

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
UNAPPROVED MINUTES OF THE PEOPLE, ORGANISATIONAL DEVELOPMENT &
CULTURE COMMITTEE (PODCC)**

Date and Time of Meeting:	9.30am, 19 June 2023
Venue:	Board Room, Ystwyth Building, Hafan Derwen, St David's Park, Carmarthen, SA31 3BB

Present:	<p>Mrs Chantal Patel, Independent Member (PODCC Chair) Mrs Judith Hardisty, PODCC Vice-Chair and Health Board Vice-Chair Mrs Delyth Raynsford, Independent Member Ms Ann Murphy, Independent Member (VC) Mr Winston Weir, Independent Member (VC) Ms Anna Lewis, Independent Member (VC)</p>
In Attendance:	<p>Mrs Lisa Gostling, Director of Workforce & Organisational Development (PODCC Executive Lead) Professor John Gammon, Strategic Adviser, (Workforce, Education & Training) Mr Anthony Dean, Chair of the Partnership Forum Ms Alwena Hughes-Moakes, Communications and Engagement Director Ms Sharon Daniel, Deputy Director Nursing, Quality & Patient Experience Mrs Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion Mrs Amanda Glanville, Assistant Director of People Development Ms Michelle James, Head of Resourcing and Utilisation Ms Heather Hinkin, Head of Workforce Professor Philip Kloer, Medical Director/Deputy Chief Executive Mrs Joanne Wilson, Director of Corporate Governance/ Board Secretary (VC) Ms Anna Morgan, Diversity and Inclusion Manager (VC) Ms Christine Davies, Assistant Director of Organisational Development (VC) Ms Suzanne Tarrant, Consultant Clinical Psychologist (VC) Ms Helen Sullivan, Head of Partnerships, Diversity and Inclusion (VC) Mr Robert Blake, Head of Culture and Workforce Experience (VC) Ms Urvisha Perez, Audit Wales (VC) Ms Carly Hill, Service Delivery Manager Ophthalmology, Dermatology and Neurology (VC) Ms Tracy Walmsley, Head of Strategic Workforce Planning & Transformation (VC) Ms Beverly Davies, Strategic Partnership and Inclusion Manager (VC) Ms Claire Evans, Committee Services Officer (Secretariat)</p> <p>Item PODCC(23)65 Mr Daniel Owen, Senior Workforce Manager People Effectiveness (VC)</p> <p>Item PODCC(23)78 and Item PODCC(23)79 Ms Enfy Williams, Welsh Language Services Manager</p> <p>Item PODCC(23)7.1 and PODCC(23)7.2 Mr Leighton Phillips, Director of Research, Innovation and Value (VC)</p>

Agenda Item		Action
PODCC (23)53	INTRODUCTIONS AND APOLOGIES FOR ABSENCE	
	<p>Mrs Chantal Patel welcomed everyone to the meeting. Apologies for absence were received from:</p> <ul style="list-style-type: none"> • Mrs Mandy Rayani, Director of Nursing, Quality and Patient Experience • Mr William Oliver, Assistant Director of Therapies & Health Sciences • Ms Alison Shakeshaft, Executive Director of Therapies & Health Science • Ms Jo McCarthy, Deputy Director of Public Health 	
PODCC (23)54	DECLARATIONS OF INTEREST	
	<ul style="list-style-type: none"> • Professor Gammon stated that he had a conflict of interest with discussions under agenda item 2.3. • Ms Murphy stated that she had a conflict of interest with discussions under agenda item 6.2 	
PODCC (23)55	MINUTES AND MATTERS ARISING FROM THE PREVIOUS MEETING HELD ON 3 APRIL 2023	
	<p>RESOLVED – that the minutes of the People, Organisational Development and Culture Committee (PODCC) meeting held on 3 April 2023 be APPROVED as an accurate record of proceedings.</p> <p>There were no matters arising.</p>	
PODCC (23)56	TABLE OF ACTIONS FROM THE PREVIOUS MEETING HELD ON 3 APRIL 2023	
	<p>The Chair requested an update on the outstanding actions from the PODCC meeting held on 3 April 2023.</p> <p>PODCC(23)04: <i>To request that Shared Services provide regular update reports on the names and location of GP trainees.</i></p> <p>It was reported to the Committee that Shared Services only provided information on individuals joining the Performers list, and not which practice they are attached to.</p> <p>Mrs Hardisty stated this was unacceptable, and the location of trainees should be known. The Committee agreed this should be escalated with Shared Services, as to why this information is not available and can the system be changed to include this information.</p> <p>Mrs Raynsford expressed concern that there may be a number of GP trainees in certain areas who are in need of support. What can we do to support these GPs?</p>	<p>JP</p> <p>JP</p>
PODCC (23)57	PODCC TERMS OF REFERENCE	
	<p>The Committee received the PODCC Terms of Reference (ToRs) for annual review.</p>	

	<p>A review of the PODCC ToR had been undertaken, with amendments highlighted.</p> <p>Ms Glanville commented that the role of education wasn't as clear in the ToR as other departments. Mrs Glanville also suggested changing the Strategic People Planning and Education Group (SPPEG) to a Sub-Committee to provide more clarity in its purpose</p> <p>Mrs Wilson highlighted that a Sub-Committee requires more governance and wrap around support than a Group therefore Ms Glanville should ensure the team have enough capacity.</p> <p>Mrs Gostling, Mrs Wilson and Ms Glanville would meet to discuss and review the ToR wording to further reflect the links with education, and to review whether SPPEG is a Group or Sub-Committee. Mrs Wilson said that PODCC approval to the updated ToR would need to be done through Chair's Actions in order to meet the deadline for submission to the Board meeting in July.</p> <p>Mr Weir suggested it would be useful to receive an annual report from the Black and Minority Ethnic (BAME) Advisory Group, in line with the sub-committees. Mrs Bird agreed. The PODCC Work Plan would be updated in accordance.</p>	<p>LG/JW /AG</p> <p>CSO</p>
	<p>The People, Organisational Development and Culture Committee APPROVED the amended PODCC Terms of Reference presented today, and will further approve updated regarding education via Chair's Actions for onward ratification by the Board on 27 July 2023.</p>	

<p>PODCC (23)58</p>	<p>MONITORING OF WELSH HEALTH CIRCULARS</p> <p>There were no Welsh Health Circulars to report.</p>	
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<p>PODCC (23)59</p>	<p>CORPORATE RISKS ASSIGNED TO PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE (PODCC)</p> <p>The Committee received the Corporate Risks Assigned to People, Organisational Development & Culture Committee.</p> <p>Risks to highlight are:</p> <p><i>Risk 1406 - Risk of insufficient skilled workforce to deliver services outlined in Annual Plan 22/23 & deliver UHB strategic vision by 2030</i> This risk has now been closed.</p> <p><i>Risk 1649 – Risk of insufficient skilled workforce to deliver services outlined in the Annual Plan 23/24 and deliver UHB strategic vision by 2030</i> This a new risk which has been added since the last report This risk is currently aligned to PODCC (out of the 18 that are currently on the CRR) as the potential impacts of the risk relates to the workforce. The current risk score remains high at 16 with a target score of 12 to reach.</p> <p>Mr Weir suggested that a risk score of 12 was still in the high category. He would prefer being more ambitious and aiming for a score of 6/8.</p>	
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Mrs Gostling commented that a number of actions were very future focussed, however it is important to include immediate actions. Ms Walmsley was in the process of adding additional actions on key work.

Mrs Hardisty commented that the workforce risk focussed mainly on nursing, therefore it was difficult to know if other areas within the Health Board had similar risks. Ms Gostling agreed it would be useful to look at the scores, by site and by profession.

A number of the actions seem to be future focussed, but we also need to include additional immediate actions to demonstrate what we are doing today in order to strengthen retention and support our workforce.

Mr Weir agreed that analysing the risks by staff groups would be useful as some will be higher than others (Medical and Dental may be areas of concern for example).

In relation to controls, one gap in controls ' establishment control cannot be relied upon as one source of information' (page 7 in report) is concerning and we need to prioritise as this is a serious issue.

Ms Walmsley responded to said that the team are deep diving into every area and are picking up on the future risks and looking into them. There is a comprehensive workforce plan in place.

Ms Daniel said that it was helpful to see the risks in the report and the detail within it as we can use that as part of the terms of reference for the clinical review task and finish group to progress that work.

Professor Gammon highlighted that although the risk to workforce focussed on vacancies and sickness, various work is being undertaken on this, including focussing on staff retention. We have a major problem around recruitment and retention for the future workforce but we are working with our partner agencies nationally to put controls in place to mitigate this risk. There could be more information that could be included in this area to demonstrate what we are doing to manage this risk.

Ms Lewis asked what work was being undertaken to combat stress and burnout in staff. Ms Lewis stated it was important not to lose sight of risks regarding an insufficient skilled workforce and excessive workload. The Health Board must not normalise this. This is a significant risk for the NHS.

Mrs Wilson highlighted that there is a difference between corporate risks and operational risks and some of these e.g. patient care would come through other committees such as quality and safety.

Later in the year Board will be looking at our risk appetite so these conversations will help to feed into this work.

Professor Kloer stated that the risks have been raised at risk meetings with the Executive team.

In response to the Chair's question on whether the right workforce is in place, Mrs Gostling responded that it is a constant work in progress and the team are looking at alternative models of delivery to mitigate against this risk.

	<p>Professor Kloer added that is a complicated question to answer but we are constantly striving to work out the right balance but it is difficult to know which workforce to have and how much of each and is the subject of a national debate. This might be different service by service.</p>	
	<p>The People, Organisational Development and Culture Committee TOOK LIMITED ASSURANCE that:</p> <ul style="list-style-type: none"> • All identified controls are in place and working effectively. • All planned actions will be implemented within stated timescales and will reduce the risk further and/or mitigate the impact, if the risk materialises. • Challenge where assurances are inadequate. 	

<p>PODCC (23)60</p>	<p>STAFF STORY: EXPERIENCE AND IMPACT OF PARTICIPATION IN STAFF NETWORKS</p> <p>The Staff Story: Experience and Impact of Participation in Staff Networks was introduced to members.</p> <p>Mrs Bird presented a video outlining the staff networks available within the Health Board.</p> <p>The networks have been beneficial to over 500 members of staff involved, however it was highlighted that many staff members reported difficulty in getting the time off that is needed to take part.</p> <p>Mrs Hardisty fed back that staff had highlighted to her that messages around staff networks were not reaching areas such as hotel services and estates teams. There was a worry that the Health Board is in danger of excluding teams that have little or no autonomy over their working day.</p> <p>Mrs Bird responded that more services had become digital due to Covid-19, however work was now underway for her team to visit staff throughout the various sites. This remains a work in progress.</p> <p>Mrs Raynsford informed the Committee that she has attended events run by the armed forces veterans' network and highlighted that a number of veterans were working in desk-less posts, and it was important to ensure everyone is able to access information on networks.</p> <p>In response to Mrs Raynsford query on whether having staff networks has an effect on recruitment, Mrs Gostling and Ms Davies would investigate whether any newly recruited staff have commented that staff networks have been a factor in attracting them to work for the Health Board. They will also look at the exit survey to see whether a question can be added to find to whether staff felt supported and whether they have participated in any networking events/groups.</p> <p>Ms Davies added that the Workforce team are due to launch a staff discovery into retention. She would expand this to include asking staff why they choose to stay within the Health Board.</p>	<p>LG/CD</p> <p>CD</p>
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	Professor Gammon highlighted that staff networks are vital and are one of the building blocks to changing culture in the organisation.	
	The People, Organisational Development and Culture Committee NOTED the Staff Story.	

PODCC (23)61	STAFF EXPERIENCE: TRANSFORMING STAFF FEEDBACK INTO POSITIVE CHANGE PROGRESS REPORT; AND INTEGRATED ACTION PLAN/STAFF WELLBEING PLAN UPDATE	
	<p>Ms Davies introduced the 'Staff Experience: Transforming Staff Feedback into Positive Change Progress Report; and Integrated Action Plan/Staff Wellbeing Plan Update report' to members of the Committee.</p> <p>Two major staff surveys have been conducted this year regarding health and wellbeing.</p> <p>The Workplace Climate and Wellbeing of Nurses, Midwives and Health Care Support Workers was administered through Swansea University by Professor John Gammon, Professor Sharon Williams and Dr Julian Hunt.</p> <p>The in-house mental health and wellbeing survey was conducted by the Staff Psychological Wellbeing Service (SPWBS).</p> <p>The report also highlights other cultural building blocks that have been put in place and sets out the direction of travel for 2023/24 to ensure that the momentum of cultural progression is maintained.</p> <p>Next steps include:</p> <ol style="list-style-type: none"> 1. A second Staff Discovery phase into staff retention over the Summer 2023 2. A refresh and relaunch of the Board outcomes survey as well as trends tracking by September 2023. 3. A National Staff Survey in Autumn 2023. <p>Mrs Raynsford queried the age range of responders to the surveys and commented that there seemed to be a lack of younger staff engaging in the survey feedback. Generally, most staff responding were within the 41-60 age range.</p> <p>Ms Davies estimated that this was perhaps due to the older age range of staff suffering burnout and feeling stress more than other age ranges.</p> <p>Ms Tarrant said that there was further work to be done on this in order to understand the data.</p> <p>Mrs Raynsford highlighted that the Health Board is losing younger staff to other employers, and there must be a reason for this.</p> <p>It was suggested by a number of members than younger staff have a very different mindset to work and careers and wish to change employment more regularly.</p>	

	<p>It was agreed that more work should be undertaken on giving younger staff opportunities to speak up.</p> <p>Ms Lewis commented that the balance of prevention as well as support after sickness was important and we need to embed wellbeing into our daily practices She also enquired how to align the Enabling Quality Improvement in Practice (EQUIP) programme around staff wellbeing and enquired how much demand there was for staff wellbeing services as if there is a plan in place if demand outstrips the availability of services.</p> <p>Ms Davies responded to say that discussions are taking place on how to work more upstream and design wellbeing into working practices and focus on prevention of sickness; she would investigate any links with Equip. Unfortunately there have been service capacity issues. It has been challenging recruiting new counsellors however the Workforce team continue to work on this issue.</p> <p>Ms Tarrant also responded to say that more communication work with staff on what preventative work is ongoing will help.</p> <p>There was discussion on rest breaks and the number of staff unable to take breaks outdoors, access green space or in other rest areas outside of their workplace, and break rooms being in poor conditions. This also included whether staff had sufficient time to take breaks, and the culture of some staff to prefer working through without a break. It was agreed that further work is required on providing suitable areas and time for staff to rest.</p> <p>Professor Gammon responded to say that the Health Board should be congratulated for the ambition and work that is being undertaken in relation to wellbeing.</p>	CD
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the actions taken to date to support staff wellbeing and to note progression steps planned for 2023-25.</p>	
<p>PODCC (23)62</p>	<p>MEDICAL STAFF RECRUITMENT AUDIT UPDATE</p> <p>The Committee received the Medical Staff Recruitment Audit Update report.</p> <p>The findings from both of the following objectives resulted in Reasonable Assurance:</p> <ol style="list-style-type: none"> 1. The process of recruiting medical staff is efficient and timely in order to promptly address medical staff vacancies. 2. There are clear and appropriate arrangements in place for onboarding of new staff <p>All recommendation and management responses within the Management Action plan have been completed and closed.</p>	
	<p>The People, Organisational Development and Culture Committee NOTED the content of the report and TOOK ASSURANCE that all recommendations and management responses have been actioned and closed.</p>	

PODCC (23)63	STAFF VALUE AND APPRECIATION	
	<p>The Committee received the Staff Value and Appreciation report.</p> <p>The report outlined the progression of the staff value and appreciation programme approved in June 2022. This programme saw several initiatives that were either new or had evolved from those already in place.</p> <p>Mr Blake was thanked for the work undertaken.</p>	
	<p>The People, Organisational Development and Culture Committee:</p> <ul style="list-style-type: none"> • NOTED the continued direction of travel • TOOK ASSURANCE from the cultural shift and progress. • NOTED that the work to fully embed a value and appreciation culture in Hywel Dda. 	
PODCC (23)64	JOB PLANNING	
	<p>Professor Kloer introduced the Job Planning report.</p> <p>The internal audit of job planning commenced in March 2023 and the report was issued at the end of April 2023. The purpose of the audit was to 'review arrangements across the Health Board for management of the systems and controls in place for consultant job planning'. Focussing on 6 main objectives, a sample of 40 job plans were reviewed as part of the process.</p> <p>The audit concluded 'Limited assurance' overall.</p> <p>In response to the audit recommendations, an action plan has been developed collaboratively between key medical, operational and Workforce and OD stakeholders, to ensure that there is a clear consensus of what needs to be done and by whom.</p> <p>The internal audit report has discussed at the Audit and Assurance Risk Committee (ARAC).</p> <p>Once all actions are complete, the updated report will be re-submitted to ARAC.</p>	
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the outcome of the internal audit and subsequent recommendations.</p>	
PODCC (23)65	WORKFORCE EFFECTIVENESS (AGENCY COSTINGS)	
	<p><i>Mr Daniel Owen joined the Committee meeting.</i></p> <p>The Committee received the Workforce Effectiveness (Agency Costings).</p> <p>Concerning vacancy levels across our acute sites has impacted service delivery. The Health Board currently have a high vacancy factor of registrants and non-registrants across our acute sites. This has resulted in an increase in reliance on temporary fill with additional hours, bank,</p>	

and agency workers to deliver a service. It also creates a less stable workforce, and impacting staff wellbeing, which in turn could impact patient care.

Workforce and OD have been requested to support a stabilisation programme for each acute site, based on vacancy numbers in each.

The nursing stabilisation programme aims to ensure the correct placement of newly appointed Band 5 nurses to include newly registered nurses (NRN's), internationally educated nurses (IEN's) and those who have been sourced either via specific recruitment campaigns, headhunting or business as usual recruitment

Mr Weir thanked Mr Owen for the comprehensive report. He noted that the report includes generic terms of percentages but felt it would be useful to see specific figures for cost savings.

Mr Owen explained that there was a reduction in the use of temporary staffing in Glangwili Hospital but one of the adverse effects is the increase in fill rates in Withybush and Bronglais which impacts on cost savings ability. He is reviewing agency use targets with the Executive team this week.

Mr Weir requested the reduction be quantified in future reports.

In response to Mr Weir's query regarding accommodation issues and liaising with Housing Associations, Mr Owen stated the Health Board was working with organisations such as AirBnB (to obtain useful contacts), Local Authorities and Housing Associations. The challenges are different between Pembrokeshire and Carmarthenshire. His team are looking at ensuring sufficient accommodation is available at Bronglais Hospital and the Ceredigion area.

Professor Gammon commented that the graph in the report illustrates a positive picture in terms of spend reduction due to the interventions in place. However the dashboard provided under agenda item 6.1 shows this as increasing. He felt there was disparagement between the two reports.

Mr Owen responded that stabilisation had been completed site by site rather than as a whole. He also explained that although there is some reduction in costs, the savings are being moved to other departments, therefore an overall reduction isn't necessarily seen.

Mr Owen added that there is an escalation process in place currently at Glangwili Hospital at present. This is being sent twice a day to directorate nursing and teams no less than 24 hours in advance. This is to try and reduce the use of Thornbury nursing.

Mr Weir added that he would prefer the cost reduction to be captured as it was important to recognise cuts made by departments.

The People, Organisational Development and Culture Committee **TOOK ASSURANCE** from the content of this report.

PODCC (23)66	WORKING IN CONFIDENCE PLATFORM	
	<p>A report on the WorkInConfidence Platform was introduced to members.</p> <p>Mr Blake outlined the progression of the WorkInConfidence platform which was implemented to support 'speaking up safely' within the organisation. The platform has now been in place for 12 months and a full analysis has been undertaken on the added value it has provided to the workforce.</p> <p>Ms Lewis noted caution in relation to the project evaluation and outcomes and the need to ensure confidence that the platform would be money well spent, if endorsing for a further year.</p> <p>Ms Davies confirmed the cost of the project for two years is a maximum of £15k.</p> <p>Mr Blake confirmed that over the next 12 months we will continue to evaluate the project to ensure it provides value for money.</p> <p>The Committee agreed that it provides value for money.</p>	
	<p>The People, Organisational Development and Culture Committee:</p> <ul style="list-style-type: none"> • NOTED the continued direction of travel • TOOK ASSURANCE from the cultural shift and progress. • NOTED that the work to fully embed speaking up safely will be maintained and built upon. 	

PODCC (23)67	EVALUATION OF ENHANCED PAY	
	<p>The Committee received the Evaluation of Enhanced Pay report.</p> <p>The report provides an evaluation of the enhanced rate available over the Christmas/New Year Holiday period 2022/23.</p> <p>There were two schemes offering enhanced rates available during the period commencing from the late shift on 24 December 2022 to the start of the morning shift on 10 January 2023 only.</p> <p>An enhanced rate was agreed to be paid where shifts remain unfilled up to 48 hours before the start of the shifts.</p> <p>Scheme 1 - The enhanced rate paid to areas covered by scheme 1 provided cover for an additional 26 HCSWs and 40 registered nursing shifts, thus providing essential cover during a period when services were experiencing high levels of demand and reduced staffing availability, helping to minimise the risks to patient safety during this period of escalated pressures.</p> <p>Scheme 2 - After further consideration by the department, the decision was made not to offer the enhanced rate.</p> <p>Mrs Hardisty commented that it was unclear from the recommendation section of the report what the Committee should take assurance from.</p>	

	Mrs Gosling explained that there was a request for this paper to be brought to PODCC to highlight the work commenced since last year. She highlighted that the Executive team would need to review all decisions before winter.	
	The People, Organisational Development and Culture Committee NOTED the content of the report, however, would require the concerns raised to be addressed before assurance can be taken.	

PODCC (23)68	EDUCATIONAL INITIATIVES UPTAKE	
	Ms Amanda Glanville presented the Educational Initiatives uptake report to members. At the Board meeting held on 26 January 2023, it was requested that a report detailing uptake for educational initiatives, be presented at the next meeting in June. Ms Glanville stated that the significant figures of funding were received externally from outside of the Health Board. The Chair suggested that a future update could include more of a focus on where the funding has come from.	
	The People, Organisational Development and Culture Committee NOTED the breadth of educational programmes being offered.	

PODCC (23)69	BAME ADVISORY GROUP UPDATE (INCLUDING: BULLYING AND HARASSMENT)	
	Mrs Bird presented the BAME Advisory Group Update report. The report covers three areas of work which are ongoing to support improved workplace employment experiences for Black, Asian and Minority Ethnic (BAME) staff. These include the BAME Advisory Group, Bullying and Harassment Group and Race Discrimination cases. Following Welsh Government's introduction of an Anti-racist Wales Action Plan, with the aim of Wales becoming an anti-racist nation by 2030, it has been agreed that the BAME Advisory Group have oversight of the work undertaken to meet the requirements of the Anti-racist Wales Action Plan. The Chair of the Group, Maria Battle, will chair the Task and Finish Group. The local action plan will be brought to a future PODCC meeting through the BAME Advisory Group Update report. Following review by a small Task and Finish Group it has been identified that a Workplace Buddy scheme would be beneficial for all new members of staff. A leaflet and process has been drafted and is being finalised for implementation. The bullying and harassment Task and Finish Group will meet for the first time in June 2023 in order to commence a review of progress against actions and to consider whether any new actions need to be incorporated. In particular, the Task and Finish Group will review a summary of the Cox case (a case of discrimination reported in England) and determine whether any new actions are required as a	

	<p>result of the learning from this case.</p> <p>Professor Gammon highlighted the staff survey action plan which included action on bullying and harassment, and the importance of ensuring links with both action plans to avoid duplication of work.</p> <p>Replying to Mr Weir’s comment that he had attended one BAME event but noted that attendance was low and staff seemed reluctant to speak up, Mrs Gostling explained that staff were very vocal and challenging practices when the group was initially set up.</p> <p>Professor Kloer echoed Mrs Gostling’s comment however emphasised that it was important to ensure the group remains a space where staff feel comfortable to speak out.</p>	
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the update report on work which is being undertaken to improve the experiences of BAME staff.</p>	

<p>PODCC (23)70</p>	<p>WELSH LANGUAGE ANNUAL REPORT 2022/23</p>	
	<p><i>Ms Enfys Williams joined the Committee meeting.</i></p> <p>Ms Williams introduced the Welsh Language Annual report 2022/23.</p> <p>The Welsh Language Annual Report 2022/23 provides an insight into how the Health Board has implemented and promoted the Welsh Language Standards over the past year. Also included in the report is information on the various projects and opportunities presented in order to enhance Welsh language provision across the Health Board.</p> <p>Hywel Dda University Health Board (HDdUHB) is the second organisation in Wales with staff recording Welsh Language on the Electronic Staff Records (ESR).</p> <p>£46k funding has been received from Welsh Government to provide building confidence courses for level 3 Welsh speakers. The target number for course attendees is 100. Currently 43 people have attended. It is a mixture of online and in person sessions.</p> <p>Switchboard staff have undertaken a Welsh language course as part of the Passport training scheme.</p> <p>The number of vacancies advertised as ‘Welsh essential’ has decreased.</p> <p>The number of complaints regarding use of Welsh language have remained static.</p> <p>Professor Gammon acknowledged the work undertaken. He commented that the report is very focussed on the Welsh Standards but these are only one aspect and felt that the report would benefit from expanding its narrative on culture and staff (as at section 3 of the annual report).</p>	

	<p>Mrs Raynsford stated that the Health Board’s vision should be to “do Welsh because we want to, not because we have to”.</p> <p>Ms Hughes-Moakes and Ms Williams will take on board the comments and amend the annual report where possible, ahead of submission to Welsh Government in September.</p>	<p>AH-O/ EW</p>
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the report as a reflection of the activity and progress made to enhance and embed the Welsh language and culture at Hywel Dda.</p>	

<p>PODCC (23)71</p>	<p>WELSH LANGUAGE AND CULTURE DISCOVERY REPORT</p> <p>Ms Williams presented the Welsh language and Culture Discovery report.</p> <p>HDdUHB indicated an ambition to seek opportunities to celebrate the Welsh language. The Welsh Language Services team have committed to undertake a Welsh Language and Culture Discovery process that would seek the opinions of our population on how the Health Board could bring its vision for Welsh language and culture to life. The Executive team have been asked for support in moving the work forward.</p> <p>The Health Board had a presence at the Urdd National Eisteddfod in May 2023.</p> <p>Members of the Welsh Language Services team are attending two conferences in the summer of 2023 that are specifically around minority languages. While members of the team will be contributing to one conference, it will be used as an opportunity to connect and learn from representatives of other countries and foster connections.</p> <p>The initial action plan outlines immediate and longer-term actions to be taken to meet the initial objective for the next 5-year period. These actions are developed with the intention of contributing to the longer-term goal of becoming a bilingual organisation and to the overall improvement in compliance with the Welsh Language Standards.</p> <p><i>Ms Enfy Williams left the Committee meeting</i></p>	
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the report and APPROVED the plan.</p>	

<p>PODCC (23)72</p>	<p>LGBGTQ PLUS ACTION PLAN AND STONEWALL ASSESSMENT UPDATE</p> <p>The LGBGTQ Plus Action Plan and Stonewall Assessment Update was introduced to members.</p> <p>Welsh Government launched its LGBTQ+ Action Plan in February 2023. The Action Plan sets out how Welsh Government intend to advance LGBTQ+ equality and inclusion and make a real difference to the life chances, prospects, rights and outcomes for LGBTQ+ people, into the future.</p>	
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	<p>The report also provides an overview of the work which is being undertaken as part of the commitment to implementing its Strategic Equality Objectives. The Health Board has continued to work towards fulfilling its role as a Stonewall Diversity Champion, making improvements as an employer in its ranking on the Workforce Equality Index (WEI).</p> <p>The Partnerships, Diversity and Inclusion team are planning to hold a staff workshop to ensure the actions are achievable and meaningful. Some actions require a multidisciplinary approach, some actions are being undertaken by external organisations.</p> <p>The Partnerships, Diversity and Inclusion team attended the Cardiff Pride event, which was very successful and appreciated by a number of staff.</p> <p>For 2022-2023 the Health Board scored 82 out of 200 and was ranked 105th place on the index. Up from a score of 62.5 and 194th place the previous year. However, while the Health Board's overall score and ranking improved this may have been partly due to the fact that a number of organisations (including 2 Health Boards) have chosen to leave the Stonewall Diversity Champions Programme and therefore, fewer organisations were placed on the Workplace Equality Index.</p> <p>Discussion took place around the high-profile issues surrounding Stonewall's position on the trans community. If other organisations have left Stonewall's Diversity Champions Programme due to this issue, should the Health Board also leave? The position is currently being considered by Partnerships, Diversity and Inclusion team.</p>	
	<p>The People, Organisational Development and Culture Committee:</p> <ul style="list-style-type: none"> • NOTED and TOOK ASSURANCE from the overview of the LGBTQ+ Action Plan launched by Welsh Government • NOTED and TOOK ASSURANCE from the update provided on the Stonewall Diversity Champion programme, with the CAVEAT of reviewing the Health Board's membership. 	
<p>PODCC (23)73</p>	<p>PLANNING OBJECTIVES: UPDATE REPORT AND PLANS ON A PAGE 2023/24</p> <p>The Planning Objectives: update report and Plans on a Page 2023/24 was presented to members.</p> <p>A revised set of Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation,</p> <p>For 2023/24, 10 Planning Objectives have been aligned to PODCC. All Planning Objectives are expected to develop a Plan on a Page that are intended to ensure a clear delivery/development process for the year, linking them to clear SMART (specific; measurable; achievable; realistic; timely) outcomes with clear trajectories/milestones using a standardised template. The planning objectives plans on a page were shared with PODCC.</p>	

	<p>As in previous years it is the expectation that PODCC will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.</p> <p>As at the end of March 2023 it was shown that:</p> <ul style="list-style-type: none"> • 38 planning objectives had been completed • 2 were ahead of schedule • 18 planning objectives remained on track • 17 were behind schedule • 3 have been deprioritised <p>For the Planning Objectives for 2022/23, a Closure Report was presented to Public Board on 25 May 2023.</p> <p>Professor Gammon stated that he was unable to access the closure report. Mrs Gostling would forward the report to Professor Gammon</p>	<p>LG</p>
	<p>The People, Organisational Development and Culture Committee RECEIVED and TOOK ASSURANCE on the current position regarding the progress being made on the Planning Objectives aligned to the People, Organisational Development, and Culture Committee.</p>	
<p>PODCC (23)74</p>	<p>PLANNING OBJECTIVES: ARMED FORCES ANNUAL UPDATE</p> <p>The Planning Objectives: Armed Forces annual update report was presented to members.</p> <p>The report provides an update on the 2022/23 Planning Objective 4I: “By March 2023, further develop the Health Board plan to drive forward improved outcomes for Veterans and members of the Armed Forces community, in relation to NHS priority treatment guidance and recruitment strategies, and report on progress annually.”</p> <p>Work has been undertaken on:</p> <ul style="list-style-type: none"> • implementing priority treatment and waiting list parity for Veterans and families moving area. • supporting Veterans to secure employment, as well as staff who are Veterans, Reservists or members of the Armed Forces community • making links with primary care • mapping services available in the area • understanding the armed forces community and their health care needs <p>HDdUHB has been shortlisted as a finalist for the Employer of the Year Award at the Welsh Veterans Awards.</p>	
	<p>The People, Organisational Development and Culture Committee NOTED the update report and TOOK ASSURANCE from the work being undertaken to improve outcomes for Veterans and members of the Armed Forces community in line with Planning Objective 4I of the 2022/23 Annual Plan.</p>	

PODCC (23)75	PERFORMANCE ASSURANCE AND WORKFORCE METRICS - INTEGRATED PERFORMANCE ASSURANCE REPORT (IPAR)	
	<p>The Performance Assurance and Workforce Metrics - Integrated Performance Assurance Report (IPAR) was introduced to members. The report provides assurance of delivery against national delivery framework targets.</p> <p>There has been a 1.7% reduction in sickness absences since December 2022.</p> <p>Work is being undertaken to bring a reduction in off contract agency usage to drive costs down.</p> <p>Mrs Hardisty stated there was a worrying trend in April being much higher. Mrs Hardisty also noted the data referred mainly to nursing staff and asked to see information on other areas of the Health Board in future reports.</p>	
	<p>The People, Organisational Development and Culture Committee NOTED and TOOK ASSURANCE of the report and performance in key areas of the Workforce and OD agenda, with the CAVEAT that the next report will include data on areas outside of nursing.</p>	
PODCC (23)76	INDUSTRIAL ACTION: FEEDBACK AND LEARNING	
	<p>The Industrial Action: Feedback and Learning report was presented to members. The report provides an overview of the strategic approach to planning for notified days of industrial action between December 2022 and February 2023.</p> <p>A de-brief session took place in March 2023 with managers and services previously impacted, to inform our future approach to managing services and minimising the impact on service delivery to our community during periods of industrial action.</p>	
	<p>The People, Organisational Development and Culture Committee NOTED and TOOK ASSURANCE from the report.</p>	
PODCC (23)77	HEALTH EDUCATION AND IMPROVEMENT WALES (HEIW): QUALITY ASSURANCE PROCESS	
	<p>Professor Kloer presented the Health Education and Improvement Wales (HEIW): Quality Assurance Process.</p> <p>Every year the General Medical Council (GMC) run the annual National Training Survey (NTS) to gain a deeper understanding of the experiences of our trainees and trainers. The survey is open for responses between the months of March and May and is an integral part of the GMC's work to monitor and report on the quality of medical education and training</p> <p>The reports now include more data on trainee experiences, therefore the targeted visits are now more specific.</p>	

	<p>The reports have been submitted to Directorates and the Medical Education Board.</p> <p>In response to Professor Gammon’s query regarding the objectivity of scrutiny of the reports, Professor Kloer confirmed that there are several layers of scrutiny, including the Medical Education Board. He explained that the Medical Education department provide support, but it is for the departments to implement changes.</p> <p>Issues have been identified in Surgery in Bronglais and Glangwili hospitals. A programme of events has been arranged to support that.</p> <p>There are currently 19 risks on the HEIW risk register. 16 of these risks relate to the experience of trainees and 3 relate to trainer experiences.</p> <p>Follow up visits will be arranged for departments at risk.</p>	
	<p>The People, Organisational Development and Culture Committee TOOK ASSURANCE from the attached action plans which outline the completed and planned work to address the identified areas of improvement.</p>	

<p>PODCC (23)78</p>	<p>RESEARCH AND INNOVATION SUB-COMMITTEE UPDATE REPORT</p> <p><i>Dr Leighton Phillips attended the Committee meeting</i></p> <p>The Committee received the Research and Innovation Sub-Committee update report.</p> <p>The Research and Innovation Sub-Committee has not met since the last PODCC meeting, therefore the purpose of this report is to provide an update on Research & Development (R&D), TriTech & Innovation, and University Partnership activities as well as Governance, and the financial position.</p> <p>Facility issues in Bronglais Hospital are near being resolved. A clear plan has been outlined for resolving the facility issues in Withybush Hospital.</p> <p>Research and Innovation and TriTech are currently in a good financial position with Welsh Government.</p> <p>2022/2023 end of year HCRW data performance shows that Closed Studies Recruiting to Time & Target is at 87%.</p>	
	<p>The People, Organisational Development and Culture Committee RECEIVED ASSURANCE from the Research and Innovation Sub-Committee Update Report.</p>	

<p>PODCC (23)79</p>	<p>UNIVERSITY PARTNERSHIPS UPDATE REPORT</p> <p>The Committee received the University Partnerships update report.</p> <p>There are three themes against which we are required to report on activity:</p>	
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	<ul style="list-style-type: none"> • Research and Development – with activity being aligned to areas of strength, need, or opportunity, going beyond clinical practice and extending to all health and care settings; • Workforce, Training and Education – being considered in its broadest sense, going beyond clinical practice and extending to all health and care settings; and • Enterprise and Innovation – with activity going beyond training, education and research and development activity undertaken within the organisation, also drawing in good practice and research evidence from elsewhere, applying this knowledge in order to drive up the quality of care and improve health and wellbeing outcomes. <p><i>Dr Leighton Phillips left the Committee meeting</i></p>	
	<p>The People, Organisational Development and Culture Committee NOTED and TOOK ASSURANCE from the report on the progress being made in University Partnership activities and the 23/24 work plan.</p>	

<p>PODCC (23)80</p>	<p>CORPORATE AND EMPLOYMENT POLICIES</p> <p>The Committee received the Corporate and Employment Policies report.</p> <p>Mrs Hinkin requested Policy 447 - Staff Immunisation Policy, to be added to the extended listing to end of August, following, due to some concerns remaining outstanding with Trade Unions, as confirmation that the issue has been resolved had not been received ahead of the PODCC meeting.</p> <p>The Committee agreed to Defer approval of Policy 447 - Staff Immunisation Policy to the August PODCC meeting.</p>	
	<p>The People, Organisational Development and Culture Committee:</p> <p>TOOK ASSURANCE that the above documents have been reviewed in line with WCD Policy 190.</p> <p>APPROVED the following documents for publication and use within the Health Board:-</p> <p>299 - Registration of Health Professionals Policy 125 - Re-evaluation of Pay Band Policy</p> <p>APPROVED the extension of the following policies in accordance with the dates outlined in the Assessment section above:-</p> <ul style="list-style-type: none"> • Staff Immunisation • Supporting Transgender Staff • Volunteers • Preceptorship Policy for Newly Qualified Nurses and Midwives • Management of Nursing/Midwifery Medication Errors and Near Misses • Flexi time • Eagle Strategy 	

	<ul style="list-style-type: none"> • Uniform and Dress Code • Study Leave Policy for Medical & Dental Staff Policy • Capability • Reserve Forces Training & Mobilisation • Menopause • Expenses 	
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PODCC (23)81	OUTCOME OF ADVISORY APPOINTMENTS COMMITTEE	
	<p>The People, Organisational Development and Culture Committee received the Advisory Appointment Committee (AAC) Report providing an update on the outcome of the AACs held between 17 March and 24 May 2023.</p> <p>The following appointments were made at recent AAC meetings, and require PODCC's approval on behalf of the Board:</p> <ul style="list-style-type: none"> • Consultant Rheumatologist • Consultant in Palliative Medicine 	
	<p>The People, Organisational Development and Culture Committee APPROVED on behalf of the Board the outcome of the AACs held between 17 March and 24 May 2023.</p>	

PODCC (23)82	PODCC WORKPLAN 2023/24	
	<p>The Committee NOTED the PODCC workplan for 2023/24.</p>	

PODCC (23)83	MATTERS FOR ESCALATION TO BOARD	
	<p>There are no matters to escalate to the Board.</p>	

PODCC (23)84	DATE AND TIME OF NEXT MEETINGS	
	<p>9.30am, Thursday 17 August 2023 9.30 am, Tuesday 10 October 2023 9.30 am, Monday 11 December 2023 9.30 am, Thursday 15 February 2023</p>	