



**CYFARFOD BWRDD IECHYD PRIFYSGOLN
ANEURIN BEVAN**

**MINUTES OF ANEURIN BEVAN UNIVERSITY
PEOPLE & CULTURE COMMITTEE MEETING**

DATE OF MEETING	12 th January 2023
VENUE	MS Teams

PRESENT	<p>Louise Wright, Independent Member (Trade Unions), Committee Chair</p> <p>Paul Deneen, Independent Member (Community)</p> <p>Dafydd Vaughan, Independent Member (Digital)</p> <p>Sarah Simmonds, Director of Workforce & OD</p> <p>Danielle O’Leary, Head of Risk & Assurance</p> <p>Rani Dash, Director of Corporate Governance</p> <p>James Calvert, Medical Director</p>
IN ATTENDANCE	<p>Adrian Neal, Consultant Clinical Psychologist, Employee Well-Being</p> <p>Peter Brown, Assistant Director of Workforce & OD</p> <p>Shelley Williams, Assistant Director of Workforce</p> <p>Cathy Brookes, Head of Workforce Planning</p> <p>Stephen Chaney, Deputy Head of Internal Audit, NWSSP</p> <p>Kate Davies, Workforce Performance Manager</p> <p>Catherine Currier, Meeting Secretariat</p>
APOLOGIES	<p>Helen Sweetland, Independent Member (University)</p> <p>Julie Chappelle, Assistant Workforce Director</p> <p>Ceri Harris, Equality, Diversity & Inclusion Specialist</p>

PCC/1201/1	PRELIMINARY MATTERS
PCC/1201/1.1	<p>Welcome and Introductions</p> <p>Louise Wright (LW), Committee Chair opened the meeting and welcomed the attendees, noting this was Dafydd Vaughan’s first attendance at the People and Culture Committee.</p>
PCC/1201/1.2	<p>Apologies for Absence</p> <p>The Committee noted the above apologies for absence.</p>

PCC/1201/1.3	<p>Declarations of Interest</p> <p>Louise Wright (LW), Committee Chair highlighted her role, as a Staff Side Representative and confirmed she would not participate in discussions around industrial action.</p> <p>The People & Culture Committee supported this approach.</p>
PCC/1201/1.4	<p>Minutes of Previous Meeting</p> <p>The minutes of the People and Culture Committee of 20th September 2022 were accepted as an accurate record, subject to an amendment from Sarah Simmonds that the sixth bullet point for People Plan Update Quarter 1 related to 'People First' and not the People Plan.</p>
PCC/1201/1.5	<p>Committee Action Log –January 2023</p> <p>Louise Wright (LW), Committee Chair noted two actions had been transferred to the Partnership, Population & Health Planning Committee (PPHPC).</p> <p>LW asked as the action PCC 1404/11.2 had transferred to the PPHPC, whether the PCC Committee would still have sight of the Health Board’s Decarbonisation Strategy. Rani Dash (RD), Director of Corporate Governance confirmed this information would be included in the PPHPC Chair’s Report, which is submitted to the Public Board.</p> <p>Sarah Simmonds (SS), Director of Workforce & OD provided an update on Action Ref PCC 0807/08 Overview and Update on Workforce & OD May-Sept 2021, as noted in the Action Log.</p>
PCC/1201/2	<p>ITEMS FOR APPROVAL/RATIFICATION/DECISION</p>
	<p>There were no items for inclusion in this section.</p>
PCC/1201/3	<p>ITEMS FOR DISCUSSION</p>
PCC/1201/3.1	<p>Workforce & Organisational Development Divisional Risk Register</p> <p>Danielle O’Leary (DO’L), Head of Risk & Assurance provided assurance that the Divisional Risk Register aligned to the Corporate Risk Register.</p> <p>Cathy Brooks (CB), Head of Workforce Planning provided an overview of new corporate risks and provided an update on the local risks. The People & Culture Committee was asked to consider merging the first two risks relating to workforce supply and winter pressures, due to the links between the</p>

risks. The Committee was also asked to consider removing the risk regarding the Shielding Patient List, as this was no longer required.

Sarah Simmonds (SS), Director of Workforce & OD noted the risk regarding agency invoicing was decreasing and if progress continues to be made, this could be removed from the Divisional Risk Register following a review at the end of the financial year. SS confirmed an update on the Welsh Language Risk was scheduled for the next Committee meeting and highlighted mitigating actions that were being undertaken.

The Committee congratulated the team on progress made to date on improving the turnaround of invoices and requested clarity on what was meant by 'winter.' It was confirmed this would usually relate to the period between November to April, although, winter pressures had recently extended beyond this period. A request was made that in future the reports would state the months referred to rather than 'winter.'

The People & Culture Committee **ENDORSED** the merging the staff sickness risk with winter workforce supply risk, and the removal of the medical exclusion local risk.

PCC/1201/3.2

People & Culture Committee Work Programme 2022/23

Rani Dash (RD), Director of Corporate Governance confirmed the Work Programme had previously been approved by the Committee and had been submitted for noting. There were no items to be raised by exception.

Sarah Simmonds (SS), Director of Workforce & OD highlighted that the Team had reviewed the Work Programme and the potential items expected to be presented to the next Committee in June 2023. It was noted that there may be a need to defer the Values and Behaviour Report to the following committee. Unfortunately, there had been a delay in the work commencing due to a staff member leaving, however the post-holder had started this week and it was therefore felt that limited work would have been undertaken before the June 2023 Committee. The Committee agreed it would be appropriate to defer the item by one meeting but requested verbal confirmation that the work was on track to provide an update to the following Committee meeting.

SS took the opportunity to update the Committee that Professor Michael West would be attending the Board

Briefing of 1st March 2023 to deliver a learning session on Board Culture, Values & Behaviour and Compassionate Leadership.

Action:

- **Meeting Secretariat** to update the Work Plan for the Values and Behaviour Report to be deferred by one Committee meeting.

The People & Culture Committee **NOTED** the Work Plan and the update provided.

PCC/1201/3.3

Employee Wellbeing Survey: Consultant Clinical Psychologist, Employee Well-being

Adrian Neal (AN), Consultant Clinical Psychologist, Employee Well-Being, provided the Committee with a presentation of high-level findings from the results of the Health Board's 7th Annual Well-being Survey undertaken December 2022.

Louise Wright (LW), Committee Chair noted the comprehensive update on survey results and agreed consideration needed to be given to different ways of collecting data from staff.

The Committee discussed if staff were being requested to undertake too many surveys if a mapping exercise could be undertaken and consideration given to consolidating various surveys.

It was agreed that the Health Board needed to send a clear message that staff are valued and appreciated. It was highlighted that considering the system pressure across the organisation, staff would consider completing surveys as a low priority. The Workforce Team provided an update on the work being undertaken nationally to develop a Welsh Annual Survey and within the Health Board on more innovative approaches to engaging with staff and gaining their views.

The Committee agreed that having a culture where staff were encouraged to look after their wellbeing, as part of their workday was critically important. James Calvert explained the Executive Team were looking at different ways to encourage staff empowerment across all roles in the Health Board.

LW thanked AD for the presentation and acknowledge the volume of work being undertaken.

Adrian Neal left the meeting at 10:42.

The People & Culture Committee **NOTED** the presentation on the results of the Health Board's 7th Well-Being Survey.

PCC/1201/3.4

Assurance on Delivery of Actions and Activity within Objective 2 - Employer of Choice

Sarah Simmonds (SS), Director of Workforce & OD Sarah provided an overview of the report. It was confirmed an updated Workforce Dashboard was now available, which would be continually monitored to review impact of the actions undertaken.

Peter Brown (PB), Assistant Director of Workforce & OD and Shelley Williams (SW), Assistant Director of Workforce provided updates on:

- Retention Cafes held to date;
- Work with HEIW on talent and succession planning;
- The development of a Clinical Director's Programme;
- Recruitment Modernisation Programme;
- Apprenticeship Programme and;
- Bank Junior Doctor Recruitment.

The People & Culture Committee discussed the perceived bureaucracy around pre-employment checks and the Disclosure Barring Service (DBS) process. An update was provided on learning from International Nurse Recruitment including staggering the start dates and the challenge in obtaining affordable local accommodation. It was suggested that the Regional Partnership Board and Local Authorities may be able to assist with identifying accommodation, in future.

It was noted that Professor Helen Sweetland (HS) had requested a question 'Issues re: lack of accommodation for overseas nurses etc, is this currently limiting the number we can appoint? Does this affect their integration into the NHS/Work/culture etc?' It was agreed this had been covered by the update provided.

SS explained the Team were considering various accommodation options and this would be included in a report to the Executive Committee on a Long-Term Nursing & Medical International Recruitment Strategy.

The People and Culture Committee noted a question from HS that 'every Consultant Job advert talks about the opportunity of a sabbatical (presumably to be seen as an attractive employer), is this opportunity available within the current work pressures and how many happen each year?'

	<p>James Calvert confirmed the Health Board funded two medical sabbaticals a year and this year the offer was expanded to SAS doctors.</p> <p>The People & Culture Committee raised the Health Board's performance in relation to compliance with PADRs. SS confirmed a review of the PADR process and documentation was underway to simplify the approach and it was agreed the Committee would be kept updated of progress. The Committee discussed the benefit of raising with the Minister a need to reduce the bureaucracy around PADR documentation, as a wide-reaching benefit across the NHS.</p> <p>The People and Culture Committee REVIEWED and NOTED the progress to date and next steps.</p>
<p>PCC/1201/3.5</p>	<p>Director Of Workforce & Organisational Development Report</p> <p>Sarah Simmonds (SS), Director of Workforce & OD introduced the report, which provided an update on the actions taken around 'Agile', avoidable employee harm, Industrial Action, Equality Diversity & Inclusion, Staff Food Subsidiary and Staff Absence Management.</p> <p>Cathy Brooks (CB), Head of Workforce Planning provided further information on work being undertaken to develop tools and a supporting framework for agile working. This included engagement with staff and the development of hubs to allow staff to work closer to home.</p> <p>The People & Culture Committee discussed the reasons for staff absence. It was confirmed sickness levels remain a cause of concern and an update on actions being taken to support staff was provided.</p> <p>The Committee was advised that the lead for Equality and Diversity was due to leave the Health Board to take up another post. Louise Wright (LW), Committee Chair asked for the Committee's thanks to be passed onto to Ceri Harris for her innovative work in relation to the Equality and Diversity agenda within the Health Board and to wish her good luck in her new role.</p> <p style="text-align: right;">Cathy Brooks left the meeting at 11:34.</p> <p>The People & Culture Committee NOTED the report for information.</p>
<p>PCC/1201/3.6</p>	<p>Update on Variable Pay Reduction Plan</p>

Sarah Simmonds (SS), Director of Workforce & OD provided an overview of the plan, ongoing actions, targets set and the impact of using of agency staff on patient quality and safety and staff morale. The report was broken down into areas and demonstrated projected targets, actual position and rationale for discrepancies were contained within the report.

The People and Culture Committee discussed why HCSW staff were moving onto the Bank. It was confirmed that flexible working was part of the reasons and work was ongoing to raise staff awareness of this option, as part of retention cafes etc. The high number of people who do not attend for interviews was noted and it was confirmed interviewees are contacted when they do not attend, but rarely respond and it was felt this was often due to external factors, beyond the Health Board's control.

The People and Culture Committee **NOTED** the update provided on the work delivered through the Agency Reduction Programme Board.

PCC/1201/3.7

Medical Training Risk Register

James Calvert (JC), Medical Director provided background to the development of a Medical Training Risk Register based on information received from HEIW. An update was provided on actions responding to RCP and HEIW visits and the associated recommendations. It was noted the GMC would be involved in the next HEIW visit.

A request was made for the Medical Training Risk Register to be presented on a regular basis to this committee.

The People & Culture Committee emphasised the requirement for the Board, via the Committee, to be reassured in relation to the action being taken on the recommendations. The Committee supported JC's approach to the monthly discussions with HEIW.

Louise Wright (LW), Committee Chair, asked on behalf of Helen Sweetland (HS), Independent Member if there was a date for the next HEIW and GMC visit and how trainees were involved in meetings to discuss issues, how they were engaged with and empowered to speak up. JC confirmed a visit was scheduled in the next few weeks and explained the approach taken to meet with Trainees and the process to report issues to the Education Department for them to escalate as appropriate.

	<p>The Committee requested timelines were added to the action plan as this would be beneficial to support monitoring and tracking of progress.</p> <p>Actions:</p> <ul style="list-style-type: none"> • The Medical Director to arrange for the Action Plan to be updated to include timescales, where appropriate. <p>The People & Culture Committee NOTED the report and AGREED the Medical Training Risk Register would be provided on a 6-month basis.</p>
<p>PCC/1201/3.8</p>	<p>Medical Appraisal & Revalidation</p> <p>James Calvert (JC) Medical Director explained Medical Appraisals were different to the PADR process and was a GMC process undertaken on a five-year cycle. The report was submitted in line with GMC Guidance and to provide assurance.</p> <p>The People & Culture Committee discussed the involvement of a 'lay' person in the revalidation process and considered if an Independent Member should be involved in the Revalidation Group. To allow for the involvement of an Independent Member to be considered by the Chair and the Independent Members, it was requested that a briefing document was drafted to demonstrate what this would mean for Independent Members, how much time, frequency, what would be involved.</p> <p>Action:</p> <ul style="list-style-type: none"> • Medical Director to draft a briefing document on the involvement of an Independent Member in the revalidation process. <p>The People and Culture Committee NOTED the report.</p>
<p>PCC/1201/3.9</p>	<p>Workforce Performance Dashboard Incorporating Key Performance Indicators</p> <p>Sarah Simmonds (SS) Director of Workforce & OD explained this was the first draft of a Workforce Performance Dashboard and took the Committee through the dashboard.</p> <p>The Committee asked if the Dashboard provided information at Divisional level. SS confirmed different version of the dashboard would be provided to Divisional focusing on the information, which would be of benefit to them.</p> <p style="text-align: right;">James Calvert left at 12:17. Rani Dash left at 12:18.</p>

	The People & Culture Committee NOTED the content of the dashboard and provide any additional comments.
PCC/1201/4.	ITEMS FOR INFORMATION
PCC/1201/4.1	<p>Equality Impact Assessments: More than a Tick Box Exercise was received for information.</p> <p>The Committee noted the Health Board’s commitment to undertaking Equality Impact Assessment, but felt it was important that the requirement to complete the assessments was proportional to the task being considered.</p>
PCC/1201/5.	OTHER MATTERS
PCC/1201/5.1	<p>Any Other Urgent Business</p> <p>The Committee thanked everyone for their contributions to the meeting.</p>
PCC/1201/5.2	<p>Items for Escalation to the Board and/or Other Committees</p> <p>No items.</p>
PCC/1201/5.3	Date of Next Meeting: Tuesday 13 th June 2023 at 9.30 am – 12.30 noon via MS Teams