



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 May 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	People, Organisational Development and Culture Committee (PODCC) Self-Assessment Outcome Report 2024/25
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Eleanor Marks, PODCC Chair Lisa Gostling, Executive Director of Workforce & OD/Deputy CEO)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Joanne Wilson, Director of Corporate Governance/Board Secretary Charlotte Wilmshurst, Assistant Director of Assurance and Risk

**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 provide outcome of the People, Organisational Development and Culture Committee (PODCC) Self-Assessment 2024/25 process to the Committee.

**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

The feedback from this form was considered alongside other information, such as:

- Matters alerted to the Board
- IM Reflective sessions
- Auditor/Regulator feedback

The PODCC Chair and Lead Executive met to consider 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. With only 5 responses received, it has been challenging to effectively analyse the committee's performance.

### Asesiad / Assessment

The PODCC Chair and Lead Executive met to consider 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.

#### **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:

#### **What we want to continue to do next year**

- Good governance and administration of Committee
- Receive good support from EDs/Deputies re attendance, timeliness of papers
- Chair effectively and have open, transparent and productive debate with constructive challenge from IMs
- Maintain a robust focus on staff wellbeing with an outcome-based approach
- Good interface with other committees and Board
- Private meetings used appropriately for discussing items not for the public domain
- Maintain suitable representation of the multi-disciplinary workforce in attendance and contributions

#### **What we want to change going forward**

- Strengthen Committee focus on impact and longer-term strategic matters which position workforce within the wider organisational agenda and priorities, to meet the needs of our population
- Improve content of papers by reducing operational detail in papers, focussing on issue/risks, impact, actions being taken, intended outcomes, value and sustainability
- Introducing a thematic approach to PODCC reports to avoid duplication of reports
- Review membership to include more operational leadership to provide assurance on the strategic workforce risks and issues faced by organisation
- Strengthen contributions by IMs and presenters
- Improve oversight of compliance with legislation, guidance, and best practice around the workforce and OD agenda
- Improve assurance relating to educational needs of the future workforce
- Mitigating late paper submissions caused by operational pressures by offering coaching or briefings to ensure timely submissions

## Suggested areas of focus for 2025/26

- Shift from the transactional approach to assuring WOD departmental functions towards transformational approach to secure a future workforce for the UHB
- Become a driving force for EDI improvement.
- Remain searching in terms of staff feedback via national survey and other metrics, noting recent deteriorating performance on some cultural metrics
- Oversight of escalation domains under the remit of the Committee
- Improve EDI, access to education and training with measurable impact/ outcome, enhancing workforce experience, accessible employment (widening participation for e.g. no formal interviews where not advantageous to securing employment).”
- Clarity as to what excellence in healthcare management looks like in practice and build it accordingly
- Develop the culture of speaking up openness and approachability
- Share more information about what is being done to support staff to be their best at work
- Agree 2-3 tangible improvements and hold ourselves to account for delivery
- Deep dives into issues that affect our workforce
- Leadership, governance & workforce culture
- EDI Education and Training Leadership Skills (to improve health and wellbeing of workforce)

The following actions will be taken forward by the Director of Corporate Governance/Board Secretary:

Action	By whom	By when
To reshare the report writing SOP and guidance with report authors	CSO	Jul25
Consider adopting a thematic approach where possible to prevent repetitions in discussions and streamline meeting agendas	DOW&OD/DCEO	Aug25
Consider including suggested areas of focus for 2025/26 on Committee Workplan	DOCG/CSO	Aug25

### Argymhelliad / Recommendation

The Committee is asked to consider the outputs from the Committee Self-Assessment process, 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:	10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee’s performance and operation, including that of any sub committees established
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable

Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	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 Termiau: 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 Director of Corporate Governance/Board Secretary

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

<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Not applicable
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	An effective PODCC should seek out areas of system weakness and facilitate an organisational culture that drives strategic development and operational performance.
<b>Gweithlu:</b> <b>Workforce:</b>	Not applicable

<b>Risg: Risk:</b>	An effective PODCC should drive improvement through scrutiny and challenge on the effective and efficient management of risks relating to strategic development and operational performance.
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable