

Betsi Cadwaladr University Health Board (BCUHB)
Confirmed Minutes of the People & Culture Committee
meeting held in PUBLIC
on 11 April 9:30 – 11:30
in the Boardroom, Carlton Court, St Asaph and via Teams

Committee Members Present	
Name	Title
Dyfed Jones	Chair of People & Culture Committee
Clare Budden	Independent Member
In Attendance	
Carol Shillabeer	Chief Executive
Jason Brannan	Deputy Director of People
Pam Wenger	Director of Corporate Governance
Phil Meakin	Associate Director of Governance
Dyfed Edwards	Health Board Chair
Georgina Roberts	Associate Director of People Services, West IHC
Nick Graham	Associate Director of Workforce Optimisation
Elin Gwynedd	Chief of Staff
Heledd Thomas	Audit Wales
Committee Support	
Laura Jones	Project Support Manager (Corporate Governance)

Agenda Item	Action
OPENING BUSINESS	
PC24/5 Welcome and Apologies	
PC24/5.1 It was noted that this is the first meeting for Dyfed Jones as both a member and Chair of the Committee. Dyfed Edwards joined the meeting as an observer and apologies were provided for Karen Balmer and Billy Nichols.	
PC24/6 Declarations of Interest	
PC24/6.1 No declarations of interest were raised.	
PC23/7 Minutes from the previous meeting	
PC24/7.1 It was noted that Dyfed Edwards was originally the interim Chair of the Committee while it was in the development stage and this should be noted in the attendance list. Aside from this amendment, the minutes were approved as a true and accurate record.	
PC24/8 Matters Arising & Table of Actions	

<p>PC24/8.1 Members noted the action log. In relation to action PC24/3.7, Audit Wales and Internal Audit colleagues were asked to feedback on the Cycle of Business for the Committee and a document including the responses was included in the papers to close the action. The Committee were happy that all actions were closed.</p>	
<p>PC24/9 Culture, Leadership & Engagement Update</p> <p>PC24/9.1 The Deputy Director of People presented the report stating that the paper aims to outline the current position in relation to a number of work streams that will form part of this Committee. It was noted that an Organisational Development Steering Group which is being led by the Chief Executive in the absence of a substantive Executive Director of Workforce & OD. Discussions are currently taking place in relation to the Integrated Leadership Development Framework to identify the work that is required to support the framework which will include developing clear documentation and training to support managers and leaders. The report also highlights the work that is currently taking place in relation to developing our organisational culture to ensure we have a compassionate organisation with the right values and behaviours.</p> <p>PC24/9.2 The Deputy Director of People made reference to the All Wales Staff Survey, there has been good engagement across the organisation and BCU have performed comparatively to other large Health Boards. The survey provides key indicators in relation to staff culture and there is a need to look at different ways of engaging with staff across all levels. In discussing the report, it was noted that the key areas relating to leadership, culture and employee engagement, this Committee will provide Board level oversight whilst the Organisational Development Steering Group will operationalise the work taking place. In relation to the areas covered in the paper it was noted that the role of the Board will be to lead and set the direction and tone whilst the role of the Committee will be to provide the assurance and governance of the work that is taking place. One of the key drivers within the organisation will be for line managers to have the skills, knowledge and experience to support sustained change and ensure the Integrated Healthcare Communities (IHC) are supported on a corporate basis.</p> <p>PC24/9.3 The Chief Executive added that the Organisational Development Steering Group is in the early stages and the current feedback on the Integrated Leadership Development Framework is the need to think more broadly in terms of masterclasses and coaching sessions. The focus on the staff survey and the cultural change programme is key, a large diverse group are currently working on this programme to ensure leadership and cultural change is for everyone. An Independent Member highlighted the need to review our behaviour framework before we establish our values to ensure we can be clear on what living and leading the values means for our staff. In relation to the engagement events it was highlighted that there is a need to be open and transparent however due to the recent difficulties within the organisation, it was queried staff are ready to be engaged and provide honest views. It was suggested that there is a need to think towards the future of how we want to work together and how we move</p>	

through that journey rather than focusing on what has happened in the past. It was also noted that the report may require additional reference to sources of data in relation to culture and the report also needs to be clearer on what would help the organisation from a Board perspective around supporting this journey.

PC24/9.4 In relation to the staff survey, an Independent Member suggested the need to listen to the positive comments highlighted and not just focus on the areas we need to change and improve. The Committee Chair made reference to the approach we take to culture and how we engage with staff who are not as comfortable sharing their views. The Health Board Chair stated that this work is a major strand in creating a new organisation, there are challenges which include the size and geography of the organisation and also being able to engage with staff who are experiencing cultural difficulties. It was also suggested that the staff survey needs to be completed on a much more regular basis to provide the desired outcomes and potentially gain some experienced support in this area.

PC24/9.5 The Deputy Director of People responded to the comments made stating that there does need to be some acknowledgement of the past to build the values and behaviours of the organisation based on the models of cultural and organisational change. The team have reviewed a range of different frameworks and have also met with two NHS organisations who have completed large cultural change programmes. The Deputy Director of People agreed the need to use a variety of approaches to engage with staff stating that based on evidence and data there is a need to get a third of the organisation engaged with cultural change to gain results. The paper also refers to a culture dashboard that will be a key metric for review at corporate and IHC level to determine the level of impact. It was agreed that this needs to be a regular piece of work to allow the team to compare data, identify areas of improvement and provide a bench mark. The next step is for the team to develop a clear road map, start to understand the connections between the activities taking place and ensure there is sufficient resource available.

PC24/9.6 The Chief Executive added that in terms of engagement the starting point will be to respond to feedback around values and behaviours and build the picture together. There will be a need to focus on the staff survey results and review the data to identify where there may be areas in difficulty. Moving forward, it will be important to take into account sequencing, capacity, capability and approach to ensure the work is completed and progress is tracked appropriately. This will include reviewing current resources and potentially redistributing the resource into the Organisational Development space rather than the HR space to ensure we have the right skills, knowledge and capacity. The Chief Executive also highlighted areas within HR where we can start to make improvements such as reviewing caseloads and systems. The Deputy Director of People agreed that the volume of casework is a big challenge and work is currently taking place to address this to allow the teams to focus on supporting managers. The Director of Corporate Governance welcomed the work taking place around starting to shape and change the culture of the organisation. It was noted that there is more work to do before the Committee

<p>reaches a position to report to the Board and it was agreed that this should become a regular item for the Committee.</p>	<p>JB/LJ</p>
<p>PC24/10 Update on WHC 2023/046 (All-Wales Control Framework for Flexible Workforce Capacity)</p> <p>PC24/10.1 The Associate Director of Workforce Optimisation presented the item noting that a Welsh Health Circular was issued last year in relation to agency reduction and sustainable ways of doing this across the workforce. The paper highlights how the response will be taken forward and also how this will feed into the value and sustainability work of the organisation. An initial response with next steps has not yet been received from Welsh Government due to delays relating to industrial action. The Committee were asked to note the approach to take the work forward under the value and sustainability work stream. An Independent Member queried the process set by Welsh Government (WG) and also the way in which items are reported to the Committee. It was suggested in future any similar items are reported highlighting our current processes and how we will take this forward. The Health Board Chair queried the request around flexible working, the Associate Director of Workforce Optimisation confirmed that the original request was to prepare data to provide a baseline position and the intention of WG was to gain a consistent approach across Wales. There is also an aim to reduce the reliance on agency workers in a sustainable way through effective job planning and recruitment.</p> <p>PC24/10.2 The Director of Corporate Governance suggested the need to provide the Board with assurance around WHCs that they are being addressed and they will then feature in our governance statement highlighting that action has been taken. It was suggested that the process needs to be reviewed to allow the detail to be discussed at the Executive Team and the assurance that we are compliant is provided by the Committee. The Director of Corporate Governance agreed to review the process.</p> <p>PC24/10.3 The Committee discussed the cross over between agency spend and flexible working. The Associate Director of People Services, West IHC highlighted that the new flexible working policy has been agreed at an All Wales level as part of the non-pay element of the pay negotiations with the Trade Unions. There has been an emphasis on employers agreeing to flexible working requests from the start of employment which was part of the negotiations. It was agreed that flexible working is included as an item for the next meeting to allow members to discuss our current position, our future plans and how the organisation can best support staff to provide a more strategic focus on flexible working.</p>	<p>PW</p> <p>JB</p>
<p>PC24/11 Independent Review of Key Areas of Workforce</p> <p>PC24/11.1 The Deputy Director of People presented the item stating the request for the Committee to have sight of the report. The report was completed, from a people perspective, as part of the Special Measures review and was completed in June 2023 therefore a lot of the work has now concluded. Additionally some of</p>	

<p>the areas highlighted in the report will underpin the culture, leadership and engagement work that has been discussed during the meeting. The Deputy Director of People made reference to the operating model stating that the effectiveness of the current model is due to be reviewed next week. The Chief Executive confirmed that this was not a formal Independent Review however it is useful for the Committee to view the report. It is important for the findings from the review to be tracked via the three year plan and also the annual delivery plan to ensure we are testing ourselves against the progress that is being made and also linking this back to the Committee. The three year plan makes reference to workforce planning which is an area we need to focus on as well as employee wellbeing including how we measure and monitor progress in this area. In relation to employee relations, the Chief Executive suggested the need to build on partnership relationships to ensure we can effectively manage change in the future.</p> <p>PC24/11.2 The Committee Chair welcomed the report stating it is important for the Committee to see the actions and progress being made as a result of the review. An Independent Member agreed this is a clear report and it would be helpful for the Committee to review an in year action plan highlighting our current position and also the plan is to address the recommendations made in the report. The Committee Chair liked the format of the report and suggested this style could be utilised by the Health Board. The Director of Corporate Governance made reference to the need for progress reports received by the Committee to be cross checked against the information which is feeding through the three year plan and the annual delivery plan. It was agreed that an update on the review should be reported to the next Board meeting and it was highlighted that as the review started twelve months ago, there is a need to report our current position and the progress that has been made since we received the review.</p>	<p>JB</p>
<p>PC24/12 Audit Wales Report – Review of Workforce Planning Arrangements</p> <p>PC24/12.1 The Audit Wales representative presented the report stating that this is the review of workforce planning arrangements. The review focused on the Health Board’s strategic approach to workforce planning, operational actions to manage the current and future challenges and also the monitoring and oversight of those arrangements. In relation to the strategic approach to workforce planning, it was highlighted that there is a need for a clear plan to deliver the People Strategy and also strengthen the Health Board’s workforce planning approach. There is an improving understanding of the current workforce capacity and the availability of operational workforce information however there is a need to strengthen workforce plans to ensure that medium and long term services are sustainable. Work with external stakeholder is productive however further work is needed internally to address some of the key workforce challenges.</p> <p>PC24/12.2 The Audit Wales representative made reference to the conversations that had taken place during the meeting in relation to culture, leadership and employee engagement and agreed there is a need to build on internal</p>	

relationships and ensure effective staff engagement is addressed. It was also agreed that strengthening the People Team would be beneficial however it was suggested that the Health Board does not currently have the capacity to effectively support workforce planning at Corporate and Service level therefore investment may be required in this area. There is understanding of the current risks that may prevent workforce delivery and the teams are currently responding to key operational workforce challenges through a range of recruitment, retention and development activities. In terms of monitoring and oversight arrangements, the Workforce Strategy is not sufficiently supported by robust monitoring, oversight and review however the People and Culture Committee has now been established and will be responsible for workforce oversight going forward. Audit Wales made five recommendations and the management response has been included in the report.

PC24/12.3 The Health Board Chair queried the period of the report, it was confirmed that the data was sourced during 2021 and 2022. The Director of Corporate Governance suggested factoring in a mid-year / end of year assurance report on progress against the recommendations for assurance up to the Board to ensure Audit Wales are sighted on progress. The Chief Executive made reference to the People Strategy stating that work will commence this year on the Organisational Strategy 2024/25 therefore the People Strategy approach will be modified to reflect the organisations strategy going forward. In terms of workforce planning, there is little dedicated support in this area, this will be a key priority in the plan which will address resource issues. The Committee Chair suggested talking learning from other organisations, both public and private in relation to workforce planning. The Chief Executive agreed and highlighted the six step model that is used by Health Education Improvement Wales that we could utilise and review the application of the approach within the organisation. This also links to the quality management system and quality planning to ensure we are looking at an integrated approach. The Associate Director of Workforce Optimisation suggested workforce planning should be part of a service review to ensure the expertise is available to support the services. The Chair thanked the Audit Wales representative for the report.

JB

PC24/13 Board Assurance Framework and Corporate Risk Register related to Committee

PC24/13.1 The Associate Director of Governance presented the item making reference to the Board Assurance Framework which highlights the risks related to achieving the strategic objectives of the Health Board. The paper reflects the risks which relate to the remit of the Committee and it was proposed to reduce the score for the risk related to strategic Board leadership and governance. This risk focuses on strengthening the Board arrangement requirements following Special Measures which includes recruitment to the Board and establishment of Committees. Significant progress has been made in this area and it was agreed to reduce the score from 16 to 12 which will be reported via the Board. The Director of Corporate Governance made a recommendation to review the current Board Assurance Framework and Corporate Risk Register process to align this with the three year plan. It was agreed that the Director of Corporate

<p>Governance will take a paper to the Audit Committee and to the Board to agree this approach.</p> <p>PC24/13.2 An Independent Member was pleased to see progress and updates included in the documentation. It was suggested that the Health & Safety risk includes an additional control around learning from near misses and mistakes. It was also suggested that there may be a need to include more information around professional training and qualifications to ensure a whole system approach around Health & Safety learning and development. The Director of Corporate Governance stated that there is now an opportunity to align the information being reported and potentially present this on a quarterly basis. The Chief Executive reported on the Health & Safety Strategic Group and the need for a comprehensive review of the organisations Health & Safety responsibilities which will report through this Committee in terms of the work that the Group will be progressing.</p> <p>PC24/13.3 The Associate Director of Governance referred to the corporate risks which have been noted at the Executive Team meeting and the Risk Management Group and the agreement that the scores for these risks remain the same. The Associate Director of Workforce Optimisation stated that work is taking place with the risk team to review what is being reported via the workforce risks to ensure there is a link between the corporate risk and the information coming through the workforce system. An Independent Member also suggested the Committee look to do a deep dive into the operational risks to see how they relate to the strategic risks and what action is being taken, it was agreed that this type of process would be beneficial.</p>	<p>PM</p> <p>PM</p>
<p>PC24/14 Committee Terms of Reference</p> <p>PC24/14.1 The Committee Terms of Reference were noted. An Independent Member highlighted the narrative in points 3.1 and 3.9 and the Associate Director of Governance confirmed that the Quality Lead from Welsh Government requested that point 3.9 was included in all Committee Terms of Reference. It was agreed that this would be reviewed.</p>	
<p>PC24/15 Committee Cycle of Business</p> <p>PC24/15.1 The Committee Cycle of Business was noted and it was agreed that some of the points highlighted during the meeting would be added to the document.</p>	
<p>PC24/16 Intro to NHS Wales Flexible Working Policy</p> <p>PC24/16.1 The Health Board Chair stated the need to be clear on what is required from the Committee when papers are presented “for noting”. The Director of Corporate Governance suggested this is reviewed and the Deputy Director of People welcomed this suggesting that a formal way of reporting policies via the Committees would also be helpful. The members had a discussion around the process for reporting policies via Committees and Board</p>	

and the Director of Corporate Governance agreed to review and refine this process.	
PC24/17 Workforce Policies	
PC17.1 The Workforce Policies were noted.	
PC24/18 Agree Items for Referral to Board / Other Committees	
PC24/18.1 It was agreed that the Independent Review of Key Areas of Workforce and the Review of Workforce Planning Arrangements Report are referred to the Board.	
PC24/19 Agree Items for Chairs Assurance Report	
PC24/19.1 It was agreed that this would be discussed outside of the meeting.	
PC24/20 Review of Meeting Effectiveness	
PC24/20.1 The Committee agreed that there had been some good discussion and agreement on items that would be reported on a regular basis. Going forward it would be good to be clear on why items are coming to the Committee and what the desired outcomes are. It was also suggested that another Executive Director is included in the membership for the Committee. The agenda was managed well and there was good discussion around leadership therefore for future meetings it would be good to allow time for detailed discussion around items in terms of setting the strategic direction for the Committee.	
PC24/21 Date of next meeting	
Thursday 13 th June 2024, 9.30-12.30pm	