

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Confirmed Minutes of the People & Culture Committee**  
**held in Public on 12 June 2025**  
**in the Boardroom, Carlton Court, St Asaph and via Teams**

<b>Committee Members Present</b>	
<b>Name</b>	<b>Title</b>
Billy Nichols	Independent Member (Chair on behalf of Dyfed Jones)
Clare Budden	Independent Member
<b>In Attendance</b>	
Tehmeena Ajmal	Chief Operating Officer
Jason Brannan	Deputy Director of People
Lynne Bushell	Head of Health, Safety & Security
Nesta Collingridge	Head of Risk Management ( <i>via Teams – part meeting</i> )
Nick Graham	Associate Director of Workforce Optimisation ( <i>via Teams – part meeting</i> )
Dave Harries	Head of Internal Audit ( <i>via Teams</i> )
Stuart Keen	Director of Environment & Estates ( <i>via Teams</i> )
Teresa Owen	Executive Director of Allied Health Professionals & Health Science ( <i>via Teams</i> )
Katie Sargent	Head of Employee Experience & Engagement ( <i>part meeting</i> )
Pam Wenger	Director of Corporate Governance ( <i>via Teams</i> )
<b>Committee Support</b>	
Philippa Peake-Jones	Head of Corporate Governance
Laura Jones	Acting Corporate Governance Manager

<b>OPENING BUSINESS</b>
<p><b>PC25/49 Welcome and Apologies</b></p> <p>Apologies were noted for Carol Shillabeer, Dyfed Jones, Karen Balmer, Dyfed Edwards and Georgina Roberts.</p> <p>Billy Nichols as Vice Chair of the People and Culture Committee chaired the meeting on behalf of Dyfed Jones.</p>
<p><b>PC25/50 Declarations of Interest</b></p> <p>No declarations of interest were raised.</p>
<p><b>PC25/51 Unconfirmed Minutes of Meeting held on 10.04.25</b></p> <p>It was agreed that the minutes of the meeting held on 10.04.25 were a true and accurate record.</p>
<p><b>PC25/52 Matters Arising &amp; Action Log</b></p>

There was discussion around revising the timescales for actions, it was noted that the timescales for the deep dive into sickness absence and the progress in relation to the Internal Audit Report on on-call arrangements have been revised. In relation to the deep dive into sickness it was confirmed that a piece of work has been commissioned with Professor Michael Rees to produce a full analysis and recommendations to manage sickness going forward. In relation to the on-call arrangements it was confirmed that work is required in this area to review clinical on-call and rotas to ensure mechanisms are in place and this is currently being addressed. It was agreed that these items would be addressed at the next meeting in August 25.

The Committee reviewed the action log and agreed to close the actions that were proposed for closure.

## STAFF STORY

### PC25/53 Staff Story

The Committee received the staff story and the Head of Employee Experience and Engagement highlighted:

- The staff story is based around the impact of sickness on staff members, the individual had some significant periods of sickness due to Mental Health issues and the story refers to staff attending work when they feel unwell.
- The story also refers to the impact of how sickness absence is received and expectations of line managers as well as the support that is in place from teams and staff networks.

In discussing the staff story, the Committee:

- Suggested the staff stories received by the Committee are shared with other People and Culture Groups within the Health Board as well as more widely across the organisation.
- Queried how local Groups link in to the Committee for consistency to align areas of work for example implementing staff survey actions and using the staff stories to share the same messages across the organisation. It was suggested that this is a wider piece of work and is developed once the Executive Director of People is in post
- Acknowledged the need to become a more compassionate organisation and recognise signs of staff struggling before people go off on sickness absence.
- Referred to the governance framework and the need for this to align with the Foundations for the Future programme. It was agreed that further work is required in relation to operational governance arrangements to work with staff to share good practice, provide support and ensure operational governance contributes to this Committee.
- Suggested there may be a need to review the level of support being provided in terms of agile working and highlighted the support being provided by the Occupational Health Service.
- Confirmed that 32% of staff sickness is contributed to stress or anxiety, the Occupational Health Service do focus on returning staff to work as quickly as possible however further work is required through both the culture change and integrated leadership programmes to upskill managers to support staff in a more compassionate manner and change how it feels to work for the organisation

**Action:**

- **PC25/53.1** Ensure the staff stories are shared with other People and Culture Groups within the Health Board as well as more widely across the organisation.

It was resolved that the Committee:

- **NOTED** the themes raised in the story.
- **CONSIDERED** the impact of sickness, including mental health illness, on staff members and teams.

## STRATEGIC PRIORITIES

### PC25/54 Strategic Occupational Health and Safety Report

The Director of Environment and Estates and the Head of Health, Safety and Security provided a presentation and highlighted:

- Feedback from the previous meeting requested a report to be presented to the Committee to highlight risks and actions and address how these are being monitored in a proactive manner and this was facilitated by a presentation.
- The presentation referred to the Health and Safety self-assessment and the transaction of the Health Board to the NHS Employer Health and Safety Standards. The self-assessment targeted specific areas initially and received an increased response rate than previous years. The findings were shared with the Committee in terms of areas of good compliance and areas of weakness, this will be reviewed ahead of being shared with the next cohort of areas in October 25 and the information will inform the Health and Safety Annual Report.
- Manual handling training compliance highlights an increased trajectory of 20%, there have been some issues with venues for providing training and this is being addressed.
- Fire safety training compliance remains consistent, new guidance is due to be circulated later this year and this may have an impact on compliance.
- The Team transitioned over to the Director of Environment and Estates from 1 April 25 and the Health, Safety and Security Strategic Plan was shared with the Committee and this aligns to the Annual Plan.

In discussing the item, the Committee:

- Referred to the self-assessment in terms of the completion rate and queried how to increase the rate within areas to allow triangulation across the organisation. It was suggested that staff have not received any feedback in relation to previous self-assessments, the aim is to share the results with local Health and Safety Groups to identify any areas of concern, filter the information to staff at all levels and re-establish confidence in this area of work.
- Confirmed that the Health and Safety Annual Report is due to be presented to the Board in September 25 and suggested a draft is presented to the next Committee meeting.
- Stated that the Health and Safety Executive have recently delivered a session to the Board. It was confirmed that relationships are improving in this area in terms of sharing correspondence and draft reports and work is taking place with the Deputy Director for Legal Services to provide assurance.

- Highlighted the need for the Committee to have strategic oversight of the areas of focus over the next twelve months as well as delivery of the plan. There is a need to develop a proactive approach to Health and Safety and ensure reports from the Strategic Health and Safety Group report into the Executive Committee to provide assurance in this area.
- Stated that the Annual Report will be based on the previous twelve months however the Team are currently working to improve visibility and identify the next steps required to ensure an improved position within the next twelve months.

**Action:**

- **PC25/54.1** Draft Health and Safety Annual Report to be presented to the next Committee ahead of going to the Board in September 25.

It was resolved that the Committee:

- **RECEIVED** the presentation for assurance.

*Nick Graham joined the meeting*

**PC25/55 People Operations Report**

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

- The position highlights an increase in vacancies driven by establishment and ratios, this will be reviewed in further detail with the Finance Team in relation to budgets.
- Sickness has reduced and the Health Board continue to have the lowest reported sickness absence levels across NHS Wales.
- Workforce comparator data has been included in the report to highlight areas of progress and this may need to be reviewed in line with the Foundations for the Future programme.
- Performance Appraisal Development Review (PADR) compliance continues to improve and the current position highlights the highest figure reported by the Health Board over the last year. The PADR process is currently being revised and this will support the improved position.
- Additional information has been included in relation to partial retirement, flexible working and overseas recruitment.

In discussing the report, the Committee:

- Highlighted the increase in vacancies driven by establishment and it was agreed that further work needs to be completed with the Finance Team to correlate the establishment and budget and to understand the misalignment.
- Referred to the Establishment Control Internal Audit Report which highlighted a funded establishment issue in relation to staff being recruited to ESR positions which were not funded. It was confirmed that an enhanced establishment control process is now in place to ensure posts are not accepted if there is no budget aligned to the post. A Group has been developed to have oversight of this area of work and is linked to the Foundations for the Future programme.
- Proposed the need to work through what information is required in terms of data to provide assurance from the Committee to the Board. It was suggested the



Committee have a workshop session to refocus the Committee agenda, discuss what areas can be reported via the Performance Report and what Key Performance Indicators need to be measured and monitored by the Committee to provide assurance.

- Confirmed that a paper is being presented to the Executive Committee to outline the revised PADR process which will be an important part of the changing the culture within the organisation and the new PADR will measure performance as well as values and behaviours.
- Stated that the staff survey data is being analysed and an overarching plan is being developed to highlight the feedback received and the actions being taken as well as providing clear expectations of managers.

**Actions:**

- **PC25/55.1** Nick Graham to work with the Finance Team to correlate the establishment and budget and to understand the misalignment.
- **PC25/55.2** Workshop session to take place to refocus the Committee agenda, discuss what areas can be reported via the Performance Report and what Key Performance Indicators need to be measured and monitored by the Committee to provide assurance.

It was resolved that the Committee:

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

**PC25/56 Fair Work Element of the Well-being Objectives**

The Committee received the report and the Deputy Director of People highlighted:

- The report links to the requirements of the Social Partnership and Public Procurement Act to review the well-being objectives.
- A report has also been presented to the Planning, Population Health and Partnerships Committee for comment and noting.
- As part of the fair work action plan there are a number of significant actions which align to the work of the organisation to be more flexible and supportive to staff.
- The fair work element relates to ensuring staff are paid appropriately and that the organisation provide living wage requirements as part of Agenda for Change.

In discussing the report, the Committee:

- Acknowledged that the action plan has not been shared with the Planning, Population Health and Partnerships Committee and highlighted the need for the Committee to be sighted on the key areas where progress is being monitored and whether actions have been achieved.
- Referred to fixed term contracts and whether the Health Board are proactive in offering opportunities for staff to move to permanent contracts. It was confirmed that staff on fixed term contracts are able to apply for internal roles and are treated as substantive staff members.
- Agreed that regular assurance in relation to fair work is provided to the Committee for oversight.

- Agreed that fixed term contracts are a significant issue for the Committee and need to be reviewed in further detail to provide assurance to the Board.

**Actions:**

- **PC25/56.1** Regular assurance in relation to fair work to be provided to the Committee for oversight.
- **PC25/56.2** Fixed term contracts to be reviewed in further detail to provide assurance to the Board.

It was resolved that the Committee:

- **NOTED** the Health Board's well-being objectives (2025) (approved at May Board 2025)
- **NOTED** and **COMMENTED** on the proposed actions and initiatives in relation to the Fair Work agenda.

## GOVERNANCE AND ASSURANCE

### PC25/57 Corporate Governance Report

Members received the report and the Director of Corporate Governance highlighted:

- The report covers the Cycle of Business, Annual Report and Self-assessment.
- Work has been taking place to align the cycle of business to the Annual Delivery Plan and identify the specific areas that need to come to the Committee for assurance.
- The Annual Report is being shared as good practice and this will come to the Committee at an earlier stage next year.
- A self-assessment has been completed by the Board and these are now being completed by individual Committees to identify areas of improvement. The Committee results were primarily positive and some key findings and specific comments have been identified.

In discussing the report, the Committee:

- Acknowledged that not all items included on the cycle of business for the June meeting have been included on the agenda. It was confirmed that further clarification is required in some areas, the document will be revised and brought back to the next meeting.

**Action:**

- **PC25/57.1** Cycle of Business to be reviewed and revised version to go back to the next meeting.

It was resolved that the Committee:

- **APPROVED** the People and Culture Cycle of Business 2025-2026.
- **APPROVED** the Committee Annual Report.
- **NOTED** and **DISCUSSED** the Committee Self-Assessment.

### PC25/58 Corporate Risk Register

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

- The three risks for the Committee remain within the risk tolerance level set within the risk appetite.
- The gaps in control have been reviewed and progress needs to be monitored in this area.
- In terms of the leadership risk, there are a small number of Executive positions that have not been filled substantively however work is progressing in this area.
- The Executive Committee are due to review all Corporate Risks and the Board Assurance Framework to ensure they are strategic in nature.

In discussing the report, the Committee:

- Queried the revision of dates and suggested these should be reviewed from a governance perspective when they are revised. It was agreed that this would be discussed at the Executive Committee session and suggested a rationale is included in future cover papers when there are changes to dates and scores to provide a level of assurance.

**Action:**

- **PC25/58.1** A rationale to be included in future cover papers when there are changes to risk dates and scores to provide a level of assurance.

It was resolved that the Committee:

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

*Nesta Collingridge left the meeting*

**FOR INFORMATION**

**PC25/59 Summary of Business to be Reported from Private**

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

**PC25/60 Committee Forward Workplan**

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

**CLOSING BUSINESS**

**PC25/61 Agree Items for Referral to Board / Other Committees**

It was agreed to alert the Board that the Committee reviewed the Self-Assessment and approved the Committee Annual Report and assure the Board that the Committee reviewed the Fair Work Element of the Well Being Objectives.

**PC25/62 Review of Meeting Effectiveness**

This item was not discussed.

**PC25/63 Date of next meeting**



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

Thursday 14 August 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.'