

**Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the People & Culture Committee
held in Public on 10 October 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
Billy Nichols	Independent Member
In Attendance	
Dyfed Edwards	Health Board Chair (<i>Observer</i>)
Pam Wenger	Director of Corporate Governance (<i>via Team – part meeting</i>)
Jason Brannan	Deputy Director of People
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>)
Katie Sargent	Organisational Development – Engagement Lead
Committee Support	
Philippa Peake-Jones	Head of Corporate Affairs
Laura Jones	Project Support Manager (Corporate Governance)

Agenda Item	Action
OPENING BUSINESS	
PC24/65 Welcome and Apologies	
PC24/65.1 Apologies were noted for Carol Shillabeer and Karen Balmer.	
PC24/65.2 The Chair noted that the People & Culture Committee Development Session has been arranged to take place on Tuesday 19 th November 24, 10-12pm and the invitation has been circulated to members.	
PC24/66 Declarations of Interest	
PC24/66.1 No declarations of interest were raised.	
PC23/67 Unconfirmed Minutes of Meeting held on 08.08.24	
PC24/67.1 It was noted that Georgina Roberts job title was incorrect, subject to this amendment, the minutes were approved as an accurate record.	
PC24/68 Matters Arising & Table of Actions	

<p>PC24/68.1 The Committee noted the open actions and agreed to close the actions that had been proposed for closure.</p>	
<p>STAFF STORY</p>	
<p>PC24/69 Staff Stories – A Proposal on our Approach to Capturing & Sharing Staff Experience</p> <p>PC24/69.1 The Chair opened the item confirming the importance of the Committee to receive and understand staff stories. The Organisational Development Engagement Lead presented the item highlighting the need to find colleagues who are willing to share their experiences of working within the organisation from both a good and bad perspective. The Committee discussed the concerns of staff who do speak out and the need to ensure safeguards are in place if the Committee want to receive feedback from genuine staff experience. It was confirmed that improvements are being made to enhance the experience of staff from the start of their employment. This includes a welcome video, initial sign posting and the availability of a well-being toolkit. The aim of the staff stories is to follow a similar approach to the Board where the Committee receive a video or document from an individual and reflect on this throughout the meeting.</p> <p>PC24/69.2 The Chair suggested that receiving feedback from a negative point of view will allow the Health Board to identify areas where improvements may be required. There was discussion around the need for staff to feel comfortable that any negative comments shared would be in confidence to allow staff to speak openly. The Committee also need to determine the next steps after receiving a negative staff story in terms of actions to be taken. It was highlighted that the average staff member is a band 4 or 5 and the need for representation across different disciplines including those working on the front line and not focusing on admin staff.</p> <p>PC24/69.3 There was discussion around identifying stories that represent certain perspectives in areas such as culture to allow the Health Board to determine any patterns of issues and learning opportunities across the organisation. It was agreed that this links in to the cultures, values and behaviours work and would enable the team to find themes for staff stories that encapsulate the experience of many staff rather than individuals. This would then allow the Committee to share these themes with the Board to understand the issues being raised. It was suggested that this work could also link to the staff survey as this has previously highlighted positive and negative high-level themes. There was also discussion around the importance of the work being completed in partnership with the Trade Unions. It was agreed that the Organisational Development Engagement Lead would link in with the Workforce Partnership Group / Trade Unions with regards to how they can input into the Staff Story focussing on themes and connecting in with the Staff Survey.</p> <p>PC24/69.4 It was resolved that the Committee DISCUSSED and APPROVED the proposal to allow the necessary preparatory work to be undertaken ahead of the next Committee meeting.</p>	<p>KS</p>



STRATEGIC PRIORITIES	
<p>PC24/70 People Operations Report</p> <p>PC24/70.1 The Deputy Director of People presented the report highlighting that the team have been working to present the additional data requested by the Committee in relation to the metrics and the impact in a wider range of high-level areas. The staff survey is now open and staff are being encouraged to engage with this across the organisation. We continue to have the lowest reported sickness absence levels compared to other Health Boards in Wales and there has been an increase in Mandatory Training compliance. There has been a slight increase in vacancies however turnover rates and PADRs are stabilising.</p> <p>PC24/70.2 In terms of moving forward, it was suggested there is now a need to identify how this information is utilised within the wider context relating to workforce planning and the longer-term strategy. There was discussion around the responsibility of managers and services to address the problem areas. The Health Board Chair requested clarity on the statistics and interpretation of the data to determine any issues and areas for improvement. It was suggested that going forward the team could highlight areas to focus on and invite the responsible service managers to join the Committee to highlight the issues and determine how the Committee can provide support to make improvements. It was agreed that this would be taken forward as an action.</p> <p><i>The Director of Corporate Governance joined the meeting</i></p> <p>PC24/70.3 There was discussion around the data that sits under culture, leadership and engagement and a piece of work is in progress focusing on better basics for better management. It was highlighted that the culture, leadership & engagement paper refers to training and suggested that there is a link between the papers. It was suggested that going forward the paper could be presented under the three headings of Leadership and Development, People & Culture and Engagement. The outcome of PADRs was highlighted as an area which needs to progress in terms of capturing the career ambitions and training requirements of staff.</p> <p>PC24/70.4 In terms of key metrics relating to PADRs and high vacancies it was suggested this is an area of triangulation that needs to be reviewed in more detail. If we start to address areas such as complaints and leadership impact, we may begin to see some improvements. There was discussion around staff gaining a greater understanding of performance and the ambition of the organisation within the wider context. A query was raised in relation to the volume of exit interviews conducted and the learning that can be captured. It was confirmed that during quarter 4 work is due to take place on a new system linked to PADRs to measure values and behaviours as well as performance which will help to identify when staff are ready for promotion. It was also suggested that future papers include reference to requests for flexible working and partial retirement.</p>	<p>JB/NG</p> <p>JB/NG</p> <p>JB/NG</p>

<p>PC24/70.5 It was resolved that the Committee NOTED the current position provided and fed back any observations regarding ASSURANCE required as a result of the reported positions contained in the report.</p>	
<p>PC24/71 Culture, Leadership & Engagement Update</p> <p>PC24/71.1 The Deputy Director of People presented the report highlighting that work continues on the values and behaviours programme. Following feedback, the values have been reduced from four to three and these will be shared at the Board in November. Once the programme has been introduced, the aim is to align the values and behaviours work to PADR's and recruitment. The People Managers Forum is set to launch shortly, the Staff Survey is now open and the team were confident that there would not be any challenges with the data this year. The Staff Achievement Awards were successful and it was noted that external funding had been sourced to support the event.</p> <p>PC24/71.2 There was discussion around whether the Committee would have the opportunity to provide input into the Values work before it goes to the Board, it was agreed that the Values and Behaviours work would be reviewed at the Committee Development Session on 19.11.24. It was agreed that the Board need to have oversight of the work to set the culture and the tone for the organisation and ensure the learning is captured. It was suggested that the biggest challenge will be ownership and ensuring that the culture change programme gets fully embedded for use by Directors and Manager across the organisation and provide leadership support.</p> <p>PC24/71.3 There was discussion around how the Staff Survey is being promoted, it was confirmed that this is being publicised via BetsiNet, posters, QR codes and papers copies being disseminated. The Chief Executive has produced a promotional video and the Organisational Development Team are joining the People and Culture Groups within the IHCS. The Team are also visiting the hospital sites to encourage staff as well as suggesting time is provided for staff to complete the survey. A query was raised in relation to how the organisation are dealing with staff recognition and rewards. It was agreed there is a need for the team to evaluate what is currently taking place in addition to the Long Service Awards, it is important for staff to feel valued and appreciated however there are challenges within such a large organisation which includes funding issues. It was suggested that Charitable Funds may provide an opportunity for access to funding in this area.</p> <p>PC24/71.4 In was resolved that the Committee NOTED the information provided within the report.</p>	<p>JB</p>
<p>PC24/72 Operating Model</p> <p>PC24/72.1 The Senior Associate Director People Services presented the item confirming that the work is coming to the end of the discovery phase. Seven themes have emerged from the work based around decision making, governance and duplication. The model being used focusses on process,</p>	



<p>structures, people, and culture rather than predominantly structures which has been the focus in the past. Feedback has been received from a wide range of senior staff and the previous Staff Survey has been considered. The work has also considered a variety of reviews including the Independent Reviews commissioned as part of Special Measures and the review on Board Effectiveness. A gap analysis has been completed to identify any interdependencies such as the Clinical Services Plan. A Programme Board has been established, workshops have taken place and the first meeting of the Board will take place shortly. The aim is to publish the Discovery Report by the end of October and then move into the Design Phase.</p> <p>PC24/72.2 It was highlighted that the 10 Year Plan is not due to be complete for another 12 months therefore there is a need to be open with staff that areas of the Operating Model may need to be revised at some stage to align with this. There was discussion around implementation and timescale, it was agreed there is a need to communicate the timeline with staff to manage expectations. The Senior Associate Director People Services agreed that the Operating Model timeline would be shared with the organisation once this has been agreed by the Operating Model Programme Board. It was also agreed that the Committee would be made aware once the Discovery Report goes live.</p>	
GOVERNANCE & ASSURANCE	
<p>PC24/73 Audit Wales Workforce Planning Review Update</p> <p>PC24/73.1 The Associate Director of Workforce Optimisation presented the report highlighting that this is an All Wales Review and the presentation focuses on the actions from the review. Some of the actions link in to the Annual Plan as well as the work this is currently being completed by specific services. Reference was made to action R2 which relates to service level workforce planning and it was suggested that the Committee may want to see further detail on this when it is complete. It was agreed that this would come back to a future Committee in a wider form to include a review of workforce needs for the organisation over the next ten years.</p> <p>PC24/73.2 It was confirmed that the team are developing an organisational approach to workforce planning and work is taking place to progress an education training plan and improve partnership working. There are good links in place with higher and further education and the team are starting to build a supply line locally within North Wales. Assurance was provided in terms of the work aligned to each quarter to implement the workforce planning approach. The Committee discussed how the organisation is being promoted in schools, it was confirmed that career events do take place however there is a lack of resources to fully provide this function.</p> <p>PC24/73.3 It was suggested there is a need to address workforce requirements over a longer period, review pay compared to the private sector and assess the infrastructure in terms of apprenticeship routes. The Committee discussed the workforce intelligence pack and how this can assist with succession planning. The Associate Director of Workforce Optimisation agreed to share the link to the</p>	NG

<p>workforce intelligence pack with the Committee. There was discussion around the other areas of workforce planning that were not included in the update such as vacancies, training staff to move into specific roles and the variety of jobs available within different areas across the organisation. It was confirmed that a workforce planning officer has now been appointed to develop this area of work.</p> <p>PC24/73.4 Reference was made to the Audit Committee in terms of monitoring progress against internal and external audit reports and the need to link the progress being made and provide assurance from the People & Culture Committee to the Audit Committee. The Committee discussed lines of engagement with Audit Wales to ensure they are kept informed of progress; the Director of Corporate Governance stated that regular meetings take place to discuss progress to ensure transparency. It was agreed that there is a need to ensure people have a good experience when they join the organisation.</p> <p>It was resolved that the Committee NOTED the update provided and progress against the actions to date and provided feedback and observations.</p>	<p>NG</p> <p>PW/JB</p>
<p>PC24/74 Awyr Las – BCUHB Staff Wellbeing Grant Scheme</p> <p>PC24/74.1 The Deputy Director of People presented the report highlighting the organisation has been awarded £243,000 from NHS Charities Together to launch a Staff Wellbeing Grant Scheme. The report outlined the process in place for the allocation of awards noting that this may provide access to budgets to make improvements for patients and staff. There was discussion around funding starting that this is non recurrent and also the aim of providing investment over a longer period of time to provide support. It was confirmed that the decision will sit with Charitable Funds on behalf of the Trustees and the funding will be drawn down from NHS Charities Together to meet the criteria agreed.</p> <p>It was resolved that the Committee NOTED the report.</p>	
<p>PC24/75 Amendments to Committee Terms of Reference</p> <p>PC24/75.1 The Head of Corporate Affairs presented the item confirming it had been agreed that certain responsibilities would transfer over from the Remuneration Committee to the People & Culture Committee and these were highlighted in the supporting document. There was discussion around referring to specific professions such as medical staff and it was suggested to amend the wording to state all professional registration. It was highlighted that there is reference to the People & OD Strategy and it was agreed that this should now read Plan rather than strategy. There was also discussion around whether point 3.9 is relevant to the Committee. It was confirmed that Terms of Reference for all Committees would be revised as part of the annual review and it was agreed that the changes suggested would be amended. It was resolved that the Committee NOTED the changes to the Terms of Reference.</p>	<p>PPJ</p>
<p>FOR INFORMATION</p>	
<p>PC24/76 Corporate Risks for Committee within Board Appetite Tolerance</p>	

<p>PC24/76.1 The Director of Corporate Governance presented the item stating that where the risks are within tolerance, the Committee can accept these for noting. The two risks that are overseen by the Committee are currently within tolerance and it was agreed that these would be circulated outside of the meeting to provide oversight. It was confirmed that the full risk register will go to the Audit Committee and the Board in November.</p>	PPJ
<p>PC24/77 Summary of Business to be Reported from Private</p> <p>PC24/77.1 It was resolved that the Committee NOTED the report.</p>	
<p>PC24/78 Committee Forward Workplan</p> <p>PC24/78.1 The forward workplan was noted by the Committee.</p> <p>PC24/78.2 The Chair confirmed that Billy Nichols has accepted and been appointed as Vice Chair for the Committee. The Chair thanked Billy Nichols for taking up this role and this was noted as any other business.</p>	
<p>CLOSING BUSINESS</p>	
<p>PC24/79 Agree Items for Referral to Board / Other Committees</p> <p>PC24/79.1 It was agreed that there were no items to be referred to the Board.</p>	
<p>PC24/80 Review of Meeting Effectiveness</p> <p>PC24/80.1 The Chair confirmed that discussions are progressing well and the learning being gained is part of an important journey for the Committee. There was discussion around the well-being objectives and the need to align the discussions taking place at the Planning, Population Health & Parentships Committee with this Committee. It was suggested that the fair work element is included on the agenda for the next People & Culture Committee.</p> <p>PC24/80.2 There was discussion around a new duty being introduced relating to sexual harassment and the need for the Committee to understand the risks and mitigating measures linked to this. It was suggested that a member of the team could join the next meeting to provide an overview.</p>	PW JB
<p>PC24/81 Date of next meeting</p> <p>Thursday 19th December 2024, 9.30-12.30pm</p>	
<p>Resolution to Exclude the Press and Public</p> <p>'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</p>	

to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960.'	
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