

**Minutes of the Public People and Culture Committee
Held On 09th July 2024
Via MS Teams**

Recording (YouTube link) – [Click here](#)

Chair:		
Sara Moseley	SM	Independent Member for Third Sector/Committee Chair
Present:		
Mike Jones	MJ	Independent Member for Trade Unions
Akmal Hanuk	AH	Independent Member for Local Community
Rhian Thomas	RT	Independent Member for Capital & Estates
Susan Lloyd-Selby	SLS	Independent Member for Local Authority
In Attendance:		
Joanne Brandon	JB	Director of Communications
Claire Beynon	CB	Executive Director of Public Health
Lianne Morse	LM	Deputy Director of People & Culture
David Thomas	DT	Director of Digital Health & Intelligence
Rachel Gidman	RG	Executive Director of People & Culture
Paul Bostock	PB	Chief Operating Officer
Matt Phillips	MP	Director of Corporate Governance
Rebecca Corbin	RC	Senior Education, Culture & OD Manager
Angela Voyle-Smith	AVS	Senior Manager Retention & OD
Jonathan Pritchard	JP	Assistant Director of People Resourcing
Dino Motti	DM	Consultant in Public Health
Secretariat		
Nikki Regan	NR	Corporate Governance Officer
Apologies:		
Catherine Phillips	CP	Executive Director of Finance
Claire Whiles	CW	Assistant Director of OD

Item No	Agenda Item	Action
P&C 09/07/001	Welcome & Introductions The Committee Chair (CC) welcomed everyone to the meeting.	
P&C 09/07/002	Apologies for Absence Apologies for absence were noted.	
P&C 09/07/003	Declarations of Interest The CC declared an interest as a panel Chair of the Health & Care Professionals Tribunal Service from June 2024 would be an ongoing declaration.	
P&C 09/07/004	Minutes from meeting on 14th May 2024 The IMCE to send amendments to NR. The Committee resolved that: a) The draft minutes of the meeting held on 14 th May 2024 were agreed to be a true and accurate record of the meeting.	
P&C 09/07/005	Action Log following 14th May 2024 Meeting	

	<p>The DDPC explained that long term sickness (LTS) was looked at by the team, who were doing a deep dive to look at support arrangements and will bring a paper to September. Action – to add LTS as an agenda item for September 2024.</p> <p>The Committee resolved that:</p> <p>a) The Action Log was discussed and noted.</p>	
P&C 09/07/006	<p>Chair’s Actions</p> <p>There were no Chair’s Actions.</p>	
	Items for Review & Assurance	
P&C 09/07/007	<p>Staff Story – Staff Survey</p> <p>The staff story on the staff survey was shared with the People & Culture Committee.</p> <p>The Committee resolved that:</p> <p>a) The Staff Story was received.</p>	
P&C 09/07/008	<p>Staff Survey Update</p> <p>The SECODM presented on the NHS Wales staff survey paper for 2023 and highlighted the following points:</p> <ul style="list-style-type: none"> • The staff engagement score was made up of 7 sections with the following responses highlighted: <ul style="list-style-type: none"> - Willing to go the extra mile reduced from 89% to 80% - Proud to tell people they work for CAV declined from 74% to 65% - Happy with friends or family receiving care from CAV fell from 75% to 58% - Harassment & bullying from line managers increased to 17.94% • Morale, work life balance, burnout and learning & development had declined • Positive areas included: compassionate culture, team working, autonomy and control and other i.e. encouraging or reporting errors, immediate manager values work and feel secure raising concerns. • A working group took place on 01.07.24, which generated conversations and help CAV produce actions and prioritise & plan for a further session which the Chief Executive will lead in September • Comms and engagement planned for all staff members to invite them to be a part of the working group, with the next survey due in October 2024 <p>Action - The CC suggested that the staff survey findings and resulting actions be referred to the Board meeting.</p> <p>The IMLC thanked the SECODM for the presentation. He noted the information was not good with a lot of challenges for the UHB and would like to see action taken between now and the next survey.</p> <p>The IMTU thanked SECODM for the presentation and focused on the survey for 2024. He asked what CAV were planning to do differently to encourage more staff to take part in the survey? The SECODM explained that the staff survey working group would be relied upon and planned to engage with staff with the results using regular communications. CAV will need to prepare the UHB for the 2024 survey to demonstrate work was being done with the results.</p> <p>The IMLA expressed concern regarding the results on staff being bullied and asked if there was an action being taken to remind staff to show the support available to them? The EDPC explained CAV now have ‘<i>Speaking up Safely</i>’ mechanisms, which enable staff to raise concerns with managers or access a network. The ‘<i>respect and Resolution</i>’ is also in place with provision to talk to the relevant Head of People Services.</p> <p>The CC noted that assurance was needed by the Committee and for staff that CAV were taking an improved approach, given the survey findings. Whilst she commended the work to promote the last survey, she also asked for assurance regarding increasing the response rate to the October survey and requested the EDPC & HoC work together to</p>	

	<p>achieve this and demonstrate that completing the survey resulted in action. The Chair suggested that this should include cascade and support through line management.</p> <p>Action – EDPC & HoC consider how to build on progress regarding internal communications to increase engagement with staff survey and corporate news.</p> <p>The COO commented that some of the issues highlighted were because of managers not being confident in resolving issues early and communicating well with teams. He added that a leadership programme for clinical leaders was aimed at improving this.</p> <p>The Committee resolved that:</p> <p>a) The actions being taken and communication and engagement of the Staff Survey results within the UHB were noted.</p>	
<p>P&C 09/07/009</p>	<p>Speaking Up Safely</p> <p>The DCG explained an inquiry took place in 2023 and WG introduced the speaking up safely in Wales. He highlighted the following points:</p> <ul style="list-style-type: none"> • The Board direction at the time was for the IMTU to be the non-exec lead in this area, alongside the DCG • Our 'Freedom to Speak Up' measures were sufficient to comply with Government requirements but not to meet our ambition. • Actions taken by CAV include put a working group together, re-visiting recommendations from the Francis review in England and speaking to other HB's in Wales. • The conclusions showed we need a simple and clear system, means of providing assurance, a decent network of people, and time & resource. • The rates of return in the Staff survey showed a level of distrust that has been hard to overcome the hurdle. • BCU have used 'Working in Confidence', a 3rd party, cloud-based system, which enables anonymous feedback with staff able to use work or personal email addresses without having to provide personal details. • This system has now been procured and the Digital & IG Teams were thanked for their help <p>The IMLC thanked DCG for all the work. He asked if due diligence was done in relation to the procurement and if any other systems or best practises were considered?</p> <p>Action – The DCG to provide a written answer following the committee.</p> <p>The Committee resolved that:</p> <p>a) The work undertaken and conclusions drawn was noted and;</p> <p>b) The CVUHB is satisfying current requirements of the SUS framework but will go further in terms of its approach was assure;</p> <p>c) The successful procurement of the Working in Confidence system to underpin this work was noted and;</p> <p>d) The next steps were noted and;</p> <p>e) The proposal for the People and Culture Committee to act as the appropriate point for assurance in relation to the SUS framework was endorsed.</p>	
<p>P&C 09/07/010</p>	<p>Board Assurance Framework – Workforce Attract, Recruit & Retain</p> <p>The ADPR presented the BAF to the committee and highlighted the following:</p> <ul style="list-style-type: none"> • CAV currently employ over 17k staff with more than 250 job roles • There are 121k vacancies across the NHS in the UK • Welsh Government estimate an average NHS vacancy rate of 6.2%, with CAV the lowest at 1.2% • Risks included inability to provide services to patients, increasing lengths of stay, increased pressure on existing staff & services • International recruiting had been positive 	

	<ul style="list-style-type: none"> • CAV UHB job pages received 30k visits per month • Over 150 HCSW on the CAV bank with agency nurses requesting to join • Staff turnover reduced by 2% since May 2022 • Nurse vacancies fell from 492 WTE to 173 WTE in June 2024 and forecasted to reduce to 100 WTE by November • Widening access initiatives have opened a new pipeline of candidates and helped UHB's workforce to better represent our community • The progress has enabled a review of the risk rating. The view is this can be reduced from 25 to 16 <p>The CC asked the COO around reshaping the workforce and asked where are we on this work? The COO explained that the teams were encouraging staff to see the reshaping the workforce as a larger piece of work but that it was a major exercise and taking longer than expected.</p> <p>The DDHI suggested utilising digital capabilities to optimise the workforce. He highlighted the need to empower people to lead and to see the positive impact that digital investment can bring.</p> <p>The Committee resolved that:</p> <p>a) The paper was noted and discussed and was accepted as assurance.</p>	
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<p>P&C 09/07/011</p>	<p>Staff Retention (including exit interviews)</p> <p>The SMROD presented on retention and highlighted the following:</p> <ul style="list-style-type: none"> • The turnover rate fell to 11.12% with 118 leavers in May 2024 - 45% voluntary resignation, 28% retirement and 8% relocation • Exit interview participants had decreased • CAV are broadening the scope of the starter survey to all staff (currently aimed at student nurses) to provide insights from a wider range of perspectives • A new platform for the staff survey and other feedback will be introduced later in 2024 (Working in Confidence) to allow people to input responses in confidence <p>The IMTU thanked the team for the presentation and hard work and questioned the 28% retired and asked if they had retired and returned to work? The DDPC explained the returners cannot be identified via ESR but are correlated with data in the P&C team which will be report going forward.</p> <p>The IMLA asked if CAV were reliant on exit surveys or if we were offering interviews for staff who were not engaging with these? The SMROD explained that some of the surveys were being strengthened as CAV want to provide everyone access to be able to tell their story.</p> <p>The EDPC noted the resourcing team had observed a staff retention hotspot in A&E during the pandemic, and looked at this in more detail, including interviews.</p> <p>The Committee resolved to:</p> <p>b) The information within the paper was noted and discussed and was accepted as assurance.</p>	
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<p>P&C 09/07/012</p>	<p>Key Workforce Performance Indicators</p> <p>The DDPC explained that the KPI data was often looked at first to help identify issues. The workforce has grown since 2019 but the growth ceased in Jan / Feb 2024 (CAV workforce has since reduced by 100 WTE). This focus has led to reduced spending on agency spend staff, especially in previously high-cost areas.</p>	
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	<p>The COO noted it would take a while to review all the job plans in the light of service change.</p> <p>The Committee resolved to:</p> <p>a) The contents of the report were discussed and noted.</p>	
<p>P&C 09/07/013</p>	<p>Clinical Board Spotlight – People & Culture Team</p> <p>The EDPC explained the P&C was the first corporate team to present under the clinical board spotlight. The plan was presented and the following highlighted:</p> <ul style="list-style-type: none"> • 16 departments overseen within People & Culture including Health & Safety • Age profile ranged from 21 – 71 years with female, full-time staff members predominating <p>The DDPC talked through the KPI's and highlighted the following:</p> <ul style="list-style-type: none"> • VBAs were above the HB target of 85% but had a small reduction recently • Turnover was higher than anticipated. There were a few teams driving the number of leavers, but the turnover was below the nationally recommended 10% • Statutory and mandatory training was monitored • Sickness levels were 6.3%, driven by LTS • People & Culture annual recognition awards were well attended • Team development days were well received • An apprenticeship role was introduced within the people team and the individuals were promoted quickly within the team • The team are open to flexible working and retire and return • The teams are being digitally upskilled • Agency and overtime use had ceased • First in Wales AHOP Occupational specialist <p>The EDPC noted the following:</p> <p style="padding-left: 40px;">Three awards were received for HPMA including the Apprenticeship in Macro employer of the year and the British HR Awards</p> <ul style="list-style-type: none"> • UHL Creche manager one of 6 in the UK to have pathways quality mark (Childrens feeling and wellbeing) • Local annual staff and people and culture awards and clinical recognition events were held • Hotspots and risks included high sickness and vacancies • A key, hard to fill vacancy as Head of Strategic Workforce Planning & Transformation, and • Band 7 H&S (environmental), hard to fill post <p>The CC thanked the team for presenting. She noted the Equalities team and asked if the team included translators. The HEI confirmed the team of 5 included 2 translators.</p> <p>The CC noted that identifying posts where Welsh Language competencies were required had been previously discussed and asked whether progress had been made on how we would address this? The EDPC explained a conversation would need to take place outside of this meeting and possible bring back later (action).</p> <p>The HEI noted we have a good task and finish group to look at how we can take this forward.</p> <p>The COO highlighted that the People & Culture team were under resourced for an organisation this size. He noted that some of the things the P&C team are asked for, are general management questions and that we should only be going to the P&C team for specialist HR advice. We need to ensure that there is access to specialist HR and OD support when it is needed.</p> <p>The CC was assured a long-term plan was being put in place to better utilise this pressured resource. She expressed her thanks for the People & Culture teams and</p>	

	<p>suggested to think about how to highlight and seek assurance from other corporate teams at Committee meetings.</p> <p>The Committee resolved to:</p> <p>a) The Clinical Board Spotlight on the People & Culture Team was noted.</p>	
	Items for Approval / Ratification	
P&C 09/07/014	No items	
	Items for Information & Noting	
P&C 09/07/015	<p>Director of Public Health Update</p> <p>The EDPH introduced Dino Motti (CPH) and updated on the following priorities:</p> <ul style="list-style-type: none"> • Reducing smoking levels • Reducing obesity in 0-5 years <p>The CPH highlighted the following regarding vaccinations:</p> <ul style="list-style-type: none"> • Vaccines protect our community including the most vulnerable (young children, cancer patients, frailer & elderly and immunocompromised) • Since the measles vaccine was introduced in 1968 it has helped avoid 20million infections and 4500 lives were saved • Vaccines are given at different ages and stages • We are trying to increase the uptake of MMR in schools as there are areas in Cardiff with an uptake of less than 50% • Also increase staff vaccine uptake for the next winter season • In terms of vaccine hesitancy – main factors were having a large family, being born outside of UK, living in a deprived area and recorded language other than English or Welsh • The producing of translated material <p>The IMLA thanked the team for the presentation and asked if there was a specific action for communities that have higher levels of deprivation?</p> <p>The CPH explained CAV were focusing on this and plan to set up community vaccine centres, which were piloted with COVID, and expansion of the winter vaccination campaign.</p> <p>The EDPC asked whether there were recruitment opportunities for vaccination staff?</p> <p>The CPH explained CAV sought to recruit across communities and record data to match need. We partner with Local Authorities and have recruited someone to help expand our knowledge and focus on vaccinations.</p> <p>The Committee resolved to:</p> <p>a) The Director of Public Health Update was noted.</p>	
P&C 09/07/016	<p>Strategic Workforce Plan for Primary Care Presentation</p> <p>Given the crucial role it plays in people, culture and public health, the CC suggested we consider a focus on primary care at a future meeting to seek assurance.</p> <p>Action – to add Primary Care to a future agenda.</p> <p>The Committee resolved to:</p> <p>a) The Strategic Workforce Plan for Primary Care Presentation was noted.</p>	
P&C 09/07/017	<p>Health & Safety Highlights</p> <p>For information only.</p>	
P&C 09/07/018	Digital Communications & Analytics	

	<p>Action - The CC suggested a focus on Digital Communications & Analytics at a future meeting given the progress made in gathering and presenting these to the meeting.</p> <p>The DoC highlighted the following points on the Digital Communications and Analytics paper:</p> <ul style="list-style-type: none"> • The Jobs webpages and success of linked in helped recruitment levels • Internal staff comms increased in engagement and follow up • Ask Suzanne session helped staff spotlight and people on their everyday job • Digitally excluded is an area that needed to be looked in to <p>The Committee resolved to:</p> <p>a) The Digital Communications & Analytics was noted.</p>	
	Any Other Business	
P&C 09/07/019	No items.	
	Review & Final Closure	
P&C 09/07/020	The CC thanked the committee for the excellent papers and input.	
	Date & time of the next meeting: Tuesday September 10 th 2024 at 9am via MS Teams	