

**Minutes of the Public People and Culture Committee  
Held On 12<sup>th</sup> March 2024  
Via MS Teams**

<b>Chair:</b>		
Sara Moseley	SM	Independent Member for Third Sector/Committee Chair
<b>Present:</b>		
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
<b>In Attendance:</b>		
Joanne Brandon	JB	Director of Communications
Claire Beynon	CB	Executive Director of Public Health
Lianne Morse	LM	Deputy Director of People & Culture
Matt Phillips	MP	Director of Corporate Governance
Mitchell Jones	MJ	Head of Equality & Inclusion
Emma Cooke	EC	Executive Director of Therapies & Healthcare Sciences
Claire Whiles	CW	Assistant Director of OD
Andy Jones	AJ	Director of Nursing / Midwifery – C&W Clinical Board
Catherine Wood	CW	Director of Operations – C&W Clinical Board
Geoff Walsh	DCE	Director of Capital & Estates
Rachel Pressley	HPA	Head of People & Assurance
Rob Warren	RW	Head of Health, Safety & Fire
Sandeep Hemmadi	SH	Clinical Board Director of Children & Women
<b>Observers</b>		
Ellie Webber	EW	Graduate Trainee
<b>Secretariat</b>		
Nikki Regan	NR	Corporate Governance Officer
<b>Apologies:</b>		
Jason Roberts	JR	Executive Nursing Director
David Thomas	DT	Director of Digital Health & Intelligence
Rachel Gidman	RG	Executive Director of People & Culture
Paul Bostock	PB	Chief Operating Officer

Item No	Agenda Item	Action
<b>P&amp;C 12/03/001</b>	<p><b>Welcome &amp; Introductions</b></p> <p>The Committee Chair (CC) welcomed everyone to the meeting.</p> <p>View the Minute (internal members): <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<b>P&amp;C 12/03/002</b>	<p><b>Apologies for Absence</b></p> <p>Apologies for absence were noted.</p> <p>View the minute (internal members): <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<b>P&amp;C 12/03/003</b>	<p><b>Declarations of Interest</b></p> <p>The IM-CE declared an interest as the Chair of the C&amp;V Credit Union, which would be an ongoing declaration.</p>	

<p><b>P&amp;C</b> <b>12/03/004</b></p>	<p><b>Minutes from meeting on 23<sup>rd</sup> January 2024</b></p> <p>The Minutes were received and accurate.</p> <p><b>The Committee resolved that:</b></p> <p>a) The draft minutes of the meeting held on 23<sup>RD</sup> January 2024 were agreed to be a true and accurate record of the meeting.</p> <p>To view the minute (internal members):  <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<p><b>P&amp;C</b> <b>12/03/005</b></p>	<p><b>Action Log following 23<sup>rd</sup> January 2024 Meeting</b></p> <p>The Action Log was received, and the following comments were made:</p> <p><b>The Culture roadshow</b> – The ADOD planned to shared the culture roadshow information with the committee, which focused on staff benefits such as discounts and financial well-being.</p> <p><b>How to bring workforce redesign and impact to the committee</b> – The DDPC explained that HEIW had previously attended to discuss the impacts on the census and planned to come back and give an update.</p> <p><b>The Committee resolved that:</b></p> <p>a) The Action Log was discussed and noted.</p> <p>View the minute (int5ernal members):  <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<p><b>P&amp;C</b> <b>12/03/006</b></p>	<p><b>Chair's Actions</b></p> <p>There were no Chair's Actions.</p>	
<b>Items for Review &amp; Assurance</b>		
<p><b>P&amp;C</b> <b>12/03/007</b></p>	<p><b>Staff Story – My Health Passport</b></p> <p>The DDPC introduced the staff story and highlighted the importance for the staff member to speak Welsh and how it benefited her patients.</p> <p>The CC commented that the story was a gateway to commence discussions around Welsh as a first language. She noted the importance of resources and opportunities to learn Welsh and for colleagues to talk in Welsh in settings such as coffee mornings. She would write to the staff member in the video thanking her for highlighting the importance of the issues she raised.</p> <p><b>The Committee resolved that:</b></p> <p>a) The Staff Story was received.</p> <p>View the minute (internal members):  <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<p><b>P&amp;C</b> <b>12/03/008</b></p>	<p><b>Board Assurance Framework Report - Culture</b></p> <p>The ADOD highlighted the need for staff to be encouraged and enabled to deliver change. She added that risks were everyone's responsibility and highlighted the following points:</p>	

- Clinical Board / Executive reviews can discuss workforce / performance data and address issues
- The COO requested monthly meetings with EDPC / ADOD to monitor progress and identify issues and any additional support required
- Recent work included the culture & leadership programme implemented within theatres in Llandough
- Scoping phase of work being done in Theatres in Llandough to enable the work in UHW (60% of staff took part in the survey)
- ALAS work continued to be supported and had a team day in Dec 2023
- Cardiology & Radiology work progressed. An improvement programme in Cardiology would commence in April 2024
- Look how support can be given to senior leaders on shaping change and behaviours in the Children & Womens Clinical Board
- 301 staff members participated in the engagement work regarding the strategic & equality objectives
- Support has been identified regarding the anti-racist action plan and would bring support back and would implement / monitor effectively. Working with different organisations to ensure effective training is provided.
- Management Development will be discussed in SLB to ensure we are offering the correct things
- The all Wales community practise was established where an issue was found with the retention tool but now working with HEIW to develop it back by 31<sup>st</sup> March
- The staff survey results show concerns across NHS Wales. This will be a key priority and the Chief Executive noted that we need to work differently and engage with staff to develop the actions

Action:

To discuss the triangulation between the staff survey and priority areas at a future People & Culture Committee.

Action:

The Board Assurance Framework Report – Culture, including the cultural / emerging themes from the inquiry work, to be discussed at the next People & Culture Committee Meeting.

The IMCE asked how to tailor the work and keep it bespoke and relevant / methodology. The ADOD explained that the approach was evidence based taken from the Kings Fund / centre of creative leadership. There was an aim to understand issues emerging and to look what approach would be best to address these issues. Evidence based questions are used to work with the leadership team, which would help cascade good pieces of work. The COO & EDPC sponsored this work, which helped with the actions identified and planned a re-do survey in 12-18 months' time, which would become part of the 3-5-year approach.

The IMLC suggested to look at out Values along with the Quality & Safety work and the Waste culture. He noted that clarity would assure that CAV understood the culture and what improvement was needed.

The ADOD explained that the quality of service provision was at the centre of questions that were put forward, and would share these questions following this meeting.

	<p>The DDPC noted the cultural work came through the Head of People &amp; Culture, with the people services team highlighting areas of resolution cases and explained the work was multi-faceted.</p> <p>The Chair added for there to be a message from the People &amp; Culture committee as this work develops to have a clear view. She would like for the committee to understand the challenges faced by managers / leaders who embrace the cultural change.</p> <p><b>The Committee resolved that:</b></p> <ol style="list-style-type: none"> <li>1) The risks to the delivery Strategic Objectives (Culture) detailed on the BAF for March 2024 were reviewed and noted.</li> </ol> <p>View the minute (internal only):  <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<p><b>P&amp;C 12/03/009</b></p>	<p><b>Key Workforce Performance Indicators</b></p> <p>The DDPC provided the Key Workforce Performance Indicators Report. The report is available to view in detail alongside the papers received for the Public People &amp; Culture Committee on the 12/03/2024 and highlighted the following points –</p> <ul style="list-style-type: none"> <li>• Turnover continued to improve each month</li> <li>• Health Care Support Workers (HCSW) have a high turnover</li> <li>• The process to improve the number of returned exit questionnaires was worked on and requested to bring back to the People &amp; Culture Committee</li> </ul> <p>Action:  <u>To discuss Exit Questionnaires at the People &amp; Culture Committee Meeting May 2024</u></p> <ul style="list-style-type: none"> <li>• The COO highlighted the importance of VBA's, which had gone from 79% to 74% within 1 month</li> <li>• Agreed to move away from showing compliance on job plans</li> <li>• Continued reduction in variable pay / agency spend – focus 24/25 will be to reduce reliance on temporary workforce</li> </ul> <p>The ADOD explained that HCSW had always been a staff group that had a high turnover but was being looked in to and would bring this information to P&amp;C Meeting May 2024.</p> <p>The IMTU questioned what the average timescale for the appointment of an investigating officer and the length of time an investigation was taking? The ADOD explained it was dependant on the complexity of the case. She added that the capacity of work was high but would bring further information back to the People &amp; Culture Committee at a future date.</p> <p>The ADOD noted the following points:</p> <ul style="list-style-type: none"> <li>• staff numbers had increased, which included new nursing staff (200) in September, with Medical &amp; Dental remaining steady.</li> <li>• Training took place for managers regarding job planning</li> <li>• Agency staff like the flexibility of agency work</li> </ul> <p><b>The Committee resolved that:</b></p> <ol style="list-style-type: none"> <li>a) The contents of the report were noted and discussed.</li> </ol> <p>View the minute (internal only):  <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	

<p><b>P&amp;C</b> <b>12/03/010</b></p>	<p><b>Clinical Board Spotlight – <u>C&amp;W Clinical Board</u></b></p> <p>The DOCW &amp; DNCW shared the presentation which provided a summary of the Clinical Board from a People &amp; Culture lens. The presentation is available to view in detail alongside the papers received for the Public People &amp; Culture Committee on the 12/03/2024 for Agenda item 2.4.</p> <p>The IMLC took over as Chair and questioned around the percentages and how the findings could be triangulated? The DNCW explained the information was continually brought together as it was a catalyst for more conversations and culminating with the celebration events. She added that exiting staff responses were mixed but included pay recognition / training / leadership opportunities / flexible working.</p> <p><b>The Committee resolved that:</b></p> <p>a) The Children &amp; Women Clinical Board Spotlight was discussed and noted.</p> <p>View the minute (internal members): <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<p><b>P&amp;C</b> <b>12/03/011</b></p>	<p><b>Notices from the Welsh Language Commissioner</b></p> <p>The HEI noted the self-reporting tool was discussed with NWSSP and would continue to work on this and keep the committee updated on the progress. He highlighted the following points:</p> <ul style="list-style-type: none"> <li>• CAV UHB met with the Welsh Language commissioner in January 2024</li> <li>• The commissioner had seen a change of approach regarding the welsh language standards but more work was needed and reminded CAV this was a legal requirement</li> <li>• 4 matters remained open and CAV UHB were in breach: <ul style="list-style-type: none"> <li>○ <u>CS1135 – Reception wasn't in Welsh for patients / visitors.</u> The Welsh language officer attended areas and applied for funding to enable training to be delivered - A small task / finish group has been established.</li> <li>○ <u>CS1175 –Bilingual switchboard services were not provided</u> – The Equality &amp; inclusion team have worked with the switchboard manager and they are now able to offer bi lingual services</li> <li>○ <u>CS1063 – CAV did not assess language preference appropriately.</u> CAV have undertaken a registration drive and it is now easier to record Welsh language. Welsh language in patient policy was approved and published</li> <li>○ <u>CS1196 – CAV breached standards when a patient requested a response in Welsh.</u> This was addressed and the welsh language officer planned to deliver a training session</li> </ul> </li> <li>• CAV need to look at how to advertise for Welsh speakers</li> </ul> <p>The IMCE shared her frustration at the continued breach notices received by C&amp;V and questioned what resources were needed to move forward on this issue. The HEI explained resources and culture were needed to make the changes.</p> <p><b>The Committee resolved to:</b></p> <p>a) The update was noted; and b) An update once the above actions had taken place was agreed.</p>	

	View the minute (internal members): <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a>	
P&C 12/03/012	<p><b>Health and Safety Update:</b></p> <ul style="list-style-type: none"> <li>• Estates</li> </ul> <p>The HHSF updated on Estates and highlighted the following points:</p> <ul style="list-style-type: none"> <li>• The HSE reviewed the information and arranged another site visit at EU at UHW on 18.04.24</li> <li>• The HSE visited UHL Porters, Waste and Housekeeping with no issues raised</li> </ul> <p>The DoE highlighted the following points:</p> <ul style="list-style-type: none"> <li>• A project being undertaken to identify critical risks, which followed operation POET</li> <li>• A review was completed of the 50 items on the process, with 13 scoring above 20</li> <li>• £17.5mil funding was received for a program of works which will give CAV a clear indication of where we need to be</li> <li>• CAV need to highlight if further funding is needed to WG</li> <li>• CAV have an obligation to contribute 30%.</li> </ul> <p>The EDF highlighted that CAV had suffered major clinical failures. Operation POET was a large piece of work and this was a 18month – 3-year piece of work. There were risks and the need to navigate a solution for UHW was important.</p> <p>The DoE noted CAV were in a different position to when the strategy was produced in 2018 and thought we would have a new hospital and noted new buildings. The importance of the next estates strategy will be how will we manage the estate over the next 10-15 years. Hope to have a clear view on the discussions over the next 9 – 12 months.</p> <p><b>The Committee resolved to:</b></p> <p>a) The Health and Safety Update was noted.</p> <p>View the minute (internal members): <a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a></p>	
<b>Items for Approval / Ratification</b>		
P&C 12/03/014	<p><b>Strategic Equality Objectives &amp; Annual Equality Reports</b></p> <p>The HEI highlighted the following:</p> <ul style="list-style-type: none"> <li>• CAV are required to review the report every 4 years.</li> <li>• the strategic objectives were the focus and would help align the work and strategies across the HB.</li> <li>• An engagement exercise took place from Dec 23 – Feb 24 with over 300 people taking part, with some key themes emerging, which was to enhance communication and improve accessibility.</li> <li>• The gender pay gap reduced at 17.13% for March 2023</li> </ul> <p>The EDPH noted the quality of data protection across CAV and would continue to work with HEI and team around the collection on our population.</p> <p><b>The Committee resolved to:</b></p> <p>a) The Strategic equality objectives report was approved.</p> <p>View the minute here (internal members):</p>	

	<a href="#">People &amp; Culture Committee-20240312_085924-Meeting Recording.mp4</a>	
	<b>Items for Information &amp; Noting</b>	
<b>P&amp;C 12/03/015</b>	<p><b>Response to Audit – Review of Workplace Planning Arrangements</b></p> <p>The ADOD noted the audit was welcomed with no surprises in the findings &amp; recommendations. We lack capability as an Organisation and look to strengthen our expertise. Will bring further updates to the committee as the work is progressed.</p> <p><b>The Committee resolved to:</b></p> <p>a) The Response to Audit – Review of workplace planning arrangements were noted.</p>	
	<b>Any Other Business</b>	
<b>P&amp;C 12/03/016</b>	No items.	
	<b>Private Agenda Items</b>	
<b>P&amp;C 12/03/017</b>	<p>i) <i>Approval of Private Minutes</i></p> <p>ii) <i>Employee Relations Risks (Verbal)</i></p> <p>iii) <i>Fire Prosecution Update (Verbal)</i></p>	
	<b>Review &amp; Final Closure</b>	
<b>P&amp;C 12/03/018</b>	Items to be deferred to Board/Committees	
	<p><b>Date &amp; time of the next meeting:</b></p> <p>Tuesday May 28<sup>th</sup> 2024 at 9am via MS Teams</p>	