



AGENDA ITEM

4.6

PEOPLE & CULTURE COMMITTEE

VALUES & BEHAVIOURS UPDATE

Date of meeting	10/08/2022
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Sharon Nash, Head of Organisational Development
Presented by	Michelle Hurley-Tyers, Assistant Director of Organisational Development & Wellbeing
Approving Executive Sponsor	Executive Director for People
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)		
Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS	
CTMUHB	Cwm Taf Morgannwg University Health Board
OD	Organisational Development
PDR	Personal Development Review
HR	Human Resources
BAME	Black, Asian and Minority Ethnic

1. SITUATION/BACKGROUND

- 1.1 The purpose of this report is to update the People and Culture Committee on our plans to integrate our work around values and behaviours into business-as-usual activities. This plan also highlights what has been achieved to date, and key remaining activities which will continue to be led centrally by the Organisational Development (OD) team.
- 1.2 In April 2021 we set out a plan to embed our values and behaviours into our culture, taking inspiration from good practice research and key learnings. That plan was inextricably linked with CTM's ambition to build our leadership capability, re-energise our staff around our purpose and vision, and work to make our values and behaviours a lived reality for all staff.
- 1.3 We set out to achieve this in three key phases, through a successful launch in October 2020, by working to embed the values into our people processes, and by reinforcing the importance of our values and behaviours by further integrating them into everything that we do.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 To date, we have sought to embed our values and behaviours in many ways (see page 2 of attached dashboard):
 - 2.1.1 Values cafes designed to help staff get a deeper understanding of our values
 - 2.1.2 Listening sessions to understand any barriers to our values and behaviours becoming a lived reality
 - 2.1.3 A series of workshops designed to engage leaders and their teams and make the values and behaviours their own.
 - 2.1.4 Leadership impact on culture workshops designed to enable our leaders to see the impact that they could be having on our culture, through the lens of our values and behaviours.
- 2.2 These initiatives have seen us reach just over 15% of our 13,000 workforce. We have targeted our Heads of Workforce and OD, HR teams and managers locally for train the trainer sessions, so that they are confident to deliver these sessions themselves in their localities and to their teams. We have also created a wealth of resources on our SharePoint pages including guidance, self-service workshops and values-based discussion guides, which managers can access and use with their teams.

- 2.3 In addition to the engagement and listening activities highlighted above, we have also sought to further embed our values and behaviours into our people practices (see page 3 of attached dashboard CTM UHB Organisational processes illustration below):
- 2.3.1 Introduced a values based PDR (Your conversation) process
 - 2.3.2 Introduced values-based induction targeted at our medical and nursing staff, as well as developing an introduction to values and behaviours module in our corporate induction
 - 2.3.3 Hosted 'Values in Action Week' to create a spotlight on values and behaviours, through listening sessions, masterclasses, reflections from colleagues across CTM and localised activities to recognise staff living our values and behaviours.

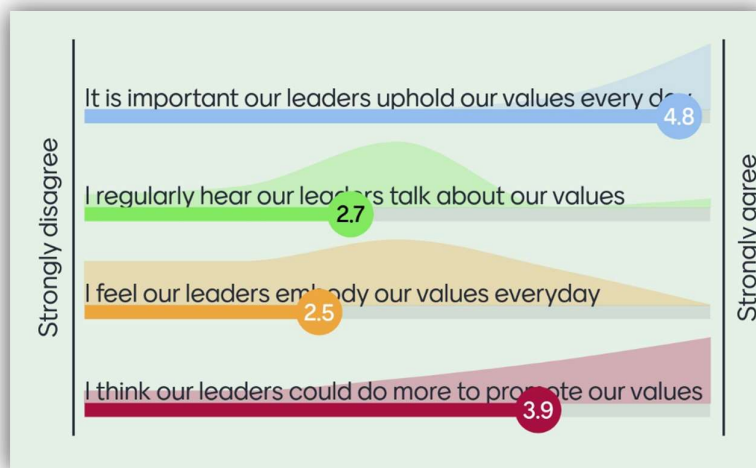
3. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 3.1 We now need everyone to take responsibility for making our values and behaviours a lived reality, by grasping every opportunity to integrate values and behaviours into day to day activities, in team meetings, in one to one conversations, in our leadership and other professional forums, in the messages that we communicate to staff, and critically, in the actions that we take as leaders every day to role model the desired behaviours, and recognising those who truly live our values.
- 3.2 Work has commenced to further incorporate our values and behaviours and ongoing activities into developing the culture we want in CTM UHB. Through our Aspire and Inspire Leadership programmes, ongoing work to apply the principles and practice of a Restorative Just and learning Culture, our approach to leading behaviour change through leadership and culture interventions for services under scrutiny and the implementation of or revised Strategic Equality Plan.
- 3.3 We aim to extend our leadership impact on culture workshops to staff at all levels, to generate deeper, bottom up conversations about the kind of culture that we want to create at CTM UHB, and continue to work through some of the barriers to creating that culture. We will also work to align the implementation of our new operating model and our CTM 2030 Strategy with these programmes of work.
- 3.4 We have now agreed a blueprint for achieving behaviour change within CTM UHB which is underpinned by our values and behaviours. This programme of work is intended to be rolled out more widely across CTM UHB as we continue to work with teams who are struggling or services under scrutiny.



- 3.5 In September we are planning a focus on Values Based Recruitment, with the introduction of a CTM UHB Framework and Toolkit, and training for panel members and hiring managers to ensure confidence and competence in applying values-based recruitment principles.
- 3.6 From our April listening sessions, we heard from staff that:
- 3.6.1 They need to see senior leaders role-modelling our values more
 - 3.6.2 They felt unable to speak up when they experience behaviours that they felt were not aligned to our values
 - 3.6.3 Incidences when staff felt publicly belittled by senior leaders but unable to challenge due to fear of recrimination
 - 3.6.4 An inability to frame feedback – not knowing where to start or how to refer to our values as a guide

Mentimeter Feedback regarding Leadership and our Values:



- 3.7 We are addressing these specific issues relating to feedback through a task and finish group established with participants from previous listening sessions and plan to make guidance available on giving feedback by September 2022. The focus group have been gathering feedback following discussions with their colleagues since April 2022. This will be shared in the focus group meeting on 3 August 2022 where the draft guidance will be shared, inviting their feedback, suggestions and comments based on their own experience and that of their colleagues.
- 3.8 In response to comments regarding our leaders embodying our values, a Reverse Mentoring program will be launched in September 2022, piloted with our BAME Community network. Applications for mentors closed on 17 July 2022 with 28 individuals expressed an



interest in becoming a mentor. Currently working towards a 16 September launch date with 12 selected mentors and mentees attending a Teams based Welcome session. Training, support, framework documents (purpose of mentor relationship) and guidance to be provided to mentors and mentees prior to and at this launch meeting. Various measures will be taken before and after mentoring relationship (duration of 6 months) from mentor and mentee to determine success of relationship.

- 3.9 October 2022 marks the second anniversary of launching our values and behaviours, although still in planning we intend to use this as an opportunity to reflect back on the last anniversary event (Our Values in Action Week) and what we have done in response to what we heard. Secondly celebrate those who have been recognised for upholding our values (staff recognition events and thank you cards).
- 3.10 In the longer term, there is further work to be done to recognise and reinforce the positive behaviours associated with our values and ensure that there are stronger mechanisms in place to enable staff to challenge inappropriate behaviours.

4. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 4.1.1 The risks around the successful implementation and integration of our values and behaviours into our everyday activities remain.
- 4.1.2 If we do not talk about our values and behaviours, then they are unlikely to be seen to be of organisational importance.
- 4.1.3 Our staff need to see our leaders playing an active and visible role in keeping our values alive through every interaction that they have, both internally and externally.
- 4.1.4 Critically, our values and behaviours need to be owned by every single employee for that ownership to be felt at an organisational level.

5. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Staff and Resources
	If more than one Healthcare Standard applies please list below:

Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
	No specific change to policies or services.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Inspiring People

6. RECOMMENDATION

The Committee is asked to:

- **NOTE** the report and the proposals and actions outlined in 3.1 – 3.10.