

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	19 May 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	People, Organisational Development and Culture Committee Annual Self-Assessment Report 2025/26
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Joanne Wilson, Director of Corporate Governance/Board Secretary
SWYDDOG ADRODD: REPORTING OFFICER:	Charlotte Wilmshurst, Assistant Director of Risk and Assurance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of the report is to present the outcome of the People, Organisational Development and Culture Committee (PODCC) Self-Assessment 2025/2026 process to the Committee.

Cefndir / Background

In line with Section 10.2.1 of the Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its Committees and Advisory Groups. Section 10.2.2 further requires each Committee to submit an annual report to the Board through the Chair, setting out its activities during the year and including a review of its performance.

The People, Organisational Development and Culture Committee has completed its first full year of operation. Given the relative maturity of the Committee, this year's self-assessment has focused on gaining assurance around core governance behaviours, strategic oversight, quality of information, risk management and committee effectiveness, while also identifying areas for ongoing development.

To avoid unnecessary survey burden and to support proportionate assessment, a short digital questionnaire was circulated to members. This was supported by ongoing reflective discussions and qualitative feedback from members throughout the year.

The self-assessment focused on five core areas:

- Workforce Strategy and Sustainability
- Organisational Culture and Staff Experience
- Leadership Development and Capability
- Workforce Performance, Wellbeing and Equality
- Organisational Development and Transformation

Asesiad / Assessment

Members were asked to score their level of agreement with five key statements using a scale of 1–5 (1 = strongly disagree, 5 = strongly agree), with the opportunity to provide supporting qualitative commentary.

A total of 6 responses were received. This equates to a 50% response rate. (6 out of 12 responses received from Members)

Average Ratings

Area and Statement	Average Rating
Workforce Strategy and Sustainability	
<i>The Committee provides effective oversight of the Health Board's workforce and the OD strategy and the all-Wales Health and Social Care Workforce Strategy, and the ensuring workforce, education and commissioning plans supports delivery of organisational priorities and future service models.</i>	3.66
Organisational Culture and Staff Experience	
<i>The Committee effectively oversees development of a positive organisational culture that promotes inclusion, engagement, and psychological safety.</i>	3.83
Leadership Development and Capability	
<i>The Committee supports the development of strong and compassionate leadership across the organisation through effective oversight of leadership development and talent management.</i>	4
Workforce Performance, Wellbeing and Equality	
<i>The Committee effectively monitors compliance against existing and new legislation including best practice and also monitors workforce performance in key areas such as wellbeing, sickness absence, equality, diversity and inclusion, and staff productivity, and compliance with statutory and mandatory responsibilities in respect of the Welsh Language (workforce and patient related).</i>	4.17
Organisational Development and Transformation	
<i>The Committee provides effective oversight of organisational development and change programmes to ensure the workforce is supported through transformation and service redesign.</i>	3.8

Themes Identified

What has gone well

- **Increasingly strategic focus:** Members noted a clear shift from operational detail towards more strategic oversight, with improved grip on plans and organisational priorities.
- **Constructive and effective committee dynamics:** Independent Members and Executive Directors engage openly and proactively, with a culture of constructive challenge and support that enables meaningful discussion.
- **Leadership development and Organisational Development (OD):** Leadership programmes (such as LEAP and EQUIP) and OD activity are widely viewed as strengths, with evidence of growing leadership capability and positive cultural impact.

- **Improved workforce wellbeing support:** Enhanced psychological and occupational health provision has strengthened support for staff wellbeing.
- **Better use of data and assurance:** Members recognised improved use of workforce indicators, staff experience data and assurance discussions, supporting more focused and effective challenge.

What we want to strengthen going forward

- **Strategic workforce planning and alignment:** Strengthen the foundations of workforce planning by establishing consistent processes across Clinical Care Groups to capture workforce education and development needs. This will enable earlier alignment with IMTP and annual planning cycles and improve the links between workforce planning, staff development, and service transformation.
- **Medical workforce planning:** Address persistent challenges and gaps in medical workforce planning.
- **Paper quality and timeliness:** Improve discipline around the quality, length, outcome focus and timeliness of papers to maximise assurance and effective use of committee time.
- **Demonstrating impact locally:** Strengthen the ability to show how corporate actions and OD initiatives translate into measurable local improvement and outcomes.
- **Equality, diversity and inclusion:** Increase visibility and assurance over EDI activity, including clearer articulation of progress and impact in relation to equality and equity outcomes.
- **Data triangulation:** Further triangulate workforce, wellbeing and equality data to provide clearer evidence of collective impact and risk.

Suggestions from respondents

- **Strategic workforce planning and medical workforce focus:**
Allocate additional agenda time to strategic workforce planning, ensuring earlier alignment with the IMTP and annual planning cycle so that workforce considerations meaningfully inform organisational plans. This should include enhanced focus and visibility of medical workforce planning given ongoing recruitment challenges.
- **Quality, timeliness and purpose of Committee papers:**
Improve the quality and effectiveness of papers by reducing narrative and strengthening focus on outcomes, impacts, risks and assurance. Papers should be submitted in a timely manner to enable appropriate scrutiny and should clearly articulate the assurance or decision required. Reducing repeated deferrals of key items will support timely assurance to the Board.
- **Equality, diversity, inclusion and population health insight:**
Increase the visibility and integration of Equality, Diversity and Inclusion within Committee business, including clearer consideration of the Anti-Racist Wales Action Plan. Greater use of public health demographic data, including analysis of economic and health inequalities, is required to better inform strategic decision-making and support the shift towards community health and wellbeing.
- **Workforce skills, development and transformation:**
Enhance oversight of workforce skills development and ensure stronger alignment between workforce planning, skills, education and service transformation. This should include a continued focus on leadership development and career progression to support organisational resilience and future service needs.

- **Operational insight and local delivery:**
Strengthen the linkage between corporate oversight and operational delivery to enable the Committee to better understand how strategies and actions translate into local impact and improvements.
- **Committee effectiveness and assurance processes:**
Improve consistency in post-item assurance and reflection, including more structured use of approaches such as the 'triple A' assessment. Consider Executive Director involvement in post-committee reflections to support learning and enhance effectiveness.
- **Compliance and mandatory requirements:**
Strengthen oversight of mandatory training compliance to ensure workforce capability, safety and statutory requirements are consistently met.

Overall Conclusion

The self-assessment demonstrates that the People, Organisational Development and Culture Committee is functioning effectively and continuing to mature as a strategic committee. Clear strengths are evident in leadership development, organisational development and constructive challenge. Addressing the identified areas for improvement will further strengthen the Committee's ability to provide robust assurance to the Board.

Areas for Improvement and Actions

Area for Improvement	By Whom	By When
Schedule dedicated agenda time for strategic workforce planning earlier in the planning cycle, this will include deep dives into all professional areas ensuring clear alignment with IMTP development, annual planning cycles, and service transformation priorities.	Executive Lead / Chair	01/08/2026
Strengthen expectations for paper quality, timeliness and outcome-focused reporting, including clearer articulation of assurance and decision requirements and reducing repeated deferrals of key items	Chair / Executive Lead	01/08/2026
Increase integration of Equality, Diversity and Inclusion within Committee business, including clearer reporting on progress, risks and impact of the Anti-Racist Wales Action Plan	Chair / Executive Lead	01/11/2026
Enhance use and presentation of public health and demographic data, including analysis of economic and health inequalities, to better inform strategic decision-making and support the shift towards community health and wellbeing. This request will be aligned to the work programme of the Strategy and Planning Committee as this sits within the committee's remit and terms of reference.	Included within the TORs of the Strategy and Planning Committee	
Strengthen oversight of workforce skills development and ensure alignment between workforce planning, education, competency development and service transformation. This element is delegated to the Strategic People Planning and Education Group (SPPEG) however, this will be aligned to the workforce strategic plan and deep dive updates can be presented to the committee at appropriate reporting intervals.	Executive Lead	01/11/2026

Strengthen reporting to demonstrate how organisational development and workforce actions translate into measurable local and operational improvements	Executive Leads	01/11/2026
Embed consistent use of structured assurance approaches (e.g. Triple A) at the end of each agenda item to clearly capture key assurances, risks and actions. To improve consistency training has been provided to all Committee Chairs on the Triple A process.	Chair	01/08/2026
Include Executive Director participation in post-Committee reflection processes, where appropriate, to support learning and continuous improvement done.	CSO / Chair	01/07/2026
Strengthen oversight of mandatory training compliance to ensure workforce capability, safety and statutory requirements are consistently met recognising this sits within the remit of SPPEG and will be reported through the triple A report.	Executive Lead	01/11/2026

Argymhelliad / Recommendation

The Committee is asked to:

- **CONSIDER** the outputs from the Committee Self-Assessment process
- **AGREE** the actions identified to further improve Committee effectiveness

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 Committees 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
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
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
Rhestr Termau: Glossary of Terms:	Included within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Parties / Committees consulted prior to Committee:	Director of Corporate Governance/Board Secretary

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impacts
Gweithlu: Workforce:	No direct impacts
Risg: Risk:	No direct impacts
Cyfreithiol: Legal:	No direct impacts

Enw Da: Reputational:	No direct impacts
Gyfrinachedd: Privacy:	No direct impacts
Cydraddoldeb: Equality:	No direct impacts