

**CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE MEETING  
(OPEN SESSION) HELD REMOTELY VIA MICROSOFT TEAMS ON 14 March  
2023**

**Chair: Paul Hollard**

**PRESENT:**

Paul Hollard	Non-Executive Director and Chair
Alex Crawford	Assistant Director of Planning
Bethan Evans	Non-Executive Director
Dr Catherine Goodwin	Assistant Director Inclusion, Culture and Wellbeing
Ian James	Trade Union Partner
Jo Kelso	National Ambulance Training College
Angie Lewis	Director of Workforce and OD
Trish Mills	Board Secretary
Ross Hughes	NWSSP Audit and Assurance
Alex Payne	Corporate Governance Manager
Jeff Prescott	Corporate Governance Officer
Bronwen Rebelo	Organisational Development Manager
Liz Rogers	Deputy Director of Workforce and OD
Kia Stevenson	Workforce and OD Project Manager
Andy Swinburn	Director of Paramedicine

**APOLOGIES:**

Hannah Rowan	Non-Executive Director
Paul Seppman	Trade Union Partner
Lee Brooks	Executive Director of Operations
Chris Turley	Executive Director of Finance and Corporate Resources
Joga Singh	Non-Executive Director
Liam Williams	Executive Director of Quality and Nursing
Julie Boalch	Head of Risk and Deputy Board Secretary

**01/23 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 Julie Boalch, Hannah Rowan, Chris Turley, Lee Brooks, Paul Seppman, Joga Singh, Estelle Hitchon and Liam Williams.

## **02/23 DECLARATIONS OF INTEREST**

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

**RESOLVED: That no new declarations were received.**

## **03/23 MINUTES OF PREVIOUS MEETING AND ACTION LOG**

The Minutes of the Open meeting held on 29 November 2022 were considered and agreed as a correct record. The Action log was considered, reviewed, and updated.

**RESOLVED: That the Minutes of the meeting held on 29 November 2022 were AGREED.**

## **04/23 DIRECTOR OF WORKFORCE & OD UPDATE**

Angie Lewis gave an update on recent developments within the Workforce and Organisational Development Directorate. Members received the report and noted the challenges which had resulted from industrial action as well as the opportunities and positive developments which had taken place since the last report. These included the change management training and the placement programme for Paramedic Science degree students, aimed at broadening understanding and enhancing learner experience.

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

## **05/23 OPERATIONS QUARTERLY REPORT**

The Operations quarterly report was presented as read with Members invited to raise any questions or observations. Members observed that the report had previously been discussed at other Committees and no queries were raised.

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

## **06/23 STAFF STORY**

Angie Lewis and Dr Catherine Goodwin introduced the staff story along with Bron Rebelo who gave a presentation around the Sexism and sexual safety at work survey, focussing particularly upon misogyny within the Trust. Members were shown a short video in which colleagues from across the Trust spoke of their experiences of mysogyny and the effect that these experiences had upon them. It was noted that such issues were not unique to the Trust and had been seen in high profile cases across various sectors, such as the police and other services.

Bron Rebelo then spoke of her own experiences and her journey over the last three years, citing the importance of people listening and understanding without disempowering her by trying to resolve the issues for her.

The presentation made it clear that while there were issues regarding sexism, sexual safety and misogyny within the Trust, these were limited to a small minority and the organisation had taken the important step of recognising and acknowledging the issues and more importantly, had begun the process of addressing them and working towards establishing organisational and behavioural change. This change in attitudes and organisational behaviour would be key to making a real difference to colleagues within the service.

Following the presentation, Members thanked Bron Rebelo for her courage in speaking to the Committee and openly discussing her experiences. Members noted that the trends identified in the presentation had also been seen in other organisations, giving a clear indication that the problems were not unique to the Trust and that organisational change and a shift in the mentality of people would be required to bring about real and lasting change.

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

\*Bron Rebelo left the meeting.

#### **07/23 SEXISM AND SEXUAL SAFETY AT WORK UPDATE**

The Sexism and Sexual safety at work update was covered in the previous item as part of the staff story. The update report was presented as read and no further questions were raised.

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

#### **08/23 SPEAKING UP SAFELY UPDATE**

Trish Mills provided the Committee with an overview of the work underway to develop a framework for raising concerns and speaking up. Members were informed that the Speaking Up Safely Task and Finish Group had been formed to develop the framework and this work had now been completed.

The work would now transition to the Workforce and Organisational Development Directorate with Angie Lewis as the Senior Responsible Owner.

Angie Lewis informed Members that in her view, the Speaking up Safely work formed part of the Trust's broader work around cultural and organisational change and this work would continue in partnership with Trade Union colleagues to give an additional level of confidence to colleagues, while at the same time, providing an alternative platform for staff to raise concerns. An action was agreed for an update to be given at the next meeting of the Committee regarding the Sexism & Sexual Safety at work survey.

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

## **09/23 PEOPLE AND CULTURE 2023-26 IMTP DELIVERABLES**

Angie Lewis Shared the key People and Culture activities articulated within the Trust's 2023-26 IMTP, including the Equality and Welsh Language plans.

These included the continued building and articulation of the Trust's desired culture, sustaining focus on improving wellbeing, embedding partnership working and improving the working environment, including where and how staff work.

The IMTP identified emerging priorities such as building on the employee experience to attract and retain a diverse workforce, developing a recruitment and retention plan that supported all roles in the organisation, and continuing to build an effective employee brand while improving the effectiveness and application of the Trust's internal people processes.

Angie Lewis informed Members that this work was ongoing, and a further update would be provided at the next meeting of the People and Culture committee in May.

Members received the update and commented on the work being undertaken, stating the aims and objectives were very clear, necessary, and well set out within the plan.

**RESOLVED: That the update on the People and Culture 2023-26 IMTP deliverables was NOTED.**

## **10/23 WASPT ADVISORY GROUP HIGHLIGHT REPORT**

Trish Mills provided an update on the key areas discussed at the last WASTP meeting held on January 25th 2023. No alerts were identified for the attention of the Committee although advisories were given around industrial action, progress on the establishment of WASPT sub-structures and progress on elements of the IMTP 2023-26, relating to 'Our People' which centred around culture, capacity and capability. The Terms of Reference for the group had been reviewed and were due to be presented to the Board for approval in May.

Risks related to the IMTP were also discussed at the meeting including financial risks, capability, ongoing wider system pressures, and potential commissioning landscape changes.

Members received the report and welcomed the reconveing of the WASPT group and the important work it was undertaking.

**RESOLVED: That update was NOTED.**

## **11/23 CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK**

Trish Mills introduced the Corporate Risk Register and Board Assurance Framework and updated Members on the key risks identified for the Committee's attention.

Members were informed that the principal risks had been presented to the Trust Board on 26 January 2023. However, the risk review schedule and governance routes agreed by the Audit Committee had been delayed due to operational pressures including industrial action, as well as absence within the Corporate Governance Team. Whilst updates had been received on actions for some of the principal risks, there had not yet been an opportunity to complete the work around these by the Corporate Governance Team although all endeavours would be made to formally review the risks prior to the March 2023 Board.

Members received the update and noted the challenges and pressures currently being faced by the Corporate Governance Team.

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

## **12/23 IMPROVING ATTENDANCE PROJECT PROGRESS UPDATE AND INTERNAL AUDIT REVIEW ON ATTENDANCE MANAGEMENT**

Liz Rogers introduced the Improving Attendance Project Progress Update and Internal Audit review on attendance management as read, and provided updated figures and data for the Committee.

The report showed that sickness had decreased in January across the Trust and early indications were that February would see an overall decrease in sickness absence. The number of individuals off with long Covid also continued to remain low.

Members received the report and noted that Anxiety, stress, depression, and other psychiatric illnesses were the single biggest cause of absence and given this, it was asked whether staff were taking advantage of the support offered by the Trust's Wellbeing services. Liz Rogers confirmed that there was a significant demand from staff for those services and recent data supported this position with no drop off in usage. An action was agreed for a further update to be provided at the next PCC meeting on 09 May 2023.

**RESOLVED: That presentation and update were NOTED.**

## **13/23 MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT**

Alex Crawford presented the Monthly Integrated Quality and Performance Report (MIQPR) as read, and focussed on the key areas and issues that were relevant to the Committee.

Members were informed that the report contained information on 24 key indicators and in many areas, these continued to reflect a poor picture in terms of the quality and safety of the service that the Trust could provide to patients in the 111 and Emergency Medical Services (EMS) pathways.

Patient demand across the 111 and EMS services had increased with exceptionally high call demand in both services, however, other factors such as the continuation of the Covid-19 variants, levels of absences (including Covid-19 related absence) and extreme handover lost hours, continued to impact on the Trust. Numerous other factors including Post-production lost hours and industrial action had also impacted significantly on the Trust's ability to respond to incidents. Members received the report and acknowledged the pressures and difficulties being faced by the Trust which in turn, were impacting upon patient experience and organisational performance. Liz Rogers and Andy Swinburn commented on the efforts and challenges involved with recruiting new clinical staff to the Trust and noted that while new clinical staff would help to ease the strain upon services, the limited availability of suitable candidates and competition from other ambulance services and Health Boards for these skills meant that recruitment was extremely challenging.

**RESOLVED: That the January 2023 Integrated Quality and Performance Report and actions being taken to determine whether:**

- 1. The report provided sufficient assurance.**
- 2. Whether further information, scrutiny or assurance was required, or**
- 3. Further remedial actions were to be undertaken through Executives was CONSIDERED.**

14/23

## **WORKFORCE PERFORMANCE SCORECARD REPORT**

Angie Lewis gave a brief overview of the Workforce Performance scorecard and drew Members' attention to key areas including the ongoing work around recruitment and retention, and the re-branding of Continuing Professional Development (CPD) training to Mandatory In Service Training (MIST), to ensure that employees understood and appreciated the importance of statutory and mandatory training requirements.

In other areas, PADR compliance had continued to increase and was currently at around 79%, while open employee relations cases had also seen a positive shift with the number of cases reducing month on month; which was likely a result of the roll out of Compassionate Practices workshops and training.

Members received the report and commented on the positive updates on PADR compliance, employee relations cases, and the changes to statutory and mandatory training.

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

## **15/23 ANNUAL EQUALITY REPORT AND GENDER PAY GAP REPORT**

Dr Catherine Goodwin provided the Committee with updates on the Trust's Annual Equality and Gender Pay Gap reports. The equality report showed a small increase in Black Asian, Minority Ethnic groups and Mixed Ethnicity groups within the Trust from 1.18% to 1.34%. The number of female employees increased by 2% from 46.2% to 48.2%, disability staff groups increased from 4.69% to 5.20% and Lesbian, Gay and Bisexual groups increased 4.49% to 4.54%.

Overall, this demonstrated that the Trust was generally representative of the people it served although more work was required, particularly around Black Asian, Minority Ethnic groups and Mixed Ethnicity groups.

The Gender pay gap report showed that disappointingly, the gap had increased, and although the Trust had a very even split of male and female employees (51.1% male to 48.9% female), the women's mean hourly rate was still 6.7% lower than the mean rate for males.

Members received the reports and noted the positive overall position of the Trust while observing that work would continue in terms of recruiting people from black and ethnic minorities, while also working to reduce the gender pay gap.

**RESOLVED: That the contents of the reports were NOTED and ENDORSED.**

## **16/23 ANNUAL COMMITTEE EFFECTIVENESS REVIEW REPORT**

Trish Mills updated Members on the Annual Committee Effectiveness Review, including responses from questionnaires, proposed changes to operating arrangements, , amendments to the Committee's Terms of Reference, and the Annual Report to be presented to the Trust Board.

Members received the update and commented on the importance of reflecting upon the Committee's effectiveness and listening to feedback. and responses from Members and the questionnaires. Members then confirmed and approved the recommendations set out within the report.

**RESOLVED: That:**

- 1. The Committee's terms of reference at Annex 3 were REVIEWED and ENDORSED,**
- 2. the proposed changes to operating arrangements in response to issues raised in questionnaires were CONFIRMED,**
- 3. the People and Culture priorities in the IMTP for 2022/23 were SET; and**
- 4. the annual report at Annex 2, noting the requirement for some further adjustment following the current meeting was APPROVED.**

## 17/23 HEALTH AND SAFETY UPDATE

Jonathan Turnbull-Ross presented the Health and Safety update as read, pulling out key points for the Committee's attention and asking Members to note that:

- There has been focused attention on RIDDOR incidents within the Trust in order to meet reporting timescales that has resulted in a compliance increase of 47% in Q3 from Q2.
- Statutory Health and Fire Safety training compliance was below the Trust and Welsh Government standards. Managers were to encourage staff to bring their training levels up to Trust expectations.
- Workplace Risk Assessment compliance was at 71.8%. However, further work was ongoing to improve the standard of these assessments to ensure they were suitable and sufficient;
- Prosecutions were recently issued to Powys Teaching Health Board and Cwm Taf Morgannwg University Health Board by the Health and Safety Executive for respective breaches of Section 2 and Section 3 of the Health and Safety at Work Act 1974.

Members received the report and noted the challenges ahead for the Health and Safety team. The Committee commented on the improvements which had been seen within the department in recent years, and commended the team for their proactive response in relation to health and safety issues which had recently been raised around diesel fumes caused by ambulances waiting for extended periods outside emergency departments.

**RESOLVED: That the update and key points of the report were NOTED.**

## 18/23 INTERNAL AUDIT: AUDIT TRACKER AND INTERNAL AUDITS REVIEW

Trish Mills gave an overview of the Audit tracker and Internal audits review. The report provided assurance that recommendations contained in internal and external audit review reports were being addressed in a timely manner.

Members were informed that there were six overdue actions that fell within the remit of the Committee. Two related to the Attendance Management review and were proposed to be closed; one had been requested to move to March 2023 from December 2022; and the remaining three recommendations related to the Recruitment Practices – EDI and the Collaboration reviews, which all now had revised dates proposed.

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

**19/23 PEOPLE AND CULTURE COMMITTEE HIGHLIGHT REPORT**

The People and Culture Committee highlight report was presented as read and for information purposes only, having previously been circulated to Members for review. No further queries were raised by Members.

**RESOLVED: That the highlight report was NOTED.**

**20/23 SUMMARY OF ACTIONS AND DECISIONS, AND REFLECTION**

Paul Hollard reflected on the day's discussions and invited Members to comment on the meeting before reviewing any actions which had been agreed.

Members reflected upon the scale of discussions and the wide range of topics which had been covered, commenting that it had been a strong, positive and productive meeting which had helped drive forward the desired goals of the Committee and cultural change that the organisation strived for.

Follow up actions were agreed around the staff turnover data and the exit interview pilot. These were to be given at the next meeting in May.

**RESOLVED: That Members reflected upon the meeting and resulting actions were AGREED.**

**21/23 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.

**22/23 ANY OTHER BUSINESS**

There was no other business.

**23/23 DATE OF NEXT MEETING**

The date of the next meeting is 09 May 2023.