

**CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE MEETING  
(OPEN SESSION) HELD REMOTELY VIA MICROSOFT TEAMS ON 29  
NOVEMBER 2022**

**Chair: Paul Hollard**

**PRESENT:**

Paul Hollard	Non-Executive Director and Chair
Julie Boalch	Head of Risk and Deputy Board Secretary
Lee Brooks	Executive Director of Operations
Alex Crawford	Assistant Director of Planning
Sarah Davies	Workforce and OD Business Manager
Colin Dennis	Trust Board Chair
Bethan Evans	Non-Executive Director
Dr Catherine Goodwin	Assistant Director Inclusion, Culture and Wellbeing
Estelle Hitchon	Director of Partnerships and Engagement
Melfyn Hughes	Welsh Language Services Manager
Ian James	Trade Union Partner
Jo Kelso	National Ambulance Training College
Angie Lewis	Director of Workforce and OD
Trish Mills	Board Secretary
Donna Morgan	NWSSP Audit and Assurance
Alex Payne	Corporate Governance Manager
Jeff Prescott	Corporate Governance Officer
Liz Rogers	Deputy Director of Workforce and OD
Joga Singh	Non-Executive Director
Graham Stockford	Head of Health and Safety
Andy Swinburn	Director of Paramedicine
Faz Tahir	OD Project Manager
Chris Turley	Executive Director of Finance and Corporate Resources
Damon Turner	Trade Union Partner
Liam Williams	Executive Director of Quality and Nursing

**APOLOGIES:**

Hannah Rowan	Non-Executive Director
Angela Roberts	Trade Union Partner

**65/22 WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed all to the meeting of the People and Culture Committee and advised that the meeting was being audio recorded. Apologies were recorded from Hannah Rowan and Angela Roberts.

**66/22 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.**

**67/22 MINUTES OF PREVIOUS MEETING AND ACTION LOG**

The Minutes of the Open meeting held on 05 September 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 05 September 2022 were AGREED.**

**68/22 DIRECTOR OF WORKFORCE & OD UPDATE**

Angie Lewis gave an update on recent developments within the Workforce and Organisational Development Directorate. Members heard that following her first three months in post, she had enjoyed getting to grips with the role and had benefitted greatly from the Staff Roadshows where she had been able to reach around 500 colleagues.

Other highlights brought to the Committee's attention included updates on recruitment, which had continued at pace; with plans to deliver an additional 100 full-time equivalent staff by the end of January 2023. The recruitment was complimented by the associated training for new and existing staff, including Leadership training. In addition, the Trust had launched the Sexual Safety Survey and shared initial findings at CEO Roadshows to begin raising awareness of the problem, representing a key cultural change for the Trust. Finally, Members were informed about the Financial Wellbeing support which had been discussed at every Warm WAST Welcome session, recognising how pertinent this was to staff during the current cost of living crisis.

Members received the update and commented on the range of initiatives and work which had been undertaken. Members welcomed the financial wellbeing support which was being offered to staff, particularly now that financial pressures were increasing. Members then queried whether anything could be done to streamline the recruitment process in order to bring in new staff to the organisation more quickly. Angie Lewis confirmed that while everything was being done to simplify and streamline the process, it was also important to recognise that a period of due diligence would always be required to ensure that proper checks were in place and that the Trust did not recruit unsuitable candidates.

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

## 69/22 OPERATIONS QUARTERLY REPORT

Lee Brooks introduced the Operations Quarterly Report as read and invited any comments or questions from Members, noting that colleagues and Committee Members had already had sight of the report at previous Committee meetings.

Members acknowledged having sight of the report at previous committee meetings. Members then raised a query around the recruitment and retention of staff, noting that in particular, Emergency Medical Dispatcher (EMD) recruitment and retention had been an issue for some time. Lee Brooks commented that the retention of staff remained an issue, especially within the EMD role. This area of difficulty had been noted in the report and steps were being taken to try and address the issue. These included the roster review, the additional recruitment of staff and a paper which had also been prepared for the Executive Management Team (EMT) to consider ways of retaining staff.

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

## 70/22 STAFF STORY

Faz Tahir gave an account of his experiences of discrimination and the challenges he had faced throughout his life. Members heard how he had been subjected to inappropriate comments about the colour of his skin as well as openly racist comments about his appearance and faith.

While these experiences were largely isolated, the effects had been long lasting and had even resulted in him being treated differently to non-Muslims. Faz Tahir gave several examples and explained the depth of feeling these experiences had invoked. It was noted that while most of these incidents had taken place outside of work, there had still been rare occasions where he had been subjected to racism and inequality within the workplace.

Faz Tahir then spoke about the importance of his faith and the barriers which he had encountered throughout his life when it came to practicing his religion. These included difficulties in finding a suitable place to pray, as well as a lack of understanding from others about the importance of doing so, particularly when this was a fundamental part of his religion and something he would do five times per day.

Members thanked Faz Tahir for sharing his story with the Committee, noting how difficult it had been for him to openly discuss his experiences, thoughts and emotions with colleagues. Members observed how the account of the experiences had made them really stop, think and consider the impact that these must have had. Members also questioned whether more could be done to eliminate any future instances or experiences of racism and discrimination for other colleagues within the Trust, regardless of their faith, race or any other factors. It was observed that a number of anti-racism actions had been agreed with a focus on work to address equality, diversity and inclusion continuing throughout the organisation.

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

**PEOPLE PLAN AND IMTP DELIVERABLES**

Angie Lewis introduced the People Plan and IMTP deliverables. The purpose of the report was to highlight key progress made against the 'Being Our Best: Our People and Culture Strategy 2019-2022'. The report also considered where the Trust was now, based on the current landscape, and the key areas of focus for the Trust's new People and Culture Plan for 2023 -2026.

Members heard how the People and Culture Plan for 2023 -2026 was based around the concept of the '3Cs', building the organisation's Culture, Capacity and Capability within the context of creating Autonomy, Belonging and Competence (ABC); which were the three psychological needs to grow motivation and enable better handling of stress.

In addition, the report also provided an early indication of the Trust's intended areas of focus for the 2023 IMTP and highlighted key actions required in relation to the organisation's Equality Diversity and Inclusion (EDI) agenda, specifically in relation to the Wales Anti-Racist Action Plan.

Dr Catherine Goodwin then discussed the Wales Anti-Racist Action plan in more detail, explaining that the purpose of the Plan was to make a measurable change to the lives of ethnic minority people by tackling racism. The Plan was intended to guide Welsh Government, the public sector and other sectors which Welsh Government can influence.

The plan was based on the values of being open and transparent, rights-based and putting lived experience at the heart of all Welsh Government activities. Members were informed that these activities would form part of the Trust's overall EDI agenda and would be reflected within the People and Culture Plan and IMTP Deliverables. It was noted the the EDI agenda was the golden thread which ran through the heart of all activities and concepts which were discussed as part of the People Plan.

Members received the report and welcomed the concept of the '3Cs', as well as the work around Autonomy, Belonging and Competence. Members also noted the important changes being sought under the Wales Anti-Racist Plan and acknowledged the challenges of now incorporating these values and concepts into the organisation.

**RESOLVED: That**

**1. the proposed areas of focus for the Trust's People and Culture Plan were COMMENTED on and NOTED.**

**2. the proposed IMTP priorities were COMMENTED on and NOTED.**

**3. the Wales Anti-Racist Action Plan was NOTED and SUPPORTED.**

## CORPORATE RISK REGISTER AND BOARD ASSURANCE FRAMEWORK

Julie Boalch gave a report on Corporate Risk Register and the Board Assurance Framework (BAF). The purpose of the report was to provide assurance in respect of the management of the Trust's principal risks, specifically the 6 risks that were relevant to Committee's remit, and additionally the Trust's 2 highest scoring risks which were assigned to Quality, Patient Experience and Safety Committee for oversight. The BAF provided the Committee with an opportunity to review the controls in place against each principal risk and the assurance provided against those controls, where applicable.

Members were asked to note the inclusion of two new risks on the Register. These were Risk 557 (Potential impact on services as a result of Industrial Action) and Risk 558 (Deterioration of staff health and wellbeing in the face of continued system pressures as a consequence of workplace experiences). The report also advised that Risk 199 had been reduced from a risk score 20 to 15, having undergone a significant review which was approved by the EMT in August 2022 and reported to Trust Board in September 2022.

In addition, Members were asked to review the BAF and to note that the actions, which were contained in the July 2022 Board paper on avoidable harm and outlined at the last meeting, had been included in the action section of the BAF for the Trust's highest scoring risks - 223 and 224 - which were both rated 25. These actions sought to mitigate in real time, avoidable harm in the context of extreme and sustained pressure across the urgent and emergency care service.

Members received the report and discussed the recommendations. No further questions or queries were raised.

### **RESOLVED: That**

- 1. the risks relevant to Committee were DISCUSSED. The Committee ACCEPTED the status of the corporate risks assigned for it to oversee the management of – risk 160, 201, 199 and 163.**
- 2. the inclusion of the new Risk 557 on the Corporate Risk Register at a score of 16 was NOTED.**
- 3. the inclusion of the new Risk 558 on the Corporate Risk Register at a score of 15 was NOTED.**
- 4. the decrease in score of Risk 199 from 20 to 15 was NOTED.**
- 5. the Board Assurance Framework was REVIEWED.**

## WASPT ADVISORY GROUP UPDATE

Trish Mills gave a brief overview of the first formal meeting of the reconstituted Welsh Ambulance Service Partnership Team (WASPT), which was held on 15 November 2022. The report noted that The Terms of Reference had been revised and were available for review and endorsement by the People and Culture

Committee with a recommendation to the Trust Board for their approval at the next meeting being held on 26 January 2023.

Trish Mills advised Members of the key outcomes from the meeting. These included Local partnership forums being established in the sub-structure to deal with local tactical/operational matters, with WASPT focusing on strategic issues. WASPT meetings would take place bi-monthly for the first four meetings with the intention that they would be held quarterly thereafter.

Finally, the Standing Orders provided that the main link with the WASPT group and the Board was through its executive members. However, it was felt that reporting formally to the People and Culture Committee would be more effective, and aligns with the Committee's responsibility to provide advice and assurance to the Board on all matters relating to partnerships and engagement, including but not limited to Trade Unions.

Members received the update and welcomed the partnership working which the WASPT group provided, particularly as the Trust headed into a period of uncertainty around industrial action, coupled with the anticipated winter pressures.

**RESOLVED: That**

- 1. the WASPT Advisory Group update was NOTED.**
- 2. The revised terms of reference for the group were ENDORSED.**

**74/22**

## **IMPROVING ATTENDANCE PROJECT – PROGRESS UPDATE**

Liz Rogers gave an update on sickness absence levels which were recognised as a significant issue in the Trust. To address the levels, an Improving Attendance Project Plan had been developed and was being delivered into the organisation by a joint team from Workforce and OD and Operations.

The report was presented as read with Liz Rogers only identifying key points and figures relating to sickness absence. This included an update on figures for October, which were higher than September at 9.53%. It was noted that the Trust had seen an increase in Covid absences compared to September which accounted in part for the increase. However, overall the Trust had seen a reducing trend across short and long term sickness.

Long term sickness absence since April had reduced from 6.18% to 5.60% in September, with short term sickness in August being as low as 3.03%, with a slight increase to 3.09% in September. In addition, the improving attendance project had recently been the subject of an internal audit review by NWSSP colleagues. The draft report had been shared and gave a rating of reasonable assurance along with some helpful recommendations for further improvement, which could be implemented.

Members received the report and welcomed the trend in reduced sickness absence across the Trust. Members also noted the rating of 'Reasonable Assurance' following the recent internal audit review, and commented that the rating showed the Trust was on the correct path and the project was having the desired effect on sickness absence levels.

**RESOLVED: That**

- 1. the data reported in the accompanying PowerPoint deck was COMMENTED on and NOTED.**
- 2. the contents of the report were COMMENTED on and NOTED.**

**75/22**

## **HEALTH AND SAFETY UPDATE**

Graham Stockford provided an update to the Committee on key information in relation to health and safety performance over the period of 1 July - 30 September 2022. The report also provided an overview of discussions at the National Health and Safety Committee held on the 2 November 2022. Members were asked to give their attention to a number of key issues including:

- The reporting of incidents under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 to the Health and Safety Executive (HSE) continued to be a challenge with timely reporting due to information provided by handlers. Weekly Incident Meetings continued to be undertaken by the health and safety function to identify potential incidents for RIDDOR reporting. RIDDOR compliance metrics were to be presented at relevant Business Meetings for monitoring and further scrutiny.
- The report contained incident data as of 11 October 2022. However, this may have changed since that date due to quality assurance checks by the DATIX Team. Additionally, incidents had been, or were being reported late as staff continued to become familiarised with the new system. Weekly Incident Meetings were undertaken within the health and safety function to review coding and amend accordingly.
- Fume monitoring undertaken at three Emergency Departments in Quarter 4, 2021 and Quarter 1, 2022 had given assurance that diesel fumes had not exceeded the Workplace Exposure Limit (WEL) at the time the Surveys were undertaken. However, work was being undertaken within the function with costs sought for further monitoring.

Members received the report and noted the issues raised within. Trade Union partners emphasised the importance of continued monitoring of diesel fumes outside of Emergency Departments.

**RESOLVED: That the key issues from the update were NOTED.**

**76/22**

## **ENGAGEMENT FRAMEWORK DELIVERY PLAN**

Estelle Hitchon gave a presentation on the Engagement Framework Delivery Plan. The Trust Board had previously approved the framework in July 2022, with the delivery plan now due to be considered by the Board in January 2023.

A paper had subsequently been submitted to the Board of Community Health Councils (CHC's) service planning committee with feedback suggesting that an engagement period of approximately 12 weeks would be required.

Members were informed that as the Welsh Ambulance Service was a commissioned service, it was extremely important that commissioners from all areas supported the delivery plan in principle, and were fully briefed prior to public engagement.

Members received the presentation and noted the large amount of work which lay ahead if the Trust was to successfully engage with partners, commissioners and the general public. It was noted that this would require a dedicated team, capable of making the plan as clear as possible and to aid in the understanding of the improvements and benefits that this would ultimately bring to the wider healthcare system. Members also emphasised the importance of being able to demonstrate a solid evidence base which clearly showed the rationale and the proven benefits of 'inverting the triangle' and changing the way in which the service is delivered.

**RESOLVED: That Engagement Framework delivery plan was NOTED.**

**77/22**

**MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT,  
INCLUDING TURNOVER DEEP DIVE AND WELLBEING DEEP DIVE**

Alex Crawford presented the Monthly Integrated Quality and Performance Report (MIQPR) as read, given that the report had previously been seen by other committees as well as going to Trust Board. No further queries or questions were raised by Members regarding the MIQPR as these have previously been asked at the preceding meetings.

Liz Rogers then updated Members on the deep dive into Turnover. The report was also presented as read with only key points being highlighted for the Committee's attention. The deep dive had shown the limitations of the data held on why people had chosen to leave the Trust, and the need for a review of the process for exit interviews.

Members were informed that work had already begun on reviewing the process to better suit organisational needs. The changes would be piloted to test the suitability of the process and also get feedback from managers and leavers on what worked, what didn't work, and what was missing. In addition, it was observed that currently, there was an exit interview policy. However, as a part of the review, it was recommended that this should be a process rather than a policy.

Dr Catherine Goodwin gave a presentation on the Wellbeing deep dive. The deep dive showed that the organisation was achieving its ambition of moving from a reactive occupational health service to a more reactive service with good outcomes in terms of first appointments being offered, returns to work and turnaround times.

The Occupation Health and Wellbeing service had also increased its profile across the Trust with more people now recognising what the service offered in terms of support as well as how to access those services. Members were also informed about the official launch of the The Ambulance Staff Charity (TASC) Crisis Line which was available to both staff and managers. The TASC crisis line would offer 24 hour support to staff who were at crisis point with support being provided by trained counsellors who understood the ambulance service.

Members received the presentation and recognised the important role being played by the Occupational Health and Wellbeing service. Members commented on the changes being implemented and welcomed the proactive approach which was now being taken.

**RESOLVED: That**

**1. the October 2022 Integrated Quality and Performance Report and actions being taken provided sufficient assurance, whether further information, scrutiny or assurance was required, or whether further remedial actions were to be undertaken through Executives was CONSIDERED.**

**2. the content of the deep dive report into turnover was NOTED and COMMENTED on.**

**3. The findings of the Wellbeing deep dive were NOTED.**

**78/22**

**WORKFORCE PERFORMANCE SCORECARD REPORT**

Angie Lewis gave a brief overview of the Workforce Performance scorecard and drew Members attention to key areas. These included the progress being made around job evaluations, observing that in October, 7 job descriptions were successfully completed, taking on average of 17 days to complete, which was a significant improvement compared to September where job descriptions took on average 46 days to complete.

The report also showed that work was underway with employees and managers in relation to respect & resolution requests, recommending early and appropriate intervention. Furthermore, following Compassionate Practices training, a full review of disciplinary investigations was currently being undertaken by the People Services team to identify areas of learning and to improve processes moving forward.

Members received the report and commented that the Compassionate Practices training had proven to be very beneficial and had helped enormously in the resolution of disciplinary investigations.

**RESOLVED: That**

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

**79/22 INTERNAL AUDIT REPORT AND AUDIT TRACKER & QUALITY GOVERNANCE  
AUDIT WALES PEOPLE AND CULTURE RELATED ISSUES**

The Internal Audit report was presented as read, noting that much of the content had already been covered and discussed as part of other items on the agenda. Members were only asked to note the extensions to some of the recommendations within the report. These were:

- 2021/22 Collaboration Reasonable Assurance review proposed completion date for one recommendation was extended from July 2022 to January 2023. The remaining recommendation is proposed for completion by March 2023.
- 2021/22 Recruitment Practices – Equality, Diversity and Inclusion proposed completion dates October and December 2022.
- 2021/22 Organisational Culture – A Learning Organisation due to be completed in December 2022.

Angie Lewis gave a brief verbal update on the Quality Governance update and informed Members that a written report would be circulated separately. Members noted the extensions and no further queries or questions were raised.

**RESOLVED: That**

- 1. the contents of the report were NOTED and Considered.**
- 2. the Internal Audit Plan activity was CONSIDERED.**
- 3. the Trust's proposals to address each recommendation with the inclusion of revised completion dates, specifically those relevant to the Committee were CONSIDERED.**
- 4. any specific items that the Committee wished to see raised to Senior Management and Audit Committee were AGREED.**

**80/22 SPEAKING UP SAFELY UPDATE**

The Speaking up Safely update was presented as read and for information purposes only.

**RESOLVED: That the update NOTED.**

**81/22 COMMITTEE PRIORITIES**

The Committee Priorities were presented as read and for information purposes only.

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

**82/22 STAFF STORY UPDATE**

The staff story update was presented as read and for information purposes only.

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

**83/22 ISSUES TO BE RAISED AT BOARD**

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

**84/22 ANY OTHER BUSINESS**

There was no other business

**85/22 DATE OF NEXT MEETING**

The date of the next meeting was scheduled for 21 February 2023.