

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Confirmed Minutes of the People & Culture Committee**  
**meeting held in PUBLIC**  
**on 13 June 9:30 – 11:30**  
**in the Boardroom, Carlton Court, St Asaph and via Teams**

<b>Committee Members Present</b>	
<b>Name</b>	<b>Title</b>
Dyfed Jones	Chair of People & Culture Committee
Clare Budden	Independent Member
Karen Balmer	Independent Member
Billy Nichols	Independent Member <i>part meeting</i>
<b>In Attendance</b>	
Carol Shillabeer	Chief Executive
Jason Brannan	Deputy Director of People & Organisational Development
Pam Wenger	Director of Corporate Governance
Dyfed Edwards	Health Board Chair
Georgina Roberts	Associate Director of People Services, West IHC
Teresa Owen	Director of MHLD & Welsh Language
Nick Graham	Associate Director of Workforce Optimisation
Nesta Collingridge	Head of Risk Management <i>part meeting</i>
Anthony Hughes	Risk Assurance Manager <i>part meeting</i>
<b>Committee Support</b>	
Philippa Peake-Jones	Head of Corporate Affairs
Laura Jones	Project Support Manager (Corporate Governance)

<b>Agenda Item</b>	<b>Action</b>
<b>OPENING BUSINESS</b>	
<b>PC24/22 Welcome and Apologies</b>	
<b>PC24/22.1</b> Dyfed Edwards joined the meeting as an observer and no apologies were noted.	
<b>PC24/23 Declarations of Interest</b>	
<b>PC24/23.1</b> No declarations of interest were raised.	
<b>PC23/24 Minutes from the previous meeting</b>	
<b>PC24/24.1</b> The minutes were approved as an accurate record.	
<b>PC24/25 Matters Arising &amp; Table of Actions</b>	



**PC24/25.1** It was noted that the open actions were all due in August 2024. The Committee were happy that the remaining actions were closed.

### **PC24/26 People Operations Report**

**PC24/26.1** The Deputy Director of People & Organisational Development presented the report highlighting that the team have produced an outline report and this is currently work in progress. Additional indicators are being developed to capture areas including cultural metrics and engagement scores. A number of reports have been presented to the Performance, Finance & Information Governance Committee and the team have identified a range of different metrics to provide information on the performance of the organisation. Going forward, further information may be provided in relation to the management of conduct / tribunals to assure the Committee on progress however this will not be reported in the public domain.

**PC24/26.2** The Associate Director of Workforce Optimisation confirmed that the data provides relevant information including staff turnover, PADR and mandatory training. In terms of the workforce profile, we are an outlier against the rest of Wales and the quantitative data highlights elements of exception. Work is taking place with the wider IHC teams to understand what is happening on the ground and identify how the team are able to provide support. An update was provided on the workforce metrics noting that PADR and mandatory training levels remain within range. Our current performance is reasonable compared to the rest of Wales and the report highlighted our current position in relation to recruitment KPIs. The data also indicated where performance against the 5 key workforce metrics falls below the average, this information allows the Committee to see where there are challenges across the organisation and further information can be provided in these areas going forward.

**PC24/26.3** The Deputy Director of People & OD stated that this is the first people operations report and as we go forward further data can be included to highlight additional HR metrics such as conduct cases and mediation. A new system has been implemented to capture specific cases that reach a certain point in the process, further detail on this will be included in the next report. The Chair commented on the first iteration of the report stating that there was a lot of data included and the highlighted areas provided the Committee with opportunities to complete a deep dive into specific low performing areas. An Independent Member queried what support is being provided in those areas where there is low performance in relation to turnover and sickness. The Deputy Director of People & OD confirmed that the local teams are aware of these issues and are providing support to specific cases.

**PC24/26.4** The Health Board Chair suggested the Committee focus on specific areas and receive further data in relation to areas of concern. It was suggested that this could be discussed in advance of the meeting to identify the areas that need to be reviewed in more detail. It was queried where this information is being reported to ensure it is utilised by the relevant teams. In relation to the All Wales comparison it was suggested that we should build in individual aims



<p>feedback. The Health Board Chair was given the opportunity to set the strategic direction and Chief Executive made reference to out values and behaviours which provided a clear message to the organisation. The conference also included a session on conduct and how to deal with disciplinaries, this is an area where we can start to change the processes and mechanisms in place to support employees to return to work. It was agreed that the Head of Corporate Affairs would circulate the video of the recent Leadership Conference to the Committee. It was reported that the appendices to this item provided a project plan which highlights the key pieces of work that are required to be completed throughout 2024-25.</p> <p><b>PC24/27.2</b> The Chair stated that the leadership conference had been well organised and well received and is a good step forward in making progress. An Independent Member queried the touch points in relation to cultural change suggesting the need for a start and end point over a specific period to measure the progress being made. The Health Board Chair was pleased to see the current activity that underlines the importance of this work and suggested this should be aligned to objectives and PADR. The Chief Executive confirmed the organisation are in the early stages of the journey to cultural change and there is a need access the core of the organisation to gain the impact required. There is also a need to learn from others and manage successful teamworking to ensure change at all levels.</p> <p><b>PC24/27.3</b> The Deputy Director of People &amp; OD confirmed that in quarter 2 a culture dashboard will be developed focussing on values and behaviours and this will need to be owned at IHC level. This will allow conversations to take place around what makes a good day at work and will provide opportunities for local focus groups to build on those cultural elements. An Independent Member highlighted the need to focus on the values as well as engagement and communication to ensure we bring people along through this journey. The Health Board Chair highlighted the impact of staff surveys suggesting this is completed on a more regular basis to allow teams to be active in this space which will enable the workforce team to gain additional data on how the organisation is thinking and feeling. It was agreed that the Deputy Director of People &amp; OD and the team will feed into the cycle of business strategic items that the Committee may wish to look at as areas of concern / deep dives for each meeting. The team will also ensure reports are reviewed at the Executive Team prior to being submitted to the Committee.</p>	<p>PPJ</p> <p>JB</p>
<p><b>PC24/28 Introduction of NHS Flexible Working Policy: Implementation Plan</b></p> <p><b>PC24/28.1</b> The Deputy Director of People &amp; OD presented the report highlighting that this links in to the staff survey and flexible working. There is a fundamental change in the approach where staff are requested to review the reasons why they are unable to support flexible working. There has been some challenge relating to the current mindset of managers and support is being provided in this area. The Associate Director of People Services, West IHC stated that this been agreed as part of the non pay deal with Trade Unions and there will be a need to provide information and data relating to the impact of this</p>	

<p>policy going forward. This policy is not related to agile and remote working and instead focuses on how employees structure their day and hours of work. The Health Board Chair stated that this may help attract employees to the organisation and the Deputy Director of People &amp; OD stated that this will form part of the organisations cultural journey programme. The Head of Corporate Affairs agreed to circulate the embedded policy document to the Committee. The Committee received the paper and noted the new policy and recommendations.</p> <p><i>Nesta Collingridge joined the meeting</i></p>	<p><b>PPJ</b></p>
<p><b>PC24/29 On-Call Arrangements - Final Internal Audit Report</b></p> <p><b>PC24/29.1</b> The Deputy Director of People &amp; OD stated that there was a recommendation from the Audit Committee that this report was shared with the People and Culture Committee. Further discussion is required on Internal Audit on-call arrangements and this will come to a future meeting. The Committee noted the report.</p>	<p><b>JB</b></p>
<p><b>PC24/30 WHC (2024) 017 Implementation of Non-pay Elements of the 2022-24 Collective Agreement - Report to WG for Welsh Partnership Business Committee</b></p> <p><b>PC24/30.1</b> The Deputy Director of People &amp; OD confirmed that the report has been prepared to provide assurance that the relevant measures are in place to implement the non-pay elements of the 2022-24 collective agreement. This is a directive from the Director General and the assurance report highlights the progress on implementation within the organisation. The content of the report was noted and agreed upon.</p> <p><i>Anthony Hughes joined the meeting</i></p>	
<p><b>PC24/31 Corporate Risk Register Report</b></p> <p><b>PC24/31.1</b> The Head of Risk Management presented the report stating that the Committee were asked to note three corporate risks for assurance highlighting that there were no overdue actions. The latest version of the risks have been approved by the Deputy Director of People &amp; OD and are due to go to the Executive Team to be strengthened and scrutinised. In relation to the staffing risk, the target date has been challenged and seven actions have now been completed. Three actions have been completed in relation to the leadership risk and the gaps and controls have been noted and actioned. Significant work is required in relation to the Health &amp; Safety risk to provide assurance to the Committee. The gaps in the controls have been redrafted and an additional ten actions have been added to strengthen the risk. The Head of Risk Management assured the Committee that an improved and strengthened position will be reported to the next meeting.</p> <p><b>PC24/31.2</b> An Independent Member was pleased to see the work starting to develop and queried the recommendation that had been rejected by the</p>	

<p>Executive Team and suggested the need for consistency around escalation and de-escalation. The Deputy Director of People &amp; OD stated that there are instances when managers reject recommendations but make suggestions therefore we need to be explicit around what is discussed and agreed. The Director of Corporate Governance confirmed the need to simplify the risk process and this will be discussed in further detail at the Board Development session at the end of June 24 where the Board will have the opportunity to discuss the top risks, agree mitigations and propose processes. The team have worked to develop a framework and going forward there will be a need for teams to start owning their own risks. By the end of the year the aim is to provide clear accountability around risks and escalation processes.</p> <p><i>William Nichols, Nesta Collingridge and Anthony Hughes left the meeting</i></p>	
<p><b>PC24/32 Agree Items for Referral to Board / Other Committees</b></p> <p><b>PC24/32.1</b> It was agreed that there were no items to be referred to the Board.</p>	
<p><b>PC24/33 Agree Items for Chairs Assurance Report</b></p> <p><b>PC24/33.1</b> It was agreed that an overview of the main items discussed would be included in the Chairs Assurance Report. The Health and Safety Annual Report was included on the private agenda.</p>	
<p><b>PC24/34 Review of Meeting Effectiveness</b></p> <p><b>PC24/34.1</b> The Chair was happy that the main items included on the agenda had been given sufficient time for open discussions. The Health Board Chair stated that the meeting had been well chaired and suggested that the forward plan will start to shape the agenda and allow the Committee to include strategic items that require detailed discussion. An Independent Member commented on ensuring that the important issues raised are brought back to the Committee for a deep dive so we can start to shape the environment of the organisation. The Director of Corporate Governance stated that the work being completed will allow the Committee to focus on strategic items and suggested it would be good to work on getting the staff voice heard at the Committee. The Deputy Director of People &amp; OD confirmed that the team are working through a work programme to ensure the key deliverables are included in the relevant quarters. The Chair added that there have been a lot of items in the assurance section for noting however these need to be for assurance and asked for this to be taken into account going forward.</p>	
<p><b>PC24/35 Date of next meeting</b></p> <p>Thursday 8<sup>th</sup> August 2024, 9.30-12.30pm</p>	