

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

Date and Time of Meeting:	4 th April 2022 at 9.30 a.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 (PODCC Vice-Chair) Ms Ann Murphy, Independent Member (VC) Mr Winston Weir, Independent Member (VC)
In Attendance	Mrs Lisa Gostling, Director of Workforce & Organisational Development (PODCC Executive Lead) Mrs Joanne Wilson, Board Secretary (VC) Ms Christine Davies, Assistant Director of Organisation Development (VC) Ms Heather Hinkin, Head of Workforce & OD (VC) (Part) Mrs Amanda Glanville, Head of Workforce Education & Development (VC) Ms Alwena Hughes-Moakes, Director of Communications (VC) (Part) Mrs Annmarie Thomas, Assistant Director of Workforce & Organisational Development (VC) Professor Philip Kloer, Medical Director/Deputy Chief Executive (VC) (part) Mrs Sharon Daniel, Assistant Director of Nursing (VC) Ms Tracy Walmsley, Senior Workforce Development Manager (VC) Ms Anna Gray, Project Manager, Workforce Planning (VC) Ms Shelley Dony, Project Manager, Workforce Planning (VC) (Part) Ms Mia Evans, Project Manager, Workforce Planning (VC) (Part) Ms Gaynor Bowen, Project Support Officer, Workforce Planning (VC) (Part) Mr Phil Jones, Auditor (VC) Mrs Karen Didcote, Committee Services Officer (Secretariat)

Agenda Item	Action
PODCC (22)22	
INTRODUCTIONS AND APOLOGIES FOR ABSENCE	
Apologies for absence were received from: <ul style="list-style-type: none"> • Mrs Ros Jervis, Director of Public Health. • Mrs Mandy Rayani, Director of Nursing, Quality & Patient Experience • Mr Steve Morgan, Deputy Director of Workforce & OD • Mrs Delyth Raynsford, Independent Member • Ms Jo McCarthy, Deputy Director of Public Health • Ms Wendy Davies, Project Manager, Workforce Planning <p>Prof. John Gammon welcomed Karen Didcote, newly appointed Committee Services Officer to the meeting and acknowledged and expressed gratitude for the support received from Claire Williams, the previous Committee Services Officer.</p>	

	<p>Prof Gammon noted:</p> <ul style="list-style-type: none"> • Ms Tracy Walmsley, Ms Shelley Dony, Ms Mia Evans and Ms Anna Gray will be joining the meeting to present the Workforce Plan. • Ms Heather Hinkin is in attendance on behalf of Mr Steve Morgan • Ms Alwena Hughes-Moakes will be providing an update on the Welsh Language Strategy. • Mr Phil Jones, Wales Audit, was welcomed to the meeting. • Professor Phil Kloer and Mrs Jo Wilson have been delayed and will join the meeting shortly. <p>Prof Gammon informed Members that Saturday 2nd April 2022 marked the start of the holy month of Ramadan, and on behalf of the Committee, wished our Muslim colleagues a period of peace, joy and spiritual reflection, and indeed for colleagues of all faiths to take this opportunity for a period of contemplation and reflection.</p>	
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PODCC (22)23	DECLARATIONS OF INTEREST	
	No declarations of interest were made.	

PODCC (22)24	MINUTES AND MATTERS ARISING FROM THE PREVIOUS MEETING HELD ON 3RD FEBRUARY 2022	
	<p>RESOLVED – that the minutes of the People, Organisational Development & Culture Committee meeting held on 3rd February 2022 be APPROVED as an accurate record of proceedings.</p> <p>Referring to page 2 of the minutes for the meeting held on 3rd February 2022, PODCC (22)04, Table of Actions from the meeting held on 13th December 2022 <i>PODCC(21)50 Workforce Plan Update Position – To provide further information to Mr Winston Weir with regards to the Year 1 cost reduction</i>. It was noted in the previous minutes, that financial information relating to the Year 1 cost reductions and financial implications associated with the workplan, would be shared with Mr Weir during February 2022. However, Mr Weir reported to Members that to date no further information regarding the cost reduction had been received and as such, this matter should be brought forward as an outstanding action. The agreed date for this action to be resolved is 6th June 2022.</p>	LG

PODCC (22)25	TABLE OF ACTIONS FROM THE PREVIOUS MEETING HELD ON 3RD FEBRUARY 2022	
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	<p>An update was provided on the Table of Actions from the PODCC meeting held on 3rd February 2022, with confirmation received that outstanding actions have either been progressed or forward planned for a future Committee meeting, with the exception of:</p> <ul style="list-style-type: none"> - PODCC (22)04 – To include the bilingual provision available within the HDdUHB Counselling Service within the Welsh Language Provision report for presentation to PODCC in April 2022. Mrs Judith Hardisty requested confirmation of a more specific timeline as opposed to ‘in due course’. Prof Gammon advised that a meeting, took place with Ms Lisa Gostling and Ms Alwena Hughes-Moakes and a process has been agreed. Further clarification would be provided under agenda item 5 - Welsh Language Strategy. - PODCC(22)17 Corporate and Employment Policies - To discuss with Ms Anna Bird whether the concerns in regard to the lack of a consistent approach to arranging interpretation and translation support within Primary Care services for migrants, refugees and asylum seekers had been addressed within the Policy, and to provide the outcome to Mrs Judith Hardisty. Mrs Gostling confirmed that the policy applies to all employees of Hywel Dda University Health Board (HDdUHB), including Primary Care and amendments will be made to the policy to reflect this. <p>The Committee supported the approval of this amendment via Chair’s Action.</p>	<p>AB</p> <p>JG/CS O</p>
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<p>PODCC (22)26</p>	<p>SELF-ASSESSMENT OF COMMITTEE EFFECTIVENESS - PROCESS</p> <p>Members received the PODCC Self-Assessment of Committee Effectiveness – Process for use in the People, Organisational Development and Culture Committee (PODCC) annual self-assessment exercise for 2021/22. Prof Gammon informed Members that, being a relatively new Committee, the questions contained within the Self - Assessment questionnaire have been adopted from those used and maintained previously for other Committees. Going forward, the Committee will reflect and review this process to determine the need to adapt the questions to ensure closer alignment with the requirements of PODCC.</p> <p>In Summary, Prof. Gammon advised that the timeline for the Self-Assessment process will be agreed and shared with Members.</p> <p>The People, Organisational Development & Culture Committee CONSIDERED the proposed self-assessment questionnaire template and SUPPORTED its use for 2021/22.</p>	<p>CSO</p>
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<p>PODCC</p>	<p>PODCC ANNUAL ASSURANCE REPORT 2021/22</p>	
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(22)27	<p><i>Ms Joanne Wilson joined the Committee meeting.</i></p> <p>Members received the PODCC Annual Assurance report 2021/22 for review, outlining the main achievements of the Committee and highlighting key risks and issues/matters of concern raised by PODCC to the Board. The report demonstrates that the Committee has fulfilled the requirements articulated in its Terms of Reference during 2021/22.</p> <p>Mrs Judith Hardisty expressed gratitude and appreciation for the report which outlined the significant work which had been undertaken in a relatively short period of time. In agreement, Prof Gammon added that the report clearly demonstrates progress in taking this agenda forward and influencing the organisation. Prof Gammon expressed gratitude to Mrs Gostling and the Workforce & OD team for their continued work and support.</p>	
	<p>The People, Organisational Development & Culture Committee REVIEWED and ENDORSED the Annual Assurance Report for 2021/22.</p>	

PODCC (22)28	CHAIR'S ACTION – EQUALITY, DIVERISTY & INCLUSION POLICY	
	<p>Prof. Gammon presented the Policy 133 - Equality, Diversity and Inclusion Policy for ratification following approval via Chair's Action.</p> <p>Mrs Lisa Gostling confirmed the policy had been presented to the Staff Partnership Forum, with no suggested amendments.</p>	
	<p>The Committee RATIFIED Chair's Action.</p>	

PODCC (22)29	PERFORMANCE, APPRAISAL & DEVELOPMENT REVIEW (PADR)	
	<p>Members were presented with the Performance Appraisal and Development Review (PADR) report: How do we manage and raise performance in Hywel Dda University Health Board, which provided an update to the PADR status report previously submitted to PODCC in October 2021. The report outlined the progress that has been undertaken by the Culture/Workforce Experience team in developing a performance led culture and outlined the system wide challenges faced during this process. The report highlighted the substantial challenges faced by staff of the Health Board over the past four months which have caused many of the planned initiatives to support further progression to be delayed.</p> <p>Mrs Christine Davies reaffirmed the challenges faced, however advised Members of positive indicators which can provide some assurance to the Committee. Mrs Davies confirmed that compliance in the PADR rates during the previous 12 months has been relatively stable, remaining consistent at 60-65%. Improvements have been noted in Mental Health and Learning Disabilities (MHLD), Facilities, Unscheduled care and Healthcare Sciences directorates.</p>	

The Committee were reminded that monthly surveys of the PADR process have been introduced which target 1/12th of the workforce, incorporating questions aimed at providing a strong indicator of the quality of the PADR process. Mrs Davies was pleased to report that HDdUHB is tracking 9% above the national average rate, second only to Betsi Cadwaladr University Health Board (BCUHB) and reported that positive work will continue with the aim of improving the process further across HDdUHB.

Ms Hardisty enquired about the validity of the All Wales comparisons identified within the report, particularly around the repositioning of PADR's and sought clarification around the value of the PADR as opposed to the amount completed. In response, Mrs Davies informed Members that links have been made with BCUHB to explore the processes followed and to seek assurance surrounding the quality of PADRs undertaken. Mrs Annmarie Thomas confirmed that the benchmarking data contained within the report was taken from the National Electronic Staff Record Data Warehouse and the parameters used within the report are agreed at an NHS Wales level, however further noted that work is ongoing to ensure the accuracy of the information entered onto the Electronic Staff Record (ESR) system to ensure the data is reliable. Mrs Thomas drew Members attention to the new National Delivery Framework Target which emphasises the value of quality in the PADR process.

Ms Hardisty also enquired whether PODCC will begin to review Consultant Job Planning, the revalidation process and appraisals. Members requested the submittal of a report to PODCC in relation to Consultant Job Planning, revalidation process and appraisals for consultants.

Ms Ann Murphy drew Members' attention to the issue of incorrect dates entered into the ESR system and expressed concern around the accuracy of the data being analysed. In response Ms Davies advised that this was a known concern and informed Members that the issue is being experienced nationally. Discussions are ongoing at a national level and Ms Davies undertook to provide Members with an update regarding this matter.

Prof Gammon welcomed the opportunity to culturally embed the onus of the PADR process on employees and acknowledged the importance of the PADR process being employee as opposed to employer led. Prof Gammon also noted the requirement for targeted intervention to encourage a higher uptake of completion of PADRs in those areas with lower participation and, having emphasised the importance of the qualitative aspect of the PADR process, enquired how this could be measured. In response, Ms Davies acknowledged the requirement to ensure the development of a meaningful career plan which supports employee training and suggested the possibility of conducting a PADR Quality Survey across the Health Board. The Agenda for Change Pay

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	<p>Progression programme due for implementation will serve as a motivating factor to enhance the PADR process. Ms Davies also noted that the People and Cultural Development Indicators now require Organisational Development Relationship Managers (ODRM) to link directly with management teams.</p> <p>Mr Weir enquired whether it would be possible to receive a breakdown of the data detailed within the report to reflect age, gender, disability and ethnic background to use as a comparator over time. Ms Thomas undertook to source this information.</p> <p>Members noted and received assurance from the PADR report and welcomed further update reports relating to the progression of the PADR process to future meetings.</p>	AT/CD
	<p>The People, Organisational Development & Culture Committee</p> <ul style="list-style-type: none"> • NOTED and received ASSURANCE of the current attainment status of PADR rates across the organisation. • SUPPORTED the ongoing intentions to support further progression of regular performance and feedback conversations taking place between staff and their managers. 	

PODCC (22)30	<p>PLANNING OBJECTIVES UPDATE</p> <p>Members were presented with the Workforce & Organisational Development (OD) Planning Objectives Update which demonstrated where progress had been made in delivery of the 12 Planning Objectives (PO) aligned to PODCC.</p> <p>Mrs Gostling confirmed that of the 12 POs, the current status shows 7 are on track, 1 has been completed. In terms of the 4 behind schedule, Mrs Gostling provided following update:</p> <ul style="list-style-type: none"> • 1C – Making a Difference Programme Whilst there were challenges around the ability to release staff during the winter period, a successful pilot programme has now been launched. • 1F – Induction, policies, employee relations, access to training This PO is behind due to a number of factors including the mass recruitment plan, a focus on overseas recruitment, workforce policy, employee relations, induction and equitable access for training. • 2D – Clinical Education Plan An Education and Workforce forum is due to be implemented which will ensure that both the workforce plan and the educational requirements are addressed. • 2G – Careers Workforce Programme Progress is being made with the next tranche of the Apprenticeship Programme, with Healthcare Apprentices currently out to advert. In addition, an Integrated Apprenticeship 	
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Programme with Pembrokeshire County Council is in the final stages of completion. Health and Social Care apprentices are also planned, and work relating to school engagement is ongoing.

Referencing PO 2G, Mr Weir enquired whether NHS Wales Shared Services Partnership (NWSSP) had been approached to participate in the Apprenticeship Programme, specifically for a targeted focus towards apprentices for HDdUHB.

In response, Ms Amanda Glanville informed Members that HEIW attend the All Wales Apprenticeship group enabling HDdUHB to engage and follow best practice nationally. Mrs Gostling was pleased to inform Members that funding of approximately £800,000 had been received by HDdUHB from Health Education and Improvement Wales (HEIW) to support the development of healthcare workers and our apprenticeship programmes with HDdUHB. Discussions are due to commence with HEIW regarding the piloting of new schemes such as psychology and medical apprenticeships.

Ms Murphy noted the lack of suitable available training facilities locally which significantly impacts the provision of training, which had not been highlighted within the report. In response, Mrs Gostling acknowledged there are limited facilities across all sites, however, was pleased to inform Members that the Health Board is in the process of procuring Glein House, Carmarthenshire, of which one floor will be dedicated to providing education and training. Mrs Gostling advised that currently there is only one OSCE training team to cover HDdUHB. The repurposing of vacant buildings to provide training facilities is being investigated and discussions are being undertaken with further education institutions with the aim of sourcing accommodation for training purposes.

Mrs Hardisty enquired whether the strategy and plans of HDdUHB are incorporated into the engagement process across schools. Ms Glanville informed Members that links are being established with the 14-19 network with a view to working more strategically with schools.

Referring to PO 1F, Mrs Thomas was cautious yet optimistic around timelines aligned to the PO and was pleased to inform Members that following the Mass Recruitment Programme which was initiated to support COVID-19, a high proportion of staff have been retained by HDdUHB and undertook to provide a further update to the Committee.

With reference to PO 1C, Ms Glanville noted the workforce pressures which have significantly impacted the number of staff booked onto the Making a Difference Programme.

Members received assurance from the current position, recognising that appropriate consideration has been given to the challenges associated

	with the delivery of the 4 planning objectives which are currently identified as behind schedule, and welcomed the funding received, commending the significant work undertaken.	
	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.	

<p>PODCC (22)31</p>	<p>WORKFORCE PLAN INCORPORATING HEALTH EDUCATION AND IMPROVEMENT WALES (HEIW) COMMISSIONING PLAN</p>	
	<p><i>Ms Tracy Walmsley, Ms Shelley Dony, Ms Mia Evans and Ms Anna Gray joined the Committee meeting.</i></p> <p>Members were presented with the Workforce Plan incorporating the HEIW Commissioning plan which provides a baseline for future staffing requirements, allowing for further refinement and development. The Workforce Plan will form part of HDdUHBs submission for the Integrated Medium Term Plan (IMTP) and will also support the Programme Business Case (PBC) application process. Members were advised that the plan will be supported by HEIW, enabling the upskilling of staff and linking into the financial plan.</p> <p>Mrs Gostling informed Members that the Workforce Planning Model has been adopted as a tool to be used nationally, with the initial development of the nursing element.</p> <p>Ms Tracy Walmsley, Ms Shelley Dony, Ms Mia Evans and Ms Anna Gray were introduced to the Committee and outlined their roles within the Workforce Planning team.</p> <p>Ms Evans, one of the critical architects in the development of the Regeneration Framework which has been developed to aid the projection of the workforce 10 years into the future and will support the Programme Business Case (PBC), presented an overview of the Framework detailing the six key components.</p> <p>Ms Evans provided an overview of the workforce position at year 1 (2022/23) and the estimated forecast position at year 10, across the 6 framework elements. It was noted that the calculations within the report had been compiled through the use of the functional content aligned to the PBC in relation to the proposed new hospital and the configuration of services that will be required. Ms Evans noted the variances in relation to the PBC projected figures and the interventions that need to be established in order to realise these estimated forecast figures.</p> <p>Prof Gammon expressed his gratitude to Ms Walmsley and her team for their presentation and for the significant and valid contributions they provide to the Committee.</p>	

In regard to the medical side of the Workforce Plan, Ms Hardisty enquired whether Primary Care Medical and Dental have been included, as exclusion from the analysis may affect pressures on Secondary Care services. In response, Ms Walmsley advised Members that the Workforce team continue to engage with Primary Care colleagues and noted that whilst there is a National Primary Care Workforce Tool, the Workforce Planning team does not currently have access to this meaningful data.

Ms Hardisty also noted that the Market Stability report has recently been published and as such, the Regional Partnership Board (RPB) Support Office could assist with the provision of useful data in relation to our population, which could inform where our future workforce derives.

Referring to Strategic Objective 2 – Empowering Our Workforce, *develop an integrated Occupational Health & Staff psychological wellbeing offer with a single point of contact*, Ms Murphy observed that Workforce were not clearly defined within this planning objective.

Prof Gammon, noting the requirement to retain the skilled and capable employees currently employed within HDdUHB, enquired which strategies have been implemented to develop the workforce and whether this has been built into the workforce planning. Ms Gray informed Members that a joined up approach has been adopted, integrating services and providing assurance that the Education Commissioning Process is based on the quality and skills of the workforce, utilising the activity analysis, redesign and reviewing the future development of our workforce and the ‘grow your own’ philosophy. In addition, Ms Davies commented that work is being undertaken to analyse, not only ‘exit’ interviews, but the introduction of ‘stay’ interviews for newly recruited employees.

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Prof Gammon also enquired how the robust information, evidenced in the report, is being used to influence the All Wales picture strategically, how this informs our commissioning process and the means of influencing HEIW to engage closely to the workforce planning of HDdUHB. Ms Walmsley informed Members HDdUHB hold a stronger position as a result of the quality of data available which enables HDdUHB to influence and challenge and also informs of potential risks.

Referring to the investment identified within the PBC, Prof Gammon noted the clear gap in funding and enquired how this has been addressed. Ms Gostling confirmed HDdUHB’s Finance Department have been involved in the Workforce Plan to date and therefore understand the relevant funding implications. There is an awareness of, the requirement for a Financial Plan, recognising the need to upstream the financial plan to closely align with recruitment and training needs. Ms Gostling also noted that the cost of staff employed through agency, is approximately 2-3 times the cost of staff employed directly by HDdUHB.

	<p>Ms Thomas provided an update on the International Recruitment Project and was pleased to report that during the first quarter of this year 73 interview panels have been held, 685 candidates have been interviewed and 413 places have been offered nationally, resulting in NHS Wales achieving 97% of their target. In terms of HDdUHB, there have been 104 offers of employment issued, of which 70 have been accepted to date.</p> <p>The Committee supported the draft Workforce Plan and further development of the model and requested an update of the Workforce Plan at PODCC on 20th October 2022.</p>	
	<p>The People, Organisational Development & Culture Committee NOTED and received ASSURANCE from the draft Workforce plan and SUPPORTED the further development of the model.</p>	

<p>PODCC (22)32</p>	<p>WELSH LANGUAGE STRATEGY</p> <p>Ms Alwena Hughes-Moakes provided a verbal update in relation to the Welsh Language Strategy.</p> <p>In recognising the opportunity for HDdUHB to take a lead on the Welsh Language Strategy, both in terms of ensuring compliance with the Welsh Language Standards as defined by the Welsh Language Commissioner’s Office, and seeking a means to build, celebrate and embrace our Welsh language and culture, Ms Hughes-Moakes highlighted the opportunities presented to HDdUHB to define what is valued by our communities, staff, patients and the local population in terms of Welsh language and culture. Reflecting on this, the Planning Objectives (PO) have been reviewed for 2022/23 and it is proposed that a Welsh Language and Culture Discovery process (WLCDP) be conducted, seeking the views of staff, patients, partners and exemplar organisations, around areas such as communication, services, estates and facilities. Acknowledging this will be a lengthy process, it is proposed within the PO, that the Welsh Language and Culture Discovery Report will be presented to Board in March 2023, with a view to implement the plan in April 2023. Presentation of the remit of the discovery report will be made to PODCC in June 2022, with a proposed launch at the National Eisteddfod in Tregaron in July/August 2022.</p> <p>Ms Hardisty requested the Committee have sight of the proposed timelines relating to the WLCDP which Ms Hughes-Moakes will submit for circulation to Members.</p> <p>Mr Weir noted provision of a breakdown of the Welsh speaking population of HDdUHB by ward, would prove beneficial as a comparator to the proportion of Welsh speaking HDdUHB employees within those wards. In addition, Mr Weir noted the importance of obtaining information in relation to how the Welsh language and culture influences the employment of medical staff regionally. Ms Thomas informed</p>	<p>AHM</p>
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	<p>Members there is currently 36% of our workforce who have achieved Welsh Language Skills Level 2 (Foundation level or above) and noted that the Bilingual Skills policy, which will be presented to the Committee in August 2022, would provide further a breakdown by service and ward.</p> <p>Ms Thomas, as the Champion for bilingual skills provision, requested engagement at the earliest opportunity in respect of the WLCDP. In addition, Ms Davies requested involvement with the WLCDP in order to support the staff experience and culture element and the possible affects surrounding staff retention.</p> <p>The Committee agreed for a timeline of the proposed WLCDP to be circulated and noted that an update to the Bilingual Skills Policy will be presented to the Committee at the PODCC meeting in August 2022.</p>	
	<p>The People, Organisational Development & Culture Committee NOTED the verbal update and SUPPORTED the proposal for a Welsh Language and Culture Discovery process.</p>	

<p>PODCC</p>	<p>PERFORMANCE ASSURANCE & WORKFORCE METRICS</p>	
<p>(22)33</p>	<p><i>Ms Hughes-Moakes, Ms Shelley Dony, Ms Mia Evans and Ms Anna Gray left the meeting.</i></p> <p>Members were presented with the Performance Assurance & Workforce Metrics report, providing an update on workforce metrics as well as key performance indicators which offer assurance of delivery against objectives and nationally set targets. These targets will allow PODCC to assess the alignment between the key performance indicators and the intentions as set out in the 10-year Workforce, Organisational Development & Education Strategy.</p> <p>Ms Thomas informed Members that there is scope for enhancement in some areas of the qualitative statements around comparisons with previous and current performance and work will continue to identify areas for improvement, utilising NHS Wales Benchmarking data where available.</p> <p>Prof Gammon noted that the simplicity of the reporting structure which has been adopted enables a clear and concise understanding and interpretation of current and future performance.</p> <p>With reference to the Career Framework Data within the report, Mrs Hardisty requested clarification regarding the percentages, noting the high level of professions showing as 0%. In response, Ms Glanville advised Members that there are areas which currently have no staff holding that particular level within that group. Staff with alternative accreditation, for example Podiatrists whose qualification is accredited to the Royal Society of Podiatrists, are excluded from this framework data. Mrs Glanville and Ms Thomas will review the data contained within the Career Framework and provide an update to Members for clarification.</p>	<p>AG/AT</p>

	<p>Prof Gammon, recognising all of the factors around increased agency spend and referencing the Workforce Efficiency Plan which is being developed requested further information regarding recruitment to support this plan. Ms Thomas explained that within her portfolio, she holds responsibility for Workforce Efficiency which covers the management of Service Level Agreements (SLA) with agencies and prudent healthcare in terms of how the workforce resource is managed. A senior workforce manager is driving the Workforce Efficiency Agenda forward, collaborating with HDdUHB Finance Department to analyse financial data and identify opportunities to reduce our agency costs with the aim of appointing a Workforce Advisor to support this work. Ms Thomas advised Members that two dashboards are being developed, with the specific aim of reviewing agency expenditure, current performance, performance against trend and to determine the required actions.</p> <p>Prof Gammon proposed a report be presented to the Committee in relation to Workforce Efficiency to provide Members with a trajectory of the work being undertaken to address the challenge of agency pay.</p> <p>The Committee received assurance from the Workforce Performance and Assurance Metrics report and also considered and received assurance from the six areas detailed within the report:</p> <ul style="list-style-type: none"> • PADR/medical appraisal. • Sickness absence. • % Core skills and training framework compliance (level 1 competencies). • % Staff who come into contact with the public who are trained in an appropriate level of dementia care. • Consultants/Staff and Associate Specialist (SAS) doctors with a job plan. • Consultants/SAS doctors with an up to date job plan (reviewed within the last 12 months). 	AT
	<p>The People, Organisational Development & Culture Committee:</p> <ul style="list-style-type: none"> • NOTED the content of the report as assurance of performance in key areas of the Workforce and OD agenda • CONSIDERED the performance NHS Delivery Framework metrics • Received ASSURANCE in relation to the six areas addressed within the performance NHS Delivery Framework metrics. 	
PODCC (22)34	<p style="text-align: center;">EMPLOYMENT POLICIES REVIEW UPDATE REPORT</p> <p style="text-align: center;"><i>Professor Philip Kloer joined the Committee meeting.</i></p> <p>Members were presented with the Employment Policies Review Update Report and were requested to consider an extension of the review dates of employment policies identified within the report until 31st March 2023.</p>	

	<p>Members were advised that this extension is requested to enable the All-Wales reviews to be completed and rolled out, and also to allow sufficient time to research and implement a revised local policy or adapt an existing policy into core principles, guidance and/or flowcharts.</p> <p>The process relating to the wholesale review and development of existing policies is referenced as Planning Objective (PO) (1F). A total of 45 policies are to be timetabled for review and work has commenced on the initial phase of the process. An initial three policies; Retirement, Overpayments and Enhanced Sick Pay Provision, have been identified for review and consultation by the end of March 2022, with a proposed submission to PODCC by June 2022.</p> <p>Ms Hardisty enquired whether the requirement for contract changes within Primary Care to be presented to PODCC, had been agreed at the Board Seminar as there are potential implications for HDdUHB in relation to contract changes within Primary Care.</p> <p>With regards to the proposed timeline for policies, and whilst accepting that some of the timelines have been influenced by all Wales positions, Prof Gammon enquired which factors have been used to determine the priority assigned to each. Ms Hinkin advised that Priority Group 1 policies had been identified by the Stakeholder Reference Group, Priority Group 2 have been identified through discussions which have taken place within workforce or have been identified nationally, and Priority Group 3 are policies which have been delayed. If employment law changes, the proposed timelines may alter to ensure compliance is maintained. Ms Hinkin advised that the requested extension to the policy review dates posed a more realistic and achievable timeframe and going forward it is proposed some of the review dates are staggered.</p> <p>The Committee considered, received assurance and approved the extension to the review dates of the employment policies identified within the Employment Policies Review Update.</p>	
	<p>The People, Organisational Development & Culture Committee CONSIDERED and APPROVED the extension to the review dates of the employment policies identified within the Employment Policies Review Update.</p>	
<p>PODCC (22)35</p>	<p>RESEARCH & INNOVATION SUB COMMITTEE REPORT</p> <p>The Committee received the Research & Innovation Sub-Committee (R&ISC) update report following the meeting held on 14th March 2022.</p> <p>Professor Kloer informed Members that the new Research Facilities within Glangwili General Hospital (GGH) have recently opened and provide excellent opportunities for both staff and patients to be involved in clinical studies. Prof Kloer encouraged Members to view the new facilities within GGH. Prof Kloer noted the challenges in obtaining research facilities in Bronglais General Hospital (BGH) and work is</p>	

	<p>ongoing with Aberystwyth University. In relation to facilities in Withybush General Hospital (WGH), solutions continue to be explored.</p> <p>Prof Kloer highlighted the changes to the sub groups within the Sub-Committee's Terms of Reference and advised of the change to the frequency of meetings, with the proposal that the Sub Committee meets quarterly, however confirmed that timely reports will continue to be provided.</p> <p>Mr Weir, as a Member of the R&ISC, commented on the tremendous amount of work and engagement undertaken by the Sub-Committee.</p> <p>Members noted the recruitment of 3 new clinical leads. Prof Gammon and Ms Hardisty commented that HDdUHB should actively promote the new research facility as a means of supporting the recruitment process.</p> <p>Prof Gammon acknowledged the extent of the trials taking place, the high level of recruitment attributed to these trials and noted the risks highlighted within the report and the actions put in place to mitigate them.</p> <p>Prof Gammon informed Members that whilst the report acknowledges the University Partnerships which report to PODCC, the portfolio is wider than Research and Innovation and further advice will be required regarding how this should be managed this more effectively. Ms Wilson will seek further clarification as to how the wider University work can feed into PODCC.</p> <p>The Committee acknowledged the significant work undertaken by Ms Caroline Williams, Head of Research and Development in raising the profile of Research and wished Ms Williams a happy and healthy retirement. Prof Kloer informed the Committee that Ms Sally Hore has been appointed to the role of Head of Research and Development.</p> <p>The Committee approved the Terms of Reference and noted the R&ISC update report.</p> <p>The Committee NOTED the Research & Innovation Sub-Committee update report.</p>	<p style="text-align: right;">JW</p>
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<p>PODCC (22)36</p>	<p>RESEARCH & INNOVATION SUB COMMITTEE ANNUAL REPORT 2021/22</p> <p>The Committee received the Research & Innovation Sub-Committee (R&ISC) Annual report 2021/2022 which provides assurance in respect of the work that has been undertaken during 2021/22 and that the Terms of Reference (ToR) as set by the Committee are being appropriately discharged.</p>	
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	The People, Organisational Development & Culture Committee NOTED and ENDORSED the Research & Innovation Sub-Committee Annual report.	
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PODCC (22)37	OUTCOME OF ADVISORY APPOINTMENTS COMMITTEE	AT
	<p>The Committee received the Advisory Appointments Committee (AAC) report, providing an update on the outcome of the AACs held between 21st January 2022 and 20th March 2022, and approved the following appointments on behalf of the Board:</p> <ul style="list-style-type: none"> • Dr Nadia Randazzo to the post of Consultant Ophthalmologist <p>To assist in the improvement of the recruitment process, Ms Hardisty requested further background information be provided to Members in relation to the reasons for the withdrawal of AAC candidates from the recruitment process. Ms Thomas undertook to source this information.</p>	
	The Committee APPROVED the outcome of the AAC appointments held between 21 st January 2022 and 20 th March 2022 on behalf of the Board.	

PODCC (22)38	ANY OTHER BUSINESS	
	<p>Mr Weir enquired how HDdUHB is supporting its workforce in light of the increases to inflation, National Insurance costs and utility costs which will impact the workforce, in particular those employees in the lower pay bandings.</p> <p>Mrs Gostling advised Members that, recognising the financial constraints imposed on NHS staff nationally, the Welsh Government has increased the living wage with effect from 1st April 2022 for the NHS Workforce, which is ahead of any outcomes of the annual Pay Review Body, resulting in an uplift for those staff on lower pay bands. Work is also underway to review the level of travel expenses which is particularly relevant for community based staff. A Task and Finish group is also being established to promote and drive forward benefits already in existence within HDdUHB such as Credit Unions, the Staff Benefits App and more practical suggestions which may be of benefit to the workforce during this difficult period.</p>	

PODCC (22)39	PODCC WORKPLAN 2022/23	
	The PODCC workplan for 2022/23 was received for information.	
	The Committee NOTED the PODCC workplan for 2022/23.	

PODCC (22)40	MATTERS FOR ESCALATION TO BOARD	
	<ul style="list-style-type: none"> • Performance Assurance & Workforce Metrics The People and Cultural Development Committee received assurance in relation to the six areas addressed within the Performance and Assurance Workforce Metrics. 	

PODCC (22)41	DATE AND TIME OF NEXT MEETING	
	20 th June 2022 at 9.30 a.m. - Boardroom, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen.	