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| <b>Enw'r Pwyllgor /<br/>Name of Committee</b>   | People, Organisational Development & Culture Committee (PODCC) |
| <b>Cadeirydd y Pwyllgor/<br/>Chair of Committee:</b>  | Professor John Gammon, Independent Member                      |
| <b>Cyfnod Adrodd/<br/>Reporting Period:</b>   | Meeting Held on 13 <sup>th</sup> December 2021                 |
| <b>Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor /<br/>Key Decisions and Matters Considered by the Committee:</b>  |  |
| <ul style="list-style-type: none"> <li>• <b>Self Assessment Action 2020/21 Plan</b> – The Committee received the PODCC Self-Assessment 2020/21 Action Plan report, providing a progress update following the completion of a questionnaire to consider the effectiveness of the People, Planning &amp; Performance Committee (PPPAC) (PODCC's predecessor) during 2020/21. The Committee was pleased to note that all actions had been completed and incorporated into the Committee's workplan and received assurance from the self-assessment action plan report presented.</li> <li>• <b>Outcomes of NHS Wales Staff Survey, Nursing Climate Survey &amp; Discovery Report Implementation/Action Plans Update</b> – The Committee received the Staff Experience: Transforming Staff Feedback into Positive Change report, noting the Board's commitment to supporting the well-being of staff, reflected in the three People Objectives and in the commissioning of the Discovery Report in March 2021. The Committee noted that in September 2021, the Board discussed and approved the Discovery Report on understanding staff experience of working during the COVID-19 pandemic, and delegated responsibility to PODCC to receive an action plan to take forward its recommendations. The Committee noted that the action plan presented is about the next step in the journey that builds on existing plans and will form part of the wider culture change work and the plan on a page for 2022/23. The Committee commended the detailed report, in particular the solutions identified, and endorsed the recommended actions contained within the report with progress reports to be presented on a six monthly basis.</li> <li>• <b>Planning Objectives Update</b> – The Committee received the Workforce &amp; Organisational Development Planning Objectives (PO) update report, providing an update on the progress made in the development and delivery of the twelve POs aligned to PODCC. Whilst acknowledging the clear progress made, in terms of those POs currently rated amber, the Committee was assured that plans are in place and collaborative working is being undertaken with organisations in terms of the future workforce, and that by the next update in February 2022, significant progress will have been made. It was agreed that there is no requirement for any concerns to be escalated to Board.</li> <li>• <b>Workforce Plan Update Position</b> – The Committee was presented with the Workforce Plan Update Position report, noting its purpose to define, explore and develop interventions to increase workforce supply routes that can contribute to the overall workforce plan (as part of the Integrated Medium Term Plan) and identify resource needs within the Workforce &amp; Organisational Development Directorate that would require additional investment to support the ambition to address the scale of the workforce deficits. The Committee acknowledged that this will be an iterative process to align the workforce gap and supply sources, however, the report makes strides in identifying how the gap can be reduced as per the interventions and critical areas being focused upon, including retention (bind), resourcing (buy), and workforce development (build). In terms of retention, given that turnover within</li> </ul> |  |

HDdUHB is one of the highest reported turnovers across NHS Wales, with retirement age the highest reason, the aim will be to reduce the current turnover rate by 1% with the intention that within an 18-month period, turnover is reduced by 3%. In terms of resourcing, as at October 2021, there was a vacancy factor of circa 950 whole time equivalent across all staff groups. Modelled supply based on interventions suggests that if demand and supply can be aligned, the deficits can be significantly reduced. It is therefore the intention to recruit from overseas to address the short to medium term deficit position, whilst developing the local workforce. In terms of workforce development, recognising that there are a number of healthcare support workers who wish to progress to become registered nurses, and the substantial amount of applications received for HDdUHB's apprenticeship scheme, there is clear evidence that these are career pathways that the population of HDdUHB wish to pursue. The identification of additional placements for apprentices is being considered which could result in increasing the number of apprentices to 100 per year. The Committee noted that following discussion at Executive Team, a sub-group would be established to oversee the three separate elements and to ensure that programmes are delivered within agreed timescales. The Committee supported and was assured by the Workforce Plan Update report, noting the indicative costs and requirement for further scoping and development work.

- **Medical Engagement Scale Survey Results/Comparison Report** – The Committee was presented with the Medical Engagement Scale (MES) Survey Results/Comparison report, noting that the MES is a survey instrument that assesses the level of engagement of the medical workforce with the goals of the organisation in which they work, comprising 30 items that combine to form 10 scales, including an overall engagement index. In June 2021, an all-Wales survey was conducted monitoring engagement of medical staff and in total, 222 members of staff within HDdUHB completed the survey. The Committee was pleased to note that a number of actions are already making progress and received assurance on the actions being undertaken to further develop relationships with the medical staff cohort.
- **Black, Asian and Minority Ethnic (BAME) Advisory Group** – The Committee was presented with the BAME Advisory Group update report, noting that since its inception in June 2020, the Group has taken forward a range of actions to address inequality for minority ethnic staff, across a number of key thematic areas: raising awareness of diversity and inclusion; supporting staff; reviewing organisational data; and strengthening management awareness, capacity and capability about diversity and inclusion issues. The Committee expressed gratitude for the encouraging report and was pleased to note the tangible outcomes in terms of initiatives and actions being undertaken which are having a positive impact on staff within HDdUHB.
- **Integrated Performance Assurance Report** – The Committee was presented with the Performance Assurance & Workforce Metrics report, including an update on workforce metrics as well as key performance indicators, which provide assurance of delivery against objectives and nationally set targets. It was noted that the Workforce & OD Directorate is in the process of reviewing all of its strategic objectives to identify primary and secondary measures which have a clear line of sight to the strategic objective and that a future version of the report would include a section of key performance indicators for the strategic objectives. The Committee noted the report and welcomed the anticipated refined format being prepared for February 2022, which will include the dashboard to monitor performance against the national delivery framework targets and key performance indicators for the strategic objectives.

- **Research & Innovation (R&I) Sub Committee Report** - The Committee received the Research & Innovation Sub-Committee update report following the meeting held on 8<sup>th</sup> November 2021, noting the significant progress and achievements undertaken by the R&I Team, particularly in regard to the additional research sessions available for clinicians. In terms of risks aligned to the Sub-Committee and their mitigation, recognising the inhibiting number and types of research studies that can be undertaken at Withybush General Hospital due to the lack of space and the work in progress to address this, the Committee looked forward to a more positive update at the next meeting.

**Materion y mae angen Ystyriaeth neu Gymeradwyaeth Lefel y Bwrdd are u cyfer / Matters Requiring Board Level Consideration or Approval:**

- None

**Risgiau Allweddol a Materion Pryder /Key Risks and Issues/ Matters of Concern:**

- **Research & Innovation (R&I) Sub Committee Report** - the inhibiting number and types of research studies that can be undertaken at Withybush General Hospital due to the lack of space, with work in progress to identify suitable accommodation.

**Busnes Cynlluniedig y Pwyllgor ar gyfer y Cyfnod Adrodd Nesaf / Planned Committee Business for the Next Reporting Period:**

**Adrodd yn y Dyfodol / Future Reporting:**

In addition to the items scheduled to be reviewed as part of the Committee's work programme, following up progress of the various actions identified above will be undertaken.

**Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:**

3<sup>rd</sup> February 2022