Chair encouraged the committee members to bring forward any agenda items they deem necessary and any significant items to be taken to Board for assurance. The committee suggested that the Agile Working Framework and the good progress made within the Welsh Language Strategy Group should be items for Board consideration. **Action: Chair/Lead Executive**

PCC1504/17

Date of Next Meeting

Thursday 8th July 2021 at 9:30am via Microsoft Teams.