



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

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| <b>DYDDIAD Y CYFARFOD:<br/>DATE OF MEETING:</b>  | 15 April 2024                               |
| <b>TEITL YR ADRODDIAD:<br/>TITLE OF REPORT:</b>  | 2023/24 Planning Objectives Closure Report  |
| <b>CYFARWYDDWR ARWEINIOL:<br/>LEAD DIRECTOR:</b> | Lisa Gostling, Director of Workforce and OD |
| <b>SWYDDOG ADRODD:<br/>REPORTING OFFICER:</b>    | Daniel Warm, Head of Planning               |

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

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

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA**

**SBAR REPORT**

**Sefyllfa / Situation**

A revised set of Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable Planning Objectives, which move the organisation towards that horizon over the next year.

For 2023/24, 8 Planning Objectives were aligned to the People, Organisational Development, and Culture Committee (PODCC)

As in previous years it was the expectation that PODCC would receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

This report provides an overview regarding progress of the Planning Objectives and acts as a closure report for the 2023/24 Planning Objectives aligned to PODCC.

**Cefndir / Background**

The Planning Objectives were the bedrock our Annual Plan for 2023/24, and this report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to the PODCC, as per the table below:

| <b>Planning Objective</b>  | <b>Executive Lead</b>                                     |
|--|---|
| 1a Develop an attraction and recruitment plan                              | Director of Workforce and Organisational Development (OD) |
| 1b Develop career progression opportunities                                |   |
| 2a Engage with and listen to our people                                    |   |
| 2b Continue to strive to be an employer of choice                          |   |
| 2c Develop and maintain an overarching workforce, OD and partnerships plan |   |
| 5b Research and Innovation   | Medical Director  |
| 6c Continuous Engagement   | Director of Communications and Engagement                 |
| 8d Welsh Language and Culture  |   |

## Asesiad / Assessment

The Planning Objectives (POs) articulated in the Health Boards annual plan for 2023/24 are intrinsically linked to the recovery work necessitated by financial constraints, as they both strive to operationalise recovery and support the Health Board's long-term strategy, "A Healthier Mid and West Wales." For instance, POs focused on recruitment and career progression directly interface with fiscal challenges tied to variable pay. Scenario analyses further contribute to this interconnection, as they offer quantitative frameworks for understanding the resourcing implications of strategic decisions, such as maintaining staff quality whilst being financially sustainable. The outcome of this work has been presented to the Board at its September 2023 Public meeting.

The table below provides an overview of the status of the Planning Objectives as 2023/24 draws to a close.

| Planning Objective   | Status  |
|--|---|
| 1a Develop an attraction and recruitment plan                              | Completed for 2023/24 components (On-track for components deferred to 2024/25)                  |
| 1b Develop career progression opportunities                                | Completed   |
| 2a Engage with and listen to our people                                    | Completed   |
| 2b Continue to strive to be an employer of choice                          | On track  |
| 2c Develop and maintain an overarching workforce, OD and partnerships plan | On-track  |
| 5b Research and Innovation   | Completed   |
| 6c Continuous Engagement   | Not Applicable – Planning Objective was paused as a result of the September 2023 Board decision |
| 8d Welsh Language and Culture  | On-track  |

Highlight reports for each of the Planning Objectives noting key achievements; Outstanding actions / elements still to be completed (if applicable); and any other comments, can be found in annex 1.

Planning Objectives remain a key component moving forward. Based on the learning and progression against the previous Planning Objectives, a revised set of Planning Objectives for 2024/25 was approved by the Board at its meeting in January 2024, and form an essential element of our 2024/25 Annual Plan. The table below shows the alignment of the 2023/24 Planning Objectives to the 2024/25 Planning Objectives. Work is continuing to align the 2024/25 Planning Objectives to the appropriate Committee, and as such these Committees will receive regular updates Board for assurance. This reporting will also continue to be visible through the Board Assurance Framework.

| 2024/25 Planning Objectives                  | 2023/24 Planning Objectives  |
|--|--|
| PO1: Workforce stabilisation                 | 1a Develop an attraction & Recruitment plan                                |
|  | 1b Develop career progression opportunities                                |
|  | 2a Engage with and listen to our people                                    |
|  | 2b Continue to strive to be an employer of choice                          |
|  | 2c Develop and maintain an overarching workforce, OD and partnerships plan |
| PO 2: Financial recovery and roadmap         | 6b Pathways and Value Based Healthcare                                     |
|  | 8b Local Economic and Social Impact  |
|  | 8c Financial Roadmap   |
| PO 3: Transforming urgent and emergency care | 3a Transforming Urgent and Emergency Care programme                        |
|  | 4a Planned Care and Cancer Recovery  |

|  |  |
|--|--|
| PO 4: Planned care (including cancer, diagnostics and therapies performance)   | 4b Regional Diagnostics Plan                   |
| PO 5: Mental health and CAHMS  | 4c Mental Health Recovery Plan                 |
| PO 6: Clinical services plan   | 6a Clinical Services Plan                      |
| PO 7: Primary care and community strategic plan                                | 7b Integrated Localities                       |
| PO 8: A Healthier Mid and West Wales infrastructure                            | 5a Estates Strategies                          |
|  | 8a Decarbonisation & Sustainability            |
| PO 9: Digital strategic plan   | 5c Digital Strategy                            |
| PO 10: Population Health (including the social model for health and wellbeing) | 7a Population Health                           |
|  | 7c Social Model for Health and Wellbeing       |
| Orphan POs (not taken forward from 2023/24 into 2024/25)                       | 3b Healthcare Acquired Infection Delivery Plan |
|  | 5b Research and innovation                     |
|  | 6c Continuous Engagement                       |
|  | 8d Welsh Language and Culture                  |

### Argymhelliad / Recommendation

The Committee is asked to:

- **TAKE ASSURANCE** on the current position in regard to the progress of the Planning Objectives aligned to the People, Organisational Development, and Culture Committee, in order to onwardly assure the Board where Planning Objectives are progressing and are on target, and to raise any concerns where Planning Objectives are identified as behind in their status and/or not achieving against their key deliverables.

| <b>Amcanion: (rhaid cwblhau)</b>  |   |
|---|---|
| <b>Objectives: (must be completed)</b>  |   |
| Committee ToR Reference:<br>Cyfeirnod Cylch Gorchwyl y Pwyllgor:  | 2.1 To receive an assurance on delivery against all Planning Objectives aligned to the Committee.                   |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:<br>Datix Risk Register Reference and Score:  | Not applicable  |
| Parthau Ansawdd:<br>Domains of Quality<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>                                     | 7. All apply  |
| Galluogwyr Ansawdd:<br>Enablers of Quality:<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>                                | 6. All Apply  |
| Amcanion Strategol y BIP:<br>UHB Strategic Objectives:  | 1. Putting people at the heart of everything we do<br>2. Working together to be the best we can be                  |
| Amcanion Cynllunio<br>Planning Objectives   | 1a Recruitment plan<br>2a Staff health and wellbeing<br>5b Research and innovation<br>8d Welsh Language and Culture |
| Amcanion Llesiant BIP:<br>UHB Well-being Objectives:<br><a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a> | 9. All HDdUHB Well-being Objectives apply   |

| <b>Gwybodaeth Ychwanegol:<br/>Further Information:</b>  |  |
|---|--|
| Ar sail tystiolaeth:<br>Evidence Base:  | 3 Year Plan and Annual Plan<br>Decisions made by the Board since 2017-18<br>Recent <i>Discover</i> report, published in July 2020<br>Gold Command requirements for COVID-19<br>Input from the Executive Team<br>Report presented to Public Board in September 2020 |
| Rhestr Termiau:<br>Glossary of Terms:   | Explanation of terms is included within the report   |
| Partïon / Pwyllgorau â ymgynhorwyd<br>ymlaen llaw y Pwyllgor Diwylliant,<br>Pobl a Datblygu Sefydliadol:<br>Parties / Committees consulted prior<br>to People, Organisational<br>Development & Culture Committee: | Public Board - September 2020<br>Executive Team  |

| <b>Effaith: (rhaid cwblhau)<br/>Impact: (must be completed)</b> |   |
|---|---|
| <b>Ariannol / Gwerth am Arian:<br/>Financial / Service:</b>     | Any financial impacts and considerations are identified in the report   |
| <b>Ansawdd / Gofal Claf:<br/>Quality / Patient Care:</b>        | Any issues are identified in the report   |
| <b>Gweithlu:<br/>Workforce:</b>                                 | Any issues are identified in the report   |
| <b>Risg:<br/>Risk:</b>  | Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed. |
| <b>Cyfreithiol:<br/>Legal:</b>                                  | Any issues are identified in the report   |
| <b>Enw Da:<br/>Reputational:</b>                                | Any issues are identified in the report   |
| <b>Gyfrinachedd:<br/>Privacy:</b>                               | Not applicable  |
| <b>Cydraddoldeb:<br/>Equality:</b>                              | Not applicable  |

**Planning Objective: 1a Develop an attraction & recruitment plan**

**Executive Lead: Lisa Gostling**

**Overall status: Completed for 2023/24 components, On-track for components deferred to 2024/25**

**Key achievements over 2023/24**

- Implemented new methods of advertising and appointing to roles including non-electronic methods and moved from traditional interviews where it was appropriate to do so.
- Developed an attraction plan linked with R&D, service development, improvements, innovation, benefits, and educational offer to new recruits.
- Appointed to vacancies via different employment pools
  - 34 clinical apprentices appointed
  - 3 non clinical apprentices appointed
  - 97 overseas nurses appointed
  - Scoped and appointed to overseas doctors
  - Developed 100 opportunities for students to join the nursing and hotel facilities banks
  - Developed opportunities for HCSWs to join level 3
  - Developed pathways for HCSW to join level 4 and to become registrants

**Outstanding actions / elements still to be completed**

- Redesign all job description & person specs with focus on key responsibilities and core requirements breaking down qualifications to a low broader understanding of requirement.
- Enhance the Health Board offer to improve the lives of local population by implementing initiatives to support social responsibility requirements and supporting areas of deprivation e.g., local volunteering
- Appointed to vacancies via different employment pools – explore the possibility for the introduction of medical apprenticeships – paused to be explored in 2024/25.

**Any other Comments / General Observations**

- Redesign all job description & person specs with focus on key responsibilities and core requirements breaking down qualifications to a low broader understanding of requirement – slowed to be aligned with work across Wales, progressing as part of business-as-usual continuing through 2024/25.
- Develop programmes for employability support for public, managers and future leaders – initially deferred to 2024/25 this has now been addressed via alternative providers and therefore is no longer a Health Board priority.
- Appointed to vacancies via different employment pools - numbers were reduced due to the financial position.
- Enhance the Health Board offer to improve the lives of local population by implementing initiatives to support social responsibility requirements and supporting areas of deprivation e.g., local volunteering - progressing, targets and quantifiable outcomes to be agreed continuing through 2024/25.

**Planning Objective: 1b Develop career progression opportunities**

**Executive Lead: Lisa Gostling**

**Overall status: Complete**

**Key achievements over 2023/24**

- In order to identify target development pools to support future registrant roles an internal service-level scoping exercise was completed to gain knowledge and insight to develop understanding of career development and role enhancement opportunities (by service/profession), governance requirements, training needs, contractual arrangements, extending roles, creation of new roles, considering flexible employment opportunities, rotations or secondments. This has created a base for wider discussions and opportunities.
- Learning Needs Analysis template has been developed and piloted, this is now being evaluated to use as a tool to provide greater intelligence of skills shortages and training needs.
- The “Do you want to be a nurse” campaign also created a readily available pool of applicants to join nursing education, making it easier to fill the 2023/24 commissioned places for education.
- The higher awards process has now been automated and reshaped. This was presented in draft to SPPEG in February 2024 and includes a link to the Annual Plan and Education Commissioning.
- An operational Interprofessional Education Plan has been developed and submitted to SPPEG in February 2024, a working group has now been formed to drive the ongoing achievement of the plan, which includes using simulation as a driver of interprofessional education. Partnership with Swansea University in a £850K bid for interprofessional scenarios has created momentum for the plan.

**Outstanding actions / elements still to be completed (IF APPLICABLE)**

- Further identification of development pools to support future registrant roles, this was deferred for 24/25 although vacancies have been held within teams involved in delivery.

**Any other Comments / General Observations**

- Funding education & development opportunities as a result of the current financial constraints as highlighted in the scoping document, learning needs analysis and as part of the higher awards application windows remains a challenge.
- Training accommodation to deliver generic and interprofessional training is still being explored recognising training accommodation challenges.
- Progress made towards the interprofessional education opportunities has allowed greater sharing of resources.
- Capacity to provide placements and financial constraints have restricted the numbers going through internal ‘Grow Your Own’ (GYO) pathways.
- Increased attrition reported through GYO and HEI’s impacting the supply of future registrants
- A business as usual approach has been adopted to all components of the planning objectives to drive further progress and explore opportunities.



Submitted By: Christine Davies

Date Submitted: 15/03/2024



Planning Objective: 2a. Engage with and listen to our people

Executive Lead: Lisa Gostling

Overall status: Complete

### Key achievements over 2023/24

- A single point of access portal for our staff for health and wellbeing issues and resources has been designed and delivered. This was completed in May, well ahead of schedule. Since that time 1764 staff have accessed the site at least once, with several other subsequent views leading to 3,707 total views to date.
- There was a £50k fund set aside from the Charities Committee to support the Fatigue & Facilities Charter implementation. Some examples of how this resource has been used include a significant refurbishment of rest rooms to support both junior doctors and consultants at Glangwili Hospital; and outdoor furniture and garden areas at Bronglais Hospital.
- Delivering kinder people processes to support individuals during challenging times was slowed in year as part of the planning prioritisation process. However, Hywel Dda continues to pilot a more supportive policy framework whilst we await the Welsh Partnership Forum sign off of the All Wales Capability Policy review. Reporting on our ER cases for 2023 will be completed by the end of March in readiness for the April PODCC.
- A second staff discovery report with a particular focus on staff retention has been completed and an action plan developed and approved in PODCC in February 2024.
- Actions relating to the implementation of our Strategic Equality Plan were reported in October to Welsh Government with positive feedback received. A broad range of activity is ongoing and a refreshed Strategic Equality Plan and objectives for 2024-28 were presented to the Board in March 2024.
- Our Organisational Development Relationship Manager Team work with local teams to enable healthy and happy working cultures. The team has been strengthened by the appointment of a Retention Lead, funded by HEIW. Excellent progress has been made on the Nurse retention agenda with a reduction of 3% in turnover of Registered Nurses between Dec 22 and Dec 23 and a reduction in turnover from 8.94% to 7.16% for Health Care support workers for the same period, that is down by 1.8%.
- A Medical Retention Group was established in Autumn 2023 and our medical staffing data and intelligence has been analysed and a piece of research into good Medical Retention practice has been conducted. This work will inform the development of a Medical Retention Action Plan.

### Outstanding actions / elements still to be completed (IF APPLICABLE)

- Further wellbeing resource investment to support the Fatigue and Facilities Charter implementation is being sought from the Charities Sub-Committee during 2024/25.
- Purchase of a new Employee Relations Case Management System in Spring 2024 will further enable our approach to kinder people processes by improving the efficiency of cases.
- Implementation of the Staff Retention Discovery report actions will continue throughout 2024/25.
- The development of a Medical Staff Retention Action Plan in Spring 2024. Establishment of an AHP Retention Group in Summer 2024 and the development of an action plan for retention in Autumn 2024.
- The Partnership Forum has established a series of working groups to further develop the Non Pay elements of the National Pay Agreement.
- Recruitment to the Black, Asian, Minority and Ethnic Bank Investigating Officer not been appointed to despite use of positive action statements in our job adverts. Due to financial savings required for 23/24 recruitment has temporarily been paused.

### Any other Comments / General Observations

- Our continuing work to engage and listen to our staff through a variety of means is having an impact. This is being shown in our decreasing turnover rates and by our staff being willing to share their comments with us more openly and at earlier opportunities. Our partnership working with our staff side colleagues continues to be a fundamental building block in enabling our cultural progression.



DIOGEL | CYNALIADWY | HYGURCH | CAREDIG  
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By: Heather Hinkin (Tracy Walmsley)

Date Submitted: 15 March 24



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Planning Objective: 2b Continue to strive to be an employer of choice

Executive Lead: Lisa Gostling Director of Workforce and OD

Overall status: Variation of plan as per below as agreed with Executive Lead

#### Key achievements over 2023/24

- Work continues on stabilisation and action plans have been drafted for medical and nursing staff which includes Healthcare Support Workers. Data for the Allied Health Professional staff group is being analysed that will link to an action plan that is currently being developed.
- All policies have been approved by PODCC as per plan with the exception of Fixed-term Guidance which is being reviewed and we are awaiting final comments

#### Outstanding actions / elements still to be completed (IF APPLICABLE)

The following have been paused until further notice:

- Enable job enrichment by enhancing roles and ways of working where appropriate, methodology and core principles to be developed.
- Plan developed to optimise digital opportunity and facilitate cost effective workforce agility.

#### Any other Comments / General Observations

- The Admin & Clerical review analysis has been undertaken and further stages will be developed.
- As per points in the outstanding actions, these will be reflected on and as appropriate built into the Workforce Plan, Recruitment Plan, Retention Plan and Education Plan for 24/25.



**Planning Objective: 2c Develop and maintain an overarching workforce, OD and partnerships plan**

**Executive Lead: Lisa Gostling Director of Workforce and OD**

**Overall status: On-track**

**Key achievements over 2023/24**

- Implement succession planning and leadership management pipeline: a cadre of programmes have been developed and successfully implemented.
- Further develop short and long-term workforce plan for services and professional groups: Over 50 Operational workforce plans have been developed at a service level; currently being translated into professional groups through the People Regeneration Framework to assess short-, medium- and long-term implications.
- Understand our people by using quantitative and qualitative data: work is progressing on how to align data sources; PODCC performance metrics and continues to develop. Premium workspace for Workforce and Learning & Development has been identified and obtained to allow dashboards to be shared with colleagues without the need for pro licenses. Work had been completed with Organisational Development to enhance and give more insight to the PODCC report overlaying the quantitative data with qualitative insights.
- Develop a process of listening and learning from staff experiences ensuring regular feedback – This links predominantly with the work of 2a please see detail.

**Outstanding actions / elements still to be completed (IF APPLICABLE)**

- Further develop short and long-term workforce plan for services and professional groups: as an iterative process; the workforce technical document will set out the future work for 2024/25 including a focus on Allied Health Professionals, Healthcare Sciences, and Medical & Medical Allied Practitioners. An Admin & Clerical review is ongoing.
- Promote a culture of innovation and enhance university health board reputation. This has been paused until further notice.

**Any other Comments / General Observations**

- Further develop short and long-term workforce plan for services and professional groups
- Understand our people by using quantitative and qualitative data. Work is ongoing to continue to further develop our use of quantitative and qualitative to understand our people.
- Promote a culture of innovation and enhance university health board reputation – this will be reflected on in the Workforce Plan for 24/25.

Overall status: Complete

Key achievements over 2023/24

- 1. Advanced work to understand the reasons for fewer oncology research trials being open in Hywel Dda UHB than other Health Boards but more to do to address the differences (see outstanding actions).
- 2. Adequate funding secured through Health and Care Research Wales (HCRW) to support core research delivery establishment in 23/24.
- 3. Advanced work programme to establish 'fit for purpose' research facilities by opening BGH research facility but more to do to ensure facility concerns are addressed in all areas (see outstanding actions).
- 4. Increased the number of clinicians with dedicated research time incorporated into their job plans/PADRs, through new time awards made, and existing awards extended.
- 5. Achieved site (BGH, WGH, PPH, GGH) specific Research Delivery Plans.
- 6. Delivered the service, performance and financial aspects of the third year of TriTech Business plan.
- 7. Reviewed TriTech establishment in view of increasing work demands.
- 8. Appraised TriTech expansion possibilities, working with collaborative partners across Welsh NHS. Determination that all Wales collaborations would be on a project by project basis.

Outstanding actions / elements still to be completed (IF APPLICABLE)

Reported against the numbered achievement areas above:

- 1. Put in place arrangements to grow oncology research trials. Any new arrangements would be subject to regional and national decisions. This is because oncologists deliver services regionally and research delivery support depends on national funding decisions. A options appraisal has been escalated to the Medical Directors of both organisations.
- 3. The development of a research facility at WGH. This has been outside of the direct control of the Department and related to the ongoing RAAC issues.

Any other Comments / General Observations

- A very positive Health and Care Research Wales (HCRW) review of R&D took place in the Autumn, with feedback provided at the last PODCC on strengths and areas for development.
- The TriTech Institute has taken on its first national commission, delivering a piece of work on behalf of the Welsh NHS Executive. The work will be evaluating the impact Institute of Clinical Science and Technology Platform in the management of respiratory conditions.

Planning Objective: 6c Continuous Engagement

Executive Lead: Alwena Hughes Moakes

Overall status: Paused

#### Key achievements over 2023/24

- Consultation completed on the selection of a site for the proposed new urgent and planned care hospital. The Health Board was awarded a Best Practice Award by the Consultation Institute.
- The consultation on the future of urgent and emergency Paediatric Services at Withybush and Glangwili Hospitals was completed and presented to Board. The consultation was also awarded a Best Practice Award.
- Early engagement with staff and patients on the Clinical Services Plan to support development of the Issues Papers that will inform the plan during 2024.
- Engagement events with patients of two practices (Cross Hands and Tumble and Laugharne Branch Surgery) to identify preferred options for the future of the surgeries.
- Attendance at large local events as enablers of continuous engagement with our local communities e.g. Urdd Eisteddfod in Llandovery and Pembrokeshire Show

#### Outstanding actions / elements still to be completed (IF APPLICABLE)

Recognising the level of engagement and consultation undertaken during the year, coupled with the decision not to immediately back-fill roles within the engagement team (to meet financial savings plan), some of the deliverables within the planning objective was paused. These include:

- Produce a series of standards and guidance on continuous engagement to promote good practice across the organisation
- Develop a series of engagement opportunities that build on the range of 'Willing to listen' events that aim to gain an understanding of what would motivate people within the Rising Risk Groups to be more aware of their own health and their own agency in connection with their health.
- Agree a process for monitoring and evaluating continuous engagement with seldom heard groups and individuals with protected characteristics.
- Establish a mechanism for measuring the triangulation of feedback from all sources of engagement with public, patients and staff, to ensure that the work of Hywel Dda University Health Board is informed and influenced by the views and perspectives of all our stakeholders

#### Any other Comments / General Observations

- The deliverables of the PO are important areas of work that will be delivered at a slower pace, or when the team is fully resourced.

Planning Objective: 8d Welsh Language and Culture

Executive Lead: Alwena Hughes Moakes

Overall status: On-track

Key achievements over 2023/24

- Discovery Report and action plan approved. Actions outlined in action plan are being implemented
- Welsh Language Champions/Mentors network launched and implemented
- Ongoing work to support managers to recruit Welsh speakers
- Ongoing work promote the Welsh Language and recognise that patients receive care in their language of need as a key patient experience and quality of care issue
- Secured funding for a second year to continue with a tutor for the Building Confidence Course for Welsh Language learners and speakers

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Achievement of target completion rate for Welsh language awareness course in ESR – continued promotion of course through channels but achievement remains at 74% (February 2024).

Any other Comments / General Observations

- **Risks to delivery:** Continued capacity constraints in delivery teams, resulting in a reduced ability to support Welsh language activities