

**Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the People & Culture Committee
held in Public on 8 August 2024
in the Boardroom, Carlton Court, St Asaph and via Teams**

Committee Members Present	
Name	Title
Dyfed Jones	Independent Member (Chair of People & Culture Committee)
Clare Budden	Independent Member
Karen Balmer	Independent Member
In Attendance	
Carol Shillabeer	Chief Executive
Jason Brannan	Deputy Director of People
Georgina Roberts	Senior Associate Director People Services
Teresa Owen	Executive Director of Allied Health Professionals & Health Science
Nick Graham	Associate Director of Workforce Optimisation (<i>via Teams</i>)
Gareth Williams	Health Board Vice Chair (<i>Observer - part meeting</i>)
Nia Thomas	Head of Culture Development
Julie Parry	Programme Lead (<i>part meeting</i>)
Tomos McFarlane	Graduate Trainee (Observer)
Olivia Jones	Graduate Trainee (Observer)
Committee Support	
Philippa Peake-Jones	Head of Corporate Affairs
Laura Jones	Project Support Manager (Corporate Governance)

Agenda Item	Action
OPENING BUSINESS	
PC24/39 Welcome and Apologies	
<p>PC24/39.1 Apologies were noted for Billy Nichols, Pam Wenger and Dyfed Edwards.</p> <p>PC24/39.2 The Chair raised a request for a Committee Development Session to take place to allow discussion on the strategic objectives of the Committee, this was agreed. The following items were suggested as areas for deep dive sessions / discussion at the Development Session:</p> <ul style="list-style-type: none"> • Outcomes from PADR's • Addressing the underlying issues relating to staff turnover (why staff are leaving within two years of service) • Findings from work on staff recognition • Review of BCU apprenticeship and employment schemes 	PW/LJ



<p>PC24/40 Declarations of Interest</p> <p>PC24/40.1 No declarations of interest were raised.</p>	
<p>PC23/41 Unconfirmed Minutes of Meeting held on 13.06.24</p> <p>PC24/41.1 The minutes were approved as an accurate record.</p>	
<p>PC24/42 Matters Arising & Table of Actions</p> <p>PC24/42.1 The Committee noted the open actions and agreed that the remaining actions were closed.</p>	
<p>PC24/43 People Operations Report</p> <p>PC24/43.1 The Deputy Director of People & Organisational Development presented the report highlighting that this is being developed further to allow the organisation to gain intelligence in relation to workforce, performance and quality metrics. The People Team have also developed a comprehensive BI dashboard which will enable the data to be examined in more detail. In relation to employee engagement and the staff survey, it was confirmed that the national service provider that was commissioned through HEIW had not met their contractual obligations to provide all NHS Wales organisations with an electronic tool to allow examination of the data therefore this had been completed manually. At the time of publication the team were only able to report at Health Board level, issues were highlighted in relation to gaining an understanding of whether staff are engaged locally and at IHC level. The Deputy Director of People & Organisational Development thanked the team for completing this work and confirmed that further data will be shared at the next meeting. The Chief Executive echoed frustration with this system failure stating that staff had spent time providing feedback and the issue had meant real time feedback had not been able to be shared highlighting that this had been an issue for all NHS organisations. It is important for the Health Board to be able to review the data to identify hot spots to allow resources and interventions to be implemented.</p> <p>PC24/43.2 The Associate Director of Workforce Optimisation made reference to vacancy, staff turnover and sickness rates highlighting estates and ancillary as an outlier in terms of those metrics. The team are aware of the issues and further work is required in relation to workforce planning to address this. In terms of mandatory training, there is currently an issue relating to medical and dental and this needs to be reviewed in further detail. There has also been a slight decrease over the last few months in relation to PADR's however BCU currently has the highest rate against mandatory training and the second highest rate against PADR's across Wales. The Chair commented on the amount of useful data presented stating that going forward it would be beneficial to focus on some key issues and metrics and how these relate to the strategic objectives of the Committee. An Independent Member highlighted the need of the Committee to start reviewing the results from the data for example the outcome of discussions from PADR's and also addressing the underlying issues relating to staff turnover</p>	

<p>including why staff are leaving within two years of service. It was suggested the Committee focus on certain patterns and do some deep dive sessions into these areas, this could form part of the Committee Development Session.</p>	<p>JB</p>
<p>PC24/43.3 The Deputy Director of People & Organisational Development agreed with the comments raised and suggested the need to review trends within the IHCs and potentially invite IHC representatives to the Committee to present what is happening at a local level in terms of staff sickness and hot spot issues. It was confirmed that a Retention Lead has been funded by HEIW and is now in post to focus specifically on this area so could also join a Committee meeting to report back on their initial findings. The Executive Director of Allied Health Professionals & Health Science made reference to the link between vacancies and sickness querying what are we doing as a Health Board to address this. The Chief Executive stated that some of the issues being discussed need to be addressed in the operational management space to allow the Committee to focus on the outcomes, trends and actions being taken in relation to recruitment, retention, staff wellbeing and succession planning. The Health Board Vice Chair queried a graph representing budgeted staff versus whole time equivalents, the Deputy Director of People & Organisational Development stated that this may be due to where funding and budgets sit. The Chief Executive stated that work is ongoing around becoming an intelligence led organisation which will result in an agreed standardised approach to how we present data.</p>	<p>JB</p>
<p>PC24/44 Update on Culture, Leadership & Engagement Improvement Work</p> <p>PC24/44.1 The Deputy Director of People & OD presented the report highlighting that the paper links directly to the top five areas included in the staff survey. The information is being used to inform the culture dashboard which is currently being developed. There is a focus on roster compliance and healthy working environments to try and address work / life balance. There is also a need to translate culture change locally and make things feel different for staff. In terms of culture, the People portfolio has been reviewed and colleagues have been realigned to support the culture change programme. The Head of Culture Development stated that following the Leadership Conference that took place in March 2024, work has taken place to refresh the values and behaviours framework. A culture and leadership design workshop has also taken place to engage with a range of people across the organisation including key stakeholders to design the culture and leadership of the organisation. The first draft of the framework includes behaviours we do and do not expect including compassionate leadership, empathy and accountability and also includes feedback from across the organisation. The framework will now be shared more widely via the paddlet to gain further feedback before going to a development session and then to Board in September 2024. The Head of Culture Development agreed to share the draft values and behaviour framework with the Committee for comment along with the feedback received from the paddlet exercise.</p> <p>PC24/44.2 The Chief Executive stated that the communication relating to the framework has an important role to guide, shape and challenge the behaviours</p>	<p>NT</p>

<p>across the organisation. There is a lot of engagement that needs to take place before this is shared with the Board to allow the Board to set out the values and behaviours of the organisation. The Head of Culture Development stated that the culture, leadership and engagement plan provides an updated position in relation to the Annual Plan. The Quarter 2 objectives will focus on leadership for all including individual staff development and baseline metrics for inclusion in the culture dashboard. An Independent Member was pleased to see this developing, in terms of language, it was suggested this should be positive and inclusive to strengthen the message of working together. Clwyd Alyn have developed a one page document on living and leading our values and Clare Budden agreed to share this with the Committee for information. The level of engagement required in relation to the timescale was noted as well as the need to move forward and gain support from the Board.</p> <p>PC24/44.3 The Chief Executive highlighted that the Annual Plan includes an objective based around being a good partner and we are starting to see what that looks like as an organisation. It was also noted that internal and external values need to be included in this piece of work. The Chair added the importance of providing a positive message and clearly setting out the expectations of the Health Board. There was discussion around the aspiration of the work being completed and it was suggested that moving forward the dashboard would be used to highlight improvements. In terms of measuring performance, it was suggested that reviewing processes linked to elements such as PADR's and recruitment would help to provide this information. The Chief Executive stated that this is the foundation stone for change within the organisation and an Independent Member stressed the importance of sharing the right message to ensure people joining the organisation believe in the values we have set. The Chief Executive suggested holding a session for Board members to gather comments and shape the values and behaviours approach.</p> <p><i>Gareth Williams left and Julie Parry joined the meeting.</i></p>	<p>CB</p> <p>JB/GR</p>
<p>PC24/45 Time to Shortlist Improvement Project</p> <p>PC24/45.1 The Programme Lead provided a presentation on reducing the time to shortlist. The presentation highlighted the target set by NHS Wales Shared Services and the issue of meeting this target within 3 working days. The aim of the project was to reduce the average time to shortlist for all BCU permanent and fixed term vacancies, a questionnaire was circulated to all hiring managers and the potential changes to the system were discussed by a project group. It was agreed that the recruitment team would contact the hiring managers 3 days prior to the vacancy closing date to provide a reminder and offer support. The results showed a decrease in the average number of working days for hiring managers to shortlist and this has been sustained at the lower level. The next step is to identify the next change idea to be tested to make further improvements.</p> <p>PC24/45.2 The Chair queried how this affects other areas within workforce, the Project Lead confirmed this improves the quality of the experience for applicants</p>	

<p>and also links into the culture of the organisation. There was discussion around the additional affecting issues such as the amount of applicants and whether they meet the minimum requirements and the potential for redesign in relation to the current recruitment process. The Programme Lead suggested the potential for including filters on the Trac system to identify those who do not meet the essential criteria and also highlighted the issue of staff, in particular those based on the wards, not having the time available to shortlist due to pressures. The Chief Executive suggested thinking more laterally, the possibility of using AI and also using resources in the right places.</p> <p><i>Julie Parry left the meeting</i></p>	
<p>PC24/46 Staff Recognition</p> <p>PC24/29.1 The Chief Executive presented the item stating the need to recognise staff contribution more broadly. The organisation currently have the annual staff awards and local service awards however there is a need to identify a more prominent way of recognising staff. There was discussion around what works well in other organisations and how to recognise staff across all professional groups involving the public and partners and linking this in with the values and behaviours work. Katie Sargent is currently working on this and will bring the findings back to a future development session. The Chair stated that this has an impact on our staff and needs to become part of the culture of the Health Board to reward staff and celebrate achievements.</p>	
<p>PC24/47 Compassionate Leadership Pledge (Mandate from NHS Wales & HEIW)</p> <p>PC24/47.1 The Deputy Director of People & OD presented the paper confirming that this is a mandated approach by HEIW and the Health Board do not have any flexibility to modify the pledge apart from describing the type of organisation we want to be. It was agreed that the pledge needs to be present within the current Committee processes to avoid any confusion with our values and behaviours and cultural change programme. An Independent Member stated the need to be bold with our language and ensure the words are meaningful such as “we will create a kind and caring environment where we live our values and behaviours every day”. The Deputy Director of People & OD agreed to build in the comments suggested, the pledge will then go to the Executive Team for review and then to the Board as part of the values and behaviours work.</p>	<p>JB</p>
<p>PC24/48 Report on BCU being a Living Wage Employer / BCU Apprenticeship Scheme</p> <p>PC24/48.1 The Deputy Director of People & OD presented the report which outlines the current position in relation to apprenticeships and also recognises that the Health Board provides an anchor institution role across North Wales. There is a need for the Health Board to support people into employment and this also has a big impact on the health outcomes of the local population. There are access programmes available which are being reviewed and this work also links</p>	



<p>into the culture change programme. The Chair stated that this is an important start to the discussion and made reference to the current apprenticeship scheme provided by Airbus suggesting the need for the Health Board to provide a comparable scheme. The Chief Executive stated the need to map our approach and offer, adding that the organisation have a responsibility to provide opportunities for young people and that this links in to the culture, leadership and engagement work.</p> <p>PC24/48.2 An Independent Member stated the need for resource to move forward in this space and also suggesting linking in with third sector organisations, understanding pathway roles and developing a single approach to apprenticeship salary. The Deputy Director of People & OD stated that the team have previously targeted deprived areas to bring people into roles however there is a need to identify the strategic direction and approach to move forward. There was discussion around utilising Careers Wales, providing support mechanisms for the needs of young people and potentially linking in with other organisations to provide joint apprenticeships. The Committee also discussed the impact of industrial closure in terms of health and employment and also gaining reflections from the current graduates who are completing the graduate trainee scheme. The Chief Executive suggested the need to review all our current schemes and develop a strategy for what we want to achieve in this space. It was suggested that this could form part of the Committee development session.</p>	<p>JB</p>
<p>PC24/49 Progress of the Audit Wales Report - Review of Workforce Planning Arrangements</p> <p>PC24/49.1 The Deputy Director of People & OD presented the report stating it was to note and a more detailed report would be received by the Committee in future. A series of commitments are included in the paper which require further resource in the People Team and those appointments are currently being recruited. To support this work, a dashboard has been developed to access data across the top line and provide additional information in relation to professional groups and IHCs. A paper will come back to the next meeting in relation to quarter 2 and the team are currently on track to achieve the required outcomes. The Chief Executive confirmed that there has been progress in relation to the operating model discovery work and there has been a strong focus on workforce across all specialities.</p>	
<p>PC24/50 Corporate Risk Register</p> <p>PC24/50.1 The Head of Corporate Affairs presented the paper confirming that all risks reported to the People and Culture Committee currently sit within the tolerance set within the risk appetite of the Health Board.</p>	
<p>PC24/51 Summary of Business to be Reported from Private</p> <p>PC24/51.1 The Head of Corporate Affairs confirmed that this item has been reintroduced to all Committees to allow transparency with the public.</p>	



<p>PC24/52 Policies for Noting</p> <p>PC24/52.1 The following policies were noted:</p> <ul style="list-style-type: none">• WP61 Unpaid Carer's Leave Policy• Pregnancy Loss – A Manager's Guide• Pregnancy Loss Policy <p>There was discussion around the unpaid carer's leave policy and the needs of the organisation to support staff who are carers. The Deputy Director of People & OD confirmed that this is a national policy, the Health Board are treating staff fairly and are reviewing the range of policies available when assessing individual cases.</p>	
<p>PC24/53 Draft Cycle of Business</p> <p>PC24/53.1 The Head of Corporate Affairs presented the paper stating that the team are starting to move forward and align Committee business to the Annual Delivery Plan.</p>	
<p>PC24/54 Committee Forward Workplan</p> <p>PC24/54.1 The Committee discussed the document noting that items required to come back to a future Committee, that are not included on the cycle of business will form the forward workplan. The Chief Executive referred to the assessment of Special Measures and the expectation that the impact of that would come to a future meeting. The Chair also noted some items to report to a future meeting including Welsh Language, Equality and Health & Safety.</p>	
<p>PC24/55 Agree Items for Referral to Board / Other Committees</p> <p>PC24/55.1 It was agreed that there were no items to be referred to the Board.</p>	
<p>PC24/56 Agree Items for Chairs Assurance Report</p> <p>PC24/56.1 It was agreed that this would be discussed outside of the meeting.</p>	
<p>PC24/57 Review of Meeting Effectiveness</p> <p>PC24/57.1 The Chair stated that there had been some good discussions that can form the learning and development of future Committee meetings.</p>	
<p>PC24/58 Date of next meeting</p> <p>Thursday 10th October 2024, 9.30-12.30pm</p>	