

**CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE MEETING  
 (OPEN SESSION) HELD REMOTELY VIA MICROSOFT TEAMS ON  
 22 FEBRUARY 2022**

**Chair: Paul Hollard**

**PRESENT:**

Paul Hollard	Non Executive Director and Chair
Trish Mills	Board Secretary
Chris Turley	Director of Finance and Corporate Resources
Hugh Bennett	Assistant Director, Commissioning & Performance
Julie Boalch	Head of Risk and Corporate Governance
Bethan Evans	Non Executive Director
Estelle Hitchon	Director of Partnerships and Engagement
Angela Roberts	Trade Union Partner
Lee Brooks	Director of Operations
Wendy Herbert	Assistant Director of Quality & Nursing
Dr Catherine Goodwin	Organisational Culture & Workplace Wellbeing Lead
Sarah Davies	Workforce and OD Business Manager
Liz Rogers	Deputy Director of Workforce and OD
Paula Jeffery	Regional Clinical Lead
Melfyn Hughes	Welsh Language Officer
Hugh Parry	Trade Union Partner
Claire Vaughan	Director of Workforce and OD
Joga Singh	Non Executive Director
Kim Tovey	Senior Organisational Development Manager
Craig Brown	Trade Union Partner
Andrew Challenger	Assistant Director, Professional Education & Training
Jeff Prescott	Corporate Governance Officer

**APOLOGIES:**

Claire Roche	Director of Quality and Nursing
Andy Swinburn	Associate Director of Paramedicine
Paul Seppman	Trade Union Partner

**01/22 WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed all to the meeting of the People and Culture Committee and advised that the meeting was being audio recorded. Apologies were recorded from Claire Roche, Andy Swinburn and Paul Seppman.

## **02/22 DECLARATIONS OF INTEREST**

The standing declaration of Claire Vaughan as an Independent Committee Member for Aberystwyth University was recorded.

**RESOLVED: That the declaration as described above was RECORDED.**

## **03/21 MINUTES OF PREVIOUS MEETING**

The Minutes of the Open meeting held on 30 November 2021 were considered and agreed as a correct record.

**RESOLVED: That the Minutes of the meeting held on 30 November 2021 were AGREED.**

## **04/22 DIRECTOR OF WORKFORCE & OD UPDATE**

Claire Vaughan presented the Workforce and OD update and gave a brief overview on highlights within the Directorate. Members attention was drawn to the Workforce and OD Organogram which followed on from the previous update given in November, clearly setting out the roles and structure of the Directorate as well as acknowledging the appointments to key roles of Keithley Wilkinson as Head of Inclusion & Engagement and Dee Udeze-Chibuzor as Head of Workforce Transformation.

Claire Vaughan also noted the success of the driver training cohort and informed Members that the Trust was now well placed in this regard, largely as a result of the investment which had been made to ensure sufficient recruitment and training ahead of the upcoming changes to the Road Traffic Act.

Members were also informed that the salary sacrifice scheme which allowed existing staff and new employees to undertake their C1 Driving course and qualification was now in place. It was anticipated that this would help in the recruitment of new staff and the career progression of existing staff who did not already hold this qualification but wanted to attain this in order to progress to roles within the organisation that required the C1 licence.

Members received the update along with the key developments and highlights set out in the report. Members also noted the significant levels of engagement the Trust had embarked upon with staff, stakeholders and the general public to promote and publicise the Trust's new behaviours and culture strategies and queried whether anything was being done to monitor or capture the level of engagement activity which had been undertaken. Estelle Hitchon informed Members that while there was an established engagement framework in place, further work was required in order to capture the significant amount of additional work which had taken place in recent months.

**RESOLVED: That the update was NOTED.**

## **05/22 STAFF STORY – DRIVING INSTRUCTOR**

Andrew Challenger introduced Members to Lorna Woodley, who was an operational paramedic and also the first female driving instructor in the history of the Welsh Ambulance Services NHS Trust.

Lorna Woodley informed Members of her career progression through the organisation and the circumstances that led to her becoming a driving instructor. Members heard how she had began her career in 2011 and after completing her driving course, had always wanted to progress to being an instructor. When the opportunity arose, there was no hesitation and following a successful application, she became a trainee driving instructor.

Members heard how the process of becoming a fully qualified instructor was both long and challenging, with large amounts of theory based work and knowledge of road traffic laws to grasp and digest over a two year period. Lorna Woodley explained that during this time, she always felt fully accepted by her peers and the training team which was important, given the challenges of working full-time while studying for a new qualification and trying to juggle work and family commitments.

Members received the staff story and congratulated Lorna Woodley on her achievements, noting that she was an inspiration to others within the Trust who wished to progress and seek new challenges. Members also noted her passion and enthusiasm for the role and stated that she should not underestimate what she had accomplished or the impact that this would have in encouraging others to progress within the service.

Members then queried whether any more could be done to aid the recruitment and training process of driving instructors. Lorna Woodley commented that currently, the driving instructor course was only available in South Wales and in future, the Trust may wish to expand this pan-Wales in order to facilitate applications from the entire Trust.

**RESOLVED: That the staff story was NOTED.**

## **06/22 COMMITTEE ASSURANCE FRAMEWORK**

Claire Vaughan and Trish Mills informed Members that the Committee Assurance Framework was currently being reviewed as part of the Committee Effectiveness Review in order to ensure that the Framework was suitable and fit for purpose.

Trish Mills explained that following the Effectiveness Review, the next step was to look at the cycle of business which the Committee would ordinarily focus on in line with the Terms of Reference to make it as robust as possible and to provide clarity over the risks and assurances were being provided.

Trish Mills also drew Members attention to Risk no:160 (Sickness Absence) which was currently rated as 16 on the risk register and noted that as a result of

increasing levels of sickness absence, it was likely to be re-evaluated to a higher risk score of 20.

Claire Vaughan also drew Members attention to Risk no:163 (Trade Unions / Partnership Working) and stated that following concerns raised by TUPs, it was proposed to escalate the risk associated with TU relationships and partnership working. While it was important for the Committee to be aware of this action, Members were assured that discussions were continuing to try and bring things back on track.

Members received the update and noted the review of the Committee Assurance Framework and the likelihood of a higher risk rating in regards to increasing levels of sickness absence and TU Partnership working.

**RESOLVED: That the update was NOTED.**

## **07/22      AUDIT RECOMMENDATIONS – PROGRESS SUMMARY**

Julie Boalch presented the Audit Recommendations report as read, drawing Members attention only to the key aspects and points of the report. Members were informed that there were eight recommendations assigned to the People and Culture Committee for oversight. Five of these had now been completed with the remaining three not yet due for completion. All of the outstanding recommendations related to the 2021/22 Collaboration Reasonable Assurance review.

A number of older recommendations had also been closed off and the Committee were assured that all internal and external audit recommendations were now up to date.

Members received the report and noted that no high level recommendations were outstanding and that all other recommendations were either closed or not yet due.

**RESOLVED: That**

**1) the contents of the report were CONSIDERED and NOTED,**

**2) the Trust's proposals to address each recommendation with the inclusion of revised completion dates, specifically focussing on those relevant to the People and Culture Committee were CONSIDERED, and**

**3) any specific items that the Committee wished to see raised to Senior Management and Audit Committee were AGREED.**

## **08/22      WELSH LANGUAGE UPDATE**

Melfyn Hughes gave an overview of the Trust's current position on the Welsh Language Standards. The purpose of the report was to provide the People and Culture Committee with an update on progress in implementing the Trust's Welsh Language Standards. Members were informed that as of 3 February 2022, there

were 21 Welsh Language Standards that were either part-compliant or considered as being 'not met'.

The Standards highlighted as being part compliant related to Service Delivery Standards for Correspondence, Telephone Calls, Meetings, Websites and Reception services. Accordingly, advice and guidance to Trust staff on how they could comply with these standards was promoted on Welsh Language Rights Day (7/12/21) and in order to carry this momentum forward, quarterly updates on compliance advice and guidance would be communicated to staff.

Members attention was drawn to the Operational Standards (91, 93 and 95) which all related to the Trust's intranet site. Melfyn Hughes stated that work was on-going in ensuring compliance with Standard 91 by 31 March 2022 and it was expected that Standards 93 and 95 would be compliant following the completion of work for Standard 91.

Melfyn Hughes then discussed proposals for monitoring compliance and noted that in order to gain an accurate picture across the Trust, there was a need to develop an effective compliance monitoring procedure. Therefore, it was anticipated that a monitoring procedure would be developed and trialled during July 2022.

Members received the update and acknowledged the large amount of work which was still to be done in order to comply with standards around the Trust's intranet and external website. Members also welcomed the development of a monitoring procedure in order to accurately track compliance with the Welsh Language Standards. Finally, Members expressed their sadness at the sudden passing of the Welsh Language Commissioner, Aled Roberts and noted his achievements and contributions over the course of his career.

**RESOLVED: That the Trust's progress in complying with its Welsh language standards compliance notice was NOTED.**

## **09/22 COMMITTEE EFFECTIVENESS REVIEW UPDATE**

Trish Mills gave an update following the Committee Effectiveness Review which included a review of the terms of reference and general operating arrangements, as well as a questionnaire completed by members and core attendees. Members were reminded that any amendments to Terms of Reference as a result of this process would then need to be recommended to the Trust Board for approval.

Trish Mills explained that the Terms of Reference were reviewed to ensure that all matters within the remit of the Committee were clear and that these were articulated with the strategic, oversight and scrutiny role of the Committee in mind. In addition, this provided an opportunity to begin building the cycles of business of the Committee aligned to the specific areas of delegated powers.

The proposed amendments to the Terms of Reference were discussed with the key changes including alterations to the language in order to provide clarity on the Committee's strategic, scrutiny, and oversight role, the inclusion of an additional item specific to raising concerns to ensure arrangements were in place for staff to

both raise concerns and for learning from those concerns to be taken into account, and amendments to Membership to reflect regular clinical attendance from the Director of Paramedicine and Assistant Director of Quality and Nursing. Members received the update and noted the changes to the Terms of Reference and the outcomes of the questionnaires. Members then contemplated the areas of priority which the Committee would focus upon over the coming year, agreeing to set these in due course, once other agenda items had been fully discussed.

**RESOLVED: That**

**(1) changes to Terms of Reference were REVIEWED and APPROVED;**

**(2) the proposed actions for issues raised in the questionnaire were CONFIRMED; and**

**(3) priorities for the Committee for 2022/23 were SET.**

## **10/22 OPERATIONS QUARTERLY REPORT**

Lee Brooks reported on developments within the Operations Directorate over the last quarter. Members were informed that there had been a recent de-escalation in the Pandemic response, with the Trust moving back to the Response/Monitor position. This was in addition to proposals to further reduce Protocol 36. Both of these moves reflected a positive outlook on Covid-19 related incidents with good indications that call outs had now stabilised.

Members were then informed about developments around the Emergency rule which was designed to be used when the Trust's call volume exceeded the services ability to handle the call volume. Following EMT approval on 5th January 2022 a revised approach to Emergency Rule implementation had been agreed which applied the guidance in a phased approach and also reduced the questioning process to the minimum required to achieve a code. This phased approach would allow EMS Co-ordination to protect the most vulnerable patients for as long as possible even in times of extreme pressure.

Lee Brooks then addressed the current impact of system pressures on handover times and informed Members that unfortunately, the Trust had recorded its second worst week on record for lost hours as a result of handover delays. This was despite the best efforts of the Trust and increased levels of resource escalation planning. Members were assured that all possible steps had been taken to raise this with Health Board partners and that these efforts would continue. However, at this stage there was little more that the Trust could do to alleviate these delays.

Members received the report and expressed concern over the current hand over delays and the detrimental effects that these would inevitably have upon staff morale and patient experiences. Members observed that this issue had also been raised at the recent meeting of the Quality, Patient experience and Safety Committee where it was noted that escalation plans had been implemented with varying levels of success, particularly in regards to Emergency release protocols.

Members observed that this issue had already been raised and escalated to the most appropriate levels and accordingly, could be assured that the Trust had done all it could to address these issues, recognising that this was a wider system issue which the Trust would not be able to resolve alone.

**RESOLVED: That the update was NOTED.**

## **11/22 MONTHLY INTEGRATED QUALITY & PERFORMANCE REPORT**

Alex Crawford gave a brief overview of the Monthly Integrated Quality and Performance report and touched on the key points and areas of note for the Committee's attention. Overall, the report showed a continued trend in system pressures impacting heavily upon the Trust's performance. This was a result of multiple factors including sickness absences, post-production lost hours and handover delays.

Other factors such as the continuation of the Omicron Covid-19 variant, coupled with increasing levels of sickness and Covid-19 related absence had also continued to have an impact. Accordingly, the Trust had undertaken a prioritisation exercise with the result that some IMTP actions had been paused or slowed down to allow the Trust to concentrate on those programmes which would have the highest impact on patient safety and staff well-being.

Members received the report and noted the pressures and circumstances that were impacting upon performance and patient safety. Members discussed the significant increase in post-production lost hours, observing that this figure had almost doubled when compared to the same period the previous year and queried whether there was any obvious or underlying reason for this.

Lee Brooks informed Members that while there may be other factors, there appeared to be a correlation in post-production lost hours with lockdown periods where systems were settling in and handover delays where crews had faced significant waiting times, meaning they were required to return to base for meal breaks after handing over a patient rather than moving on to the next call.

In addition, Alex Crawford noted that the cleaning and preparation times of vehicles following a conveyance had increased significantly due to Covid-19 and that this had also resulted in an increase to post-production lost hours while the crew and vehicle were unavailable to respond.

**RESOLVED: That the Jan-22 Integrated Quality and Performance Report and actions being taken provided sufficient assurance or whether further information, scrutiny or assurance was required, or further remedial actions were to be undertaken through Executives was CONSIDERED.**

## 12/22 WORKFORCE PERFORMANCE SCORECARD REPORT

Liz Rogers presented the Workforce Performance Scorecard report as read, drawing out only the key points as the report was intended to be read in conjunction with the Monthly Integrated Quality and Performance Report, giving a high level overview of performance in relation to the People and Culture indicators.

In particular, Members attention was directed to the latest sickness absence figures from January and the continuing issues with PADR compliance. Members were informed that sickness remained high, with only minimal changes on the previous months' rates. In relation to PADR's, the figures showed a decline in the number being completed. For December the PADR percentage completion was 53.8% compared to 59.22% in November and 64.23% in August.

Members received the report and queried what was being done to tackle the declining rates of PADR completions, noting the importance of allowing staff and managers the 1-2-1 time to discuss their development and any issues they may have. Liz Rogers informed Members that this was being addressed and Managers had been requested to complete outstanding PADR's as soon as possible, with the Executive Management Team and ADLT being requested to monitor and support this.

Members reflected on the Personal Appraisal and Development Review process and queried whether this needed to be reviewed. Members suggested that the entire PADR process may need to be looked at again from a different perspective, asking what exactly it is that the Trust and employees wished to gain from the reviews and whether these objectives were actually being met.

**RESOLVED: That the Committee RECEIVED and COMMENTED on the reported performance and associated actions.**

## 13/22 OUR PEOPLE AND CULTURE DELIVERABLES

The People and Culture Deliverables paper was presented as read, noting that this had previously been discussed at EMT and Board Development on 18.02.2022. The purpose of the report was to provide the Committee with an opportunity to formally receive and comment on the proposed People and Culture IMTP deliverables (2022-2025), with the Committee also being asked to note the potential impact of transition from the existing Director of Workforce and OD to a new Director in the next few months.

Members received the report and noted the potential impact of transition from the existing Director of Workforce before formally receiving and commenting on the proposed People and Culture IMTP deliverables

**RESOLVED: That the proposed People and Culture IMTP deliverables and priorities were RECEIVED and COMMENTED on.**

## **14/22 REFRESHING OUR PEOPLE AND CULTURE STRATEGY**

The paper on refreshing the Trust's People and Culture Strategy was presented as read with the Committee being advised of ongoing discussions at Board level on the principles of strategy development, which had the potential to impact on the future framing and timeframe for enabling strategies such as the People and Culture Strategy.

The paper set out the proposed approach to refreshing the Trust's People and Culture Strategy and the associated timelines for development and engagement. The Committee were then invited to receive and comment on the proposed plan, timescales and principles that had been designed to underpin the strategy's development.

Members received the paper and the proposals contained within before commenting on the strategic themes that were designed to underpin its development.

**RESOLVED: That the proposed plan, format and timelines for refreshing of the next strategy as well as the suggested principles and strategic themes that would underpin its development were RECEIVED and COMMENTED on.**

## **15/22 EDUCATION AND TRAINING PRESENTATION**

Andrew Challenger gave a presentation on the progress which had been made in the Trust's Education and Training. Members were informed of key achievements and investments such as driver training units and the development of classroom based activities like the digital learning manager and the kit identification tool.

Andrew Challenger also explained how the Trust was looking to develop a virtual call centre to help in the training and education of staff. Members were informed that the Education and Training team had welcomed more than thirty new colleagues to the department, bringing much needed experience and capacity as well as improving the teams age profile and gender balance.

Furthermore, in house training had now developed to the point where the Trust was able to deliver formal teaching and assessing awards, namely certificates in Education and Training and Certificates in Assessing Vocational Awards. Following on from this success, the Trust was now introducing a Diploma in Education and Training.

It was observed that over the course of the pandemic, the Education and Learning Team had delivered training to around 350 Emergency Medical Technicians and 400 Military personnel, over and above core business. An apprenticeship scheme had also been launched for Technicians which had proven to be very popular and successful with roughly 200 apprentices currently taking part.

Members received the update and noted the key achievements and progress which had been made, despite the difficulties of delivering the training in the midst of the Covid-19 Pandemic.

Members also commented on the plans for the future training and development of colleagues, observing that the ambition and scope of these was testament to the service being provided by the whole Education and Training Team.

Members observed that the direction of training now appeared to be moving towards a primarily digital platform and queried whether support was available to any members of staff who were not as comfortable as others when using new technology, particularly those who were not as familiar with technology as the younger generations were. Andrew Challenger confirmed that the Trust was very much aware of the multi-generational demographic of trainees and that additional training in the use of new technologies was available for anyone who required it.

**RESOLVED: That the presentation was RECEIVED and NOTED.**

16/22

## **LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY UPDATE**

Dr Catherine Goodwin and Kim Tovey gave an update on the Leadership & Management Development Strategy and began by recognising and thanking the key team members and colleagues within the wider Workforce and Organisational Development directorate for their efforts in bringing the strategy to its current position.

The report was presented as read with Members attention being drawn to the main areas of development and the proposed next steps moving forward, with three strategic priorities being identified. These were:

- The need to develop a structured approach to succession planning and the identification of current and future leaders and managers.
- The need to create and sign post staff to innovative opportunities for them to continue to develop their own leadership and management capability, capacity and competence through evidenced and recognised leadership and management competency and behaviour frameworks and activities.
- Embedding this approach through encouraging the workforce to take ownership of their personal and professional development and sustain and implement learning within the workplace.

The report emphasised the importance of effective leadership and how this would positively impact and influence others including patients and colleagues. The report made it clear that leaders and managers would play an integral part in achieving these aims regardless of their Directorate or role in the Trust, with the strategy embracing the philosophy that good leadership and management would help to maximise the effectiveness, efficiency and wellbeing of Trust colleagues. This would also be key to enabling colleagues to be their best, and was therefore an integral part of the strategy.

Kim Tovey explained that in order to enable delivery of this, a leadership and management development framework was being created to sit as part of the new emerging People and Culture Strategy and ambitions.

Members received the report and expressed their agreement that good leadership and management was, and would continue to be pivotal in the wellbeing, efficiency and effectiveness of the Trust. Members also noted the importance of developing roles and queried whether any additional leadership training had been put in place for the recently created Duty Operations Managers (DOM's) roles. Kim Tovey responded that presently, the main focus was on the completion of the accredited essential qualifications set out in the job descriptions for the role. However, plans for further development would be implemented once these had been completed.

**RESOLVED: That**

**1) the achievements demonstrated by the Team through what had been a very challenging 18 to 20 months were RECOGNISED, and**

**2) the proposal to refresh thinking and approaches to Leadership and Management Development through the creation of a Strategic Framework and leadership proposition was RECEIVED and SUPPORTED.**

## **17/22 ISSUES TO BE RAISED AT BOARD**

The Chair informed Members that discussions with Trish Mills would take place outside of the meeting to determine which items would be taken forward and raised at Board.

**RESOLVED: That further discussions would take place to determine which items would be raised at Board.**

## **18/22 TU CELL QUARTERLY UPDATE**

The TU Cell quarterly update was presented as read and for information purposes only.

**19/22 MINUTES OF SUB GROUPS**

The Minutes of the sub-groups were presented as read and for information purposes only.

**20/22 ANY OTHER BUSINESS**

The Chair and the Committee expressed their thanks to Claire Vaughan who was leaving her role as Director of Workforce & OD after several years with the Trust. The committee noted Claire Vaughan's contributions to the NHS in Wales over the course of her career and also the very positive influence she had brought to the Committee, being a key driving force behind much of what the People and Culture Committee had been established to deliver.

**21/22 DATE OF NEXT MEETING**

The date of the next meeting was scheduled for 10 May 2022.