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**Escalation De-escalation - PODCC
(October 2025)**

Escalation De-escalation - Governance and Leadership Criteria – Evidence and Assessment



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6. Full Substantive Executive Team, Clear Structure, Succession/Development Plans

Status – ASSURE

Committee: PODCC

Lead Executive: Lisa Gostling

Explanation

Committee records and Board self-assessment documents confirm that a full and substantive Executive Team is in place, with clear organisational structure charts presented and updated in 2025. Succession and development plans are actively reviewed and have owners/actions assigned.

Why Assure?

- **Team Stability** - No interim or acting gaps in key Executive roles.
- **Structure Visibility** - Up-to-date charts and plans in Board papers.
- **Development Actions** - Documented plans in OD/People strategies.
- **Conclusion** - This area is controlled and routinely scrutinised, supporting **Assure**.

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7. Leadership Programmes in Place to Strengthen Management Maturity

Status – ASSURE

Committee: PODCC

Lead Executive: Lisa Gostling

Explanation

A portfolio of Organisational Development (OD)-commissioned and in-house leadership programmes is underway, as detailed in workforce/OD reports. There is clear evidence of ongoing participation, with further support planned for lower-scoring areas and positive external feedback on course content/impact.

Why Assure?

- **Breadth and Depth** - Programmes reach multiple teams and levels.
- **Feedback Loops** - Evaluation and adaptation in place.
- **Evidence of Impact** - Staff survey and engagement metrics improving.
- **Conclusion** - Clear, ongoing commitment and participation support **Assure**.

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8. Positive Staff Engagement (NHS Wales Survey)

Status – ASSURE

Committee: PODCC

Lead Executive: Lisa Gostling

Explanation

Staff engagement metrics (e.g., survey response rates, engagement scores) are at or above Welsh average in key care groups, with significant improvement from 2023/24. Staff feedback on engagement and culture progression is routinely considered by the Board and informs ongoing OD action plans. The response rate from the first week of the 2025 national staff survey currently stands at 6.8% with drop-in events making a noticeable impact.

Why Assure?

- **Participation Up** - Increasing response and engagement.
- **Targeted Action** - OD/People support where needed.
- **Embedding Change** - Board and committee review staff experience.
- **Conclusion** - Staff engagement is demonstrably improving, warranting **Assure**.