



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	04 April 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	People, Organisational Development & Culture Committee (PODCC) Self-Assessment Exercise 2021/22
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Professor John Gammon, PODCC Chair Mrs Lisa Gostling, Director of Workforce & Organisational Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Claire Williams, Committee Services Officer Karen Didcote, Committee Services Officer

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA**

**SBAR REPORT**

**Sefyllfa / Situation**

The purpose of this report is to present to the People, Organisational Development & Culture Committee (PODCC), the Self-Assessment template intended for use to assess the Committee's effectiveness, in order to consider any amendments or omissions to ensure it remains fit for purpose for the Committee's annual self-assessment exercise 2021/22.

**Cefndir / Background**

In line with all Board level Committees' Terms of Reference, Members and In Attendance Members of PODCC are required to complete an annual questionnaire to consider the Committee's effectiveness in providing assurance to the Board throughout the preceding year, and also to consider their individual understanding, role and contribution to the Committee.

**Asesiad / Assessment**

For the 2021/22 PODCC self-assessment exercise, it is intended to use the self-assessment questionnaire template attached. The questionnaire has previously been refreshed and is similar to those utilised by other Committees in 2021/22.

The questionnaire has been constructed and focused to elicit narrative rather than tick-box rating, inviting ideas and examples to generate valuable learning, upon which the Committee can build and improve proactively over the coming year.

**Argymhelliad / Recommendation**

The People, Organisational Development & Culture Committee is requested to consider the proposed self-assessment questionnaire template and support its use for 2021/22.

**Amcanion: (rhaid cwblhau)**

**Objectives: (must be completed)**

Committee ToR Reference:  
Cyfeirnod Cylch Gorchwyl y  
Pwyllgor:

10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the

	Committee's performance and operation, including that of any sub committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	PODCC Self-Assessment Questionnaire 2021/22 PODCC Terms of Reference
Rhestr Termiau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Chair of PODCC Director of Workforce & OD Board Secretary

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not Applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu: Workforce:</b>	Not Applicable
<b>Risg: Risk:</b>	Not Applicable
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable

<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable

## People, Organisational Development Committee (PODCC) Self Assessment 2021/22

### Draft Format for Consideration

The vision for this self assessment exercise is to generate valuable learning, upon which the Committee can build and improve proactively over the coming year. In order to achieve this, we want to elicit the *collective wisdom* of the Committee's participants. As such, the questions focus on gathering thoughts and ideas about how the Committee functions and how it might improve. They do not cover areas of enquiry which can be settled by a simple audit (e.g. meeting frequency, membership, attendance, existence of Terms of Reference, etc.).

Intentionally, we have constructed and focussed the questions to elicit narrative rather than tick-box rating. Each question begins with a statement which sets out 'what good looks like'. We could describe these domains as the building blocks of effective assurance. You are then asked to provide examples and ideas in relation to the relevant domain. It is intended to facilitate a more dynamic process of continuous improvement, rather than a traditional annual stock take.

### Questions

1. The Committee seeks assurances in regard to:
  - compliance with legislation, guidance and best practice around the workforce and OD agenda;
  - implementation of the UHB's Workforce and OD Strategy, and the all Wales Health & Social Care Workforce Strategy, ensuring these are consistent with the Board's overall strategic direction and with any requirements and standards set for NHS bodies in Wales;
  - the organisation's ability to create and manage strong, high performance, organisational culture arrangements;
  - delivery against all relevant Planning Objectives falling under Strategic Objectives 1 (Putting people at the heart of everything we do), 2 (Working together to be the best we can be) and 3 (Striving to deliver and develop excellent services), in accordance with Board approved timescales, as set out in HDdUHB's Annual Plan.

It constantly seeks to strengthen the ways in which it achieves this, challenging itself to avoid tokenism, welcome contributions, engage with criticism and account for and learn from failings.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

2. The Committee works **strategically**. This means it aligns its work with the Health Board's overarching strategic priorities and delivery plans. It commissions work in support of those priorities, providing the Board with the assurance necessary to have confidence in its ability to deliver.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

3. The Committee works **systemically**. This means it works effectively with the Board, other Board Committees, its sub-committees and other relevant parts of the organisation's governance and assurance system, in order to ensure that we spot connections and themes which have an impact on people, organisational development and culture. It guards against silo working. It gives balanced and meaningful 'air time' to the full range of the Health Board's service portfolio.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

4. The Committee works **intelligently**. This means it draws on a diverse range of reliable data (both quantitative and qualitative) to triangulate information and reveal themes or patterns in regard to people, organisational development and culture. It uses a dashboard of key quality indicators to inform improvement. This relies on accurate interpretation of the data, which requires skill from both the providers and readers of the data.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

5. The Committee facilitates **learning**. This means it works openly and honestly, encouraging contributions from attendees which are a fair and reasonable reflection of the realities faced across all services. The Chair sets the leadership tone and is supported by other Independent Members and the Executives to hold this learning space. The style is one of high support/high challenge.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

6. The Committee champions **continuous improvement**. This means it uses an improvement mindset, as well as methodologies, which enable it to lead and oversee a clear journey of improvement in respect of the 3 year strategic plan developed in partnership with universities, life science companies, and public service partners, for implementing to increase research, development, and innovation activity, and number of research investigators, sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets..

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

7. The Committee works **proactively**. This means it is organised in its workplan, sensitive to the dynamic environment in which the Health Board operates, and searching in its enquiries. It is curious, and willing to pursue demanding issues in the interests of excellent patient care. It uses the organisation's risk management processes effectively to scrutinise risks and ensure that longstanding risks and issues do not become normalised or tolerated beyond the Board's risk appetite.

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

8. Are there any domains of effective assurance which you think are not covered above? What are they?

For that missing domain/s.....

*Please describe at least one example from 2021/22 in which the Committee has been effective in this domain.*



*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

**Extraordinary question relating to COVID-19**

9. The Committee has sought to play a protective role in the COVID-19 response, specifically in terms of assurance around the wellbeing of staff, readiness in terms of assurance on the workforce plan and the performance consequences relating to patient care and implications arising from it. It has made a range of adjustments to reflect the rapidly changing circumstances that the Health Board has faced. In your view:

1. What went well?

2. Even better if....?

3. What learning points should we take with us post COVID-19?

**Thank you for taking the time to respond. If you would like to have a conversation to share your views in more depth, please contact Prof. John Gammon, PODCC Chair, via the following e-mail address: [John.Gammon@wales.nhs.uk](mailto:John.Gammon@wales.nhs.uk)**

**Sources used to inform this format:**

- **PODCC Terms of Reference**
- **Published guidance from the Good Governance Institute**