

Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the People & Culture Committee
held in Public on 3 March 2025
in the Boardroom, Carlton Court, St Asaph and via Teams

Committee Members Present	
Name	Title
Dyfed Jones	Independent Member (Chair of People & Culture Committee)
Billy Nichols	Independent Member (Vice Chair of People & Culture Committee)
Karen Balmer	Independent Member (<i>via Teams – part meeting</i>)
In Attendance	
Carol Shillabeer	Chief Executive (<i>via Teams</i>)
Pam Wenger	Director of Corporate Governance
Teresa Owen	Executive Director of Allied Health Professionals & Health Science
Georgina Roberts	Senior Associate Director People Services
Nick Graham	Associate Director of Workforce Optimisation (<i>via Teams</i>)
Dave Harries	Head of Internal Audit
Katie Sargent	Associate Director – Employee Experience & Engagement
Ceri Harris	Head of Equality & Human Rights
Nia Thomas	Head of Culture and Development
James Johnson	Staff Retention Lead
Nesta Collingridge	Head of Risk Management (<i>via Teams – part meeting</i>)
Committee Support	
Philippa Peake-Jones	Head of Corporate Affairs
Laura Jones	Project Support Manager (Corporate Governance)

Agenda Item
OPENING BUSINESS
PC25/01 Welcome and Apologies
Apologies were noted for Clare Budden and Jason Brannan.
PC25/02 Declarations of Interest
No declarations of interest were raised.
PC25/03 Unconfirmed Minutes of Meeting held on 19.12.24
It was agreed that the minutes of the meetings held on 19.12.24 were a true and accurate record.
PC25/04 Matters Arising & Action Log
The Committee reviewed the action log and agreed to close the actions that were proposed for closure.

STAFF STORY

PC25/05 Staff Story

The Committee received the staff story and the Associate Director of Employee Experience & Engagement highlighted:

- This is the second staff story to be received by the Committee and as we move forward the stories will align with items for discussion included on the agenda.
- The theme for this staff story was based around inclusivity, equality and diversity and the staff members were thanked for giving their time to express their experiences.
- This provides the organisation with an opportunity to review how underrepresented groups can be supported going forward.
- One of the staff members provided suggestions around how the organisation can support different communities and staff with different cultures and backgrounds, this is an area that needs to be addressed by the Health Board.

In discussing the staff story, the Committee:

- Stated the importance of the Committee to receive challenging staff stories to allow the Health Board to discuss how the issues raised can be addressed.
- Confirmed that this story links in to the organisation's values, behaviours and culture programme.
- Acknowledged that where staff stories link to strategic items, this allows the Committee to understand current issues to inform discussion.
- Suggested a letter of thanks is sent from the Chair to the staff thanking them for their support.
- Queried how this links back into the wider strategic view of the organisation.
- Stated that staff support networks are crucial and the need to embed opportunities and protect time for staff to join these networks is important.
- Confirmed the need to balance initiatives and develop a strategic approach to changing and embedding culture across the Health Board.
- Agreed the need to demonstrate the strategic intent and systematic approach to the Board in March to provide a clear direction on how to drive this forward.

Action:

- **PC25/05.1** The Chair to write and thank staff who have shared their experience.

It was resolved that the Committee:

- **NOTED** the experiences of colleagues & considered the impact of these experiences on them & the wider workforce.

STRATEGIC PRIORITIES

PC25/06 Equality Update Report

In presenting the report, the Head of Equality & Human Rights highlighted:

- The Health Board is required to publish an Equality Annual Report and any comments received from the Committee will be included in the final draft.
- The Statutory Employment Report, the Gender Pay Gap Report and the Race Pay Gap Report have been included in the appendices.

- The report includes an update on the Strategic Equality Plan highlighting that 28 actions have been identified, there are currently 5 actions off track and 1 at risk. The action at risk relates to equality training for Board members and this is currently being addressed.
- The report also included an update on the recommendations relating to the Workforce Race Equality Scheme (WRES) and there is a focus on creating opportunities for staff to be recruited into roles and address diversity on recruitment panels.

In discussing the report, the Committee:

- Stated the need to provide Independent Members with the opportunity to comment on the report for onward consideration at the Board and suggested the report is shared with Independent Members not present at the meeting for their feedback.
- Confirmed that discussions are taking place in relation to Board member training requirements and the Board Development Programme.
- Suggested the need to streamline the appendices ahead of the report being presented to the Board to understand the requirements needed to ensure actions are completed.
- Agreed the need for clarity on what the data is telling us and what action is required to receive the greatest impact in specific areas.
- Highlighted the need to spend time developing a collaborative approach to these actions to help form plans going forward stating that the Board in March will be a great opportunity to publicly outline the commitment of the organisation to improve in this area.

Action:

- **PC25/06.1** Email Clare Budden and Karen Balmer requesting feedback on the report.

It was resolved that the Committee:

- **NOTED** the contents of the Draft Equality report.
- **CONSIDERED, REVIEWED** and **DISCUSSED** the proposed content of the Equality report.

PC25/07 Foundations for the Future Programme

The Chief Executive provided a verbal update highlighting:

- The scope of the work is to create a more effective organisation.
- The programme is not primarily focused on structures but based around five key pillars which include strategy, culture, people, processes and structure and work is underway to ensure these align with the Annual Plan.
- The strategy element will focus on the 10 Year Plan and Clinical Services Plan, the Culture element is underway with the Values & Behaviours Programme, the People element will focus on leadership and development, the Processes element will be focused around the Scheme of Reservation and Delegation (SoRD) and the Structures element is a new feature which will be a focus going forward.
- The Discovery Report was issued in November 2024 and following discussions with staff, provides a clear evidence base as a guide.

- The Design phase commenced in December 2024 and a number of design workshops have now taken place.
- The Design principles have been agreed by the Board and final Design documentation will be formalised prior to consideration by the Board.
- It may be helpful to have a briefing session with Independent Members to discuss the design around the Programme.
- As part of the programme approach, discussions are taking place around leadership in key areas, risks, resourcing and scope to ensure staff are engaged and communication is shared.
- The programme is not be driven on a financial basis, the aim is to make the organisation more effective, taking into consideration the outcome of the Internal Audit review.

In discussing the report, the Committee:

- Highlighted the link to Audit Committee in terms of accountability, decision making and ensuring clarity on key documents such as the SoRD to enable the production of a toolkit to support staff, it was confirmed that work in this area has commenced.
- Suggested colleagues would benefit from an update on the programme in terms of progress and timelines, it was agreed that the Chief Executive would produce a video update for staff.

Action:

- **PC25/07.1** Arrange a briefing session with Independent Members to discuss the design around the Foundations for the Future Programme.
- **PC25/07.2** The Chief Executive to produce a video update on the Foundation for the Future Programme to update staff within the organisation.

It was resolved that the Committee:

- **NOTED** the update.

Karen Balmer joined the meeting

PC25/08 People Operations Report

Members received the report and noted the progress. In presenting the report, the Associate Director of Workforce Optimisation highlighted:

- Staff turnover continues to have a solid trend of reduction over time and the Retention Lead is starting to focus on wider staff groups.
- Staff absence continues to increase on a regular basis, the organisation compare well with other Health Boards however a deep dive is required in this area to develop a more targeted approach.
- PADR compliance continues to improve and the process is being discussed by the Integrated Performance Executive Delivery Group (IPEDG) to further increase performance in this area.
- Time to Recruit has seen a significant decrease over the past 12 months this is due to improvements in the system however further work is required.

- There is a need to triangulate what the data in the report is telling us and work is taking place with the Director of Performance & Commissioning to ensure the data feeds into a wider piece of work.

In discussing the report, the Committee:

- Stated the importance of the information included in the report to feed into all parts of the remit of the Committee.
- Queried the process for PADRs, it was confirmed that these need to be scheduled by managers and those services that follow this process have a better rate of delivery. It was suggested that learning could be shared across the organisation by those services that have a higher rate, in particular for operational areas where this may be difficult.
- Referred to staff engagement results and queried whether any data is available, it was confirmed that the information has not been processed to date but will be included in the report going forward.
- Discussed exit interviews and it was confirmed that participation in this area is low, there is a need to review this with the Retention Lead to establish how improvements can be made and ensure staff are offered an exit interview before they leave the organisation.
- Considered the data received via the Wales Staff Survey and confirmed that over 1000 free text comments had been received noting that staff may feel more comfortable providing comments anonymously.
- Confirmed that the results of the Staff Survey are being reviewed and compared across Wales, there has been an improvement in returns and this will be discussed by the Executive Committee. It was agreed that there is a need for the Committee to discuss the results and proposed priority actions and this links to action PC24/96.2 already included on the action log.

It was resolved that the Committee:

- **NOTED** the current position provided and feedback regarding **ASSURANCE** required as a result of the reported positions contained in the report.

PC25/09 Culture, Organisational Development & Engagement Update

Members received the report and noted the progress. In presenting the report, the Head of Culture and Development, the Staff Retention Lead and the Associate Director – Employee Experience & Engagement highlighted:

- In terms of culture, the Values & Behaviours Framework was approved by the Board in November 2024.
- The Communication and Embedding Plans have now been merged into a Deployment Plan and this will be discussed further by the Organisation Development Steering Group.
- A formal launch is due to take place in March 2025.
- There are currently 94 Culture Change Leaders in place who commenced their induction in January 2025. These leaders include a cross sections of bandings, professions and Clinicians and bespoke sessions have been made available taking into account clinical and time commitment for staff.

- A 12-month plan is being developed with support from the Chief Executive along with a tool kit that is being co-produced with the Culture and Leadership Design Group to support leaders.
- A leadership behaviour survey is also being developed to cross reference with the NHS survey and will provide a baseline to compare information received as we move forward.
- In terms of Organisational Development, work is continuing on the Integrated Leadership Development Framework (ILDF).
- A Venture Leadership Hub has been launched to host leadership development activities and feedback has been received from 400 colleagues.
- The People Manager Forum is progressing well and focusing on areas including retention and attendance and the Aspiring Programme is currently being finalised.
- Improvements are being made in relation to retention, underlying issues are being addressed as a key area of focus and work is taking place to increase the use of exit interviews to ensure learning is gained to improve job satisfaction.
- In terms of Engagement, the data has been received following the Staff Survey and there is a need to ensure the key messages are shared across the organisation.
- The Team are reviewing how Pulse Survey can be utilised to gain important feedback from staff.
- An induction video has been produced to welcome staff to the organisation ahead of commencing employment and it was agreed to share this outside of the meeting.
- The Team are also proposing to re-launch the Seren Betsi Award to spotlight colleagues who demonstrate the values and behaviours that are being promoted.

In discussing the report, the Committee:

- Acknowledged that the values and behaviours should be business as usual however recognition for staff who excel in this area is important.
- Queried whether the induction video is bilingual, it was confirmed that contact has been made with the Welsh Language team, and it was agreed to include Welsh subtitles.
- Highlighted the progress made and the focus on areas of improvement which provides assurance to the Board on the approach being taken.
- Discussed the amount of actions included in the documentation and queried delivery against the timescales. It was confirmed that the information is being transferred over to the Deployment Plan and a new Plan addressing this is due to be issued shortly.

Actions:

- **PC25/09.1** Share induction video with the Committee outside of the meeting.

It was resolved that the Committee:

- **NOTED** the information provided in the report.

PC25/10 Education & Training Plan 2026/27

Members received the report and noted the progress. In presenting the report, the Associate Director of Workforce Optimisation highlighted:

- Health Education and Improvement Wales (HEIW) is the strategic workforce and education body for NHS Wales and the annual Education and Training Plan (ETP) is a statutory requirement for HEIW.
- The detail included is being discussed further with HEIW to summarise what is being presented.
- There is a workforce planning element included in the Plan however further work is required in this area.
- There has been an improvement in engagement and assurance was provided in terms of visibility and transparency.

In discussing the report, the Committee:

- Acknowledged the breadth of education and training across the organisation.
- Highlighted that a new Education Steering Group is being established to provide a multi professional organisational approach to education and training. This will also address under graduate, post graduate and opportunities with Further Education to provide training within the organisation.
- Suggested a Committee Development Session is arranged to discuss this in more detail.
- Agreed that this should be included in the AAA Report to the Board to confirm the Plan has been received by the Committee.
- Queried how this links in to the training provided internally, it was confirmed that this is classed as formal external training and will feed into the Education Steering Group.

Action:

- **PC25/10.1** Arrange a P&C Committee Development session to focus on Medical Education and Training.

It was resolved that the Committee:

- **NOTED** the report.

GOVERNANCE & ASSURANCE

PC25/11 Corporate Risk Register Report

Members received the report and the Head of Risk Management highlighted:

- The Corporate Risk Register has been to the Risk Scrutiny Group and the Executive Committee and there has been no movement in score for the Committee.
- In relation to the People, Culture and Wellbeing risk it was confirmed that work is taking place to understand the data to ensure progress can be made.
- In relation to the Health & Safety risk, the new Director of Environment & Estates will take on the responsibility of this risk. A meeting has taken place with the Head of Health & Safety, further work is required in this area and a deep dive will take place at the Risk Scrutiny Group.
- Agreed that Stuart Keen, Director of Environment & Estates is invited to join the Committee as Health & Safety is a key objective for the Committee.

In discussing the report, the Committee:

- Queried the governance in terms of pushing back deadline dates for deliverables. It was confirmed that more realistic actions with reasonable dates should be being developed and any areas of concern will be highlighted from the Risk Scrutiny Group to the Executive Committee by the Director of Corporate Governance and the Head of Risk Management.
- Confirmed that the key message going forward will be to balance ambition and understand whether the risks being developed will provide the required assurance. It was confirmed that risks need to be signed off by Lead Executive in terms of accountability and the Executive Committee can then provide a level of assurance.

Action:

- **PC25/11.1** Invite Stuart Keen, Director of Environment & Estates to join the Committee to advise on the remit of Health & Safety.

It was resolved that the Committee:

- **RECEIVE ASSURANCE** for the progression of the corporate risks to which the Committee has overall accountability.

PC25/12 Final Internal Audit Report on Consultant Job Planning

Members received the report and the Associate Director of Workforce Optimisation highlighted:

- A Task & Finish Group has been established, this will be led by the Interim Executive Medical Director and will report via the Audit Committee.
- Significant work is required in this space, this is an important area for the organisation to address in terms of medical colleagues and key actions will need to be delivered.
- The Audit Committee will track the actions from this review and the P&C Committee will need to monitor and seek assurance against those actions. This item will be included on the forward workplan for this Committee and the level of reporting frequency will be agreed as we move forward.

Action:

- **PC25.12.1** Include the Consultant Job Planning review on the forward workplan.

It was resolved that the Committee:

- **NOTED** the report.

FOR INFORMATION

PC25/13 Summary of Business to be Reported from Private

It was resolved that the Committee **NOTED** the report.

PC25/14 Committee Forward Workplan

It was resolved that the Committee **NOTED** the forward workplan for information.



PC25/15 Thematic Report on Equality Matter (Improving Inclusion and Accessibility in Public Services in Wales)

It was resolved that the Committee **NOTED** the report.

CLOSING BUSINESS

PC25/16 Agree Items for Referral to Board / Other Committees

It was agreed that there were no items to be referred to the Board.

PC25/17 Review of Meeting Effectiveness

As part of the discussion, the Committee:

- Agreed there had been some good discussion, items are being refined and key issues are being addressed.
- Suggested further work is required at a strategic level to move forward in terms of performance and assurance.

PC25/18 Date of next meeting

Thursday 10th April 2025, 9.30-12.30pm

Resolution to Exclude the Press and Public

'Those representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960.'