



PEOPLE & CULTURE STEERING GROUP

Tuesday 10 October 2023 at 3:30 pm
Trust Headquarters

Minutes of meeting

PRESENT: Vivienne Toal, Director of HROD (Chair)
Colm McCafferty, Executive Director of Social Work
Maxine Williamson, Deputy HRD, Workforce & OD
Anne Forsythe, Chair of Workforce Development work stream
Cathy Lavery, Chair of Recognition and Inclusion work stream
Lynne Hailey, Chair of Recognition and Inclusion work stream
Michelle Boyd, OD Practitioner (Secretary)

APOLOGIES: Dr Stephen Austin, Medical Director
Heather Trouton, Executive Director of Nursing & Midwifery
and Allied Health Professionals

1.0 Welcome & Introductions

Vivienne opened the meeting and welcomed everyone with introductions.

2.0 Apologies

Apologies received listed above.

3.0 Terms of Reference

Maxine reviewed the draft Terms of Reference with the group and discussion followed.

- Vivienne advised this was the first preliminary meeting of the group which will initially feedback directly to Trust Board.
- The HWB Work-stream is currently chaired by Vivienne, however going forward this will be Maxine. This work-stream is well established, however the membership may need to be reviewed to something wider as current membership includes those people that have wellbeing as part of their role. This work-stream has an action plan and regularly updates on progress.
- Vivienne drew attention to the 3 points in the TOR re assurance – firstly plans are in place, secondly the plans are being implemented and progress is being made and thirdly reporting that our plans are making a difference. All agreed attention going forward for all work-streams will be on ‘is it making a difference?’
- The Recognition and Inclusion work-stream is jointly chaired by Cathy Lavery, Head of EDI and Lynne Hailey, Senior OD Practitioner.



- The Being Open Work-stream is chaired by Stephen Austin. Vivienne recognised that this work has not recently met but Peter McBride's work will help refresh and refocus the work of this work-stream going forward.
- The Workforce Development work-stream is chaired by Anne Forsythe, Head of Workforce and OD, covering vocational and professional workforce development, leadership and management development, and coaching.
- The Inspire, Attract, Recruit work-stream is still to be established and Siobhan Hynds, Deputy HRD, HR Services and/or Edel Quinn, Head of Resourcing will chair this work-stream.
- The quorum of the meetings should be 60% with meetings held quarterly, tying in with the P&C Steering Group meetings.
- It was agreed agenda and papers will be disseminated electronically 5 working days (instead of 3 days) before the date of the meeting.
- Clarification regarding situations concerning conflict of Interest was discussed.
- It was considered whether the Chair of the group should be a non-executive director in the future, reporting to Trust Board. The overall purpose of the group is to provide assurance, have a challenge function, and raise the profile of people & culture issues.
- Discussion on Leadership Walks were discussed and the awareness of our People Priorities amongst all our people.

4.0 Membership of Group

Membership of the group was discussed as per points that were raised in the terms of reference.

- Potential to co-op others onto the group if needed.
- High level oversight of the 5 work-streams
- 60% attendance and meeting 4 times a year quarterly, tying in with the Trust's governance framework
- Face to face preferable.
- Further consideration to be given on how to involve front-line people. It was suggested this could be via any Task & Finish Groups arising from the work-streams.
- Nominations of Assistant Directors from Directorates not already represented on the Group by a Director to be sought.
- Chairs of the work-streams will not be designated members of the group but invited to attend for progress updates.

ACTION: Nominations of Assistant Directors from Directorates not already represented on the Group to be sought.

5.0 Work-streams Chairs – overview of work of work streams

Recognition and Inclusion

Cathy and Lynne fed back on the meeting held on 5 October 2023.



- The focus of this work-stream is linked to our 'Belonging' people priority.
- They met virtually, discussed membership and the importance of representation across directorates (representing acute, community and residential) and at all levels.
- They have agreed actions for 2023-24.
- The meeting was quite positive and the Terms of Reference were agreed. Already there had been a lot of work done throughout the year and the group were keen to attract younger people on the group.
- There was a discussion on the role of group members. It was recognised they need to be involved in the work and not just attend meetings to listen and act as champions. Commitment and support is needed from line managers.

Workforce Development

Anne give a brief overview of the Workforce Development work-stream which was held on 13 September 2023.

- They met virtually, discussed membership and the importance of representation across personnel groups.
- Leadership and management development will be a major focus, initially concentrating on core skills for managers.
- Coaching culture – a draft plan for 2023/24 has been agreed by the Trust's Coach Network and endorsed by the WFD Work-stream. Colm suggested Mentoring being included as an area of focus in the future.
- The group have suggested a task and finish group be established to map out Career Pathways for each vocational personnel group.
- It was also noted that reporting from this work-stream could include training activity e.g. Corporate Mandatory Training, Appraisal, Conflict Bullying & Harassment, etc.
- It was agreed that there is a significant amount of work to be done and so the initial focus in 2023/24 will be designing a Multi-Disciplinary Core Skills for Managers Programme; to implement the Coaching Plan 23-24; and establish a T&F Group for Vocational Career Pathways.

Health and Wellbeing

As noted in 3.0 – discussed during discussion on terms of reference. Next meeting of work-stream in December.

6.0 Work-stream reporting requirement

Agreed timing of this group meeting needs to come after the work-stream meetings with minutes and chairs reporting on progress.

- Each work-stream to provide a quarterly report comprising a Cover Sheet, Minutes and Action Plan.
- Action plans to include columns for progress, RAG status and outcomes (both positive and negative).



- Potential for any negative unintended outcomes or issues to be presented from the work-streams to this group e.g. 'here's what we're hearing' so there can be discussion on 'what do we need to do about this?'
- Potential for the work-stream chairs to meet to ensure cohesion and avoid duplication-
- It was also noted that we will continue to look at what other organisations are doing and what has made the differences there.
- We will also explore the potential of working with others e.g. QI.

ACTIONS:

- The remaining 2 work-streams to be refreshed/established. Vivienne and Maxine to speak to S Austin and S Hynds.
- Each work-stream to create an action plan as outlined above.

7.0 Any other Business

Colm inquired how will we resource the work of the P&C Steering Group and the work-streams. Real opportunity to increase visibility of our people priorities. Vivienne advised some of the Minister for Health's £3m fund has been ear-marked for HWB and Recognition activities. There is also potential for each directorate to contribute.

8.0 Date of next meeting

To be arranged for early January 2024, plus April, June and September – Tuesday afternoon preferable (avoiding the first 10 days of January 2024).