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Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

People & Culture Committee

**Held on 9 November 2022 at 09:30 am
as a Virtual Meeting via MS Teams**

Present:

Dilys Jouvenat	-	Independent Member (Chair)
Lynda Thomas	-	Independent Member
Nicola Milligan	-	Independent Member

In attendance

Jayne Sadgrove	-	Health Board Vice Chair (Observing)
Hywel Daniel	-	Executive Director for People
Greg Padmore	-	Executive Director of Nursing & Midwifery
Dix		
Sallie Davies	-	Deputy Medical Director
Helen Watkins	-	Deputy Director for People
Michelle Hurley	-	Assistant Director of OD & Wellbeing
Tyers		
Karen Wright	-	Assistant Director of Policy, Governance & Compliance
Georgina Gallety	-	Director of Governance
Nick Carter	-	Head of People Development
Fiona Thomas	-	Clinical Group Service Manager, Pathology
Ana Llewellyn	-	Nurse Director, Primary Care & Mental Health
Natalie Price	-	Assistant Director, Strategic Workforce Planning
Paul Dalton	-	Internal Audit
Kathrine Davies	-	Corporate Governance Manager (Secretariat)

11.22.1 PRELIMINARY MATTERS

11.22.2 Welcome & Introductions

The Chair welcomed everyone to the meeting including Fiona Thomas, Clinical Group Service Manager Pathology, Ana Llewellyn, Nurse Director, Primary Care and Mental Health and Lisa Davies, Clinical Service Group Manager.

11.22.3 Apologies for Absence

Apologies for absence were received from Dom Hurford, Medical Director, Cally Hamblyn, Assistant Director of Governance & Risk and Sara Mason.

11.22.4

Declarations of Interest

No declarations of interest were received.

11.22.5

CONSENT AGENDA

The Chair explained that to ensure a focus on business critical activity and discussions CTMUHB was continuing to use the consent agenda process. This enabled questions on any of the items under the Consent Agenda to be invited in advance of the meeting which were then put to the relevant officer lead.

The Chair asked if anyone wished to comment further on the consent agenda items or move any of the items to the main agenda for discussion. There were no such requests.

11.22.6

ITEMS FOR APPROVAL

Minutes of the People & Culture Committee held on the 10 August 2022

Resolution: The minutes were **RECEIVED** and **CONFIRMED** as an accurate record.

Committee Self Effectiveness Outcome and Improvement Plan

Resolution: The report and Improvement Plan was **APPROVED**.

Amendment to the Standing Orders – Revised Committee Terms of Reference

Resolution: The Revised Standing Orders were **ENDORSED FOR BOARD APPROVED**.

Alternative Pension Payment Contributions for Medical and Dental Staff

Resolution: The Policy was **APPROVED**.

Industrial Injury Cover Policy

Resolution: The Policy was **APPROVED**.

Committee Ratification of Chairs Action – Nursing & Midwifery Rostering Policy

Resolution: The Policy was **APPROVED**.

ITEMS FOR NOTING

Nil

MAIN AGENDA

11.22.7

Action Log:

The following updates were received on the Action Log:

- Disclosure and Barring Service – K. Wright advised that the the Organisational Change Policy work had caused a delay to this work progressing and an item being received at the November 2022 meeting. Work was ongoing and a progress report was scheduled to be received at the February 2023 meeting.
- BAME Story – M. Hurley-Tyers advised that the intention was to bring a wider Equality, Diversity and Inclusion update to the February 2022 meeting along with the Anti Racism Wales Plan.
- Staff Survey and Staff Recognition – N. Milligan advised that this was showing as 'complete' but this related to the 'thank you' cards however, there was further work around recognition required for staff in that it was not just about thank you cards but about wider recognition for staff. H. Daniel advised that there was further work to do in that area and they were meeting with the communications team and trade union colleagues about staff recognition, not just in terms of informal recognition but also a more formal recognition programme. It was agreed this be added to the Forward Plan for an future update.

Resolution: The Action Log and updates were **NOTED**.

Action Log: To add Staff Recognition to the Forward Work Plan.

GOVERNANCE

11.22.8

Organisational Risk Register

G. Galletly presented the report, which provided the latest iteration of the Risk Register containing matters with a score of 15 or above which had been assigned to the Committee for scrutiny.

Members were advised that work was underway to review and ensure that the risk register was realigned to the new Care Groups. A workshop had been held with the work anticipated to be completed by January 2023. Members **noted** that Risk

4107 and Risk 4157 had been amalgamated and would be included in the next iteration of the Risk Register.

N. Milligan referred to Risk 4080 and advised that the action plan referenced task and finish groups and commented that it would be helpful to have sight of timescales and outputs from these groups. G. Galletly stated she would relay this to the lead Executive outside of the meeting.

Resolution: The Committee reviewed the Risk Register and **NOTED** the report.

Action: Outputs and timescales for delivery in relation to the Task and Finish Group aligned to risk 4080 to be provided for the next meeting through the relevant Executive Lead.

INSPIRING PEOPLE

11.22.9

Equality, Diversity & Inclusion (EDI)

The Committee were advised that no update had been received on this occasion however the plan was to prepare a full report at the next meeting to reflect the National Work on the Anti Racism Plan, Equality Impact Assessments and other key areas of development in this area.

H. Daniel informed the Committee that the work on the Wales Anti-Racism Plan was still ongoing and had not been finalised as yet.

M. Hurley-Tyers advised with regard to EDI, a session was planned with the Executive Team in November 2022 and then a further development session with the Board on 13th December 2022 around Cultural Competence Training which would be facilitated by Diverse Cymru.

11.22.10

Pathology – Progress on Cultural Transformation and Improvement Work

F. Thomas and S. Britton provided a presentation to the Committee on the progress with the Pathology Cultural Transformation and Improvement work.

N. Milligan referred to the engagement plan and queried that there were no start or completion dates and also no task leads set. F. Thomas confirmed that there were detailed, time limited start and finish dates and leads and that service managers were

tasked with report back monthly for delivering within their services. However, they had not been included on the slides.

N. Milligan advised that although they were not going to see huge changes, evidence had shown that improved engagement improved retention. F. Thomas advised that with regard to retention, they did now have a much more engaged workforce, particularly in terms of haematology and were seeing a tangible difference in their approach to working differently and sharing ideas and the staff had also been working more collaboratively on the rotas.

H. Daniel commented that this was good example of where the organisation had reacted to concerns raised by staff and had put interventions into place to make improvements. He advised that the key thing now was to sustain those improvements to ensure that they take all the staff groups along with them, getting everyone involved.

F. Thomas advised that some sessions were planned for medical staff in January and February 2023 to undertake some organisational development work in terms of compassionate leadership.

L. Thomas queried what they could take from the outcome of this work and asked if it could be replicated, scaled and used elsewhere. H. Daniel advised that the proactive element of this work was really important and referenced informal escalation work such as at Prince Charles Hospital emergency department where an improvement programme had been put into place which was already making a difference and useful pointers would be included in the toolkit available to teams dealing with similar issues.

F. Thomas added that the workforce group that had been established in September 2022 were developing a plan for progression and there was also the wellbeing work such as the running club which was bringing the staff together.

D. Jouvenat congratulated the team on a great piece of work and advised that it was good to see that this was going to be used in other areas.

Resolution: the Committee **NOTED** the presentation.

11.22.11

CAMHS – Progress on Cultural Transformation and Improvement Work

A. Llewellyn and L. Davies provided a presentation to the Committee on the progress with the CAMHS Cultural Transformation and Improvement Work.

N. Milligan referred to the 'spider' graphs in relation to management and team perspective and advised that it would be good for a future meeting if the Committee could see how the data from those graphs would be used. She added that on page 6 some of the work improvements against the key metrics for return to work were not showing and the percentages for September 2022 showed that 66.67% of staff had not received a return to work. A. Llewellyn advised that there was lots more work to do around some of the tangible metrics and these were all reported to the Improvement Board. It was also acknowledged that there was further work to be done in relation to the Personal Annual Development Reviews (PADRs) for staff.

H. Daniel commented that the presentation was a good reflection of achievements to date and it was pleasing to see that the values were being used to embed and underpin this.

D. Jouvenat congratulated the team on the work undertaken and the improvement that had been made.

Resolution: The Committee **NOTED** the presentation.

11.22.12

Employee Relations (ER) Update

K. Wright presented the report providing a formal update in respect of ongoing Employment Relation cases and trends within the Health Board for the period July - September 2022.

The Committee were pleased to note that the current live ER cases had reduced from 56 to 32.

H. Daniel extended his thanks to K. Wright and the team and reminded Members that in April 2019 there had been a combined total of 252 cases so this was a positive step in the right direction. The just and restorative culture work would also assist to further reduce ER cases. It was confirmed an action plan was currently being developed, following a workshop with all CTMUHB staff who attended the Northumbria University / Mersey Care 6 day programme

G. Dix advised that the Committee would benefit from the visibility of the Nursing and Midwifery Council (NMC) referrals so that they could see the bigger picture. There were generally about 20 referrals which sometimes could take up to 3 to 4 years to reach an outcome. He advised that D. Bennion lead this on his behalf and that she would be happy to talk the Committee through the process.

H. Watkins advised that she had been having discussions with D. Bennion, Deputy Director of Nursing about how this would be reported and included and undertook to ensure that further information was included in the next report on this topic.

H. Daniel advised the report should include General Medical Council and Health and Care Professions Council referrals and that these aspects would be added to next iteration of this report to the Committee.

H. Daniel, in response to the suggestions advised that they might want to think about lobbying nationally with external professional forums as to how they look at their timescales in order to replicate the work that CTM was doing as an organisation. He advised that he would discuss this outside of the meeting with G. Dix.

D. Jouvenat queried whether trade union colleagues were involved in any training regarding a just and restorative culture. N. Milligan advised that they had not been involved with the training but were meeting with the wider workforce teams to discuss how this could be taken forward.

Resolution: The Committee **NOTED** the report.

Action: NMC referrals to be included in future ER Reports.

11.22.13

Leadership and Management Development Report

N. Carter presented the report and a video to highlight some of the key changes to the programme.

N. Milligan congratulated the team on making such positive progress in such a short time.

H. Daniel commented that this had all come from a complete standing start in November 2021 at which point there had been no leadership programmes in place. He advised that in one year they had designed three leadership programmes which

was an achievement in itself but also the approach they took in that they iterated the programmes as they moved forward and had been able to benefit from the feedback from a wide range of participants and facilitators which had improved the programmes. He added that it was an evidence-based function and the partnership with the University of South Wales and Health Education and Improvement Wales was really important in terms of the accreditation element which was key in preparing staff to take the next steps in their career progression. The next stage would be to continue to evaluate the impact this has on the community and also the performance of the organisation and how staff evaluate their leaders.

Resolution: The Committee **NOTED** the report and video.

11.22.14

Workforce Metrics Report

H. Daniel presented the report which provided the Committee with the key workforce metrics for the period July to September 2022, with historic trends shown as appropriate.

N. Milligan referred to page 4 of the report which referred to initiatives for staff retention and advised that she did not think there were any specific initiatives in place as yet.

N. Milligan referred to the metrics and in particular, recruitment and the timescales for shortlisting against the target of 3 days that took on average 7.5 days and queried what was being done to improve upon this. H. Daniel advised that it was a frustrating space that needed greater focus and would be looked at outside the meeting.

D. Jouvenat advised that in the field of education, it would not be permitted to advertise a post unless there was a date in place for shortlisting.

L. Thomas queried whether it would be possible to have some CTM specific interventions in addition to national guidelines. She also queried with regard to commissioning what the rationale and reasoning was.

H. Daniel advised that the work they were doing with KPMG was exactly that in terms of assessment around workforce and workforce planning maturity and also looking at some short tactical things. He advised that they were also looking at digital and preparing for a digital future.

L. Thomas queried whether it was possible for Independent Members to feed into the KPMG work. H. Daniel advised that it was and that they would also be running a Board Development session on this work. With regard to commissioning, he advised that the problem was mainly in relation to vacancies and the fact that they do not plan in such a way that vacancies could be predicated. This then resulted in fewer vacancies than commissioned levels.

H. Watkins advised that the work with KPMG was a real springboard to engage and understand supply and demand and it was an exciting time for the organisation given some of the challenges being faced.

H. Daniel advised that they were actively influencing national policy in this space and already had a nursing workforce plan in place.

Resolution: The Committee **NOTED** the report.

SUSTAINING OUR FUTURE

11.22.15

Nursing Workforce Update

H. Watkins presented the report.

H. Daniel referred to weekly pay and the enhanced rates element and advised that from a wellbeing element sustainable service delivery could not rely on the same staff working additional hours to enable services to continue to operate and that was why CTM was exploring both in hand pay and weekly pay to ensure that they were addressing concerns around the availability of cash. He advised that they were seeing people moving across to agency from substantive nursing vacancies because they were remunerated at a higher rate and received payment more quickly. He also advised that they were discussing this at the all-Wales Director of Workforce meetings where the enhanced rate element was being explored as a short term piece of work. He added that the aim was, by mid November 2022, to have a system to deliver for the winter weekly pay and the response received so far from shared services had been encouraging.

H. Daniel advised that there was access for staff to the wellbeing services

D. Jouvenat commented that it was pleasing to see the work on streamlining and moving towards weekly pay. She referred to the cost of living crisis and queried whether they should be considering this for the lowest paid staff. H. Daniel advised that it was very technical and there would be tax implications which needed appropriate consideration.

N. Milligan queried whether they had explored the ability of paying for mileage allowance on a weekly basis for staff working within the communities. H. Daniel advised that this would be difficult to implement and would also increase the manager's responsibility having to authorise expenses as well as closing down weekly shifts. He added that they were working with shared services to try to find a solution and would keep the Committee updated.

Resolution: The Committee **NOTED** the report.

11.22.16

Medical Workforce and Efficiency Progress Report

S. Davies presented the report.

H. Daniel thanked S. Davies for her report and advised that it was extremely complex and linked into some of the gaps in particular specialisms. He advised that there were also national pieces of work that they were linking into around rate cards and some of the specialties where they had shortages. It was noted that conversations were also ongoing around a regional partnership approach to drive this forward and they were also in the process of focussing on priority areas likely to have the greatest impact.

Resolution: The Committee **NOTED** the report

OTHER MATTERS

11.22.17

Committee Highlight Report to Board

The Chair suggested that the highlight report be developed by the Governance Team and approved by herself and H. Daniel as the Executive lead for the Committee.

11.22.18

Committee Forward Work Plan 2021-22

Members were asked that if they had any suggestions to be added to the forward work plan to relay to the Governance Team within the next 10 days, so that they could be logged and put forward for discussion at the next agenda planning session.

11.22.19

Any Other Urgent Business

L. Thomas referred to the Royal College of Nursing ballot announcement that week and asked if there was an update with regard to possible strike action. H. Daniel advised that they were awaiting official confirmation but strike action was likely and this may occur prior to Christmas. He advised that they were working on business continuity plans with planning and operational colleagues. The Committee were advised that there would be a discussions in partnership with trade union colleagues regarding assessment of services that were within the category of 'life and limb'

11.22.20

How did we do today?

A discussion was held to evaluate the meeting. The Committee felt that the meeting had considered their values and had run to time.

11.22.21

DATE AND TIME OF NEXT MEETING

The next meeting would be held on 8th February 2023.