



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	03 April 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	People, Organisational Development & Culture Committee Annual Assurance Report 2022/23
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mrs Chantal Patel, Chair, People, Organisational Development & Culture Committee
SWYDDOG ADRODD: REPORTING OFFICER:	Mrs Lisa Gostling, Director of Workforce & Organisational Development (OD)

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 this report is to present the People, Organisational Development & Culture Committee (PODCC) Annual Assurance Report 2022/23 to the Board.

The PODCC Annual Report:

- Provides assurances in respect of the work that has been undertaken by the Committee during 2022/23; and
- Outlines the main achievements which have contributed to robust integrated governance across the Health Board.

Cefndir / Background

Hywel Dda University Health Board's (the Health Board) Standing Orders and the Terms of Reference (TOR) for PODCC require the submission of an Annual Report to the Board to summarise the work of the Committee and to identify how it has fulfilled the duties required of it.

The purpose of the People, Organisational Development & Culture Committee is:

- 2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and Organisational Development (OD) agenda, learning from work undertaken nationally and internationally, ensuring Hywel Dda University Health Board (the Health Board) is recognised as a leader in this field.
- 2.2 To provide assurance to the Board on the implementation of the UHB's Workforce and OD Strategy, and the all Wales Health & Social Care Workforce Strategy, ensuring these are consistent with the Board's overall strategic direction and with any requirements and standards set for NHS bodies in Wales.
- 2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
- 2.4 To receive an assurance on delivery against all relevant Planning Objectives falling under Strategic Objectives 1 (*Putting people at the heart of everything we do*), 2 (*Working together to be the best we can be*), 3 (*Striving to deliver and develop*

excellent services) and 4 (The best health and wellbeing for our communities) (see Appendix 1), in accordance with Board approved timescales, as set out in the Health Board's Annual Plan.

- 2.5 To provide assurance that the organisation is discharging its functions and meeting its responsibilities with regard to the research and innovation activity carried out within the Health Board.
- 2.6 To seek assurance on the management of principal risks within the Board Assurance Framework (BAF) and Corporate Risk Register (CRR) allocated to the Committee and provide assurance to the Board that risks are being managed effectively and report any areas of significant concern e.g. where risk tolerance is exceeded; lack of timely action.
- 2.7 To recommend acceptance of risks that cannot be brought within the Health Board's risk appetite/tolerance to the Board through the Committee Update Report.
- 2.8 To receive assurance through Sub-Committee Update Reports and other management group reports that risks relating to their areas are being effectively managed across the whole of the Health Board's activities (including for hosted services and through partnerships and Joint Committees as appropriate).

Asesiad / Assessment

The PODCC has been established under the Board's Scheme of Delegation (SOD). The Health Board initially approved TOR for the Committee at its Board meeting on 29 July 2021; revised versions were approved on 25 November 2021 and 28 July 2022.

In discharging its role the Committee is required to oversee and monitor the people, organisational development and culture agenda for the Health Board and, in respect of its provision of advice to the Board, ensure the implementation of the people, organisational development and culture agenda against the following areas of responsibility:

People

- Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of the Health Board's activities.
- Consider the implications for workforce planning arising from the development of the Health Board's strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the Board.
- Consider the second 'Discovery' phase of the pandemic learning that is conducted to understand more about staff experience in order that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff (PO 1H).
- Ensure robust mechanisms are in place to deliver effective staff engagement in accordance with the Health Board's values and behaviour framework.
- Approve Appointments made by the Advisory Appointments Committee.

Organisational Development

- Seek assurance on delivery against all Planning Objectives aligned to the Committee, considering and scrutinising the plans, models and programmes that are developed and implemented, including the annual workforce plan and associated commissioning plan, supporting and endorsing these as appropriate. (PO 1A, 1B, 1F, 1G, 1H, 1I, 2A, 2B, 2D, 2H, 2I, 2J, 2K, 2L, 2M, 3G, 3J, 4A, 4I).
- Receive the 3 year strategic plan developed in partnership with universities, life science companies, and public service partners, for implementing to increase research, development, and innovation activity, and number of research investigators, sufficient as a

minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (PO 3G).

- Receive the Research & Innovation Sub Committee Annual Report for approval prior to submission to Health and Care Research Wales, to ensure the Health Board increases its Research & Development/R&I capacity, research output and research income.

Culture

- Ensure robust mechanisms are in place to foster a strong and high performance organisational culture of effective leadership, innovations and continuous improvement, in accordance with the Health Board's values and behaviour framework, future-proofed to ensure their continuity and success.
- Seek assurances that there the appropriate culture and arrangements are in place to allow the Health Board to discharge its statutory and mandatory responsibilities with regard to Welsh language provision (workforce & patient related).

Governance

- Refer people, culture and organisational development matters which impact on quality and safety to the Quality, Safety & Experience Committee (QSEC), and vice versa.
- Approve workforce and organisational development policies and plans within the scope of the Committee.
- Review and approve the annual work plans for any sub-committee which has delegated responsibility from the PODCC and oversee delivery.
- Agree issues to be escalated to the Board with recommendations for action.

Sub-Committee

The Research & Innovation Sub-Committee (R&ISC) reported to PODCC during 2022/23.

The purpose of the R&ISC reports is to assure the Board, via the PODCC, that that the Sub Committee is discharging its functions and meeting its responsibilities with regards to the quality and safety of research, development and innovation activity carried out within the organisation. The guiding principles will be:

- 2.1.1 a clear strategy;
- 2.1.2 clear governance and performance management
- 2.1.3 working within budget constraints.

The R&ISC will promote and support involvement in high quality, multi-disciplinary and multi-agency healthcare research, development and innovation, promote evidence-based healthcare, build research and innovation capacity and foster a research and innovation culture, including patient/public involvement where appropriate.

The R&ISC will facilitate collaboration with the research and academic community to maximise outcome and impact for the Health Board and the patients it serves.

The PODCC Annual Report 2022/23 is intended to outline how the Committee and its Sub-Committee have complied with the duties delegated by the Board and PODCC through the Terms of Reference set, and to identify key actions that have been taken to address issues within the Committee's remit.

Strategic People Planning and Education Group (SPPEG): The Group, which reports to PODCC, was constituted from October 2022. As described in its TOR, the purpose of the Strategic People Planning & Education Group is to coordinate and oversee the work of the Board in relation to education, training and workforce planning that will ensure clarity of vision, ethos, our values, and strategic direction.

Advisory Group

Black, Asian and Minority Ethnic (BAME) Advisory Group: The Group was established in July 2020. The Group's aims and objectives, described in its TOR were revised and approved by PODCC on 18 August 2022.

Constitution

The Terms of Reference were reviewed and approved on 20 June 2022. The TOR included the Planning Objectives (PO) for 2022/23 which were approved and presented for ratification by the Board on 28 July 2022. The membership of the Committee was agreed as the following:

- Independent Member (Chair).
- Independent Member (Vice Chair).
- Three Independent Members.

The following Members are identified as "In Attendance" Members:

- Director of Workforce & Organisational Development (Lead Executive).
- Medical Director/Deputy CEO.
- Director of Public Health.
- Director of Nursing, Quality & Patient Experience.
- Chair of the Health Board Staff Partnership Forum.

Meetings

The Committee meets on a bi-monthly basis. In the year 2022/23, the Committee met on 6 occasions. All meetings were quorate, as follows:

- 4 April 2022
- 9 June 2022
- 18 August 2022
- 20 October 2022
- 15 December 2022
- 15 February 2023

PODCC is directly accountable to the Board for its performance. It provides assurance to the Board through formal written update reports, which are sent to the subsequent Board meeting. A full set of the papers for each Committee meeting is routinely made publicly available on the Health Board's website.

Areas of Responsibility

In discharging its duties, PODCC has undertaken work during 2022/23 against the following areas of responsibility in relation to its people, planning and performance assurance agenda:

Governance

Committee Effectiveness: On 4 April 2022, the Committee received the draft self-assessment of the questionnaire and agreed the suggested template, followed on 18 August 2022 by the

Outcome Report and progress on the PODCC Self-Assessment 2021/22 Action Plan report. Members welcomed the positive comments relating to the performance of the Committee, particularly given that it had only been established for one year. Actions from the Self-Assessment 2021/22 were being progressed within the agreed timescales.

PODCC Annual Report to Board: At the April 2022 meeting PODCC endorsed its Annual Report, for onward submission for approval at the July 2022 Public Board meeting.

Annual Review of PODCC TOR: The Committee received and approved the updated TOR (for onward ratification by the Board) at its 20 June 2022 meeting. It was noted that the revised planning objectives were aligned to PODCC.

Black, Asian and Minority Ethnic (BAME) Advisory Group: The Group's TOR were approved by the Committee at its 18 August 2022 meeting. Members noted the changes to the reporting structure and the additional membership following the establishment of the BAME Staff Network.

Strategic People Planning and Education Group (SPPEG): On 15 February 2023, subject to the inclusion of medical and dental staff in the group's responsibilities, the Committee approved the Group's TOR.

Policies – during 2022/23, the Committee approved the following policies:

- Equality, Diversity and Inclusion Policy
- Employer Pension Contributions – Alternative Payment Policy.
- Interpretation and Translation Policy.
- Work/Life Balance – Flexible Working Policy
- Underpayments and Overpayments of Salary Policy
- Retirement Policy
- Disclose and Barring Service
- All Wales Pay Progression Policy
- Standards of Behaviour Policy.
- Leave and Pay for New Parents Policy
- Shared Parental Leave Procedure
- Redeployment Policy
- Honorary Contract Procedure
- Performance Management Policy
- Corporate Safeguarding Policy
- Dealing with Anonymous Communications Regarding Members of the Workforce Policy
- Learning & Development Policy
- Organisational Induction Policy
- Alcohol and Drugs/Substance Misuse Policy
- Disclosure and Barring Service (DBS) Policy
- Employer Pension Contributions – Alternative Policy
- Retirement Policy
- Rostering Policy
- Staff Psychological Wellbeing Policy
- Managing Allegations Against Staff Policy

During 2022/23, the Committee also approved extensions to the review dates of various employment policies.

Employment Policies Review Update. At the April 2022 meeting, the Committee received the update and approved an extension to the review dates of 45 policies identified within the report until 31 March 2023. An initial three policies: Retirement, Overpayments and Enhanced Sick Pay Provision, were proposed for submission to the Committee by June 2022. Members were informed that each policy had been allocated to a priority grouping.

Contractual and Legislative Changes Reports: At the meetings held on 18 October 2022 and 15 February 2023, the Committee received reports which provided an overview of actual and potential changes that might impact on the way the Board manages its responsibilities for people. Members expressed concern regarding the impact on staff and patients due to potential industrial action. Members were informed that anticipated changes to the Employment Bill would give those employed on a zero-hours contract the right to request predictable hours in their contract after they had been employed for six months.

People

Performance Appraisal Development Review (PADR) Report: On 4 April 2022 PODCC received the report which outlined the progression made through work undertaken by the Workforce and Organisational Development team and highlighted the challenges experienced during the previous four months which had a delayed planned initiatives to support further progression.

Transforming staff feedback into positive culture change report. Received at the 20 June 2022 meeting, this report detailed the programme of culture change being adopted by the Health Board. Organisation Development Relationship Managers (ORDM) and the Workforce and Organisational Development (WOD) team would work across all service areas to develop People Culture Plans. Retention data was encouraging, and a task and finish group had been established to progress the lack of flexible/agile working issue. Members received assurance on progress with the actions to transform staff experience into positive culture change.

Staff Value and Appreciation Report: On 20 June 2022, the Committee welcomed members from the Culture and Workforce team and received an overview of their roles. Members received the report which provided a research-based overview of the Staff Value and Appreciation programme. An enhanced staff recognition package had been approved which includes Cymeradwyaeth Hywel's Applause 2022, Chair's Commendation, Local Recognition Award, Long Service Award and retirement and death in service recognition. It was noted that a return to 'in-person' events was anticipated in 2023.

Internal Audit Medical Staff Recruitment Report: The Committee received the report on 20 June 2020. It outlined the review of medical staff recruitment in line with the Health Board's Internal Audit plan for 2021/22. The report considered the inherent risks of delays in recruiting medical staff. Members noted that all but one management action, relating to the recruitment function, had been closed. Members received assurance that mitigating actions were being implemented within the stated timescales, with monitoring via the Audit Committee tracker.

Medical Appraisal, Revalidation and Job Planning Report: The Committee received the report on 20 June 2022; it provided an update on the progress made by the Culture and Workforce Experience team following the PADR review report presented to PODCC in April 2022. The suspension of appraisal during the period March 2020 - April 2021 had provided much needed flexibility during a challenging period but it had taken time for regular annual appraisal to be reinstated. It was hoped that a rise in compliance would be realised over the coming months. Members noted the significant number of job plans awaiting the approval

process and that the trajectory for completed job plans was forecast to increase significantly by the end of 2022, with a focus on job plans for Speciality and Associate Specialist (SAS) doctors in early 2022.

On 18 August 2022, in addition to the **Structured Assessment 2022: Phase 2 - Corporate Governance and Financial Management Arrangements - Engagement Plan** the Committee received the following reports:

The **Primary and Community Workforce and OD Planning Update** focussed on independent contractors. Due to challenges with staff availability and medical cover the Primary Care (PC) Team was working towards a Primary Care Workforce Strategy; it was liaising with Health Education and Improvement Wales (HEIW) and the Health Board's workforce team to support this process. Physicians Associate (PA) posts had been introduced in North Ceredigion. It was recognised that further work might be required to highlight the benefits of PAs with the public.

The **Workforce Efficiency Report** provided an update on progress on a three-year programme to deliver £7.65m of savings; 39 individual schemes had been identified as potential opportunities to deliver workforce efficiencies, equating to a 15% reduction in variable pay. Risks related to delivery were noted. Overseas nurses had been successfully recruited although further recruitment was being delayed due to a lack of nurse accommodation across the Health Board; that issue would be considered as part of the Estates strategy.

The **Workforce Planning Model for Health Visitors Report** outlined the short, medium and long-term approaches to workforce planning. The challenges within the current staffing deficits were noted. A strategic vision had been developed with stakeholders for the Health Visiting Service. While the trajectory suggested a long-term decrease in births, the demand on the Health Visitor workforce was more extensive post COVID-19 due to an increase in speech and developmental delay. Given the challenges with capacity and that the role of the Health Visitor was evolving, engagement was taking place with the Health Visiting and Therapies Teams in order to identify alternative future staffing models.

Staff Stories: During 2022/23 the Committee received several reports which focussed on the personal experiences of staff in relation to each topic. These included: Feedback Following Long-Term Sickness, Organisational Development (Nurse Culture) and the Lifelong Learning Fund (LLF).

Deep Dive: Recruitment (Planning Objective (PO) 1F): This report received on 20 October 2022 provided an update and assurance to PODCC in relation to the work underway to modernise the recruitment pathway.

Deep Dive: Making A Difference Customer Service Programme (PO 1H): This report, also received on 20 October 2022, provided feedback following the roll out of a new customer service training programme. Members noted that whilst feedback from the sessions has been positive, the frequency and locations had changed due to rising costs. It was noted that some staff groups had a low attendance rate, which might be due to a lack of capacity within teams.

Workforce Plan Report: Received on 15 February 2022 the report provided the Committee with assurance on progress against the 2022/23 plan and assurance that the planning approach to the Workforce Plan for 2023/24 took account of critical future challenges and identified risks. The medical effectiveness programme, including overseas staff and stabilising the workforce, was under discussion. The implications of the shift to the community care directed by Ministers were also being examined.

Integrated Education Plan – Planning Objective 2D: On 15 February 2023 PODCC was informed that the plan was the first of its kind in Wales. Simulation-based education across a wide range of staff training would be used to achieve the plan. The Health Board had successfully partnered with Swansea University (SU) and had been awarded funding of more than £895k by the Higher Education Funding Council for Wales (HEFCW). The Steering Group will be led by SU and the Simulation Group will be overseen by SPPEG.

Equitable Access: This report (15 February 2023) provided a base from which to understand how the Health Board supports staff development and training and how staff feel about their learning journeys. Equitable Access and staff development opportunities would be promoted through the Personal Appraisal and Development (PADR) process.

Carers Update Report: PODCC received an update, at its February 2023 meeting, on progress against Planning Objective 2A. The work is delivered across the whole organization through the Carers Strategy Group. The report reflected the four priority areas within the regional and national strategy, which informed Health Board action planning. A joint bid to the Shared Prosperity Fund would be submitted with Carmarthenshire Local Authority to support a Care 24 package – a social care training programme which will incorporate the all-Wales induction framework.

Culture

Bullying and Harassment Action Plan: The plan, submitted to PODCC on 20 June 2022 was developed by the Bullying and Harassment Task and Finish Group (which reports to the Black, Asian and Minority Ethnic (BAME) Advisory Group). The Group had scoped issues relating to bullying and harassment in order to develop a greater understanding of the existing processes, consider recommendations for change and shape a formal policy to deliver improvements. On 15 December 2022 significant progress was reported, in particular in relation to the Exit Interview process and cultural awareness. The Committee was pleased to note the revised RAG rated action plan and endorsed the progress made by introducing the means to reduce or eradicate the extent of bullying and harassment experienced by BAME employees. On 15 February 2023, an update was provided which included progress around the action plan developed to respond to staff concerns. It was agreed that the Advisory Group's membership would be reviewed to include representation from other areas of the Health Board.

Anti Racist Wales Action Plan: The Committee received the Plan on 18 August 2022, which covered the period June 2022-2024. The plan had been launched by Welsh Government (WG) as part of its vision to be an anti-racist nation by 2030 and included 11 policy areas; the Health Board would be held to account on the five enabling goals for Health. WG had started to design a Strategic Progress Measurement Framework, which would be the main reporting tool for the plan; the framework would not be available until Autumn 2022 at the earliest. It was agreed further updates on the implementation of the plan would be included in the PODCC work plan.

Welsh Language Annual Report: At its June 2022 meeting PODCC was informed of the progress made to enhance and embed the Welsh Language and Culture in the Health Board. The Health Board has the highest percentage in Wales for Welsh language skills. Members noted that compliance with Welsh language standard 107a (translation of all job descriptions) had proved challenging, as currently it is not financially viable to translate. Work to identify frequently used/generic job descriptions for translation was underway.

Bilingual Skills Policy – Update on Progress report: Received on 18 August 2022, this Update outlined where the Health Board had improved its performance in terms of collecting intelligence or increases to the number of people who can speak Welsh in directorates. Members were advised that the Health Board had received the Welsh in the Workplace

employers' award from Aberystwyth University at the Eisteddfod in recognition of the development of Rho Gyninig Arni' brand to encourage staff to use the Welsh language in the workplace.

Welsh Language and Culture Discovery Report: Submitted to the Committee on 20 June 2022, this report outlined the scope and timeline of the proposed process. Lasting from August until October 2022, through engagement with internal and external stakeholders to review the achievements already made, it would look at the opportunities to further enhance the Welsh Language and Culture. A further report on 15 December 2022 noted that two main themes had emerged: (a) The Health Board needed to ensure that its staff can communicate appropriately with Welsh speaking service users (b) The Health Board needed to proactively offer services in Welsh. The Welsh Language and Culture Plan would be presented to the Board for approval in March 2023. It was noted that there was a need for the Health Board to celebrate key events and historical figures in the Welsh culture.

Stonewall Diversity Champions Programme update Report: Received at the 20 June 2022 meeting, the report outlined the Health Board's commitment to implementing its Strategic Equality Objectives and its role as a Stonewall Diversity Champion. The report detailed the ongoing work that supports individuals who identify as Lesbian, Gay, Bisexual, Transgender, Queer or questioning (LGBTQ+), including staff members, service users or those who come into contact with the Health Board. The Health Board had gained a Silver award in recognition of work undertaken. Members requested an updated action plan which reflected the criteria required for the Stonewall assessment and demonstrated the culture, diversity and inclusion policy of the Health Board. The Committee received assurance on progress to implement the Strategic Equality Objectives and improve the experience and support available to LGBTQ+ individuals.

Cultural Progress Update: On 15 December 2022, PODCC was advised that the past 18 months had been a foundation phase following discovery work related to staff. A number of measures had been put in place, including exit interviews and internal transfer information. A Healthy Working Relationships Framework was being developed to take a more facilitative approach to managing conflict and seeking resolution. A key theme of the Staff Discovery work was the need to find ways to recognise and appreciate staff. Work on staff well-being and keeping staff healthy so that they remain with the Health Board was continuing. The Health Board's staff turnover rate in many categories was among the lowest of all comparable Health Boards.

Bevan Exemplar Projects: Members were pleased to note (15 December 2022) that the Health Board had the largest number of Bevan Projects in Wales and agreed this should be widely celebrated. Phase two of the Well-being Research Report was complete and would be published in early 2023. A flexible working guide and a new leadership programme had been designed - both were scheduled for launch early in 2023.

Performance

Performance Assurance and Workforce Metrics report: At each of its meetings in 2022/23, the Committee received a report which enabled a clear, concise understanding and interpretation of current and future performance.

On 4 April 2022, it was noted that there was scope for enhancement in the qualitative statements; it was confirmed that work to identify areas for improvement was ongoing and NHS Wales Benchmarking data would be used where available.

On 20 June 2022, the report provided assurance of delivery against national framework targets. Members commended the high level of provision for dementia training and the favourable comparative sickness levels against other health boards. Noting that the attainment level for band 2 and band 3 staff, excluding nursing staff, is low, Members were advised that training courses would be identified which could be mapped to Level 2 and Level 3 skill sets to provide the opportunity for staff to attain the required level of skills.

The report for the meeting on 18 August 2022 included the work undertaken with employee relations. In relation to recruitment, from vacancy creation to conditional offer, the Health Board had performed better than other Health Boards in Wales. The Health Board remained the lowest in Wales for sickness absence during the previous 12 months.

The report for October 2022 also considered sickness absences; there was some variation in the levels on wards. The Committee received assurance that sickness absence is monitored by the Director of Nursing, Quality and Patient Experience. Assurance was provided that line managers are encouraged to use SMART objectives for Performance Appraisal Development Review (PADR) and that the workforce team randomly review PADRs in order to improve the process.

On 15 December 2022, the data indicated that there had been a reduction to the Staff Engagement score during the previous two months; trends relating to staff engagement were not apparent as it was the first year the survey had been used. New accessible methods of capturing and reporting staff views were being considered. The survey would continue to be issued over the next few months. In response to queries at the previous PODCC meeting in October 2022, staff sickness absence data for the four main sites had been included. New Performance Dashboards were scheduled for launch in December 2022 which would include long and short term sickness data and identify any actions for managers.

The significant work undertaken to achieve the right balance of information in the report was noted by Members at the 15 February 2023 meeting. Assurance was provided that the lost capacity due to staff retiring and returning to work on fewer hours had been taken into account in workforce planning.

Planning

Planning Objectives (PO) update report: At its April 2022 meeting the Committee received an update, demonstrating where progress had been made in the development and delivery of the twelve POs aligned to PODCC. The Committee noted that seven POs were on track, one had been completed, and four POs were behind schedule. This position had improved by the following meeting on 20 June 2022 when it was reported that 16 POs were on track and one was behind schedule. By 15 February 2023, the Director of Workforce and Organisational Development advised that progress against two planning objectives was behind schedule: PO11 (Family Liaison Service rollout) and PO21 (integrated Occupational Health & Staff psychological wellbeing offer). Progress with all other POs was on schedule.

Succession Planning and Development Update Report (Planning Objective 2J): At the February 2023 meeting it was reported that the first cohort of Leadership Engagement with Awesome People (LEAP) would start in April 2023. The programme would be focussed on leadership delivery rather than the skills and styles. The Director of Nursing, Quality and Patient Experience is leading a group considering areas where there could be synergy. The Assistant Director of Organisational Development would act as a link to ensure that the work of the programmes is aligned and not duplicated. The Health Board had been shortlisted as a finalist

for the Reverse Mentoring Programme with the CIPD; the results were due to be announced on 1 March 2023.

Workforce Plan incorporating Health Education and Improvement Wales (HEIW)

Commissioning Plan: The plan provided a baseline for future staffing requirements, allowing for further refinement and development. The Committee received an overview of the workforce position at year 1 and the estimated forecast position at year 10 across six framework elements. The Committee was advised that 'stay' interviews had been introduced for newly recruited employees to support the strategies currently in place to retain skilled and capable employees within the Health Board and noted that 104 offers of employment had been issued, of which 70 have been accepted to date as a result of the International Recruitment Project.

Staff Wellbeing Discovery Report Action Plan Progress Report: This report provided an update on the implementation of recommendations made in the Discovery Report relating to staff experiences of working during COVID-19. The Committee requested that a review and revision of the action plan to provide greater assurance be provided on 20 October 2022.

Tritech Institute Business Plan: The Committee meeting on 18 August 2022 received assurance that the five-year had been agreed by the TriTech Management Group and the Executive Team, and endorsed by the R&ISC. Members commended the work and ambition of the Research and Innovation Team. The Committee approved the TriTech Business Plan for onward submission to Board in September 2022.

Strategic People Planning and Education Group (SPPEG) (linked to Planning Objective 2D) The report for review and approval was submitted to PODCC on 20 October 2022. Following suggested changes by Members, it was agreed that the final version would be approved via Chair's Action.

1b Hywel Dda Health Hub - Single Point of Contact: The Committee meeting of 15 December 2022 noted the progress made with the Communications Hub aims to maximise the benefits to patients, staff and the supported services. Patient feedback had been positive with 80% reporting the benefit of talking to a call handler, and reassurance following a prompt response. The Communications Hub generated improvement to services due to the streamlining of pathways and the consistency of advice provided. Findings from a Value Based Healthcare evaluation (up to September 2022), including cash released within individual services and staff well-being, had shown positive improvements. Discussions with operational services had taken place and risk assessments had been undertaken to identify where there would be greatest impact.

Annual Equality Report and Pay Gap Reports: Presented to the December 2022 meeting, the report referred to work undertaken for the previous 12 months. It was intended that the Annual Equality Report and Pay Gap Reports for 2022/23 would be presented to the Committee in the summer of 2023. The Workforce Annual Equality Report would be incorporated into the Strategic Equality Plan (SEP) Report. The Pay Gap Report (1 April 2021-31 March 2022) stated that the teams had delivered positive actions in relation to all protected characteristics. The Health Board had voluntarily included data for disabled and ethnic groups in the Pay Gap Reports. It was observed that in excess of 20% of staff had not declared whether or not they had a disability; given that staff were not required to disclose the information, it was not known whether this proportion was high or low when compared to similar organisations.

Update on Implementation of the Anti Racist Wales Action Plan: At its December 2022 meeting progress with the WG Vision to be an anti-racist nation by 2030 was reported. The

Health Board is working toward eliminating discrimination and improving the experiences of BAME patients, staff and the local population. The work is being monitored as part of an overarching action plan, which the BAME Advisory Group will oversee.

Corporate Risks Assigned to PODCC Report: At its meetings in June, August and December PODCC received an updated report on the risks assigned to the Committee. Members were advised that the main risk, *1406 - Risk of insufficient skilled workforce to deliver services outlined in Annual Plan 22/23 and deliver UHB strategic vision by 2030*, needed to be broken down, in order that meaningful actions could be identified. This was being taken forward following a workshop held within the directorate with support from the risk and assurance team.

R&ISC Update Reports: At meetings in April, June, August, October and December 2022 and February 2023, the Committee received updates, where Members noted:

- The opening of the new Research Facilities with Glangwili General Hospital which should provide excellent opportunities for both staff and patients to be involved in clinical studies.
- The R&ISC Annual Report 2021/22 and the Terms of Reference.
- Details on R&D activity since the previous update to PODCC, including details on the current risk and financial positions. A plan was being developed on how best to promote research and innovation as part of the staff induction programme.
- The impact should the development of the West Wales Bio-resource Centre not to go ahead. This would result in a reduction in the number of biological samples produced. It was agreed to escalate this concern to Board.
- The intention to close the Biobank and assurance that there would be no loss of service as other Biobanks were available within Wales.
- The Deep Dive into Research and Innovation: University Partnership Update (PO 3G) which advised that the Health Board continued to have strong links with each partner university including a number of honorary positions. In addition, the Health Board holds meetings with each university on a six-monthly basis, which have resulted in a number of new areas of partnerships being developed.
- The Board had applied to several schemes as part of its plans to increase clinical leadership in relation to research and innovation. Members welcomed confirmation that all advertisements for consultant roles would now include the expectation that individuals would be involved in innovation and research and that this would be built into job plans.

Key Risks and Issues/Matters of Concern

During 2022/23, the following key risks and issues/matters of concern were raised by PODCC to the Board:

Key Risks and Issues/Matters of Concern

- Staff Wellbeing Plan (20 June 2022): Funding had been secured to support staff wellbeing. It was noted that the provision of safe, secure rest areas for staff was limited by the lack of available space across sites.
- Research & Innovation (R&D) Sub Committee Report (20 October 2022): Concern regarding the lack of funding for the IT upgrades needed prior to utilising the identified research space in Bronllais Hospital, given that this will impact on the ability to undertake high quality studies were noted.
- Contractual and Legislative Changes (20 October 2022): Concerns regarding the impact on staff and patients due to the potential industrial action following union ballots were noted.

Matters Requiring Board Level Consideration or Approval

During 2022/2023 the following matters required Board level consideration or approval:

- 20 June 2022 – approval of revised PODCC Terms of Reference
- 18 August 2022 – approval of Tritech Institute Business Plan. In addition the following positive achievements were highlighted:
 - Workforce Planning Model for Health Visiting
 - Bilingual Skills compliance.

Argymhelliad / Recommendation

The Board is requested to endorse the People, Organisational Development & Culture Committee Annual Report 2022/23.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	All
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to the Health Board Well-being Objectives Annual Report 2018-2019	10. Not Applicable Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Agendas, papers and minutes of PODCC meetings 2022/23
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol:	PODCC Chair, Lead Director and Committee Members

Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A sound system of internal control, as evidenced in the Committee's Annual Report, will assist with ensuring financial control, and the safeguard of public funds
Ansawdd / Gofal Claf: Quality / Patient Care:	SBAR template in use for all relevant papers and reports
Gweithlu: Workforce:	SBAR template in use for all relevant papers and reports
Risg: Risk:	SBAR template in use for all relevant papers and reports
Cyfreithiol: Legal:	A sound system of internal control, as evidenced in the Committee's Annual Report, ensures that any risks to the achievement of the Health Board's objectives are identified, assessed and managed.
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	SBAR template in use for all relevant papers and reports