



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 June 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	People, Organisational Development and Culture Committee (PODCC) Self-Assessment Outcome Report 2023/24
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Chantal Patel, PODCC Chair Lisa Gostling, Director of Workforce and OD/Interim Deputy Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Jo Wilson, Director of Corporate Governance/Board Secretary

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present to the People, Organisational Development and Culture Committee (PODCC) the outcome of the PODCC Self-Assessment 2023/24 process.

Cefndir / Background

In line with Section 10.2.1 of Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups. Section 10.2.2 also states that each Committee must also submit an annual report to the Board through the Chair within 6 weeks of the end of the reporting year setting out its activities during the year and including the review of its performance and that of any sub-Committees it has established.

A refreshed approach to the Committee self-assessment process was developed in 2023 which was intended to be proportionate, achievable and add value to the organisation's governance capability. For PODCC, this involved:

- Short digital form which requested feedback on the following areas:
 - governance and administration
 - Committee's inputs
 - Conduct of Committee meetings
 - Interface with other Committees, including the Board
 - Committee's impact
 - Individual role on Committee

- A facilitated, in-person workshop to reflect on the Committee's effectiveness to date based on responses from the above digital form and feedback from auditors/regulators and other intelligence on how the Committee currently operates, where it has made an impact and what it has shone a light on, and the areas where it could have done better.

This was then used to enable a discussion on developing the Committee governance in the next 12 months and what it needed to:

- start doing,
- stop doing, and
- continue doing,

and what actions it would need to take to make this happen.

Asesiad / Assessment

The Assistant Director of Organisational Development facilitated a virtual workshop on 18 March 2024 which was attended by Independent Members and Executive Director Members of PODCC. As outlined above, this considered the Committee effectiveness over the previous 12 months, considered the Health Board's current context and challenges, and agreed areas to be prioritised over next 12 months.

Look back at Committee's effectiveness over previous 12 months...

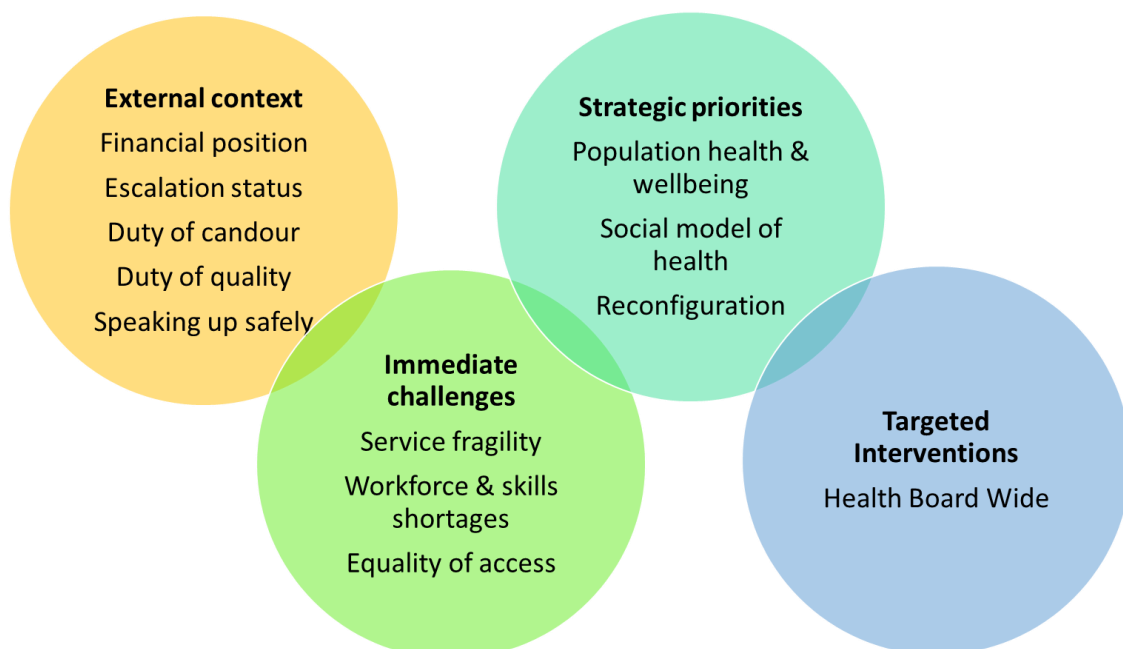
The below analysis was based on responses from the digital form and feedback from auditors/regulators and other intelligence on how the Committee currently operates:

We are really good at...	We are less good at...
<ul style="list-style-type: none"> ● Good response rate to digital survey 	<ul style="list-style-type: none"> ● Discussions on strategic matters seem at odds with the broader/national picture indicating workforce and culture as key challenges for public sector
<ul style="list-style-type: none"> ● Good response rate to digital survey 	<ul style="list-style-type: none"> ● More focus needed on strategic inputs on agenda, papers and from presenters
<ul style="list-style-type: none"> ● Effective chairing, conducive to open, transparent and productive debate 	<ul style="list-style-type: none"> ● Still some instances of papers focussing on operational details rather than assurance – more focus needed on impacts (including on protected groups) and outcomes
<ul style="list-style-type: none"> ● Clear boundaries with other Committees with adequate cross-referral/collaborative working, where appropriate 	<ul style="list-style-type: none"> ● IM contributions not equal in terms of frequency or type of question - 'can be too courteous' and lack challenge
<ul style="list-style-type: none"> ● Receives sufficient information to enable adequate oversight of compliance with legislation, guidance, and best practice around the workforce and OD agenda 	<ul style="list-style-type: none"> ● Staff wellbeing discussions need to be more robust to manage the risk to staff wellbeing
<ul style="list-style-type: none"> ● Receives adequate assurance on the implementation of the UHB's Workforce and OD Strategy, the all-Wales Health & Social Care Workforce Strategy and the educational needs of the future workforce. 	<ul style="list-style-type: none"> ● Reporting to the Board on the Committee's activities, risks and feedback, improve cross-Committee collaboration and the scrutiny challenge, and engagement from the Board on matters reported by the Committee
<ul style="list-style-type: none"> ● Discharges its functions and is meeting its responsibilities with regard to the 	<ul style="list-style-type: none"> ● Being able to facilitate the organisation's ability to create and manage strong,

research and innovation activity carried out within the Health Board.	high-performance, organisational culture arrangements
<ul style="list-style-type: none"> Receives adequate assurance relating to the educational needs of the future workforce 	<ul style="list-style-type: none"> Receiving adequate assurance through Sub-Committee Update Reports and other management group reports
	<ul style="list-style-type: none"> Areas where the Committee has been unable to provide assurance to the Board or has deteriorated whilst being monitored by the Committee – <ul style="list-style-type: none"> Reduction in usage of locum medical staff Sharing learning from events, stories and academic research undertaken as part of educational courses across the organisation Job planning Junior Doctor training Accommodation for overseas staff Operational leadership team capacity Welsh Language culture work

Current context and challenges...

In order to set priorities for the next 12 months, it is important to understand the current challenges and what is being asked of the Health Board. These are set out below:



Setting the ambition for the next 12 months...

Prior to the workshop, Members had been asked via the digital form the following 2 key questions:

- Given that our organisation is in Targeted Intervention - over the next 12 months what work should this committee have laser like vision on in terms of assurance?

The responses received included:

Ways of Working	Supporting the Executive Team to progress innovative solutions and support staff to help the organisation to get out of TI
	Move into the strategic space & focus on impact to assist the organisation through the challenging context in which it operates
Delivery of Purpose	Balance of committee time – do we really spend the right time on the right issues?
Assurance	Value for money of any research & development, planning, close monitoring of spend on agency
	Escalation process for exceptional workforce-related decisions (existing or new) forcing debate about service continuity or suspension into the open, & PODCC’s role in highlighting these to Board
	The workforce requirements for our new community-based strategy - what skills will be needed & where?
	Looking strategically at new roles which enhance career pathways & mitigate skills shortages - e.g. consultant nurse/consultant practitioner roles; PAs; MHA approved clinicians etc.
	Radical rural primary care solutions in which the traditional model of general practice is no longer working
	Making a step change in our relationships & looking creatively at joint delivery solutions with the third sector, nursing/residential care & domiciliary care sector as a workforce partners
	Engaging our communities of staff in addressing the challenges ahead – not forgetting the need for quality
	Staff burnout & staff wellbeing
	Staff education & development
	Respect & dignity
Staff retention	

- There is a well know saying ‘culture eats strategy’ for breakfast - what aspects of our culture should this committee place a strategic lens on to either enhance and/or protect our organisational reputation?

The responses received included:

- Protecting and further development of a culture of compassion, transparency and approachability
- Develop a theory of change for this organisation and stick with it at the heart of our work - from rhetoric to reality

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| <ul style="list-style-type: none"> • Appreciate that no organisation has a single culture |
| <ul style="list-style-type: none"> • Respect and zero tolerance of bullying |
| <ul style="list-style-type: none"> • Lead from the quality and safety perspective - fair, open and consistent management approach which enables people to contribute, speak up, be heard and progress |
| <ul style="list-style-type: none"> • Seek to spotlight examples of individuals/services that live our values. Also look to spotlight the converse |
| <ul style="list-style-type: none"> • Retention of staff |

In order to focus on the above priorities, we are going to...

...Start...

- Having a better understanding of what other Committees are doing, through the Committee Chairs meeting, to enable Independent Members to better challenge Executive Directors.
- Exploring whether it would be beneficial to develop a mechanism when there is an emerging issue whereby Committee Chairs could discuss 'what their committee could offer', rather than put the issue in a particular Committee as it is challenging for that committee to provide assurance on every aspect of the issue.
- Hearing staff stories directly from the staff themselves (rather than presented by Workforce staff).
- Hearing more from Trade Union representatives.
- Making Committee meetings more vibrant through developing a behaviours framework
- Having appropriate membership, in terms of seniority and a balance of representation from across the organisation, to facilitate Independent Member scrutiny and challenge.

...Stop...

- Not paying appropriate attention to Equalities Impact section on reports and make it more meaningful.
- Attending Committee meetings in 'body' only
- Taking papers to multiple Committees

...Continue...

- Deep dives into specific areas.
- Continue how presenters are briefed pre and post Committee.

To Conclude

The Committee self-assessment exercise reinforced many of the areas that had been raised through the IM reflections sessions at the end of every meeting. A common theme emerging from the Committee self-assessment exercise is that the Committee needs to strengthen its focus on strategic issues however this will need to be balanced with the need to seek assurance on operational matters.

Actions to be taken forward:

Action	By whom	By when
Consider how emerging, significant or cross-committee issues/matters are managed to reduce duplication, eg, does one committee take the lead with other Committees providing support on specific aspects, or do specific committees receive assurances relating to their committee remit on the issue/matter.	Director of Corporate Governance/Board Secretary	Jul-24
Review Committee TORs to ensure Committees stay focussed on what their purpose and operational responsibilities, and that would inform the membership of the Committee. This will dependent upon changes to the governance and reporting framework following the commencement in post of the new Chair.	Director of Corporate Governance/Board Secretary	Mar-25
Ensuring that staff members are invited to present their own story to the Committee	Director of Workforce and OD	Jun-24
Include a regular update from Trade Unions on the workplan/ agenda for each meeting	Director of Workforce and OD	Jun-24
Consider development of a Committee Behaviours Framework for PODCC to be considered in 12 months time	Director of Workforce and OD	Jun-25
Remind all Members of the importance of being present in the meeting.	Director of Workforce and OD (HB Staff) & Director of Corporate Governance/Board Secretary (Board Members)	Jun-25
Review the Equality Impact section on the SBARs and consider how this can be incorporated in the new report template (when developed) and how it links to Integrated Impact Assessment. This will dependent upon changes to the governance and reporting framework following the commencement in post of the new Chair.	Director of Corporate Governance/Board Secretary	Mar-25

Argymhelliad / Recommendation

The Committee is asked to

- **CONSIDER** the outputs from the POCC Self-Assessment Workshop, and to **AGREE** the actions to be taken to improve its effectiveness.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	12.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Committee for approval by the Board.
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Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	PODCC Terms of Reference PODCC Self-Assessment digital form results Auditor and Regulator feedback through Structured Assessment, and Internal Audit
Rhestr Termau: Glossary of Terms:	Included within report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	PODCC Chair PODCC Lead Executive Director of Corporate Governance/Board Secretary

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	An effective SRC should seek out areas of system weakness and facilitate an organisational culture that drives financial improvement, strong financial governance and improved performance.
Gweithlu: Workforce:	Not applicable

Risg: Risk:	An effective SRC should drive improvement through scrutiny and challenge on the effective and efficient management of risks relating to financial performance and delivery.
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable