

**CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE MEETING
 (OPEN SESSION) HELD REMOTELY VIA MICROSOFT TEAMS ON 20 FEBRUARY
 2024**

Chair: Paul Hollard

Member:

Paul Hollard	Non-Executive Director and Chair
Bethan Evans	Non-Executive Director
Hannah Rowan	Non-Executive Director

Prescribed Attendee:

Lee Brooks	Executive Director of Operations
Alex Crawford	Assistant Director of Planning and Transformation (left after 11/24)
Christian Fox	Trade Union Partner
Estelle Hitchon	Director of Partnerships and Engagement
Angie Lewis	Director of People and Culture
Trish Mills	Board Secretary
Andy Swinburn	Executive Director of Paramedicine
Chris Turley	Executive Director of Finance and Corporate Resources
Jonathan Turnbull-Ross	Assistant Director of Quality
Damon Turner	Trade Union Partner

Attendee:

Darren Anthony	EMT2 Staff Member (left after 02/24)
Julie Boalch	Head of Risk/Deputy Board Secretary
Sarah Davies	People and Culture Directorate Business Manager
Colin Dennis	Trust Chair
Dr Catherine Goodwin	Assistant Director Inclusion, Culture and Wellbeing
Melfyn Hughes	Welsh Language Services Manager
Ceri Jackson	Non-Executive Director (only for 07/24)
Alison Kelly	Business and Quality Manager
Osian Lloyd	NWSSP Internal Audit
Caroline Jones	Corporate Governance Officer
Kathryn Cobley	Head of Inclusion and Engagement
Sara Mills	Head of Culture and OD
Alex Payne	Corporate Governance Manager
Liz Rogers	Deputy Director of People and Culture

Apologies:

Joga Singh	Non-Executive Director
Tim Cahalane	Trade Union Partner
Ian James	Trade Union Partner
Liam Williams	Executive Director of Quality and Nursing

01/24 WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the hybrid meeting of the People and Culture Committee noting that some members, including the Trust Chair and the Executive Lead were in the room, with others attending via Teams.

Apologies were recorded from Joga Singh, Tim Cahalane, Ian James, and Liam Williams.

02/24 STAFF STORY

Angie Lewis welcomed Darren Anthony to the meeting and thanked the Management Team for allowing him time to join the meeting whilst on shift.

Darren Anthony had completed the Level 4 Diploma for Associate Ambulance Practitioners, which is the accredited education programme for EMT2 roles, and went on to win the Skills for Health Apprentice of the Year award in recognition of his achievement. This showed the importance of continued learning.

Darren Anthony shared his background prior to starting work with the Welsh Ambulance Services NHS Trust (WAST). He worked for Gwynedd Council in the local leisure centres starting out as a young apprentice before becoming a lifeguard and teaching swimming to both adults and children. He then moved to senior management and qualified as a personal trainer, although his passion remained with teaching children, which he recognised was a transferable skill and helped him during his training with WAST.

Having previously applied to WAST 13 years earlier and being successful, it came at a difficult time in his personal life, and he declined the offer at that time. He applied again and was once again successful and became part of EMT 7 in September 2022. He praised the IT, resources and tutors although did say that some additional practical training would have been beneficial, together with issuing the workbooks earlier. Recognising he didn't want to just pass the course he wanted to excel, he was determined to prove himself. He then became the student of the course followed by 'Apprentice of the Year', which was a huge achievement.

Darren Anthony was proud to work for WAST and everything it offered and was hoping to gain an opportunity to progress to become a Paramedic. He appreciated the policies, procedures, development, and support that the organisation offers.

Members congratulated Darren Anthony on his achievement and thanked him for sharing his inspirational story, determination, commitment, and enthusiasm. They also wished him well in his application to become a paramedic.

RESOLVED: That

- 1) The suggested improvements to the training be taken back to the team; and**
- 2) the inspirational story was welcomed by members.**

03/24 DECLARATIONS OF INTEREST

No new declarations were made in addition to the standing declarations which were already noted on the Trust Register of interests.

RESOLVED: That no new declarations were received.

04/24 MINUTES OF PREVIOUS MEETING, ACTION LOG AND HIGHLIGHT REPORT

The Minutes of the Open meeting held on 16 November 2023 were considered and agreed as a correct record.

Lee Brooks confirmed that action 57/23 was part of Connected Support Cymru and in terms of meeting the grant requirements, it was positive. Recruitment was underway for Community Welfare Responders in Cardiff and Swansea. He also confirmed that a webinar to build third party relationships was encouraging. He advised Committee that more detail would be included within the quarterly report in future. The action was closed due to the progress being reported via the quarterly report in future.

Committee confirmed that action reference 60/23 around the Welsh Language Speakers could be closed as the detail would be contained within the Annual Report.

The final action reference 63/23, a deep dive into disciplinary themes and trends was reference on within the People and Culture Metrics report programmed for this meeting. Members also noted that the disciplinary case management audit would be shared soon, therefore agreed to close the action on that basis.

RESOLVED: That the

- 1) minutes of the meeting held on 16 November 2023 were approved;**
- and**
- 2) Actions 57/23, 60/23 and 63/23 as set out above were closed.**

05/24

DIRECTOR OF PEOPLE AND CULTURE DIRECORATE UPDATE

The Director of People and Culture highlighted the successful joint sexual safety workshop given to 140 colleagues on 9 January 2024. The workshop aimed to share the knowledge and learning around dealing with sexual safety issues and creating a safe environment in the workplace. Working closely with legal and risk also raised understanding and knowledge within WAST.

Colleagues were aware of the recent publication of the ambulance services in England Cultural Review, with the emphasis now for the Trust to focus on its culture and psychological safety. Additional engagement on the Freedom to Speak Up raising concerns would be focused on.

The Trust was delighted to have been shortlisted for the CIPD Wales Award for Equality and Diversity with a meeting to be held with judges on 21 February, and results announced on 15 March. The Trust had been open around the ongoing progress, with more work still to do.

Angie Lewis had also attended a CPD day for year one and year two students at Glyndwr University, along with Andy Swinburn. Their feedback was positive and particularly highlighted the support of their practice educators.

Training had been ongoing around workforce planning with a significant number of managers. A further iteration of the Strategic Workforce Plan would be presented at the next meeting, as a key requirement for the organisation. Angie Lewis also referenced an online event which would be held on 8 March for International Women's Day.

Damon Turner confirmed the workshop in February was both challenging and positive, and queried if information on leavers would be shared with managers. Angie Lewis confirmed that some data was provided within the culture metrics report and that an audit had recently taken place which would be shared. She agreed to share information with Trade Union Partners around upcoming themes relating to leavers. She also noted that funding has been made available by Health Education and Improvement Wales (HEIW) for two years for a retention lead for all Health Boards and Trusts, a role to which Paola Spiteri had been appointed for WAST.

RESOLVED: That the update from the Director of People & Culture was noted.

06/24 OPERATIONS QUARTERLY REPORT

Lee Brooks drew out pertinent aspects for Members, which included the more detailed update in relation to the Manchester Arena Inquiry within the report with good progress made on the recommendations with action 27/68 now complete.

The ten second triage and major incident triage tool was set to go live on 1 April which was not without a significant undertaking in promoting Mandatory in-Service Training (MIST). The Senior Operations Team were comfortable that sufficient staff would have been through MIST by that time.

Lee Brooks was pleased to inform members that recruitment to the Resourcing, Rostering Systems Manager post had been successful which would allow the Trust to further review the benefits of GPRS and allow the movement of timesheets onto an electronic system working with the Electronic Staff Record (ESR) interface the GRS Everbridge interface and the GRS CAD interface.

The Executive Leadership Team had committed additional budget for the next financial year for EMS Coordination, which would see the design of a career structure from a Band 3 Call Handler to the Executive Director of Operations post. The Organisational Change Policy (OCP) for this change was hoped to get underway soon. Members welcomed the career development model for operational staff.

A considerable number of Emergency Medical Staff Coordination employees were recognised through the Emergency Medical Dispatcher of the year process, with many shortlisted and some winners too.

RESOLVED: That the Operations Quarterly Report was noted.

07/24 STRATEGIC EQUALITY PLAN, ANNUAL WORKFORCE EQUALITY MONITORING REPORT 2022/23, ANNUAL GENDER PAY GAP REPORT 2022/23 AND ANTI-RACIST WALES ACTION PLAN

A presentation by Kat Cobley was delivered to Members which covered several Equality Diversity and Inclusion (EDI) related papers, their purpose and progress to date, and their relevance to the People and Culture Plan.

It was recognised that Equality, Diversity, and Inclusion was evident in everything the Trust does. With improvements in the use of Equality Impact Assessment, policy development and digital forms being developed, the re-establishment of the EDI Steering Group to monitor the Strategic Equality Plan (SEP) objectives, there was much work ongoing.

Kat Cobley wished to update Members on progress to date and focus on the future plans, with a discussion on the role of the People and Culture Committee and the Non-Executive Directors in the overall EDI agenda.

Trust staff were leading on sexual safety work and worked closely with national staff networks in this regard. A number of conferences that Kat Cobley had attended were well presented in terms of raising issues around EDI and challenges faced by those who were disadvantaged in our society.

Work was ongoing to develop the carers passport scheme and the staff disability network was working to support neurodiverse staff in the workplace as well as being aware of service users too. Finally, warm WAST welcome sessions had been introduced for staff, to emphasise the positive aspects of being a member of WAST.

SEP

Under the requirements of the Equality Act 2010: The Public Sector Equality Duty (PSED), the Trust was required to publish a Strategic Equality Plan (SEP) and a set of objectives by 31 March 2024 which would demonstrate how the Trust would;

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

This work involved a review of the previous SEP and the progress made against the objectives. The new four-year plan and objectives must be informed by the relevant information that is already held, followed by consultation and engagement with staff, service users and stakeholders, in particular, those with a protected characteristic, Welsh speakers and other minority groups or those who are vulnerable. The SEP should also consider the findings published in the Equality Human Rights Commissions' 2024 Report 'Is Wales Fairer?'. The responsibility for meeting the requirements and giving due regard to the PSED lies with all employees, senior leaders, and board members.

Based on the information the Trust has and the feedback received during consultation and engagement, a SEP for 2024-2028 has been drafted with the following overarching strategic equality objectives:

- Designing Equitable Services
- Leading by Example
- Being an Employer of Choice
- Creating Allyship

During the consultation period no further comments were received which required changes to the draft SEP and objectives. However, feedback had suggested that there was a need for the Trust to produce an easy read version alongside the plan for people whose first language wasn't English or Welsh. Plans were in place to explore options to create an easy read version and a video animation to provide an overview of the SEP.

Gender Pay Gap Report and Workforce Equality Monitoring Report 2022/23

The gender pay gap reporting requirements and equality monitoring data requirements are outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As an organisation that employs more than 250 people the Welsh Ambulance Services NHS Trust must publish and report specific information about our gender pay gap both on our own website, and the Government's website.

As a public sector body, the Trust is required to publish workforce data and assess the diversity of the workforce in relation to the population we serve. This information is pulled from our Electronic Staff Record system and the TRAC system.

In 2022-2023 our gender pay gap was 5.4%. This compared favourably to other NHS Wales organisations with some of these between 20-25%. It also sits in the middle of the table comparison between UK Ambulance Trusts, whose gender pay gap reports range from 0.85% (North East Ambulance Service) to 10.77% (North West Ambulance Service).

In 2022-2023, there was a small increase in the diversity of our workforce in relation to the number of staff with a disability, those who identify as LGBTQ+, and those from a Black, Asian, and Minority Ethnic background.

Both the Annual Workforce Equality Monitoring Report 2022-2023 and the Annual Gender Pay Gap Report 2022-23 will be published on the Trust website prior to the deadline on 31 March 2024 and would sit alongside the Strategic Equality Plan Annual Report for 2022-2023, which had already been approved and published.

When assessing whether our workforce is reflective of the population we serve, there were some shortfalls in the following areas:

Non-White population in Wales 6.2% (Census data 2021)	WAST Staff from BAME background 1.83%
People with a disability in Wales 21.1% (Census data 2021)	WAST Staff with a disability 5.93%

The non-White population figures and the people with a disability in Wales figures include children and people over the age of 65 and is not reflective of the general working age population. The data above is Wales-wide. The population percentages for the non-White category are much higher in urban areas of Wales, in particular Cardiff, Newport and Swansea.

Work was already ongoing to increase diversity in the workforce via a number of initiatives such as the inclusive recruitment programme and the implementation of the actions set out in the Anti-Racist Wales Action Plan. The inclusive recruitment programme should also focus on attracting higher numbers of staff with a protected characteristic in our urban areas to be more reflective of the local populations. Funding had been made available to introduce Retention Leads within NHS Wales organisations who will be contributing to the development of inclusive recruitment and retention initiatives in 2024-2025.

Whilst the gender pay gap has not worsened over the past six years, the gender pay gaps still exists within the Trust despite the actions taken to improve our female staff experience in the workplace. The Trust will continue to implement initiatives which focus on encouraging career progression amongst our female staff and are continuing to support women's health in the workplace via staff networks and policy development, e.g. All Wales Menopause Policy, Shared Parental Leave Policy, Flexible Working Policy, etc. Actions will focus on engagement with our female staff to understand the reasons behind the gender pay gap. This work would also link to our actions around increasing psychological and sexual safety in the workplace.

Anti-Racist Wales Action Plan

Much discussion around the development of the action plan had taken place and an update was provided on where the Trust was with the actions set out within that plan for NHS Wales organisations.

An intense active bystander and allyship training module was developed and delivered to staff as part of the actions set out in the Anti-Racist Action Plan (ARWAP). This training covered discrimination and allyship for all of the protected characteristics, not just race and ethnicity. The Trust is passionate about this and believes that educator education and raising awareness of the challenges faced by some of those people with a protected characteristic is paramount to helping people change their behaviours and really display the behaviours that the Trust would want to see being displayed.

In March 2022, following a lengthy planning and consultation period, Welsh Government published its vision to achieve an Anti-Racist Wales by 2030. A

detailed action plan sets out the actions needed to improve the experiences of Black, Asian, and Minority Ethnic individuals.

In the health section of the plan, there are five specific goals with nine specific actions for NHS Wales Boards and organisations with agreed timelines for implementation between July 2022 and December 2023.

Welsh Government have requested that progress against the ARWAP actions be included in the bi-annual SEP update, which is presented as part of the NHS Wales Performance Framework Policy Assurance. It is also recommended that NHS Wales organisations include a progress update in their annual Strategic Equality Annual Reports which are published on our website.

The Equality Leadership Group (ELG) which consists of EDI Managers across NHS Wales continue to share best practice and discuss the implementation of the ARWAP at its bi-monthly meetings. The ELG has maintained links with Welsh Government and engaged in discussions around some of the challenges in implementing the actions. The Report included highlights, further actions together with risks.

Annual progress updates on the Trust's progress against the ARWAP actions will be included in the Annual Strategic Equality Plan Report which will be approved by the People and Culture Committee and the Board prior to publication.

Members endorsed the plan and reiterated the need to ensure implementation includes SMART actions and is outcome-focused to demonstrate the impact of the initiatives to the lives of our people. It was noted that the performance reporting on cultural themes and workforce KPIs would draw out that impact and the themes, but that work was required to ensure they are connected in a way that the Committee and the Board can see progress of these important initiatives. The role of Non-Executive Directors (NEDs) as champions was also discussed and Hannah Rowan, EDI NED champion sought to have more guidance on how she and other NEDs might most appropriately support initiatives throughout the year, over and above monitoring the plan.

RESOLVED: That

- 1) the Committee received and endorsed the SEP 2024-2028;**
- 2) the Committee received and endorsed the 2022-23 Gender Pay Gap Report & 2022-23 Workforce Equality Monitoring Report; and**
- 3) the Committee noted the ARWAP report.**

The new More Than Just Words plan 2022-27 was launched by the Minister for Health and Social Services in August 2022. The five-year plan was developed following an independent evaluation of the first More Than Just Words five-year plan.

Welsh language featured in the IMTP for 2024-27 and Members will have an opportunity to review the full IMTP at a Board development session later this month and at Trust Board in March, however the intention for 2024/25 is to build an environment in which the Welsh language can flourish. This will ensure focus is on cultural change as well as standards compliance.

Trish Mills explained about the great work that was ongoing across the organisation with Welsh language, including significant activity in 111 regarding improving the trajectory for answering calls in Welsh, with some raising confidence tutors planned to spending time in this area. An improving trajectory on the answering of calls in NEPTS could also be seen.

Details of the mandatory Welsh Language Awareness Course was going to be promoted more in quarter four to improve the uptake.

The in-house Welsh language translation service had started with a soft launch which was well received, with more to do on moving away from using external providers.

The annual meeting with the Welsh Language Commissioner's Office had been held recently and Melfyn Hughes, Welsh Language Manager and Trish Mills were able to report that WAST was one of the only organisations in Wales that had reached 100% on recruitment, bilingual recruitment, and job descriptions.

It was recognised that within the report there are many quotes from patients and their families which justified the importance of Welsh language being built into what we do at WAST. Members commended the work and focus on the Welsh language and noted the update and the More Than Just Words 2022-23 Annual Report

RESOLVED: That the

- 1) Welsh Government's More Than Just Words Annual Report 2022-23 was noted; and**
- 2) Committee received assurance against the Trust's progress in delivering its commitments to the plan.**

09/24

WORKFORCE PRIORITIES RELATED TO IMTP

Angie Lewis reminded Members of the proposed priorities presented to the Committee in November and how the People and Culture Directorate had been challenged to manage aspirations and ambitions in a more realistic way.

The report presented today was more deliverable and allowed space for business-as-usual activity and unforeseen issues.

The number of objectives for inclusion within the IMTP had been significantly reduced. The remaining items would be managed in an alternative way whilst the three headings of Culture, Capacity and Capability had been maintained.

Members were challenged on what good looked like and what the Trust was aiming for; an example, of which was leadership development. How would people know what good would look like.

It was noted that most of the metrics were quantitative rather than qualitative measures and Members requested a focus on evaluating the impact of initiatives and the markers of success.

RESOLVED: That the IMTP 2024-27 objectives and metrics for the People and Culture Directorate were approved, subject to ongoing conversations relevant to the wider Plan.

10/24

PEOPLE AND CULTURE PLAN METRICS UPDATE TO INCLUDE CULTURAL THEMES- PRIORITIES FOR 2024/25

The agreed metrics to measure the impact of the People and Culture Plan were presented under the Plan's headings of Culture, Capacity and Capability giving a holistic evaluation of the Plan's effectiveness in enhancing organisational culture, fostering a sense of belonging and optimising the capabilities of our people. The themes reflected the Plan's goals of improving organisational culture, creating a sense of belonging and developing the skills of our people.

Members commended the approach and noted that whilst what our people were telling us was sometimes difficult to hear, it was important to show we are listening and responding. Members highlighted the progress made in the last 18 months, such as:

- Having richer and more frequent feedback from staff and students through surveys and roadshows.
- Increasing the awareness and reporting of employee relations issues, such as culture reviews and grievances, and supporting people to come forward and

raise concerns.

- Engaging the executive leaders in regular discussions and actions on people and culture metrics and challenges.
- Applying compassionate practices for individuals affected by organisational changes or employee relations processes.
- Reducing sickness absence rates in some regions and learning from their best practices.
- Promoting proactive health surveillance and addressing the main causes of absence, such as mental health and musculoskeletal problems.

The report also acknowledged the areas where more work was needed, such as:

- Building trust and confidence among staff and students to speak up and share their views.
- Ensuring that all colleagues feel safe and respected in the workplace.
- Achieving the target of 6% sickness absence by April and maintaining it.
- Continuing to monitor and improve the impact of the People and Culture Plan on organisational performance and wellbeing.

RESOLVED: That the

- 1) Insights shared were commented on;**
- 2) Content of the report was noted; and**
- 3) Alternating reporting of quantitative and qualitative data approach was agreed.**

11/24

WORKFORCE SCORECARD & MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT

The Monthly Integrated Quality and Performance Report ("MIQPR") and the Q3 Quarterly Workforce scorecard showed that continued system pressures including handover delays remained a significant pressure on our people.

The Committee noted a welcomed increase in Personal Annual Development Reviews (PADR) and the focus of the senior leaders on improving statutory and mandatory training compliance.

MIQPR

It was noted that sickness absence in 111 was high and that a cultural review was underway to look at this. Angie Lewis agreed to bring a paper to the next meeting which would look at the ongoing cultural reviews and identify the actions taken.

Low vaccination rates among patient-facing staff were a concern.

Members noted good performance on unit hours produced and abstraction rates.

Andy Swinburn agreed to take a paper to the Quality, Patient Experience and Safety Committee around the continued deployment of Cymru High Acuity Response Unit (CHARU), aiming to illustrate progress, activity, and deployment.

RESOLVED: That

- 1) the People and Culture Performance Scorecard report was received and commented on; and**
- 2) the MIQPR was considered by the Committee.**

12/24

RISK MANAGEMENT AND BOARD ASSURANCE FRAMEWORK REPORT

The aim of the report was to provide assurance to Members in respect of the management of the Trust's principal risks, particularly the risks relevant to the Committee's remit. Controls in place against each principal risk could be viewed in the Board Assurance Framework.

The risks were presented to Trust Board in January 2024 with Risks 223 (*the Trust's inability to reach patients in the community causing patient harm and death*) and Risk 224 (*Significant handover of care delays outside accident and emergency departments impacts on access to definitive care being delayed and affects the Trust's ability to provide a safe & effective service for patients*) being dynamically reviewed as system pressures continued. With respect to the risks for this Committee, members noted:

Risk 160 – High absence rates impacting on patient safety, staff wellbeing and the Trust's ability to provide a safe and effective service remains at a rating of 20 (5x4). Whilst good progress is being made to reduce sickness absence, a decision has been made to keep the risk rating under review. The controls and assurances have been strengthened and a suite of new mitigating actions have been identified during the last review.

Risk 201 – Damage to the Trust's reputation following a loss of stakeholder confidence remains at 20 (4x5). Whilst the score remains unchanged and remains high, the risk has been strengthened to describe the difficulties in progressing the Trust's long term strategic ambition because of lack of stakeholder confidence and support. Additional controls and mitigations have been articulated to support this change.

Risk 163 – Maintaining effective and strong Trade Union partnerships increased score to 20. Additional mitigating actions reflecting the WASPT effectiveness review, the new ToR and operating arrangements for the group were discussed and it was noted that the actions detailed in the ACAS action plan will be aligned to this risk in the next review.

Risk 558 deterioration of staff health and wellbeing in the face of continued system pressures as a consequence of workplace experiences remains

unchanged and scores 15 (3x5).

Risk 199 Failure to embed an interdependent and mature health and safety culture which could cause harm and a breach in compliance with health and safety statutory legislation as reported to the November 2023 Trust Board, this had achieved its target risk score of 10 (2x5). This was due to the demonstrable work undertaken across the Trust in relation to the Working Safely Programme and Health & Safety. The risk had therefore been de-escalated to the directorate register and will be monitored by the Executive Director and team on a quarterly basis.

RESOLVED: That

- 1) Members considered and discussed the report;**
- 2) the increase in risk score of Risk 163 from 16 to 20 was noted;**
- 3) the de-escalation of Risk 199 from the Corporate Risk Register to the Directorate Risk Register as this has reached its target score of 10 (2x5) was noted; and**
- 4) the ratings and mitigating actions for each principal risk was noted.**

13/24

HEALTH AND WELLBEING PLAN

The draft Health and Well-being Plan 2025-2029 was received for comment. The draft plan set out the principles for the approach to improving the health and well-being of our people and to provide strategic leadership to the Trust's health and well-being activities.

The Committee noted that a consultation process with various stakeholders was planned to inform its development, and that a holistic approach to the plan would be taken as opposed to focusing just on individual well-being support initiatives. The Committee asked that the Well-being Team consider the accessibility of the document to ensure it's easy to understand and apply.

RESOLVED: That the Committee commented on the draft plan.

14/24

ANNUAL EFFECTIVENESS REVIEW

The Trust's Standing Orders and Committee Terms of Reference require that Board Committees evaluate their effectiveness annually and prepare an annual report which will be presented to Audit Committee in April, and then to the Trust Board in May.

Annual effectiveness reviews are designed to evaluate the effectiveness of the Board and its Committees, review operating arrangements, and proposing changes to improve Committee's support, challenge, scrutiny, and oversight responsibilities.

Whilst the Duty of Quality is demonstrated by adopting a continuous improvement methodology to the Board and its Committees throughout the year, the annual effectiveness review was an opportunity to formally review membership, review the work of the Committee during the year, and set the Committee's priorities for the coming year.

A review of the Terms of Reference provided an opportunity for the Committee to ensure it was comfortable with the focus and direction.

The report included responses to the questionnaires completed by members, a draft Annual Report from the Committee to the Board and proposed marked up changes to the Terms of Reference. As a result of the response to a questionnaire completed by Members and attendees, changes had been proposed to the Committee's operating arrangements and its Terms of Reference, one of which was to formalise the procedure for Chair's Actions.

Members agreed that the Committee effectively discharged its responsibilities under its terms of reference and that the annual report was a true reflection of its operating arrangements in 2023/24. Areas of good practice and improvement were noted and these will be rolled up into a schedule for the Board of cross-Committee improvements.

Priorities for the Committee for 2024/25 were agreed as follows:

- (a) Impact of wellbeing initiatives on our people;
- (b) Culture of conversations with a focus on communication and conversations with managers and their people;
- (c) A continued focus on equality, diversity and inclusion and the implementation of the strategic equality objectives;
- (d) The Trust's approach to development of our people.

Paul Hollard and Bethan Evans reflected on the journey of the Committee over the past four years which had seen focus in more essential areas.

RESOLVED; That the

- 1) the draft Annual Report was reviewed and endorsed;**
- 2) changes to the terms of reference as set out in the annex were endorsed;**
- 3) the proposed changes to operating arrangements in response to issues raised in questionnaires as set out in the draft Annual Report were confirmed; and**
- 4) priorities for the Committee for 2024/25 were set.**

15/24 AUDIT TRACKER AND INTERNAL AUDIT REPORT

The Audit Tracker was reviewed, and the Committee noted the good progress in closing recommendations, with approximately 11% closed or due to close in Quarter four.

Retention of Staff Internal Audit

The reasonable assurance 'Retention of Staff' Internal Audit report was received, with key matters arising including finalisation and ratification of the 'Moving on Interview' process, with a clear timetable for its roll out; and evaluation of the effectiveness of the initiatives that have recently been introduced to improve staff retention. The roll out of moving on interviews was welcomed.

RESOLVED: That

- 1) the good progress made in closing recommendations was noted; and**
- 2) the Retention of Staff Internal Audit Report was received.**

16/24 ALL WALES FLEXIBLE WORKING POLICY AND HOMEWORKING POLICY

The Committee approved two policies; those being the All-Wales Flexible Working Policy and the Homeworking Policy. There were no comments or issues raised.

RESOLVED: That the All-Wales Flexible Working Policy and Homeworking Policy were approved.

17/24 WASPT HIGHLIGHT REPORT

The WASPT highlight report was presented following their meeting on 15 December 2023, with members noting discussions related to:

- The EMS establishment with an agreement that emergency ambulance lines would not be taken down but that a one-off relief gap created.
- Detailed discussion following a report with the results of air monitoring for diesel exhaust emissions at seven emergency departments in Wales and the actions taken to reduce exposure and the risk to staff.
- Agreement on an approach to the Infection Prevention & Control Policy with regard to carrying snacks, as well as other IPC related issues.
- The actions agreed in partnership with Advisory, Conciliation and Arbitration Service in 2022 are on track.
- The sub-structures established to report into WASPT are doing so with escalations making their way through where appropriate.

Damon Turner confirmed the positive nature of the discussions and the direction of travel, whilst recognising there was still some fragility.

RESOLVED: That the WASPT highlight report was received.

18/24 CYCLE OF BUSINESS MONITORING REPORT

The priorities and cycle of business monitoring report was noted. The Committee's cycle of business was on track with no escalations required.

RESOLVED: That the update was noted.

19/24 KEY MESSAGES FOR BOARD

Any messages for Trust Board would be included in the highlight report from the Committee.

20/24 ANY OTHER BUSINESS

As this would be Paul Hollard's final meeting as Chair of the Committee and as a Non-Executive Director for the Trust. Members thanked him for his contribution, support, curiosity and challenge of the work of the Committee and wished him well.

Estelle Hitchon also confirmed that she would be joining the Academy Wales Expert Panel on Public Sector Leadership.

21/24 DATE OF NEXT MEETING

The next meeting is scheduled for the 9 May 2024.