

People & Culture Committee

**Held on 27 July 2020
as a Virtual Meeting**

Present:

Jayne Sadgrove	Independent Member, Committee Chair
Mel Jehu	Independent Member
Nicola Milligan	Independent Member
Keiron Montague	Independent Member

In Attendance:

Hywel Daniel	Director of Workforce & Organisational Development (interim)
Donna Hill	Assistant Director Workforce Efficiency and Productivity, (from minute 1.7.25)
Karen Wright	Assistant Director, Workforce & Organisational Development
Michelle Hurley-Tyers	Assistant Director, Employee Experience and Wellbeing
Marcus Longley	Independent Member / CTM Chair (Observing) (from minute 1.7.25)
Paul Dalton	Internal Audit
David Jenkins	Special Advisor to the Chair and Board Members
Cally Hamblyn	Assistant Director, Governance & Risk
Sara Utley	Audit Wales
Wendy Penrhyn-Jones	Head of Corporate Governance & Board Business (Secretariat)

1.7.20 PRELIMINARY MATTERS

1.7.20.1 Welcome & Introductions (oral)

Jayne Sadgrove welcomed everyone to the inaugural meeting of the Committee. Jayne Sadgrove stated that the former Finance Performance and Workforce (FPW) Committee had considered such issues and for continuity, Mel Jehu, Dilys Jouvant and Keiron Montague, Independent Members (IMs) had been assigned as members. It was

noted that Nicola Milligan (IM) was confirmed as the Committee's Vice Chair.

Jayne Sadgrove offered apologies for meeting papers not being available seven days in advance on this occasion which was connected with the decision to hold the meeting at relatively short notice. Jayne Sadgrove acknowledged this was important to provide an opportunity to fully consider meeting papers and gave an undertaking that future meetings papers would be available in good time.

1.7.20.2 Apologies for Absence

Apologies were **RECEIVED** from Dilys Jouvenat, Georgina Galletly, Director of Corporate Governance/Board Secretary and Liz Wilkinson, Director of Therapies & Health Science.

1.7.20.3 Declarations of Interest

There were none.

1.7.21 CONSENT AGENDA

1.7.22 ITEMS FOR APPROVAL

1.7.22.1 Reserves Forces - Training and Mobilisation Policy

RESOLVED:

- The Policy be **approved**.

1.7.23 FOR NOTING/ASSURANCE

1.7.23.1 Action Log

As this was the inaugural meeting there was no current action log. Jayne Sadgrove requested that a look-back exercise be undertaken from the former FPW Committee to confirm there were no outstanding actions and to communicate this to herself and Hywel Daniel ahead of the next meeting. Wendy Penrhyn-Jones undertook to complete this.

Cally Hamblyn stated that a cycle of business was currently under development for all Board Committees and once a forward plan had been established for the People & Culture Committee this would be brought back to the Committee for comment.

RESOLVED:

- Look-back exercise to be completed to determine if there were any outstanding actions to carry forward.

1.7.24 INAUGURAL MEETING MATTERS

1.7.25 Discussion on Scope and Purpose (oral)

Hywel Daniel advising that the creation of the Committee acknowledged the importance of both staff and organisational culture. Hywel Daniel stated that given the vast nature of workforce issues it was important to carefully plan to enable scrutiny of a broad range of topics, key issues and metrics. Hywel Daniel stated that there was a need to build upon the FPW Committee previous scrutiny of this important area and plan work for the next 12 months.

With reference to the Workforce Metrics report that was to be considered later in the agenda, Hywel Daniel stated that this needed to be revised following the advent/impact of Covid-19 with further analysis around sickness absence particularly if there were to be a second peak, as well taking into account the broader diversity and inclusion agenda.

1.7.26 Draft Terms of Reference (TOR)

The draft TOR were **RECEIVED**.

Hywel Daniel suggested that each of his three Assistant Directors attended future meetings.

Nicola Milligan raised the issue of trade union representation and queried the need for a further two representatives, given her role in representing the interests of staff at Board level. David Jenkins suggested that where the TOR were to be amended in this regard they could make clear that the trade union (TU) representation on the Committee included the TU IM member. This was agreed.

Keiron Montague commented that the TOR were currently focused around staff and he wondered if there needed to be greater balance in terms of the importance of organisational culture. Jayne Sadgrove advised that culture and values were addressed under the heading of 'scope and duties' but that she was happy to receive any suggestions if it was felt this section needed to be built upon.

Mel Jehu raised the issue of staff undergoing disciplinary processes. Jayne Sadgrove acknowledged this as an important area recognising the need to observe confidentiality during the reporting of such matters. It was suggested that consideration needed to be given to how the various existing sources of information could be triangulated

with information IMs gained from site visits. Hywel Daniel concurred linking this issue with the way the Committee interacted with other Board Committees over relevant issues. Hywel Daniel stated that culture measurement picked-up on some of these issues and it would be important to understand how this was weaved into the work of the Committee. It was also suggested that consideration be given to how these issues were managed by similar committees in other health boards.

Jayne Sadgrove suggested that the TOR could be amended to reflect the Committee had a strategic overview of workforce plans. Jayne Sadgrove added that she had some other points she wished to suggest and undertook to relay these following the meeting.

Cally Hamblyn stated that as a new Board Committee the TOR would inevitably evolve.

Keiron Montague suggested that TOR be reviewed in any case in six months time.

RESOLVED:

- The draft TOR be **NOTED**.
- Amendments be made to the TOR which would be further considered at the next meeting.

1.7.27 CULTURE & VALUES

1.7.27.1 Values & Behaviours Framework

A report setting out the draft Values and Behaviours Framework, the approach taken to develop these and the proposed process to begin embedding these across CTM was **RECEIVED**.

In presenting the report, Hywel Daniel stated that around 5,000 people had been involved in the development of the framework, pre-Covid, and that a further 1500 staff responses had been received afterwards as well as input from patients via focus groups.

Hywel Daniel stated that the three values were all relevant to the cultural issues the organisation had experienced.

Hywel Daniel stated that there had been some changes to the wording of the values during the development of the framework and the current text had been used to reinforce the fact that CTM was a single team. Given the framework was also intended for all audiences, discussions with the CTM Community Health Council (CHC) had resulted in confirmation being received that they were content with this principle. Nicola Milligan stated this provided reassurances.

Keiron Montague raised concerns that 0.001% of the population had been involved in developing the framework as opposed to contributions from 37% of staff. Keiron Montague suggested that this be raised when the document came before the Board later that week so that consideration was given to how community contributions might be improved at the next stage of its development. Jayne Sadgrove suggested that the extensive community engagement that had taken place within maternity services may prove valuable in this regard.

Hywel Daniel stated that the advisors engaged to help with the development of the framework had already taken into account the work undertaken within maternity and that CTM had also sought advice from the CTM CHC which had resulted in some 150 service users becoming involved which had satisfied their members that there had been a good opportunity to get involved.

Keiron Montague stated that the main interaction with service users was at primary care level and suggested that at the next stage it would be important to take steps to encourage primary care contractors to display these values and behaviours. Mel Jehu stated that the community and key partners also had a part to play in terms of observing these values and behaviours.

Hywel Daniel stated that there was a significant piece of work ahead to 'translate' the document for a public audience and acknowledged that the delivery of certain aspects would be more challenging than others.

Colleagues were thanked for their contributions. Marcus Longley suggested these points be further discussed when the document came before the Board.

RESOLVED:

- The Values and Behaviours Framework was **ENDORSED** in principle on the basis that primary care and community involvement be strengthened as part of the next stage of its development.

1.7.28 ORGANISATIONAL DEVELOPMENT AND CAPACITY

1.7.29 PERFORMANCE REPORTING

1.7.29.1 Workforce Metrics Analysis

A report providing an update on key workforce metrics for May – June 2020 was **RECEIVED**.

Donna Hill stated that the report was based upon the format developed for the former FPW Committee and included historical trends, areas where staff were excelling as well as areas which needed sustained performance improvement.

Donna Hill drew members attention to the various tasks workforce colleagues had been involved in during the height of the pandemic.

Members noted overseas recruitment was going well and that further nurses were expected by the end of the year. Nicola Milligan stated that she was aware of issues with accommodation. Donna Hill stated that this had presented a challenge as a proportion of the hospital based accommodation required refurbishment with some of the existing tenants had lived there for many years. Donna Hill stated that whilst some private accommodation had been secured, there was confidence that the next next cohort of nurses would be accommodated without any further issues.

The report acknowledged that more work was needed around exit questionnaire analysis as there was currently a low return rate. It was noted that a degree of those registered on the system 'leavers' were actually either moving to different jobs within the organisation, retiring and returning or being redeployed and therefore it was important that these staff were excluded from the process.

With regard to staff appraisal and statutory & mandatory training compliance, Donna Hill stated that there were pockets of poor data in this regard and the pandemic had also had an impact on staff being able to complete these. Michelle Hurley-Tyers stated that as part of the work to

increase the patient facing workforce during the pandemic, processes had been put into place to enable these new staff to complete certain aspects of training prior to them taking up their temporary posts.

Nicola Milligan stated that compliance rates did not always reflect the issues that were relevant to the roles of individual staff members. A group were noted to be looking at this with a view to streamlining the requirements which would deliver improved compliance. In terms of the Electronic Staff Record (ESR), Hywel Daniel stated that during the past 12 months the system had become more user-friendly. Michelle Hurley-Tyers states that the use of virtual classrooms was being looked as a further means of focusing attention on improving compliance rates. Nicola Milligan suggested that she had a discussion with with HR colleagues out of the Committee to look at the issues.

With regard to staff sickness rates Hywel Daniel stated that whilst this had presented a challenge pre-Covid, even now some departments were still experiencing high rates coupled with a proportion of staff either shielding or needing to work from home. Hywel Daniel took the opportunity to thank staff for all their efforts to maintain services and stated that there was also the psychological impact that arose from the pandemic which had hit some areas harder than others, leaving staff tired. It was noted that staff were being encouraged to take their annual leave to help them recharge and for their own wellbeing.

Keiron Montague stated that CTM was still managing a degree of risk going forward and raised the issue of how the Committee would fulfil its remit to gain assurance that there were robust plans in place to address these issues. Hywel Daniel concurred there was a need to assess the impact on metrics and develop plans to improve performance as necessary.

Marcus Longley stated that he felt some of the underperformance was longstanding and it was important to achieve sustained improvement. Jayne Sadgrove concurred advising that she was aware of a range of issues having been highlighted through audit processes and she felt the establishment of this Committee provided an opportunity make a real difference. Hywel Daniel acknowledged that some of the issues were indeed longstanding and a significant number of these were within the organisation's control.

Jayne Sadgrove stated that the organisation had already identified the need for leadership and management development given that this would arm managers with skills and abilities needed to enable CTM to make the necessary step change towards sustainable improvement.

Jayne Sadgrove thanked everyone for their input into this discussion and extended this thanks to Hywel Daniel and his team and the Integrated Locality Groups (ILGs) who had worked so hard to serve their local communities. The work to date regarding staff wellbeing was also praised.

With regard to Audit Reports Hywel Daniel stated that these would need to be aligned to Committee business and suggested that ILGs could be asked to join future meetings to discuss the plans that were being put into place to address local issues. Jayne Sadgrove agreed this would be useful particularly where there was evidence of trends.

Cally Hamblyn stated that work had been undertaken on the Audit Actions Tracker which could be used to help populate agendas and Committee Work Plans.

RESOLVED:

- The report be **NOTED**.

1.7.30 STATUTORY COMPLIANCE

Nil to report

1.7.31 ITEMS TO NOTE FOR INFORMATION

Nil to note

1.7.32 HIGHLIGHT REPORT TO BOARD

It was agreed that this would be developed outside the meeting and shared with Hywel Daniel and Jayne Sadgrove for approval.

1.7.33 ANY OTHER BUSINESS

There was no further business and the meeting was closed noting the dates of future meetings as 28 October 2020 and 27 January 2021.