

**Minutes of the People and Culture Committee
held on Thursday 14th April 2022 at 09:30am
via Microsoft Teams**

Present

Louise Wright - Independent Member - Chair

Paul Deneen - Independent Member- Vice Chair

Pippa Britton (for Helen Sweetland) - Independent Member

In attendance:

Glyn Jones - Interim Chief Executive Officer

Sarah Simmonds - Director of Workforce and OD

Julie Chappelle - Assistant Workforce Director

Danielle O'Leary (for Rani Mallison) - Head of Corporate Services, Risk and Assurance

Hannah Williams - Head of Organisational Development (representing Peter Brown)

Debra Wood Lawson - Deputy Director of Workforce & OD

Stephen Chaney - Deputy Head of Internal Audit

Nathan Couch - Performance Audit Lead (Health)

Adrian Neal - Consultant Clinical Psychologist – Employee Wellbeing

Ceri Harris - Equality, Diversity & Inclusion Specialist

Stephen Edwards (for James Calvert) - Deputy Medical Director

Tamsin Gerrard (for James Calvert) - Executive Business Support Manager

Paul Steynor (for James Calvert) - Senior Programme Manager

Lucy Bennett - Corporate Services Manager

Apologies:

James Calvert - Medical Director

Peter Brown - Assistant Director of Workforce & OD

Rani Mallison
Helen Sweetland

- Director of Corporate Governance
- Independent Member

PCC 1404/01	Welcome and Introductions
	The Chair welcomed members and guests to the meeting.
PCC 1404/02	Apologies for Absence
	Apologies for absence were noted.
PCC 1404/03	Declarations of Interest
	There were no Declarations of Interest declared.
PCC 1404/04	Minutes of previous meeting held on 3rd November 2021
	The minutes of the meeting were approved as a true and accurate record.
PCC 1404/05	Action Log
	<p>The Committee reviewed the action log. The following updates were provided:</p> <p>PCC0807/08 – People Plan Sarah Simmonds, Director of Workforce and OD provided an update on the People Plan. A development session with the Board and the Trade Union Partnership Forum had been undertaken. Plans were underway for a People First session with Trade Union colleagues, where there would be a focus on the People Plan. A programme of dates had been arranged to prepare a final copy of the plan for review by the Executive Team and Board with sign-off planned for the end of May 2022.</p> <p>PCC 0807/08 - Primary Care Evaluation Report Sarah Simmonds provided an update on the report. The evaluation was due, however following discussions with Welsh Government a decision had been made to defer the evaluation report until May 2022 due to continued service pressures and to ensure a meaningful evaluation could be undertaken.</p> <p>Debra Wood-Lawson, Deputy Director of Workforce and OD advised that the evaluation would also be submitted to the Gwent Workforce Board and be built into the discussion in relation to how the Integrated Fund would be managed through the partnership over the course of the next 5-years.</p>

	<p>PCC 0311/10 – Workforce Dashboard</p> <p>Debra Wood-Lawson advised that a second draft had been prepared and further aligned with the new People Plan. It was advised that this would be completed and shared in advance of the next Committee meeting and members would have the opportunity to comment.</p>
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PCC 1404/06	Committee Terms of Reference 2022/23
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	<p>Danielle O’Leary, Head of Corporate Services, Risk and Assurance provided an overview of the terms of reference that were approved by the Board in March 2022. Final comments or queries were invited from members, prior to final adoption by the Committee.</p> <p>Sarah Simmonds queried whether the legislative requirement for the Health Board to report specific employee relations data such as staff suspensions which has exceeded a period of 4-months should be referenced within the document.</p> <p>Paul Deneen, Independent Member queried if the word ‘ethos’ could be added and read “culture and ethos” of the organisation.</p> <p>It was noted that the Health Board already had a Values and Behaviours Framework established however, it was agreed that the Committee would review the addition of ‘ethos’ at a future review of the Terms of Reference.</p> <p>Decision:</p> <p>The Committee agreed that the legislative requirement to report staff suspensions of 4 months and greater should be included within the Terms of Reference.</p> <p>Action:</p> <p>Head of Risk and Assurance would feedback additions requested to the Director of Corporate Governance and a final version of the Terms of Reference would be submitted to the next Committee meeting.</p>
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PCC 1404/07	Committee Priorities 2022/23
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	<p>Head of Corporate Services, Risk and Assurance presented an overview of the role, function and priorities for the forthcoming year for the Committee, on behalf of the Director of Corporate Governance.</p> <p>Decision:</p>
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	<p>The Committee welcomed the presentation and agreed that it was helpful, comprehensive, and aligned to the IMTP.</p> <p>Action: Secretariat to circulate the presentation for information.</p>
PCC 1404/08	<p>Report from the Director of Workforce and OD, to include an overview of Employee Relations Matters</p>
	<p>Sarah Simmonds provided an overview of the current activities of the Workforce & OD Division and key issues locally, regionally and within NHS Wales. The Committee noted key points in relation to activity over the winter period and in particular the flexibility and agility shown by the Workforce and OD team with regard to the pressures of winter compounded by the additional pressure of the omicron variant. Specific attention was drawn to the condensed timeframe to deliver the booster programme roll-out by the end of 2021. The Committee was advised that the team had demonstrated commitment and flexibility to support the deployment of the vaccinators and utilised their knowledge and experience to support staff in the hubs, which was to be commended.</p> <p>Sarah provided an update on recruitment activity and more notably the opportunity to embed the apprenticeship and kickstart scheme. A report was due to be submitted to the Executive Team later this week outlining the initial evaluation of the scheme. Future reports would be shared with the Committee.</p> <p>It was highlighted that the gender pay report has recently been published along with the Health Board's Annual Equality Report, which was positive.</p> <p>In relation to Welsh language compliance, the Health Board continued to work alongside the Welsh Language office who had been supporting the embedding of the Welsh language standards. Sarah highlighted that Non Ellis, Welsh Language Officer who had led the Welsh language agenda for the Health Board over the past few years, was leaving the organisation. Non is moving on to another position in Cwm Taf Bro Morgannwg Health Board as their Equality and Diversity Lead. Sarah expressed her thanks to Non for her valuable contribution in progressing Health Board Welsh Language Standards compliance in recent years. Sarah advised that the Health Board had been very fortunate to invest in the team over the recent years and have appointed on an interim basis to lead the Welsh Language agenda. The</p>

	<p>Committee Chair expressed thanks to Non for all her hard work and wished her well in her new role.</p> <p>In terms of the speciality doctor contract discussed previously, Sarah advised that this was progressing and Doctors who wished to move to the new conditions had been transferred successfully.</p> <p>The Pensions Flexibility Policy was implemented on the 1st April 2022, and the Health Board was the first in Wales to adopt this. The policy would be monitored from both an uptake and equality impact perspective and reported to the Committee and the Board, as necessary.</p> <p>Sarah provided an overview of key performance indicators (KPI) data included in the report. Sarah reported that currently there were three (3) members of staff in total who have been suspended from work for longer than 4-months due to the seriousness of the allegations. The CPS were involved in two (2) cases and the suspensions would continue to be monitored.</p> <p>Development work was on-going to use suspension as a last resort and to keep the number of suspensions to a minimum.</p> <p>The Committee discussed the People Plan and agreed that a key objective was that it was essential to help staff to feel supported, healthy, engaged, and proud to work for the Health Board. Paul Deneen suggested that it would be beneficial for Independent Members to attend a People First session to observe and support going forward.</p> <p>Decision: The Committee RECEIVED the report and thanked Sarah for the comprehensive overview.</p> <p>Action: Sarah Simmonds to explore opportunity for Independent Members to attend People First sessions.</p>
PCC 1404/09	People First Update
	<p>Adrian Neal, Head of Employee Wellbeing Service, provided an overview on People First. In September 2021 as SBAR was presented to the Executive Team to initiate an ambitious programme to reset the growing problem of disengagement, disinterest and wellbeing within the organisation which had been amplified by the pandemic. Adrian advised that this was the first attempt across the UK and was a reconnection process rather than engagement from the top, down.</p> <p>It was noted that so far, the project was moving in the right direction and momentum was growing across the Health Board. The engagement and support from the</p>

	<p>Executive Team have been invaluable with the Executive Team requesting that the sessions continue into the next phase.</p> <p>Phase 3 was currently in development, and it was noted that two service areas had expressed an interest using the methodologies outlined in the report.</p> <p>Hannah Williams, Head of Organisational Development provided an overview of the proposed Phase 3. It was noted that people were engaging well with the process and comments within the report reflected this.</p> <p>Sarah Simmonds provided a reflection on her own experience of the process so far and how positive it had been witnessing a greater emphasis on staff wellbeing and cohesive working.</p> <p>Decision:</p> <p>The Committee welcomed and supported the report and the ongoing work.</p> <p>Action:</p> <p>Regular progress updates to be submitted to the People & Culture Committee.</p>
PCC 1404/10	Equality Impact Assessment
	<p>Debra Wood-Lawson provided an overview of the new approach to the Equality Impact Assessment (EqIA) process to ensure that the Health Board met its statutory obligations in relation to equality, Welsh measures, Wellbeing of Future Generations Act and socio-economic duty. The new approach would also continue to ensure that the Health Board complied with legislative obligations (which had been established since 2006) to undertaken EqIAs on policies, strategies and plans as well as decisions on service changes within the organisation.</p> <p>The Health Board's current arrangements had been in place since the inception of the Health Board, and it was recognised that the equality landscape had changed significantly. Therefore, there was a requirement to move to a more integrated and intersectional approach. The process set out within the report would enable the Health Board to have far more rigor, scrutiny and control, to ensure that every policy, strategy, and change was subject to an EqIA which would be owned locally, by Divisions.</p> <p>Debra advised that to supplement the approach it was proposed that an EqIA group be established to build common understanding, learning and to develop skills across the Health Board. The intention for the group was to meet regularly and work through the EqIA provided by</p>

	<p>a division so there was an appropriate challenge and support mechanism which would then coproduces an assessment.</p> <p>The goal of the new process would be the development of a robust evidence based EqIA tool that will allow services to be designed on an inclusive basis whilst ensuring alignment to the Health Board’s values and legal obligations.</p> <p>Ceri Harris, Equality, Diversity & Inclusion Specialist attended the meeting to provide an overview on work that she had been undertaking with teams across the Health Board since she took up her post in September 2021. The work has included piloting a new template, applying the new arrangements and gathering feedback.</p> <p>Ceri provided an overview of her recent experience of providing support to review the Customer Management Centre. The revised tool was used, and it was found that there was inequality in the provision of translation services, where patients often experienced a delay due to limited resources. This has now been remediated and the Health Board was now utilising the Wales Interpretation and Translation Service (WITS). This change had positively impacted on patient care and access and reports of a reduced waiting time had been reported to obtain translation services.</p> <p>The Committee thanked Ceri for providing a helpful insight into the EqIA process and welcomed the revised approach set out in the report.</p> <p>Decision:</p> <p>The Committee supported the proposal of the establishment of the EqIA Group. The Committee Chair proposed that Ceri Harris attended the committee ‘in attendance’ and provide specialist advice on other pieces of work linked to the EqIA agenda.</p> <p>Action:</p> <p>Ceri Harris to share dates and information of ‘Gay Dementia Venture’ session with the Committee.</p> <p>Ceri to attend the Committee on invitation and comment/provide a view on items specifically through the lens of the EqIA work she leads on.</p>
PCC 1404/11	Agile Working Update
	<p>Julie Chappelle provided an overview to the Committee on the current position of the work of the Agile Delivery Board.</p> <p>To date a significant amount of enabling work had been undertaken in relation to documentation, frameworks,</p>

	<p>discussions with staff and undertaking assessments in addition to the surveys. The agile framework had been developed and updated to reflect the feedback received from the surveys. Minimum standards had also been devised, based on what an agile working space should look like and was due to be discussed and endorsed at the Programme Board's April 2022 meeting.</p> <p>Julie further advised that an advert had been published for a dedicated person to lead on agile working and it was anticipated that this would provide traction and pace to the agile working agenda.</p> <p>Julie highlighted the next steps in the report which included a refocus of the project plan, acknowledging enabling work and progress which had already been made.</p> <p>It was reported that there had been a substantial reduction in travel and associated costs since the pandemic and the Committee also noted that 79% of personal lease cars being purchased were electric hybrid cars. The Committee discussed the allocation of electric points for vehicles to ensure there was adequate provision for the future in the infrastructure.</p> <p>Paul Deneen asked if the Health Board had considered the possibility of solar power due to the increasing cost of electricity. Debra Wood- Lawson advised that this had been explored during the run-up to the opening on the Grange University Hospital where a pilot undertaken by Caerphilly Borough Council had been discussed. Debra agreed to bring an update to a future meeting.</p> <p>Decision:</p> <p>The Committee noted the work undertaken and acknowledged the next steps. It was agreed that regular update reports would continue to be submitted to the Committee.</p> <p>Action:</p> <p>Julie Chappelle to ensure regular update reports were submitted to future meetings.</p> <p>Debra Wood-Lawson to provide an update at a future meeting on the possibilities of using solar power, in line with the Health Board's de-carbonisation strategy.</p>
PCC 1404/12	Committee Risk Report
	<p>Debra Wood-Lawson presented an update on both the corporate and local risks registers. Each set out the control measures and provide an update as of March 2022.</p> <p>It was noted that all risks have been updated to reflect the actions to support the new People Plan. The</p>

	<p>recruitment and retention risk had been reframed and updated to reflect the cessation of the Coronavirus Act 2022 and the extension of the Pension Scheme Regulations.</p> <p>Action plans had also been updated to ensure alignment with relevant resourcing challenges across the Health Board and alignment with government legislation or Covid guidance.</p> <p>Decision:</p> <p>The Committee noted the updated risk registers and agreed the changes detailed in the report.</p>
PCC 1404/13	Items for information
	<p>Audit Wales Report, Taking Care of the Carers and ABUHB's Management Response</p> <p>The People and Culture Committee accepted the report and agreed to monitor its implementation on the management response to the recommendations. The Committee noted that the response was submitted to the Audit, Risk and Assurance Committee on 3rd February 2022.</p>
PCC 1404/14	<p>Date of next meeting:</p> <p>09:30 Tuesday 20th September 2022</p>