

ANEURIN BEVAN UNIVERSITY HEALTH BOARD

Minutes of the People and Culture Committee held on Tuesday 20th September 2022 at 1.30 pm via Teams

Present:

Louise Wright	Independent Member (Chair)
Paul Deneen	Independent Member
Helen Sweetland	Independent Member

In attendance:

Sarah Simmonds	Director of Workforce & OD
Debra Wood-Lawson	Deputy Director of Workforce & OD
Julie Chapelle	Assistant Workforce Director
Shelley Williams	Interim Assistant Director of Workforce & OD
Geraint Scott	Head of Welsh Language
Peter Brown	Assistant Director of Workforce & OD
Hannah Williams	Head of Organisational Development, Workforce & OD
Kate Davies	Workforce Performance Manager
Cathy Brooks	Head of Workforce Planning
Stephen Chaney	Deputy Head of Internal Audit, NWSSP
Danielle O'Leary	Head of Corporate Services, Risk & Assurance
Emma Guscott	Committee Secretariat

Apologies:

Rani Mallison	Director of Corporate Governance
Adrian Neal	Consultant Clinical Psychologist, Employee Well-Being

Preliminary Matters	
PCC 2009/01	Welcome and Introductions The Chair welcomed everyone to the meeting.
PCC 2009/02	Apologies for Absence Apologies for absence were noted.
PCC 2009/03	Declarations of Interest There were no Declarations of Interest to record.
Committee Governance	
PCC 2009/04	Draft Minutes of the Meeting Held on the 14th April 2022 The minutes of the People & Culture Committee meeting held on the 14 th of April 2022 were noted as a true and accurate record.

<p>PCC 2009/05</p>	<p>Committee Action Log</p> <p>The Committee discussed the actions and members were assured that all actions had clear timelines. Members thanked the teams involved for the completion of previous actions.</p> <p>Members discussed action <i>PCC 0807/08 The committee requested sight of the Primary Care Evaluation Report. To be shared with the committee.</i> It was agreed that Debra Wood-Lawson, Deputy Director of Workforce & OD, would share the document 'Transformation Fund Regional Report, Project Update' with members, with the full Primary Care Evaluation Report, outside of the meeting.</p> <p>Paul Deneen, Independent Member, requested further information on Regional Partnership Boards (RPB) funding plans and allocation. The Deputy Director of Workforce & OD nominated Roxanne Green, Assistant Director of Partnership and Integration, to provide members with an informed overview of the RPB spend profile at a future Committee meeting. Action: Assistant Director of Partnership and Integration / Secretariat</p>
<p>Items for Discussion</p>	
<p>PCC 2009/06</p>	<p>Committee Strategic Risk Report & Workforce Divisional Risk Register- September 2022</p> <p>Danielle O'Leary, Head of Corporate Services, Risk and Assurance, supported by Workforce and Operational Development colleagues, provided the committee with an overview of the report outlining Corporate and Divisional workforce risks.</p> <p>Members were informed that since the previous Committee meeting held in April 2022, two additional risks had been identified and were proposed to be added to the Corporate Risk Register. The potential risks were noted as:</p> <ul style="list-style-type: none"> • <i>Industrial Action and Nursing and</i> • <i>HCSW agencies refusing to contract with the Health Board.</i> <p>In addition, all risks were updated to reflect the actions supporting the Health Boards new 'People Plan'. Debra Wood-Lawson, Deputy Director of Workforce & OD, discussed the additional risks and proposed that the potential risk of <i>Nursing and HCSW agencies refusing to contract with the Health Board</i> be a joint risk between the Director of Workforce and the Director of Finance, to have oversight of any potential risk arising from potential breaches of public sector pay policy. Any potential breach of the public sector pay policy would be routinely monitored by the Audit, Risk and Assurance Committee.</p> <p>Paul Deneen, Independent Member, requested further detail on the risk <i>Nursing and HCSW agencies refusing to contract with the Health Board</i>. Sarah Simmons, Director of Workforce & OD, informed members that the Health Board had seen exceptional demand for agency staff. Unprecedentedly high numbers of invoices had been received by the Workforce & OD team via agencies. Unfortunately, the invoices did not always align with the</p>

	<p>information contained on the roster system. This had sometimes, thus caused a backlog and delays, resulting in delays of payments to agencies. The Workforce and OD task and finish group were working alongside Finance and Audit teams to find solutions to current issues and redesign processes for improvement. The Health Board Agency Reduction Plan continued to be a focus, converting current vacancies into staffed posts and becoming less reliant on agency staffing.</p> <p>Helen Sweetland, Independent Member, noted the recent recruitment of international nurses and its impact on filling substantive nursing posts, and requested an update on the progress. Members were informed that the feedback had been positive, and many of the cohort had received required training. The Health Board was considering further overseas recruitment for nurses, recognising further recruitment work was required throughout the Health Board.</p> <p>Members were informed that a 'Safer Care Model' had been piloted in Nevil Hall Hospital, providing instant data ensuring rosters and agency shifts align. thanked the Workforce and Finance teams for the additional work to tackle the backlog and keep the organisation safe.</p> <p>Members were assured of the Health Board plans to mitigate risks.</p> <p>The Committee ENDORSED the inclusion of the following two new risks on the Corporate Risk Register and NOTED that these would be discussed further with Executive Team prior to recommendation at Board for inclusion on the Corporate Risk Register:</p> <ul style="list-style-type: none"> • Industrial Action • Nursing and HCSW agencies refusing to contract with the Health Board
<p>PCC 2009/07</p>	<p>Committee Workplan 2022/23</p> <p>Danielle O'Leary, Head of Corporate Services, Risk and Assurance, presented the draft proposed workplan to the Committee. Members were informed that the workplan aligned to the agreed Committee Terms of Reference, the Board Assurance Framework and the objectives as set out in the People Plan 2022/23.</p> <p>Members were informed that the workplan would be presented to each Committee meeting for oversight. Further discussions to finalise expectations for required items to take place outside of the meeting. Action: Committee Chair/Director of Workforce and OD/Head of Corporate Services, Risk and Assurance</p> <p>The Committee APPROVED the proposed workplan.</p>
<p>PCC 2009/08</p>	<p>People Plan Update Quarter 1</p> <p>Debra Wood-Lawson, Deputy Director of Workforce & OD, presented an overview of progress made during the first quarter of the implementation of the People Plan 2022-25. It was agreed that the presentation would be shared with members. Action: Deputy Director of Workforce & OD/secretariat</p>

Members were reminded of the purpose and background of the People Plan, aligning to key organisational objectives and workforce challenges, noting that the plan had been approved by the Board in May 2022.

Members were informed of the achievements to date, noted as follows:

- The findings of the fifth Staff-Wellbeing Survey had been analysed, and the teams were in the process of developing the sixth.
- Observational work had been undertaken by Workforce and OD colleagues with a focus on psychological safety for theatre staff.
- Regular Equality, Diversity and Inclusion events had been held, including published newsletters and staff networks.
- Trained mediators were now available in all Divisions to support any potential conflict situations.
- 'Walkabouts' had taken place across sites with Executive Directors, engaging with staff and resolving issues raised.
- The People First has received external recognition through the Healthcare People Management Association (HPMA) Awards and had reached the finals of the Association of Business Psychologists (ABP) awards 2022.
- Sanitary Products on Site (SOS) boxes have been provided across the Health Board for female staff and were available in toilets. This had been very well received by staff members.
- The Project Wingman bus, supporting staff wellbeing had been operational outside the GUH.
- Support and information had been provided to staff to help support the rise in the cost of living. A paper would be presented to the Executive Team on Financial Wellbeing.
- A Welsh Language Clinical Consultation Plan had been published and a development strategy for Welsh language, led by the Head of the Welsh Language Unit.
- Aneurin Bevan was the only Health Board in Wales to implement the Specialist and Associate Specialist (SAS) contract to deadline, securing financial support from Welsh Government, therefore avoiding additional costs for the HB. The SAS contract is key for retention and recruitment and allow doctors who were not currently on training pathways to be a consultant to allow them to work at a senior level.

Members were informed of future plans and noted that funding had not been allocated for the Centre of Excellence for Wellbeing. Although this was disappointing, the Health Board were working to seek alternative plans and pathways. Members were informed that the Health Board was exploring options and researching solutions such as income generation, and possible future partnership working around the Centre of Excellence.

Louise Wright, Committee Chair, requested reassurance that the People Plan was shared with all staff members. Members were informed of continual staff engagement, incorporating all forms of communication such as roadshows/workshops, videos and newsletters. A dedicated project management role was under development to focus and support staff engagement. An update on this to be discussed at a future meeting. **Action: Director of Workforce & OD/Secretariat**

	<p>Members noted the high use of agency staff and queried the attraction for staff working for agencies. The Assistant Workforce Director informed members that the flexibility and the higher rates of pay with agencies appeal to some. The Committee requested that an update on the Health Board’s Recruitment Modernisation Programme, including a deep dive on agency and bank working to come back to the next Committee meeting. Action: Director of Workforce & OD/Secretariat</p> <p>The Committee Chair thanked the Workforce and OD team for the update and congratulated them on the achievements to date.</p>
<p>PCC 2009/09</p>	<p>Workforce Performance Dashboard- September 2022</p> <p>Sarah Simmonds, Director of Workforce and OD, gave an overview of the Workforce Performance Dashboard. Members were invited to provide comments on the Dashboard to the Director of Workforce & OD, with a deadline of two weeks. Action: Director of Workforce & OD/Workforce Performance manager/Secretariat</p> <p>The Committee Chair thanked the Director of Workforce and OD and the Workforce Performance Manager for the work undertaken.</p>
<p>PCC 2009/10</p>	<p>Report from the Director of Workforce and OD</p> <p>Sarah Simmonds, Director of Workforce and OD, presented the report to the Committee, providing an overview of a range of activities of the Workforce & OD Team, key issues locally, regionally and within Wales.</p> <p>The following points were highlighted to members:</p> <ul style="list-style-type: none"> • Work had been undertaken to improve HR Harm Avoidance. A recent “Employee Investigations – Being kind to the person and the process” workshop was attended by managers, staff side representatives and workforce colleagues, introducing the concept of avoidable employee harm during disciplinary investigations and demonstrating the need for change. The HR Harm Avoidance approach was fully supported by Staff side. The investigation training would be rolled out in Autumn 2022, throughout the organisation. • Two Transfer of Undertakings (Protection of Employment) (TUPE) had taken place. The first was the transfer of 27 employees from Public Health Wales (PHW) to the Health Board on 1st October 2022. A detailed report would be presented to Board members at the end of September 2022. The second was the potential transfer of approximately 20 pharmacy staff out of the Health Board, aligning to the ‘Proposal to set up a National Medicines Service under the Transforming Access to Medicines Programme (TrAMs)– Stage 1 – Senior Leadership Tier’. Staff were offered the opportunity to attend one-to-one meetings during the stage 1 consultation. No risks had been identified, however there was more work to be undertaken to ensure due diligence, reporting to Board members where appropriate. <p>Paul Deneen, Independent Member, requested information on any financial implications to the Health Board in relation to the TUPE. Members were informed that this was a cost neutral exercise and funding would transfer will</p>

	<p>staff. Relevant engagement was undertaken to support staff being transferred and the move had been well received.</p> <p>The Committee Chair thanked the Director of Workforce and OD for the comprehensive report.</p> <p>The Committee NOTED the report for information.</p>
<p>PCC 2009/11</p>	<p>Employee Well-being Survey Update</p> <p>Sarah Simmonds, Director of Workforce & OD, provided the Committee with a brief overview.</p> <p>Members were informed that this was the fifth Employee Well-Being survey. The surveys commenced at the start of the pandemic with an average response rate of 25-30%. Early analysis of responses from the fifth survey showed a small proportion of the workforce struggling to cope with work pressures and feeling work was unjust or unfair. The next steps were discussed, noting that work would be undertaken with Divisions, utilising results from the surveys to help inform programs of work and well-being interventions.</p> <p>Paul Deneen, Independent member, queried if discussions around survey results were triangulated with trade-unions. Members were informed that the data was presented to the Trade Union Partnership Forum and Local Negotiating Committees (LNCs), including feedback to ensure the data was congruent with the experience of their members. The Health Board’s Fifth Employee Well-being Survey was included in the agenda for the next Trade Union Partnership Forum meeting in October 2022.</p> <p>A comprehensive report outlining the key findings and steps to progress plans would be brought back to the next Committee meeting. Action: Consultant Clinical Psychologist, Employee Well-Being/Secretariat</p>
<p>PCC 2009/12</p>	<p>Agile Working Update</p> <p>Julie Chappelle, Assistant Workforce Director, supported by Cathy Brookes, Head of Workforce Planning, provided the Committee with an update of the work delivered through the Agile Delivery Board and an overview of the Agile Working Plan, performance to date and associated risks.</p> <p>Members were reminded of the changes in working during the pandemic and informed that learning and best practice from that was used to develop the Health Board approach to agile working. Health Boards plans around agile working. The following key points were noted:</p> <ul style="list-style-type: none"> • The Health Board had a dedicated manager supporting the Agile Working Framework. • An All-Wales Agile Working Group had been established, sharing learning and best practice across NHS Wales, Chaired by the Head of Workforce Planning. • Work continued at Health Board sites to analyse agile working, available spaces, and staffing requirements. A new agile working space had opened at the Cleppa Park site.

	<ul style="list-style-type: none"> • The Homeworking Policy was currently under review. • The Agile Framework had been updated based upon best practice and staff feedback. • An update on costs was outlined, noting a 42% reduction in business miles and a 45% reduction in costs. <p>Paul Deneen, Independent Member, queried whether staff had raised concerns over the cost-of-living crisis in relation to working from home. Members were informed that this had not been flagged. The Director of Workforce and OD discussed concerns over the pressure for staff working from home and the cost-of-living crisis. The Workforce and OD teams were working on a Hybrid Agile Working offer for staff, highlighting available agile working spaces at sites closest to home, that could be booked on a proposed room booking system.</p> <p>Helen Sweetland, Independent Member, queried if there had been a change in the support and uptake of agile working by staff since the pandemic. Members were informed that there had been a huge shift towards agile working in comparison to pre-pandemic, however it was acknowledged that agile working was not an option for a number of staff groups. It was noted that the Health Board had invested in IT equipment to support agile working.</p> <p>Sarah Simmonds, Director of Workforce and OD, informed members that the next steps for agile working would include collaboration with planning, finance and works and estates colleagues. Workforce and OD teams were due to meet with Divisional Leads, to embed and provide support around the Agile Framework, in October 2022.</p> <p>The Committee Chair thanked the Workforce and OD teams for their hard work around agile working.</p> <p>The Committee NOTED the update.</p>
<p>PCC 2009/13</p>	<p>More than Just Words 2022-27</p> <p>Geraint Scott, Head of Welsh Language, presented the report to the Committee. Members were informed of the launch of the More Than Just Words (MTJW) plan for 2022-2027 by Welsh Government in August 2022. The report provided an overview of key information from the MTJW plan and recommendations to ensure the Health Board would be compliant with the objectives outlined in the MTJW plan 2022-2027.</p> <p>The Welsh language Unit had undertaken two main streams of work so far. The first stream focused on careers, engaging with Welsh speaking students and lecturers teaching through the medium of Welsh, discussing employment opportunities within the Health Board. The second stream utilised data to determine the linguistic skills of current staff to inform training requirements. The Welsh Language Unit were pleased to inform members of the increase in staff noting their levels of Welsh language on ESR; the numbers had increased from 30% in 2020 to 70% in 2022.</p> <p>Members were informed of the key actions to be undertaken, led by the Welsh Language Unit. Actions were outlined as follows:</p>

	<ul style="list-style-type: none"> • Creation of an animation/training module around 'courtesy level' Welsh which can form part of new staff induction training and be accessed by existing staff. • Link with Coleg Cymraeg Cenedlaethol to gain access to the network of Welsh language course providers. Staff can undertake a number of learning pathways, free of charge, including learning Welsh or developing their acquired skills. In addition, ensuring learning was appropriate to staff skill and area of work. • The Health Board would continue to monitor and promote ESR compliance in relation to Welsh language. • Expand on roadshows and audits to raise awareness and monitor progress in relation to visual displays and signage. The Welsh Language Unit would be providing training and learning roadshows to staff, with dates to be confirmed. • Connect recruitment managers with key stakeholders to maximise the recruitment of Welsh speaking staff. • Continue to develop and deliver careers workshops and materials in Welsh for prospective employees currently still in education. • Each Division shall appoint a senior member of staff who holds responsibility for reporting on Welsh Language. • Clear KPI's would be established for each Division to report on with support and guidance provided by the Welsh Language Unit. <p>Sarah Simmonds, Director of Workforce and OD, highlighted the support for the work being undertaken by the Head of Welsh Language, discussing the holistic approach the Health Board was taking to improve Welsh language, improving patient care and staff experience. The Welsh Language Annual Report would be presented to the Board at the end of September 2022.</p> <p>The Committee NOTED the contents of the report and APPROVED the recommended key actions identified.</p>
	Items for Information
PCC 2009/14	Taking Care of the Carers, Management Response The Committee NOTED the report for INFORMATION .
	Other Matters
PCC 2009/15	Any Other Urgent Business Sarah Simmonds, Director of Workforce and OD, informed members that this would be the last meeting for Debra Wood-Lawson, Deputy Director of Workforce & OD, as she had been successful in securing a seconded role as Director of Workforce and OD for Powys Teaching Health Board. Committee members thanked Debra Wood-Lawson for all her work in Aneurin Bevan Health Board and wished her well in her new post.
PCC 2009/16	To confirm any key risks and issues for reporting/escalation to Board and/or other Committees The addition of the two new risks to be discussed at Executive Team prior to inclusion on the Corporate Risk Register. The two new risks were as follows: <ul style="list-style-type: none"> • Industrial Action

	<ul style="list-style-type: none"> Nursing and HCSW agencies refusing to contract with the Health Board <p>It was agreed that this would be reflected in the Committee assurance report. ACTION: Secretariat</p>
	Date of Next Meeting
PCC 2009/17	The date of the next meeting was noted as: - Tuesday 10th January 2023 via Microsoft Teams.