

## Betsi Cadwaladr University Health Board (BCUHB) Minutes of the People & Culture Committee meeting held in public on 12 January 2024 14:00 – 15:30

in the Boardroom, Carlton Court, St Asaph and via Teams

Committee Members Present		
Name	Title	
Dyfed Edwards	Chair / Interim Chair of People & Culture Committee	
Karen Balmer	Independent Member	
Caroline Turner	Independent Member	
In Attendance		
Carol Shillabeer	Chief Executive	
Phil Meakin	Acting Board Secretary	
Georgina Roberts	Associate Director of People Services, West IHC	
Nick Graham	Associate Director of Workforce Optimisation	
<b>Committee Support</b>		
Laura Jones	Special Measures Project Manager	

Agenda Item	Action
OPENING BUSINESS	
PC24/1 Welcome, Introduction to Committee and Apologies for Absence	
<b>PC24/1.1</b> Apologies were provided for Jason Brannan and Adele Gittoes and no declarations of interest were raised. It was noted that the meeting was being held in public and would be recorded for the benefit of Audit Wales who were not present at the meeting.	
<b>PC24/1.2</b> The Chair stated that his current position as Chair of the Committee was an interim arrangement to enable the Committee to be established. The Health Board are currently working towards a full complement of Independent Members by March 2024 and this will allow more flexibility in relation to Committee member commitments. The Chair confirmed that the main focus of the meeting was to discuss the issues and topics that the Committee should be considering and what the Committee want to achieve in order to provide assurance to the Board.	
PC24/2 Review of the Terms of Reference for the People Committee	
<b>PC24/2.1</b> The Chair confirmed that the ToR have previously been shared for comment. The Chief Executive suggested the potential for the Committee to be titled the People & Culture Committee due to the scope of the remit. It was agreed that it is important to send a good message to the organisation in relation to culture and change and agreed to re-name the Committee to the People &	



Culture Committee. The Special Measures Project Manager agreed to action	LJ
this amendment.	
PC24/2.2 Independent Member Karen Balmer highlighted that there is no reference in the ToR to equality, diversity and inclusivity and it was agreed that the equality agenda needs to be addressed by the Committee. It was also agreed that volunteers and staff wellbeing are reflected in the ToR. Independent Member Caroline Turner made reference to Trade Unions and the Chair confirmed that negotiations are on-going to ensure the Board have a Trade Union representative, once this has been secured he would encourage them to become a member of this Committee and this will be addressed once a representative has been confirmed.	
PC24/2.3 The Chief Executive suggested the need to focus on workforce planning including modernisation and redesign. Research and innovation was also addressed and it was highlighted that this area may cross over with the Quality, Safety & Experience Committee however this Committee should focus on staff development and recruitment within this area. The Chair requested that the ToR for all Committees are reviewed to highlight any cross overs within the remit of all Committees. The Acting Board Secretary confirmed that a document has been produced highlighting the remit for all Committees to establish the potential for any overlap. Furthermore, draft Terms of Reference for this and all Committees will be received at the Board to be considered for approval on 25 January 2024.	PM/LJ
PC24/2.4 The Chief Executive suggested the need for a mechanism to gain staff experience and feedback. The Committee discussed the role of the organisation in relation to learning from other organisations and it was agreed to use the term improvement rather than leading. There was a discussion around the risk register and how to further develop a highly engaged workforce in relation to the culture of the organisation. The Chief Executive suggested the following areas should be addressed within the Committee:  • Culture  • Leadership Development	
<ul> <li>Engagement</li> <li>Workforce Planning</li> <li>Recruitment and Retention</li> <li>Wellbeing</li> </ul>	
Welsh Language and Culture	
It was agreed that the amendments suggested would be made to the ToR and shared with the Committee outside of the meeting.	РМ
PC23/3 Developing a Cycle of Business for the People Committee	
PC24/3.1 The Chair confirmed that the aim of the discussion in relation to the cycle of business was to be clear on the role of the Committee and what the Committee can help the Health Board to achieve. There was a discussion	



around workforce and succession planning as well as ways the Board can lead in terms of the culture of the organisation. Independent Member Karen Balmer made reference to staff attendance, people surveys and the annual EDI survey as areas that can benefit culture and wellbeing within the workplace. Independent Member Caroline Turner highlighted recruitment and retention in relation to the current staff structure and difficult to fill areas suggesting that it may be useful to complete data analysis within these areas.

**PC24/3.2** It was highlighted that the Planning, Population Health & Partnership Committee have suggested arranging a development session to lay the foundations of the Committee. It was agreed that a development session would also benefit this Committee and would allow a review of baseline data, consideration of which areas require regular reporting arrangements and allow the Committee to monitor progress in these areas. The Special Measures Project Manager agreed to arrange a development session with Committee members.

LJ

PC24/3.3 The Committee also discussed areas including employee relations, HR practice standards, the implementation of the social partnership act, EDI, gender pay gaps, responsibility to implement the race equality action plan and workforce utilisation including job planning, rostering and corporate health standards. The Chair confirmed that he would expect some of these areas to be covered in the cycle of business and requested that this is reviewed. The Chief Executive confirmed that work has commenced on workforce planning as part of Special Measures therefore this needs to be included in the cycle of business. The Chair suggested that sub topics need to be included under workforce planning including culture and leadership and asked for this to be addressed as part of the cycle of business review.

PM/I.J

**PC24/3.4** The Chief Executive confirmed the need to understand what our staff and colleagues think of this organisation and establish an approach to cultural change that includes input from the Board. The Chair suggested the need for the Committee to have sufficient time to review progress and gain evidence against what the Board anticipate the Committee to achieve. The Chair also queried whether there are items within the risk register that are relevant to the Committee and asked for this to be shared outside of the meeting. The Committee also discussed the performance audit update in relation to this matter.

PM/LJ

**PC24/3.5** The Committee discussed what can be covered and where we want the organisation to be in terms of welsh language. Independent Member Caroline Turner added the need to understand the Welsh language legal requirements and standards and also where these skills will make the most impact for patients for example older people / dementia patients. It was suggested that the Executive Director with responsibility for Welsh Language is added to the terms of reference, the Special Measures Project Manager agreed to make this amendment.

L.I



WALES	
PC24/3.6 The Acting Board Secretary highlighted Health & Safety and the possible cross over with the Quality, Safety & Experience Committee. The Chief Executive confirmed that the Health & Safety team are currently completing a gap analysis to gain a baseline position to understand the risks. There is a need for a policy owned by the Board and compliance reports to be received by a Committee. The Chair suggested Health & Safety is periodically reported twice a year to this Committee and suggested the cycle of business reflects this. There was a discussion around safeguarding, speak out safely and employee relations and it was agreed to discuss whether these are relevant for this Committee at the development session. The Chair suggested the challenge will be forming a work programme for the next twelve months that focuses on what we are trying to achieve.	PM/LJ
PC24/3.7 The Committee discussed additional items including education, learning and training, research and innovation and organisational development. There is a lot of data included in specific reports and it was queried what would be useful and appropriate for the Committee to receive to enable a review of the outcomes and results for both staff and patients. The Chief Executive suggested the need to build in Committee effectiveness reviews and an annual report for all Committees. It was also suggested that it would be good to hear staff stories similar to the patient stories, to see whether the outcomes from the Committee are making it easier for staff to do their jobs effectively. The Chair also requested that contact is made with Audit Wales and Internal Audit ahead of the development session to ascertain whether there are any further areas that need to feed into this Committee.	PM
PC24/4 Date of next meeting  Tuesday 11 <sup>th</sup> April 2024, 9.30-12.30pm, Boardroom, Carlton Court, St Asaph	