

<b>Enw'r Pwyllgor / Name of Committee</b>	People, Organisational Development & Culture Committee (PODCC)
<b>Cadeirydd y Pwyllgor/ Chair of Committee:</b>	Professor John Gammon, Independent Member
<b>Cyfnod Adrodd/ Reporting Period:</b>	Meeting Held on 4 <sup>th</sup> April 2022
<b>Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:</b>	
<ul style="list-style-type: none"> <li>• <b>Self-Assessment of Committee Effectiveness Questionnaire 2021/22</b> – the Committee received the draft self-assessment questionnaire and agreed the suggested template.</li> <li>• <b>PODCC Annual Report to Board</b> – the Committee received and endorsed the PODCC Annual Report 2021/22 for onward submission for approval to the June 2022 Public Board.</li> <li>• <b>Approvals made outside the meeting via Chair's Action</b> – the Committee ratified the approval made via Chair's Action to the Equality, Diversity and Inclusion Policy.</li> <li>• <b>Performance, Appraisal &amp; Development Review (PADR)</b> – the Committee received the "Performance Appraisal Development Review (PADR): How do we Manage and Raise Performance in Hywel Dda University Health Board (HDdUHB)", providing Members with an update to the PADR status, outlining the progression made through work undertaken by the Workforce and Organisational Development team and highlighting the challenges experienced during the previous four months which has a delayed a number of the planned initiatives to support further progression. Members were informed that compliance in the PADR rates during the previous 12 months has remained consistently between 60% and 65%, tracking at 9% above the national average. Members acknowledged the importance of developing a PADR process which places the onus on an employee rather than an employer led process. The Committee received assurance from the PADR report and welcomed further updates relating to the progression of the PADR process to future meetings.</li> <li>• <b>Planning Objectives</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, demonstrating where progress has been made. The Committee noted that the current status shows that seven POs are on track and one has been completed. It was noted that four POs are currently behind schedule: <ul style="list-style-type: none"> <li>- <b>PO 1C: Making a Difference Programme</b> which has experienced challenges around the ability to release staff during the winter period.</li> <li>- <b>PO 1F: Induction, Policies, Employee Relations, Access to Training</b> – this PO is behind due to a number of factors. It was noted that following the Mass Recruitment Programme, a high proportion of staff have been retained by HDdUHB.</li> </ul> </li> </ul>	

- **PO 2D: Clinical Education Plan** - an Education and Workforce forum is due to be implemented which will ensure that both the workforce plan and the educational requirements are addressed.
- **PO 2G: Careers Workforce Programme** - Progress is being made with the next tranche of the Apprenticeship Programme which is currently out to advert and an Integrated Apprenticeship Programme in conjunction with Pembrokeshire County Council is in the final stages of completion. Members were informed that approximately £800,000 of additional funds has been received from Health Education and Improvement Wales (HEIW) to support the development of healthcare workers and apprenticeship programmes.

The Committee received assurance from the current position in regard to the Workforce and OD Planning Objectives.

- **Workforce Plan incorporating Health Education and Improvement Wales (HEIW) Commissioning Plan** – the Committee received the Workforce Plan incorporating the Health Education and Improvement Wales (HEIW) Commissioning plan which provides a baseline for future staffing requirements, allowing for further refinement and development. The Workforce Plan will form part of HDdUHB’s submission for the Integrated Medium Term Plan (IMTP) and will also support the Programme Business Case (PBC) application process. The Committee was informed that the Workforce Planning Model has been adopted as a tool to be used nationally. The Committee received an overview of the workforce position at year 1 and the estimated forecast position at year 10 across six framework elements, noting that the calculations within the report had been compiled through the use of the functional content aligned to the PBC in relation to the proposed new hospital and the configuration of services that will be required. The Committee were 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 HDdUHB and noted that 104 offers of employment had been issued within HDdUHB, of which 70 have been accepted to date as a result of the International Recruitment Project. The Committee supported the draft Workforce Plan and welcomed the presentation of an update to Members in October 2022.
- **Welsh Language Strategy** - the Committee received a verbal update in relation to the Welsh Language Strategy which identified the opportunity for HDdUHB to take a lead on the Welsh Language Strategy, both in terms of ensuring compliance with the Welsh Language Standards and as a means to build, celebrate and embrace the Welsh language and culture through defining what is valued by local communities, staff and patients. Following a review of the POs, it has been proposed that a Welsh Language and Culture Discovery process (WLCDP) be conducted seeking the views of staff, patients, partners and exemplar organisations, with the aim of presentation at Board in March 2023 for implementation in April 2023. The Committee will be presented with the remit for the WLCDP in June 2022, with a proposed launch at the National Eisteddfod in Tregaron in July/August 2022. The Committee supported the proposal for the WLCDP.
- **Performance Assurance & Workforce Metrics** – the Committee received the Performance Assurance & Workforce Metrics report, providing an update on workforce metrics as well as Key performance indicators (KPIs) offering assurance of delivery against objectives and targets which will allow the

Committee to assess the alignment between the key performance indicators and the intentions as detailed in the 10-year Workforce & OD Strategy. The Committee commented on the simplicity of the reporting structure which enables a clear and concise understanding and interpretation of current and future performance and noted the scope for enhancement in some areas of the qualitative statements, acknowledging work is ongoing to identify areas for improvement, utilising NHS Wales Benchmarking data where available. The Committee recognised the factors around increased agency spending, referencing the Workforce Efficiency Plan, and welcomed the presentation of a report to the Committee in June 2022 to provide a trajectory of the work being undertaken to address the challenge of agency pay. The Committee received assurance from the Workforce Performance and Assurance Metrics Report.

- **Employment Policies Review Update Report** – the Committee received the Employment Policies Review Update and were requested to consider an extension to the review dates of 45 policies identified within the report until 31<sup>st</sup> March 2023, with an initial three policies; Retirement, Overpayments and Enhanced Sick Pay Provision, proposed for submission to the Committee by June 2022. Members were informed that this extension would enable the All-Wales review to be completed and rolled out and would also allow sufficient time to research and implement a revised local policy or adapt an existing policy into core principles, guidance and/or flow charts. Members were informed that each Policy had been allocated a Priority Grouping, Priority Group 1 being of highest priority. The Committee considered and approved the extension to the review dates of the employment policies identified within the Employment Policies Review Update Report.
- **Research & Innovation Sub Committee Report** – the Committee received the Research & Innovation Sub Committee Report and welcomed the opening of the new Research Facilities within Glangwili General Hospital, which should provide excellent opportunities for both staff and patients to be involved in clinical studies. The challenges experienced in obtaining research facilities in both Bronglais General Hospital and Worthybush General Hospital were, however, acknowledged. The Committee noted changes to the sub-groups within the Sub Committee's Terms of Reference and the proposed change to the frequency of meetings from bi-monthly to quarterly. The Committee acknowledged the significant work undertaken by Ms Caroline Williams, Head of Research and Development, in raising the profile of Research and wished her well in her retirement.
- **Research & Innovation Sub Committee (R&ISC) Report Annual report 2021/22** - the Committee received and endorsed the R&ISC Annual Report 2021/22 and the Terms of Reference.
- **Outcome of Advisory Appointment Committee** - the Committee received the Advisory Appointment Committee (AAC) report, providing an update on the outcome of the AACs held between 21<sup>st</sup> January 2022 and 20<sup>th</sup> March 2022 and approved the appointment of Dr Nadia Randazzo to the post of Consultant Ophthalmologist. In order to further assist the recruitment process, Members requested background information relating to the reasons for the withdrawal of AAC candidates from the recruitment process; information outlining this will be presented to members in June 2022.

- **Any Other Business** – the Committee requested information in relation to any additional means of support being offered to the workforce of HDdUHB, in light of the increases to inflation, National Insurance costs and utility costs. Members were informed that the WG has increased the Living Wage with effect from 1<sup>st</sup> April 2022, ahead of the annual Pay Review Body, resulting in an uplift for those members of staff on lower pay bands, and work is also underway to review the level of travel expenses which is of particular relevance for community based staff. A Task and Finish group is also being established to promote and drive forward benefits already in existence within HDdUHB such as Credit Unions, the Staff Benefits App and more practical suggestions which may be of benefit to the workforce during this difficult period.

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

- To endorse (at the June 2022 meeting) the PODCC Annual Report 2021/22.

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

- None

**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:**

20<sup>th</sup> June 2022