

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

Date and Time of Meeting:	19 th August 2021 at 2 p.m.
Venue:	Board Room, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen, SA31 3BB

Present:	Professor John Gammon, Independent Member (PODCC Chair) Mrs Judith Hardisty, Independent Member Ms Ann Murphy, Independent Member (VC) Mrs Delyth Raynsford, Independent Member (VC) Mr Winston Weir, Independent Member (VC)
In Attendance	Mrs Lisa Gostling, Director of Workforce & Organisational Development (PODCC Executive Lead) Dr Philip Kloer, Medical Director/Deputy Chief Executive (VC) (part) Mrs Ros Jervis, Director of Public Health (VC) Mrs Mandy Rayani, Director of Nursing, Quality & Patient Experience Mrs Joanne Wilson, Board Secretary Ms Christine Davies, Assistant Director of Organisational Development (VC) Mr Steve Morgan, Deputy Director of Workforce & Organisational Development (VC) Mrs Annmarie Thomas, Assistant Director of Workforce & Organisational Development (VC) Mrs Claire Williams, Committee Services Officer (Secretariat)

Agenda Item	Action
PODCC (21)01	INTRODUCTIONS AND APOLOGIES FOR ABSENCE
	Apologies for absence were received from Ms Ann Taylor-Griffiths, Chair of HDdUHB Staff Partnership Forum. Professor John Gammon extended a warm welcome to Members, recognising this was the inaugural meeting of the People, Organisational Development & Culture Committee (PODCC) and emphasised the importance of driving the ambitions and aspirations of Hywel Dda University Health Board (HDdUHB) through the PODCC.

PODCC (21)02	DECLARATIONS OF INTEREST
	No declarations of interest were made.

PODCC (21)03	TERMS OF REFERENCE
	Members were presented with the PODCC Terms of Reference (ToR) for information following their approval at the July 2021 Public Board. Mrs Lisa Gostling explained to Members that the ToR incorporate all the strategic planning objectives aligned to PODCC and it was agreed to also include reference to the Local Negotiating Committee (LNC).

	<p>Referring to paragraph 2.3 <i>“To provide assurance to the Board on the organisation’s ability to create and manage strong, high performance, organisational culture arrangements”</i> within the ToR, Mrs Judith Hardisty enquired whether there is sufficient prominence in light of culture and behaviours. Mrs Gostling and Mrs Joanne Wilson undertook to amend the ToR to ensure the references to culture reflect HDdUHB as a whole organisation, including primary care.</p> <p>Prof. Gammon requested consideration of how the Strategic Education Partnership Committee (SEPC) and University Partnership Board (UPB) link into PODCC. In response, Mrs Mandy Rayani confirmed that the SEPC is an operational level group, with a particular focus currently on nursing. Mrs Gostling highlighted the links between the clinical education planning objective and suggested these particular groups may better link with a new forum and undertook to consider this further with Mrs Rayani. Mrs Wilson further undertook to ensure that reference to such groups is included within the diagram on page one of the ToR and also feature on the Committee’s workplan.</p> <p>It was agreed that following the amendments made to the ToR, these would be circulated to Members and included within the Committee Update Report to Board for Board ratification.</p>	<p>LG/JW</p> <p>LG/MR JW</p> <p>JW/ CW</p>
	<p>The Committee REVIEWED and AGREED amendments to the PODCC Terms of Reference for onward ratification by the Board.</p>	

<p>PODCC (21)04</p>	<p>CHAIR’S ACTION</p> <p>Prof. Gammon informed Members that the following approval had been made outside of the meeting via Chair’s Action:</p> <ul style="list-style-type: none"> • Minutes of the People, Planning & Performance Assurance Committee (PPPAC) held on 24/06/21. <p>Members acknowledged that there remained two amber rated actions from the PPPAC table of actions following the meeting held on 24/06/21:</p> <ul style="list-style-type: none"> - PPPAC(21)063 – <i>“To discuss with Mr Huw Thomas the option of including “digital leadership” within Planning Objectives 2H, Talent, Succession Planning & Leadership”</i>. Members noted that “digital” should not be aligned to development and further discussions would be undertaken to consider the inclusion of “digital leadership” within the relevant planning objective. - PPPAC(21)068 – <i>“To obtain comparative data from Betsi Cadwaladr UHB in terms of the number of Welsh speaking staff within the Health Board and within the general population”</i>. Members noted that data has been requested from Betsi Cadwaladr UHB and will be shared with the Strategic Development & Operational Delivery Committee (SDODC) upon receipt. However, following discussion it was suggested and agreed that ‘Welsh language’ should report to a solitary Committee and considering that PODCC comprises people, organisational development and culture, it was suggested and agreed 	
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	<p>that Welsh language reporting would be via PODCC going forward. Recognising that cultural awareness not only encompasses the Welsh language, Mrs Rayani emphasised the importance of recognising other communities, for example, the Polish community. Mrs Annmarie Thomas informed Members that it is proposed that a report would be presented to the October 2021 PODCC meeting with regard to compliance with the Bilingual Skills Policy.</p> <p>Prof. Gammon informed Members that work is ongoing between himself, Mrs Gostling and the Corporate Governance Team to ensure that all actions from PPPAC are followed up and would inform future PODCC agendas.</p>	
	<p>The Committee RATIFIED the approval provided via Chair's Action to the minutes of the People, Planning & Performance Assurance Committee held on 24/06/21 and NOTED the updates with regard to the outstanding actions.</p>	

<p>PODCC (21)05</p>	<p>OUTCOME OF THE NHS WALES STAFF SURVEY AND NURSING CLIMATE SURVEY IMPLEMENTATION/ACTION</p> <p>Members were presented with the “Our Staff Experience: How we are actioning what our staff are telling us through surveys?” report and updated action plan relating to the “Your Wellbeing Matters” survey, recognising that the past 18 months has been one of the most challenging experiences for staff in both their working and personal lives, and understanding the importance of ensuring that staff have a voice. The staff voice has been informed by three surveys completed during the course of the previous few months:</p> <ol style="list-style-type: none"> 1. All Wales NHS Staff Survey (November 2020). 2. Your Wellbeing Matters: Survey on Nursing & Midwifery workplace wellbeing and environment (survey conducted in February 2020 and published in November 2020). 3. Medical Engagement Scale (July 2021). <p>Ms Christine Davies advised that the report provides an update on progress undertaken to date, and apprised Members of the change and focus of surveys undertaken this year whereby the quantity of questions had been reduced and designed to inform local conversations held, with the data in the process of being analysed at local/directorate levels. Results are being triangulated alongside other data to build a cultural picture in order to work locally with leadership teams and address cultural issues. Appropriate details of the All Wales NHS Staff Survey have been shared with the Black, Asian & Minority Ethnic (BAME) community to help inform discussions and discovery.</p> <p>Members were pleased to learn that the Organisational Development Relationship Managers (ODRMs) have been appointed and are due to commence in post in September 2021.</p> <p>Referring to the Your Wellbeing Matters survey action plan, Members were pleased to note that this is on track and that a Steering Group would be re-established. In addition, the Medical Engagement Scale survey results will</p>	
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be tracked against the survey undertaken in 2016, with data expected imminently which will be shared with PODCC following full analysis.

Ms Davies, referring to work behind the scenes to prepare the platform for the future, emphasised that HDdUHB is on a transformation and cultural change journey, with a need to ensure that staff are treated as adults, creating a collaborative and compassionate culture that puts staff wellbeing at the forefront, empowering them to be their best selves at work. Staff stories are being directly listened to including a Board reverse mentoring programme, speaking up platforms and direct dialogues with staff. This in time will hopefully lead to attracting and maintaining staff numbers and reduce the turnover of staff. Members were pleased to note that the number of employee relations cases are also decreasing.

Prof. Gammon warmly thanked Ms Davies for the informative report and for providing assurance to PODCC in terms of the work being undertaken in order to embark upon a cultural change journey.

Ms Ann Murphy, referring to the Board reverse mentoring programme, emphasised the importance and value of the programme, in particular the inclusion of younger members of staff, and hoped that the collective learning obtained has a positive impact.

In response to Mr Winston Weir's enquiry regarding the number of ODRMs appointed and the level of support they would receive, Ms Davies confirmed that an excellent calibre of applications had been received, with five having been appointed to date, and a further assessment day arranged for week commencing 23rd August 2021 to appoint a sixth. In addition, two Assistant Relationship Managers have been appointed. Members noted that although these would be assigned to different localities/areas within HDdUHB, they would form part of one team.

Mr Weir further enquired whether there would be specific key performance indicators (KPIs) ascribed to the ODRMs, and in response, Ms Davies confirmed that KPIs would be developed as part of the individual's induction and development and would involve the views of specific teams/ departments.

Mrs Hardisty was pleased to note the establishment of a Speciality & Associate Specialist (SAS) Steering Group, and enquired how the ODRMs would engage with community and primary care colleagues and support the transmission across community and primary care in terms of locality planning, engagement with contractors not directly employed by HDdUHB, etc. In response, Ms Davies advised that the ODRMs would be assigned to each County and discussions have been undertaken with Ms Rhian Bond, Assistant Director of Primary Care, in terms of the expectations. Mrs Thomas added that the role of the ODRMs will also be critical in terms of recruitment strategies by promoting positive experiences in the external labour market through engaging with potential new recruits.

	<p>Prof. Gammon reiterated the ambition of both HDdUHB and PODCC and the importance of HDUHB being seen as the preferred employer to potential candidates, he also emphasised the commendable enterprise contained within the report.</p> <p>Referencing the number of strategies referred to within the report, Prof. Gammon enquired whether an overarching survey plan or strategy, including timelines, is required in order to guide the engagement of the workforce. In response, Mrs Gostling confirmed that such discussions have already been held with the OD Team and that each planning objective includes reference to surveys and these are being collated. The surveys have provided a good baseline of the current position and tracking/monitoring is being initiated. Mrs Gostling welcomed the establishment of PODCC in order to offer an opportunity to provide a deeper insight as a “people” committee.</p> <p>It was agreed for Prof. Gammon, Mrs Gostling and Ms Davies to discuss these matters outside of the meeting and for a further update report to be presented to PODCC in the future.</p> <p>The Committee noted the report and gained assurance regarding the work undertaken to date and the action plans in place.</p>	CD
	<p>The Committee NOTED the Outcome of the NHS Wales Staff Survey and Nursing Climate Survey Implementation/Action report and gained ASSURANCE from the steps being taken to progress the cultural change journey.</p>	

<p>PODCC (21)06</p>	<p>SPECIALITY AND ASSOCIATE SPECIALIST CONTRACT REFORM IMPLEMENTATION UPDATE</p> <p>Members were presented with the “Speciality & Associate Specialist (SAS) Contract Reform Implementation Update report, noting that following the previous update provided to PPPAC in April 2021, new terms and conditions for Speciality Doctor and the Specialist grade have been agreed and an implementation plan is in place. Mr Steve Morgan highlighted the following:</p> <ul style="list-style-type: none"> • An all-Wales implementation plan has been agreed (referenced in page 1 of the report). • To date, 41 speciality doctors have expressed an interest to transfer to the new contract. • Four awareness sessions on the new terms and conditions have been arranged throughout September 2021. • A local implementation group has been established, with the inaugural meeting scheduled for 8th September 2021. • A new advocate role, funded by Welsh Government, will be appointed to act as an additional interface between SAS doctors and management, complementing existing structures and processes. • Some key features of the new contract may have an impact upon the service, including rota challenges. 	
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	<p>Mr Morgan enquired as to the information the Committee would require at the next meeting, and it was agreed that an implementation update would suffice.</p> <p>Mrs Hardisty welcomed the report, and recognising the competitive job market, reiterated the importance of keeping on track with regard to consultant job planning. Mr Morgan confirmed that a job plan would form part of the process.</p> <p>In response to Mr Weir’s enquiry regarding the additional financial costs associated with the changes, Mr Morgan advised that this would not be fully understood until the number of doctors wishing to transfer to the new contract is known which will not be until after the deadline of 30th September 2021.</p> <p>Recognising the key features of the new contract which may impact upon the service, including no more than 40% of working time during out of hours and a minimum of 46 hours before and after transition between day and night, Mr Weir enquired how this impact would be assessed across each site and emphasising the importance of providing support. Mr Morgan recognised that there would be challenges, however undertook to ensure that these are worked through prior to the next update.</p> <p>Mrs Thomas enquired whether the contractual reform only applies to NHS Wales, and in response, Mr Morgan understood that it is UK wide, however undertook to confirm.</p> <p>In response to the continued professional development (CPD), training, etc., that would be provided in order to attract individual doctors and the support to these individuals in their new roles, Mr Morgan undertook to disseminate this to the Implementation Group to ensure it is rolled out. Ms Davies referred to the SAS doctor CPD work being undertaken by Dr Mark Henwood, Deputy Medical Director, informing Members that a clinical lead role to work with SAS doctors is being advertised.</p> <p>Mrs Delyth Raynsford queried the gender make up of SAS doctors employed within HDdUHB, and in response, Mrs Gostling confirmed there is an imbalance at 126 males and 70 females.</p> <p>Members noted the SAS Contract Reform Implementation Progress report and were assured by the progress to date.</p>	<p>SM</p> <p>SM</p> <p>SM</p> <p>SM</p> <p>SM</p>
	<p>The Committee NOTED and gained ASSURANCE from the progress associated with the change in speciality and associate specialist contract reform implementation and how it will be enacted within HDdUHB.</p>	

<p>PODCC (21)07</p>	<p>STRATEGIC EQUALITY PLAN ANNUAL REPORT</p> <p>Members received the Annual Equality Reports: Strategic Equality Plan (SEP) Annual Report 2020/21, Annual Workforce Equality Report 2020/21, Gender Pay Gap.</p>	
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Mrs Ros Jervis referred to the quote contained within the cover of the Strategic Equality Plan Annual Report 2020/21, and emphasised it's importance:

"...Making a difference...We have to see people in the context of their lives and ask them what matters to them so that people make decisions that are right for them."

The SEP 2020-2024 sets out how HDdUHB has committed to advance quality, eliminate discrimination and foster good relations between those who share a characteristic and those who do not. The plan relates to HDdUHB's role as an employer, as well as the way in which services are provided to patients, families, carers and the wider population. Members were informed that the four strategic equality plan objectives (leadership by all, working together, improving health and well-being for all, being an employer of choice) had been refreshed in readiness for 2020 following a 6-week exercise. Mrs Jervis reiterated the importance of demonstrating clear ambitions with regard to how the objectives are delivered moving forward.

Prof. Gammon acknowledged the work of the staff involved in the production of the reports, and particularly appreciated the "looking forward to 2021/22" section contained within the SEP. Mrs Jervis undertook to convey the thanks expressed to the staff involved on behalf of the Committee.

Mrs Hardisty commended the report and the remarkable progress undertaken, and was particularly pleased to read the people stories and lived experiences associated with the changes undertaken. Mrs Thomas emphasised that these stories are purely a snapshot and that all the excellent work undertaken could not be portrayed within the report. Members were pleased to note that the commitment for next year is to look back at a longer trend and to consider where HDdUHB wishes to be in five years' time.

Mrs Thomas referred to the Gender Pay Gap report, acknowledging that although a gender pay gap is still present within HDdUHB, it is reduced in comparison to the figures reported in the previous two-year review report in 2019. Mrs Thomas enquired whether the Committee required additional benchmarking information within the report, comparing HDdUHB to other Health Boards, prior to the report's presentation to Public Board for approval. In response, it was agreed not to amend the report, however to note within the SBAR that future reporting would include all-Wales comparisons.

Referring to the lower pay scales in West Wales compared to nationally, Mrs Raynsford enquired whether comparison data is available. Mrs Gostling confirmed that Agenda for Change and medical and dental contract arrangements ensures that "jobs" are evaluated and not the "post holder". Mrs Gostling undertook to discuss this further with Mrs Thomas and to provide the relevant information to Mrs Raynsford.

RJ

LG

	Members noted the reports presented, acknowledging the substantial work undertaken.	
	The Committee RECEIVED the Strategic Equality Plan Annual Report 2020/21, Annual Workforce Equality Report 2020/21, Annual Workforce Equality Report 202/21 and Gender Pay Gap Report 2020/21 for assurance on the work, which has been undertaken to meet the Public Sector Equality Duty and HDdUHB equality objectives.	

PODCC (21)08	<p>PLANNING OBJECTIVES UPDATE</p> <p>Members were presented with the “Workforce & Organisational Development (OD) Planning Objectives Update” report, demonstrating where progress has been made in delivering the 13 Workforce & OD planning objectives (PO). Mrs Gostling assured Members that the report highlights any concerns with regard to delivering the POs, and discussions are scheduled over the forthcoming weeks between Mrs Gostling and the identified leads to undertake a detailed review of the POs and to develop the most appropriate way of reporting progress to PODCC. Members were pleased to note that all POs are progressing and on target, however, some concern remains with regard to PO 2D Clinical Education Plan due to changes in team management. A deep dive into this PO will be undertaken in September 2021 with any revisions to the PO to be agreed by the Executive Team. Referring to PO 2G Workforce Development, Mrs Gostling confirmed that following the amendment to action dates for July 2021, overall plans continue to progress, and no risk has been identified to indicate slippage on the overall PO.</p> <p>Referring to PO 2D, Mrs Rayani referred to the substantial changes being undertaken with regard to nursing and midwifery pre-registration and the exciting times ahead associated with collaborative working with Bangor University. It was noted that funding is being provided this year for the pre-registration programme, however there is uncertainty about funding for the following year. The Committee was re-assured by Mrs Gostling and Mrs Rayani that efforts are in place to progress the delivery of a plan.</p> <p>In response to why some of the POs are not amber RAG rated in line with the narrative contained within the report, Mrs Gostling, recognising that while some timescales contained within the process may have slipped, the RAG rating is identified as green if the overall completion/delivery date remains on target.</p> <p>Mr Weir enquired whether there could be two RAG ratings; a current rating and an end of year target rating. Recognising the importance of timescales and a trajectory, Prof. Gammon and Mrs Gostling agreed for the additional RAG rating to be added to the POs. Mrs Hardisty reiterated the importance of the Committee being kept updated with regard to any slippages in terms of delivery of the POs, recognising that some specific impacts could be around educational changes which are outside of the control of HDdUHB.</p>	LG
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	Members noted the Planning Objectives update report and were assured by the current position, recognising that future reporting would take the form of a more hybrid approach and that each of the Planning Objectives would be prioritised and inform the workplan and subsequent agendas.	
	The Committee was ASSURED by the current position in regard to the Workforce & OD Planning Objectives under the Executive leadership of the Director of Workforce & OD.	

PODCC (21)09	DISCOVERY REPORT	
	<p>Item deferred to October 2021 PODCC meeting.</p> <p>Mrs Gostling informed Members that whilst the Discovery report has been prepared, the Chief Executive has requested it be shared with the Executive Team and Independent Members (IMs) prior to submission to PODCC.</p> <p>Mrs Wilson added that the report would be submitted to Public Board in September 2021, followed by presentation to PODCC. Prof. Gammon encouraged all IMs to provide comments, as appropriate.</p>	IMs

PODCC (21)10	MONITORING OF WELSH HEALTH CIRCULARS	
	<p>Members were presented with the “Welsh Health Circulars” report, providing an update in relation to the implementation of Welsh Health Circulars (WHCs), noting that one WHC (NHS Pay Bonus for Primary Care) falls under the remit of PODCC. Mrs Gostling confirmed that the WHC has now been completed, and had been led by herself and the Director of Primary Care, Community and Long Term Care.</p> <p>Discussion ensued with regard to the Committee gaining assurance relating to performance measures via dashboards, key performance indicators, etc. and Members noted that following discussion at Public Board on 29th July 2021, a report would be presented to PODCC in October 2021, highlighting the approach to addressing Performance and Development Review (PADR) performance.</p> <p>Mr Weir enquired about specific performance data, including sickness absence rates and vacancy levels, and in response Mrs Gostling confirmed that the full Integrated Performance Assurance Report (IPAR) is presented to the SDODC which is where mandatory training performance is included. Mrs Wilson added that discussions are being undertaken in regard to whether the whole performance report is presented to SDODC or whether specific performance elements are aligned to their respective Committees and confirmed that this is on the agenda for the inaugural Committee Chair’s meeting in September 2021.</p> <p><i>Dr Philip Kloer joined the PODCC meeting.</i></p> <p>Mrs Gostling provided sickness absence data as at 7th August 2021:</p> <ul style="list-style-type: none"> • 133 - self-isolating (COVID-19 non sickness). • 62 - COVID-19 sickness. 	

	<ul style="list-style-type: none"> • 601 - non-COVID-19 related sickness. <p>Members noted that this equated to 796 employees (7.4%) which is considerably higher than pre COVID-19 at 4.79%. Members further noted that non-COVID-19 related sickness has increased with higher levels of stress and muscular-skeletal related absences. Mrs Thomas confirmed that vacancy levels at any one time are between 450 and 600 and undertook to circulate high-level data relating to vacancy levels and sickness absence to Members.</p> <p>The Committee was assured by the report and agreed for the WHC (NHS Pay Bonus for Primary Care) to be closed.</p>	AT
	<p>The Committee received ASSURANCE from the Monitoring of Welsh Health Circulars (WHC) report that the assigned WHC has been implemented and AGREED closure.</p>	

PODCC (21)11	CORPORATE RISKS ALLOCATED TO PODCC	
	Item deferred to October 2021 PODCC meeting.	

PODCC (21)12	OPERATIONAL RISKS ALLOCATED TO PODCC	
	Item deferred to October 2021 PODCC meeting.	

PODCC (21)13	<p>RESEARCH AND INNOVATION SUB COMMITTEE REPORT</p> <p>The Committee received the Research & Innovation Sub-Committee (R&ISC) update report following the meeting held on 12th July 2021, together with the ToR for the Tritech Management Team. Dr Philip Kloer highlighted the following:</p> <ul style="list-style-type: none"> • Health and Care Research Wales (HCRW) have withdrawn funding from the Development Team (circa £120k) from April 2021, with the expectation that they will cost-recover. Members noted that this is a similar scenario throughout Wales. Whilst there are sufficient funds within the research and development account to cover any shortfall during 2021, this is not guaranteed moving forward. • A peer review process has been undertaken by academics, with HDdUHB the second institution to be peer reviewed. The lead reviewer is setting up a review process for England and will be reviewing centres across England. The outcomes from the peer review will be presented to the R&ISC at a future meeting. • Contractors commenced work on 19th July 2021 on the research facilities at Glangwili General Hospital, Carmarthen, with a planned completion date of October 2021. • The TriTech project is sponsored, and governed by HDdUHB and therefore is not a commercial entity. Mr Huw Thomas, Finance Director, will work with the Head of Clinical Engineering (and TriTech lead) on sourcing funding and managing the risks to monitor development. Members noted that although there would be challenges, it had been reviewed in detail by Mr Paul Newman, Independent Member/Chair of the Audit & Risk Assurance Committee and is fully supported. 	
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Mrs Hardisty expressed concern relating to the withdrawal of funding from the Development Team and enquired whether this should be escalated by Health Boards Chairs, however it was noted that HDdUHB was the only Health Board in Wales receiving such funding. Dr Kloer advised that the Chief Executive has requested that a report concerning research and innovation strategy be presented to Public Board in September 2021, apologising that due to the timescales involved, the report could not be presented to PODCC prior to submission.

Prof. Gammon commended the R&I Team on the work undertaken and for subjecting themselves to a peer review, informing Members that he had been interviewed as part of the process. The importance of creative thinking concerning accessing funding, including innovation, research and clinical trial monies, was emphasised.

The Grants Team were also congratulated by Prof. Gammon for the Health Foundation application which, whilst unsuccessful, recognised the significant work undertaken.

Referring to Risk 1160 (lack of research leadership) contained within the report, caused by a lack of research leadership across HDdUHB (staff able to act as Principal Investigators (PI)), Prof. Gammon sought assurance on behalf of the Committee regarding the management of this risk. Dr Kloer advised that while this matter remains a concern, collaborative working with university partners would be undertaken to pursue the potential for increasing the number of PIs. Comparing HDdUHB to Leicester as an example, which has 1,000 doctors and 150 honorary appointments, Hywel Dda only has a small number of doctors on honorary appointments and in terms of medical research, further strategies may need to be considered to support honorary appointments, secondments, etc.

Informing Members of his membership on the R&ISC, Mr Weir fed back on discussions with Mr Leighton Phillips, Director of Research, Innovation & University Partnerships, where consideration had been suggested to providing information relating to research across primary care.

Referring to discussions at a recent Nursing and Midwifery Team meeting, Mrs Rayani recognised the valuable understanding of how rapidly some research had translated into practice during the COVID-19 pandemic, and acknowledged the amount of hours, over and above their contracted hours, that nurses and therapists dedicate to research.

The Committee noted the R&ISC update report and ToR for the Tritech Management Team. Prof. Gammon welcomed the opportunity for further discussions with Dr Kloer and Mr Phillips with regard to the research and innovation matters raised.

The Committee **NOTED** the Research & Innovation Sub-Committee update report and **NOTED** the Terms of Reference for the Tritech Management Team.

PODCC (21)14	CORPORATE AND EMPLOYMENT POLICIES	
	Members were presented with the following: <ul style="list-style-type: none"> • Employment Policies Update Report – requesting the Committee’s consideration and approval of the extensions to review dates until 31st March 2022 of the employment policies identified in order to allow sufficient time to research and implement a new policy review process. Mrs Gostling reassured Members that, in the meantime, any policies deemed as not fit for purpose or any change in legislation would be prioritised and presented for approval prior to 31st March 2022. Mrs Rayani confirmed that the “Uniform and Dress Code Policy for all Health Board Staff” referred to within the report had been approved at an all Wales level, however not yet received within the Health Board. • All Wales Secondment Policy – Members noted that the policy had been presented to the all-Wales and local Staff Partnership Forums and had been approved on an all-Wales basis. <p>Members noted that the Patient Access – Elective Care Policy would be presented to SDODC on 26th August 2021 for approval, and therefore was not required to be approved by PODCC.</p> <p>Members approved the extension to review dates of the policies document and the All Wales Secondment Policy.</p>	
	The Committee APPROVED the: <ul style="list-style-type: none"> • Extension to review dates of the policies. • All Wales Secondment Policy. 	
PODCC (21)15	OUTCOME OF ADVISORY APPOINTMENTS COMMITTEE	
	The Committee received the Advisory Appointments Committee (AAC) report, providing an update on the outcome of the AACs held between 1 st June and 5 th August 2021, and approved the appointments on behalf of the Board. Mrs Hardisty enquired whether consideration could be given to the inclusion of primary care colleagues in the process and Dr Kloer was pleased to confirm that discussions are underway to consider this.	
	The Committee APPROVED the outcome of the AAC appointments held between 1 st June and 5 th August 2021 on behalf of the Board.	
PODCC (21)16	PODCC WORKPLAN 2021/22	
	The PODCC workplan for 2021/22 was received for information, noting that it is early in development and would be revisited at the Committee’s agenda setting meeting scheduled for 25 th August 2021. Members were requested to provide any comments to Mrs Claire Williams.	All
	The Committee NOTED the PODCC workplan for 2021/22.	
PODCC (21)17	MATTERS FOR ESCALATION TO BOARD	
	Mrs Gostling outlined the matters discussed during the meeting for escalation to Board: <ul style="list-style-type: none"> • Approval to the amendments to the PODCC Terms of Reference. 	

PODCC (21)18	DATE AND TIME OF NEXT MEETING 11 th October 2021 at 9.30 a.m. - Boardroom, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen	
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