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Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

## **CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE MEETING (OPEN SESSION) HELD AT CARDIFF MRD AND REMOTELY VIA MICROSOFT TEAMS ON THURSDAY 14 NOVEMBER 2024**

**Chair: Ceri Jackson**

### **Members:**

Ceri Jackson	Non-Executive Director and Chair (MRD)
Bethan Evans	Non-Executive Director
Hannah Rowan	Non-Executive Director

### **Prescribed Attendees:**

Lee Brooks	Executive Director of Operations
Alex Crawford	Assistant Director of Planning and Transformation
Christian Fox	Trade Union Partner
Estelle Hitchon	Director of Partnerships and Engagement
Carl Kneeshaw	Director of People (MRD)
Angela Lewis	Director of Culture Change (MRD)
Trish Mills	Director of Corporate Governance/Board Secretary
Lizzie O'Shea	Freedom to Speak up Lead Guardian
Andy Swinburn	Executive Director of Paramedicine
Chris Turley	Executive Director of Finance and Corporate Resources (MRD)
Damon Turner	Trade Union Partner
Marcus Viggers	Trade Union Partner

### **Attendees:**

Julie Boalch	Assistant Director of Corporate Governance and Risk
Adam Cann	Head of Workplace Wellbeing (MRD)
Kat Cobley	Head of Inclusion and Engagement
Sarah Davies	People and Culture Directorate Business Manager
Colin Dennis	Trust Chair
Dr Catherine Goodwin	Assistant Director Inclusion, Culture and Wellbeing (MRD)
Melfyn Hughes	Welsh Language Services Manager
Caroline Jones	Corporate Governance Officer
Alison Kelly	Business and Quality Manager
Ela Lewis	Senior Project Manager
Alex Payne	Corporate Governance Manager (MRD)
Felicity Quance	NWSSP Audit and Assurance

Liz Rogers	Deputy Director of People and Culture Directorate (MRD)
Lisa Trounce	Head of Compliance and Assurance
Nicola White	Head of Health and Safety (Item 101/24 only)
Liam Williams	Executive Director of Quality and Nursing

**Apologies:**

Jo Kelso	Head of Workforce Education & Development
Mark Marsden	Trade Union Partner

**89/24 WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed everyone to the hybrid meeting of the People and Culture and confirmed the meeting met quorum. Apologies were received from Jo Kelso and Mark Marsden.

**90/24 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.**

**91/24 MINUTES OF PREVIOUS MEETING, ACTION LOG AND HIGHLIGHT REPORT**

The Minutes of the Open meeting held on 30 August 2024 were considered and agreed as a correct record.

*38/24 relating to the dedicated investigation that would be reviewing cases, it was requested that cases where there was police involvement to be separated out to provide more accurate timelines of investigations. Angela Lewis confirmed that the action would be picked up going forward and the Committee agreed that the action could be closed.*

*68/24 - To strengthen the narrative particularly around diversity in the Workforce Plan. This was completed; with the relevant narrative having been strengthened and had been signed off by the Board and therefore the action was closed.*

*66/24 - To consider whether there was a correlation with sickness absence and the impact of violence and aggression incidents. Details to be included in future report. Angela Lewis confirmed this was being addressed and ongoing with Violence and Aggression colleagues. It was felt that this should be mandated within ESR, however currently managers could only be advised/encouraged to complete ESR. The action was accepted for closure.*

69/24 - *To include in the next report (partnerships and engagement), outcomes and impacts using examples in terms of qualitative feedback as an overall partnership piece. Further discussion with the Chair, and Trish Mills to consider which data should be captured.* This action was ongoing an update would be brought to the next meeting. The action remained open.

Members noted the highlight report from the meeting held on 30 August and had no further comments.

**RESOLVED: That the**

- 1) Minutes of the meeting held on 30 August 2024 were approved; and**
- 2) Actions as set out above were agreed; and**
- 3) The highlight report from the 30 August meeting was noted.**

**92/24**

**DIRECTOR OF PEOPLE AND CULTURE DIRECTORATE UPDATE**

Angela Lewis formally welcomed to Carl Kneeshaw to his first meeting of the Committee and confirmed that the next update would be a joint update. She highlighted key areas from her update:

Staff Survey – The response rate, following a more intense engagement approach as of 12 November 2024, was 27.2%. The internal aspiration was to achieve 30% and Angela Lewis encouraged people to use the virtual backgrounds and invite others to complete the survey, in order to shape plans going forward. It was recognised that the Trust were doing well in comparison to other NHS bodies in Wales.

Equality Diversity and Inclusion (EDI) – An inclusive recruitment initiative had been progressed with Digital colleagues, targeting local communities, with more applications being received from minority and ethnic communities. Hannah Rowan commented on the need to build on the positives of the initiative and rollout further or review the lessons learned to improve future campaigns.

Awards/Recognitions – Angela Lewis was delighted to share the Trust's Education and Development Team has been part of the successful WAST nominations at the recent NHS Wales Awards, having won in both categories they were nominated. The awards related to the introduction of Pentrox for our Community First Responders use to manage pain with our patients and our Care of the Newborn and Thermoregulation education and development programme.

Alex Crawford was invited to provide a brief summary of the Chief Executive Roadshow feedback from the occurrences held in October 2024. Key points on this feedback included:

- CPD sessions were run prior to the events;
- Digital engagement was good;
- Fran Jones was the winner of the CPD bursary.

Of the feedback that was sought, 54 individual responses were received; of which 32 were from staff in the Operations Directorate. The majority of staff indicated that they would attend a future Roadshow. It was recognised that the Siren platform was the main route for engagement for marketing the event.

The feedback included comments regarding the venues chosen for the Roadshows and whether more appropriate locations could be chosen. Additionally, it was fed back that there was an over emphasis on content previously covered; with corporate colleagues requesting a wider remit of activity across the organisation and how they contribute to the operational change.

It was indicated that staff valued the opportunity to network and collaborate and commented positively on the leadership visibility. The carousels – on subject specific areas - were also welcomed. Damon Turner asked whether there was data on the less represented areas where staff members come from, in order to focus on those regions in the future.

Colin Dennis expanded on Damon Turner's comment regarding consideration of less represented areas of the Trust and requested consideration that volunteers / the volunteering arm of the Trust could be a focus area for the next round of Roadshows, to ensure they felt as valued as other staff members.

The Committee acknowledged this feedback and recognised the continuous improvement approach to the roadshows. Bethan Evans thanked Angela Lewis and her team for the ongoing excellent work, with regards to the update received.

**RESOLVED: That**

- 1) The Director Update was noted; and**
- 2) Feedback from the Chief Executive Roadshows would be considered, to shape future events.**

Lee Brooks highlighted the following areas relevant to the Committee:

- The Volunteer Services Organisational Change Process was underway, albeit slightly delayed, from the original timeline. This will provide an enhanced experience for volunteers both in terms of onboarding and support.
- Recruitment and deployment of the new roles within the Emergency Medical Service Centre (EMSC) structure had begun, with call handling supervisors moving from Band 4 to Band 5. This gave parity with 111 call handling coordinators.
- The seven Operations Managers have completed training and will be active from next week, with other roles being progressed.
- This month will see the rollout of the single allocator model and deploying dispatch boundary changes. The team had worked well with both staff and Trade Union partners. Whilst staff were anxious about the change, they expressed a desire to continue making these positive changes.
- Call handling sickness remained a significant issue with nights and weekends being prominent. The team were deploying absence management processes, with some staff leaving the service prior to the process being finalised. A series of listening exercises were held to inform the action plan which had been developed with TU partners. Members discussed that the autonomy of the role could be a factor in staff leaving but was not within the Trust's gift to change it. Additionally, the nature of the role meant that some staff would naturally conclude it was not the right fit for them.
- An increase in layers of management would improve the knowledge and understanding of staff and ensure policies could be applied appropriately. A number of staff had reached out to Angela Lewis prior to applying for these senior roles which indicated their genuine desire to explore and understand the importance of culture in leadership positions. .
- Work was ongoing for the North Emergency Medical Service Control (EMSC) move, anticipating the work would be completed in this financial year, with staff hopefully transitioning in quarter one of 2025/26.
- End of shift overruns still remained a focus with an increase in October, correlating to the increase in handover lost hours. The Operations Management Team remain active around the importance of staff finishing their shift on time, especially going into December.

- The Urgent Care Service (UCS) transition is showing a decrease in resource utilisation, which is understood to be due to changes in how UCS resources are deployed. In response, actions are being taken to ensure continued effective use of these resources. The goal is to promote the P3 backup option for EMS staff, who have previously hesitated to call for urgent care transport due to a lack of available resources.

With new capacity being created, EMS will be encouraged to call for UCS when suitable, as this will improve their ability to meet patient transport needs. Efforts are underway to encourage Healthcare Professionals (HCP) to use the HCP line instead of 999; allowing for better management of their activities. Upcoming changes to the Clinical Safety Plan, along with the deployment of Clinical Navigators in December, will further ensure that UCS-suitable cases are prioritised for dispatch rather than resulting in “can’t send” outcomes.

The Committee thanked Lee Brooks for his analysis and updates on EMS call handler absences. Lee acknowledged the challenges, and stated that there was no immediate need for Committee support. He noted ongoing improvements in career opportunities and the working environment, and that excellent work had been undertaken to maximise the 111 Call Handler establishment. Colleagues were reminded of a pause during the deployment of the new triage system, but recovery was expected as December approaches, which was a positive outlook. The abandonment rate currently stands at 5.8%, indicating good performance.

There was focus on promoting the Welsh language, especially among 111 staff who may lack confidence in using it. The team have implemented measures to build this confidence and has adjusted how calls are managed and routed through the telephony system.

Hannah Rowan queried the increase in mental health absence rates. Angela Lewis confirmed work was ongoing to review if there were particular areas of concern within the organisation. Catherine Goodwin also commented on the destigmatisation of talking about mental health, which may have been masked previously with another sickness reasons. This could be contributing to the increase in figures associated with mental ill health.

Members recognised the level of commitment and the work going on across the organisation within the Operations Directorate and thanked Lee Brooks for his report.

**RESOLVED: That the Operations progress was noted.**

**STAFF STORY – ELA LEWIS**

Angela Lewis introduced Ela Lewis who presented her story through the lens of our change community. Ela is a registered nurse by background but has been working as a Senior Project Manager in the Trust since January 2024.

Ela explained how her first exposure to health and social care began in her teens and continued during her university years, where she had the chance to volunteer internationally in Tanzania and Sri Lanka. At 17, while volunteering in Tanzania, she engaged with hospitals, an orphanage, schools, and experienced local life. This experience taught her how environment, culture, and lived experiences influence our perceptions.

The importance of respecting others without judgment was highlighted, along with an acknowledgment of the privilege of accessing free healthcare and pursuing education. As a woman, the ability to help others and advocate for community change was seen as a significant privilege, which served as a major motivator in her life and why she pursued a career in Health and Social Care.

Ela pursued her dream of becoming an intensive care nurse after studying nursing at university, aiming to care for people during their most challenging times. However, her experience was altered by the Covid-19 pandemic. This was her first experience of change at a large scale.

Ela observed how decisions directly affected patient care and how the rapid pace of change impacted healthcare workers. This experience highlighted for her that sustainable change relies on people who need compassion and a sense of value. During the Covid-19 pandemic, systemic challenges became more apparent, and she struggled with feelings of inadequacy in contributing to overcoming these issues.

Ela left her job for a graduate role as part of the Academi Wales Leadership Programme. Ela gained broader exposure to the Welsh public sector, working with various stakeholders from industry and social care providers, including Health Boards. She learned project management tools to facilitate collaborative efforts. Understanding among all parties was crucial, as it involved recognising what was important in each sector and the challenges that hinder change.

Ela was fortunate to accept a position within the Trust where she helped shape care delivery in a remote setting. Utilising both her nursing and project management skills, she focused on individualising care, exploring how to best support patients in a way that suits their needs. She also considered how to leverage technology and create opportunities for community members to support one another.

Ela completed the change management training, which she found enjoyable and beneficial. It equipped her with practical tools for facilitating difficult discussions and shifting perspectives. Recognising that change can be challenging, she and the team have been able to push boundaries and challenge the status quo by applying these tools.

The focus moving forward is on avoiding stagnation and helping others feel at ease with the idea that continuous change is the new normal. Given the significant changes occurring, it's crucial to create a supportive environment where colleagues can openly share their feelings of overwhelm or fear. Acting with compassion will help everyone navigate this journey together.

Members praised Ela for her work to date and the impact she is making at the Trust and celebrated her as an individual. It was noted that she was nominated and shortlisted for an international award for Nurse Leadership in Digital Healthcare, as well as being part of an award-winning team at the Trust's own internal awards.

Ela talked about having the privilege of working closely with care homes, helping them utilise available technology. While new technology can evoke fear, it also inspires motivation. Ela was reassured when entering these spaces where people were eager to participate in the change process. This presents an opportunity to shape the future of care, using technology to ensure individuals receive the care they need in environments that make sense to them, rather than defaulting to emergency departments.

Bethan Evans recognised it can be challenging to onboard all staff, especially given the geographical dispersion and the fast pace of change, which can be frightening for many. It was noted that there are different approaches needed to better support staff during this transition.

Alex Crawford commented that Ela's role as a leading change champion should be a source of pride for the organisation, especially within the nursing community. While the focus often leans toward other disciplines, Ela stands out as a guiding light. Her contributions highlight the importance of change champions and the value of graduates within the organisation, emphasising pride in the graduate scheme.

The Chair thanked Ela for sharing her story and the work that she does within the Trust. She expressed a sense of pride and inspiration from Ela's story. The Chair also emphasised the significance of recognising hidden champions within the organisation and the need to listen and respond to staff feedback.

**RESOLVED: Ela Lewis' story was well received and her story celebrated.**

## Staff Story Diagram - Kayleigh Wheeler Co-chair of Voices Network

The Staff Story Diagram from the previous meeting was noted. The actions in the Diagram were noted. These include continuing to work with the WAST Voices and support the network in its organisational delivery of this activity.

95/24

### **PEOPLE AND CULTURE PLAN METRICS UPDATE AND WORKFORCE SCORECARD**

This was the first report where the metrics and the scorecard had been brought together and Angela Lewis highlighted key points. She noted that the report focused on quantitative data.

The increase in colleagues becoming part of our Networks was highlighted, showing a good level of engagement across the organisation. It was an indicator that people of all levels wanted to have a voice around culture change and improvement.

Whilst recognising there are pockets where there are sickness absence issues, overall, this showed a sustained improvement. Huge efforts are being made by managers, people services and Trade Unions partners which were contributing factors to the improved position; with early intervention from Occupational Health colleagues to support our people.

Mandatory In Service Training (MIST) compliance following the commencement of the programme in April was at 47.8% at the end of September 2024; which showed good progress.

Challenges with Performance Appraisal and Development Reviews (PADR) compliance was acknowledged with more narrative in the report about the measures and actions being taken. Members agreed that it was important that PADR conversations were meaningful and viewing compliance figures alone was therefore not the only quality measure. This was emphasised at a recent Trust Leadership Symposium.

Job evaluation has seen some significant challenges linked to the substantial number of new roles as a result of the new model. Significant investment was put into this, and thanks was given to Christian Fox who had been pivotal in progressing the work.

Due to the focus on sexual safety at work in the Trust, an increase in disciplinary cases have been noted. Active support from Trade Union partners helped ensure these were being addressed efficiently and swiftly, whilst recognising there were gaps in knowledge and understanding in this area. Work was ongoing with the Welsh Trade Union Congress to understand if there was any bespoke training for all those involved.

**RESOLVED: That the report regarding the People and Culture Plan Metrics and the Workforce Scorecard was received and the progress to date was discussed. The Committee took assurance from the update given.**

#### MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT (MIQPR)

Alex Crawford presented the MIQPR for September 2024 and noted that much of the report content has been covered within earlier agenda items. However, he highlighted some key points:

- Culture of Quality and Performance – The Trust has a strong culture of integrated quality and performance, with clear visibility into metrics related to people and patients.
- Data Quality Issues – There are ongoing issues particularly with Health and Safety metrics which are being addressed within the digital team.
- Patient Related Metrics – Response rates were not at desired levels, but efforts were ongoing to improve remote clinical care capacity. Handovers exceeded 20,000 hours with the number expected to rise as winter approaches.
- Production Targets – The Trust is exceeding its production targets.
- There was a strong focus on metrics at a directorate level, with the Quality Performance Management Framework and self-assessments being implemented. Improved dashboards were helping focus on key areas like PADRs.

Members noted that significant efforts were being made to improve data quality, patient care, and performance metrics, with a strong emphasis on quality and continuous improvement.

**RESOLVED: That the September MIQPR report was considered, and the Committee took assurance from the update given.**

**HEALTH AND WELL-BEING PLAN 2025-2029**

Angela Lewis presented the refreshed Health and Wellbeing Plan 2025-29, which aligned to the overarching People & Culture Plan. Notwithstanding this, it was felt this was important to have a standalone document as it was a pivotal part of the organisation's approach to health and wellbeing. The Plan focuses on improving the work environment, employee experience, and management skills related to wellbeing and mental health. Additionally, the Plan follows the Health Inspectorate Wales good practice guide; emphasising meeting basic needs, an evidence based approach, and a relational and systemic focus. Angela noted that the Plan was accompanied by an Equality Impact Assessment which the Committee received, the findings of which were not adverse.

Adam Cann, Head of Workplace Wellbeing, referred to areas the Wellbeing Team were involved in such as providing assessment, signposting and follow up support for staff facing various challenges – which included domestic violence, mental health issues and musculoskeletal injuries. The Team also provided consultations for managers and teams for sensitive situations such as suicide risk and complex mental health problems.

The Wellbeing Team focuses on both preventative and reactive support, including a Trauma Risk Management network and crisis support. Adam stated that the Health and Wellbeing Plan was aligned with the broader People and Culture Strategy. Key objectives of the Plan included assessing changing wellbeing needs, promoting wellbeing and positive health behaviours, and ensuring staff were aware of available services.

Members noted that staff face issues such as sleep difficulty, musculoskeletal problems and higher sickness absences due to stress and anxiety. There was a point raised regarding the levels of Post Traumatic Stress Disorder (PTSD) among staff, with a special focus on suicide risk. Adam emphasised the higher risk of suicide among frontline Emergency Medical Service colleagues and linked it to factors such as returning to work after long period of sickness and poor mental health. He suggested that instead of focusing on assessing resilience, the organisation should provide buffers and support systems to prevent PTSD, depression, burnout, and fatigue.

Angela Lewis reassured that behind the high-level delivery plan, there are detailed local action plans to ensure comprehensive support and implementation of the health and wellbeing initiatives detailed. Members discussed the concept of resilience; with concerns about screening for resilience during recruitment. It was emphasised that support systems and team dynamics play a crucial role in buffering against stress and trauma. The importance of compassionate leadership and team support was highlighted.

It was recognised that the most successful approach was to build resilience within teams, strengthening connections and fostering a collaborative and inclusive environment. Members noted the importance of supporting diverse recruitment, including individuals with past mental health issues, and the role of the organisation in providing a supportive environment for all staff.

Following this discussion, the Committee confirmed its contentment with the Health and Wellbeing Plan 2025-29 as presented and endorsed the Plan for onward submission to the Trust Board, for approval.

**RESOLVED: That The People and Culture Committee reviewed and endorsed the Health and Wellbeing Plan 2025-29 (with the supporting Equality Impact Assessment) and recommended its submission to the Trust Board for approval.**

97/24

## **CHANGE MANAGEMENT INTERACTIVE SESSION**

Sarah Davies outlined how the initiative began, which was to build a change community to empower colleagues at all levels to lead and support change, aiming for sustainable impact. Since March 2023, considerable progress has been made; including training 76 colleagues in change management and facilitating development sessions for the Executive Leadership Team.

The change community had been established to foster a culture of collaboration, trust, and growth. This community provides a supportive non-judgemental environment for colleagues to practice new skills, build confidence, and share experiences. Angela Lewis's active leadership plays a crucial role in this effort.

The Trust has implemented the Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) model of change management. This is a five-stage framework for managing change, focusing on individual changes to achieve organisational results. This model is being embedded in the Clinical Model Transformation Programme, with dedicated change leads supporting each work stream. The model breaks change down into clear stages and is action and outcome focused.

The Trust has developed templates and guidance to support change leads, which will help ensure a consistent approach to change management across the programme. The aim is to engage and empower colleagues to navigate changes effectively. The widespread engagement and interest across all Directorates in the change management initiative was noted.

Members took part in an interactive session and to share what aspects of the discussion excited or sparked interest and how they could be supported. Concerns were also invited. The following comments were made:

- Christian Fox raised a concern about what staff should do if their manager was not supportive of the change initiative. He asked if there were alternative avenues or other people they could approach if they encounter an obstacle. Sarah Davies acknowledged the need to communicate the change community's role to colleagues across the organisation and took an action to do so to support managers and the community.
- Trish Mills commented on the recent experiences the Change Champions played during the Organisational Change Process within her Directorate. The integration of change management principles with leadership, particularly through "Our WAST Way," was seen as vital for future progress.
- Christian's comment and Sarah's similar point highlighted the alignment between change management and quality improvement efforts. These two areas worked closely together. If someone raises an issue locally and doesn't get the desired traction, they could escalate the issue through the Quality Improvement Team, which provides support in quality and continuous improvement across the organisation. across the organisation.
- Bethan Evans noted that the initiative provided an opportunity for people to develop themselves, build confidence and find their voice. It empowered individuals to realise skills they may not have known they had. She was pleased to hear that people of all levels were included.
- Estelle Hitchon reflected that often the best changes are driven by passionate individuals. She suggested harnessing this passion within change champions rather than assigning projects to them. The goal was to encourage individuals with ideas to take on change champions roles either formally or informally.
- Estelle suggested that future leadership roles should require evidence of change management experience to ensure those aspiring to leadership roles had the energy and appetite to drive change.
- Alex Crawford reflected that these connections between quality improvement, change projects and transformation reflected a bottom up approach. He expressed a concern around the pace of change and the ability to support the leads effectively, stressing the importance of providing support to managers who may lack formal training or tools, helping them to gain confidence and improve communication during change conversations.

The current approach to change management in the Trust is under review / subject to continuous improvement, to address its strengths and weaknesses. The Quality Improvement and Change Management Teams are collaborating on this review. A new platform was being developed to better support ideas, innovations, and service improvement opportunities from colleagues.

Moving forward, the Trust's focus will be on aligning change management with ongoing cultural transformation and leadership development. The aim is that change management considerations / techniques will become a natural part of every process across the Trust.

Angela Lewis' commitment to ensuring that change management principles and techniques are embedded in the leadership work within the Trust was reiterated and the Committee agreed this as a formal Committee action. The Chair thanked Sarah Davies for her presentation and confirmed the Committee's support to the Trust with regards to its change management journey.

**RESOLVED: That**

- a) Assurance was provided on the progress made in establishing a change management foundation within the Trust;**
- b) A strategic direction for embedding these practices was clarified; and**
- c) Committee members committed to support this journey.**

**98/24**

**WASPT HIGHLIGHT REPORT – 25 SEPTEMBER 2024**

The Welsh Ambulance Services Partnership Team (WASPT) is the Trust Board's local Partnership Advisory Forum. The highlight report set out the ongoing projects, upcoming challenges, and the steps being taken to address matters in partnership.

The meeting discussed historical challenges during the festive period, such as low Unit Hour Production and staffing issues. Assorted options were considered to manage these challenges and the 15 November 2024 WASPT meeting would look at these issues.

The report highlighted efforts to enhance collaboration and joint problem-solving within the Trust, including observing and reflecting on partnership behaviours and conflict management styles.

It was recognised that good progress was being made in relation to transition in Emergency Medical Technicians (EMT) to Band 5, with partnership notices issued to set out arrangements. This included addressing backpay timing and necessary training over the coming months.

There was a concern about the secondary assignment section within the report, specifically regarding Emergency Medical Technician (EMT), Emergency Care Assistant (ECA) and Ambulance Care Assistant (ACA) roles. This would be discussed at the meeting on 15 November 2024.

Trade Union partners attended social partnership training at Welsh Government, highlighting the organisations strong position compared to others. The Trust's approach to partnership working was noted as being advanced across NHS Wales and wider public sector, with challenges being worked through in a collegiate fashion.

Various health and safety initiatives were taking place with respect to diesel fumes, including the pilot of extractor fans with filtration and plans to employ a fixed-term occupational hygienist to assess air quality. A spotlight communication on diesel fumes had been issued but concerns remain, with discussions to continue at the WASPT meeting on 15 November.

**RESOLVED: That the positive progress being made was recognised and the Committee was assured in that regard from the Co-Chairs of the WASPT from the meeting held on the 25 September 2024.**

## **99/24 REVALIDATION AND REGISTRATION REPORT FOR NURSING AND MIDWIFERY COUNCIL (NMC) 2024**

Liam Williams presented the 2024 annual statement regarding Nursing and Midwifery Council (NMC) revalidation and registration for nurses and midwives within the Trust. This report confirms the processes for ensuring that all Registered Nurses and Midwives maintain their professional registration obligations with the NMC. It also provided a registration update as of September 2024 for NMC registrants.

The Report indicated that there were 290 people in the organisation with an active NMC registration; two people were highlighted as in a position that requires an NMC registration but are not registered (however this was due to incorrect position numbers); one person was highlighted as having two NMC numbers (however this was a data input error); one person highlighted as having a lapsed registration; however a manual check on the NMC database confirmed an active registration for this individual. The report therefore confirmed that NMC registrations and revalidations within the Trust in 2024 has remained at 100% compliance.

**RESOLVED: That the Committee took assurance from the Revalidation and Registration report for Nursing and Midwifery Council for nurses and midwives employed by the Trust for 2024.**

## 100/24 RISK MANAGEMENT & BOARD ASSURANCE FRAMEWORK REPORT

Julie Boalch presented this report and noted that the cycle of reporting meant that these were the same as those reported to Trust Board in September 2024. All risks had been reviewed and good discussions had taken place in readiness for the next Trust Board meeting and the meeting of the Audit, Risk and Assurance Committee.

Risk 201 (damage to the Trust's reputation following a loss of stakeholder confidence) remains at a score of 20 (4x5). Members noted the risk is inextricably linked to several of the metrics measured and discussed at various Committees.

Risk 163 (maintaining effective and strong Trade Union partnerships remains at a score of 16 (4x4) but is expected to reduce in the next reporting cycle. The risk was also presented to Welsh Ambulance Services Partnership Team (WASPT).

Risk 558 (deterioration of staff health and wellbeing in the face of continued system pressures as a consequence of workplace experiences) remains unchanged at a score of 15 (3x5). It was noted that the Health and Wellbeing Plan that was approved at this meeting will support the mitigations further.

**RESOLVED: That the contents of the Risk Management and Board Assurance Framework report were considered and discussed. The updates against Risks 201, 163 and 558 were noted.**

## 101/24 HEALTH & SAFETY REPORT – QUARTER 1 AND 2, 2024/25

Liam Williams confirmed that the report set out in detail the analysis behind the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reporting and other work the team had undertaken over the past six months. Nicola White raised the key points for members which included:

- Compliance reduced to 40% in Q1 with 14 RIDDOR incidents but increased to 72% in Q2 with eleven incidents reported. The drop in compliance was due to additional Health and Safety Executive requirements on RIDDOR submission forms, which now required details from relevant investigations. The team is focused on improving compliance back to 100%.
- Manual handling of patients and slip, trips, and falls continue to be the most consistent themes for RIDDOR submissions. Recent additions to the RIDDOR submissions, that required investigation details by the Health and Safety Executive, have impacted on the Trust's compliance to submission requirements.
- Health, safety, and fire training compliance is below Trust and Welsh Government expectations. Staff are encouraged to improve compliance levels.

- Sustained focus on managing diesel fumes is maintained by the Deputy Head of Health and Safety and it is a matter of regular discussion in WASPT as set out in the AAA report to this meeting.
- Following HSE recommendations, Institute of Occupational Safety and Health (IOSH) Leading Safely training was delivered to Board members to help them take a more strategic view of health and safety.
- The Chief Executive's podcast on the Safety, Health Practitioner (SHP) platform discussed the importance of effective health and safety, which was celebrated by the team.

Liam Williams added that whilst improvements were being made, the organisation was not yet meeting all required legislative standards. This was crucial in case of an event where compliance with HSE requirements needed to be demonstrated. Progress was acknowledged; but there was still significant work to be done.

Liam added that a workshop held two weeks previously focused on the future working of the National Health and Safety Committee. It was a productive session with strong partnership and commitment from Trade Union partners and colleagues across the organisation. The workshop aimed to address complex and challenging areas, building on partnership work over the past year.

Chris Turley observed the position regarding fire safety reporting. He referred to a previous paper received by the Committee on people and culture metrics which noted that fire safety was highlighted as an improving area. However, in the current health and safety report, it was flagged as a red alert which indicated a need for action. Chris agreed to take an action to review the Trust's position into the fire safety reporting and related issues regarding data quality and reliability and will report back to the Committee at a future date. and ensuring clarity.

The Committee noted the emphasis which remained on continuous improvement, and acknowledged the progress demonstrated within the report, and the collaborative efforts to enhance health and safety standards within the Trust. Members thanked Liam Williams and Nicola White for the report update.

**RESOLVED: That the contents of the report were noted.**

**102/24**

## **AUDIT TRACKER & AUDIT REPORTS**

The Audit Tracker for Q2 2024/25 was reviewed, and the Committee noted the update with good movement in internal audit actions. There remained several historic actions from the Trade Union Release Time internal audit which were proving to be an issue; however, meetings were being held to discuss progress where required.

Members noted that several actions were on their third and final revised date; however it was anticipated they would be closed in the next quarter. It was noted that there were revised dates for all outstanding Audit Wales actions from the Review of the Workforce Planning audit. Due to this Trish Mills intended to discuss the actions with Carl Kneeshaw to offer support on how they can be progressed.

**RESOLVED: That the**

- 1) actions within the report for Q2 2024/25 were noted; and**
- 2) revised dates for actions were noted.**

**103/24**

**POLICIES FOR APPROVAL**

The following policies were before the Committee for approval:

- (a) Welsh Language Policy: Trish Mills presented the policy, and noted that it was the first of its kind in the Trust, with a focus on cultural change rather than just simply with standards.

The increase in the use of Welsh in meetings and events was noted, and Trish indicated a positive cultural shift. The NHS Wales 111 team, which recently won the Welsh Language Award, exemplifies this progress.

Responsibilities were outlined for the Trust Board and the Welsh Language Champions, with Board Development sessions planned for February to further promote the use of the Welsh Language. Members noted that the Welsh Language Advisory Group will monitor compliance in line with the policy, and escalate any issues to the Equality, Diversity and Inclusion Steering Group.

Thanks were given to Melfyn Hughes's efforts and extensive consultation, the policy had strong support from those consulted during its development.

- (b) Driving at Work Policy: Julie Boalch confirmed that the Driving at Work Policy had undergone a robust review and there would be legislative changes in the next six months.
- (c) The NHS Wales Flexible Pensions Policy and the All Wales Pregnancy Loss Policy, being national All Wales policies, were adopted.
- (d) The Managing Attendance at Work Policy amendments were noted.

**RESOLVED: That the**

- 1) Welsh Language Policy was approved;**
- 2) Driving at Work Policy was approved;**

- 3) **NHS Wales Flexible Pensions Policy together with the All Wales Pregnancy Loss Policy were formally adopted; and**
- 4) **Immediate amendment to the Managing Attendance at Work Policy was adopted**

**104/24 CONSENT ITEM – Not discussed in the meeting**

Committee Cycle of Business Monitoring Report & Committee Priorities.

**105/24 CONSENT ITEM – Not discussed in the meeting**

Welsh Ambulance Services Partnership Team (WASPT) Minutes of the meeting held on the 09 July 2024.

**106/24 CONSENT ITEM – Not discussed in the meeting**

Assurance to Audit, Risk and Assurance Committee (ARAC) regarding Trust Speaking Up Safely Arrangements.

**107/24 CONSENT ITEM – Not discussed in the meeting**

Health and Care Professions Council Revised Standards of Conduct – update.

**108/24 KEY MESSAGES FOR BOARD**

**Reflections** on the meeting were that the members felt that the discussions were less transactional and more 'future-focused' than has been the case in previous meetings. There was a sense of progress and engagement in various initiatives, such as the change management community and the health and well-being activities.

Members noted the importance of maintaining a holistic view of people and culture activities and ensuring that the narrative and conversations aid the Committee in connecting the dots across various plans and priorities within the Trust's strategic plan.

Additionally, there was consideration of how best to facilitate the meeting in a hybrid manner and the most appropriate use of the chat within the Teams meeting. The Chair will consider any necessary adjustments required for future meetings.

**109/24 ANY OTHER BUSINESS**

Nothing raised.

**110/24      DATE OF NEXT MEETING**

The next meeting was scheduled for the 18 February 2025.