

Enw'r Pwyllgor / Name of Committee	People, Organisational Development & Culture Committee (PODCC)
Cadeirydd y Pwyllgor/ Chair of Committee:	Mrs Judith Hardisty, Independent Member (PODCC Vice-Chair)
Cyfnod Adrodd/ Reporting Period:	Meeting Held on 18 th August 2022
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • Self-Assessment of Committee Effectiveness – Outcome - the Committee received 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 PODCC has only been established for one year. Members were assured that any actions from the PODCC Self-Assessment 2021/22 are being progressed within the agreed timescales. • Ratification of Chairs Action: Employer Pension Contributions – Alternative Payment Policy - the Committee received the Employer Pension Contributions – Alternative Payment Policy noting that the policy has been updated following feedback from staff seeking further clarity in terms of the support provided. Members ratified Chair's Action to approve the policy. • Primary And Community Workforce & OD Planning Update - the Committee received the Primary and Community Workforce & OD Planning Update with a focus on our independent contractors, in particular GMS and dental, given the Health Board's understanding of this area due to previously holding 70% of the funding. Members were advised that due to challenges with staff availability and medical cover, the Primary Care (PC) Team are working towards a Primary Care Workforce Strategy and liaising with Health Education and Improvement Wales (HEIW) and the Health Board's workforce team to support this process. Members welcomed the introduction of the Physicians Associate (PA) posts in North Ceredigion, which is one area where the Health Board is leading in Wales, however also recognised that further work may be required to highlight the benefits of PAs with the public. Referencing the success of offering financial incentives for trainee GP's, Members suggested to a widening of incentivisation packages, including additional training opportunities to progress staff development. • Workforce Efficiency - the Committee received the Workforce Efficiency Report providing an update on progress on a three-year Workforce Efficiency Programme in order to deliver a £7.65m saving. Members were advised that 39 individual schemes have been identified as potential opportunities to deliver workforce efficiencies equating to a 15% reduction in variable pay, with a number of risks to delivery noted. Members recognised that staff may have concerns, however received assurance that staff wellbeing is at the forefront of this approach in order to stabilise sites resulting in a sustained workforce. Members welcomed the successful recruitment of overseas nurses, although understood that further recruitment is being delayed due to a lack of nurse accommodation across the Health Board, which will be taken into consideration as part of the Estates strategy. Members discussed the need to adapt staffing models, to not only focus on numbers and noted that improved technology should support this. 	

- **Workforce Planning Model for Health Visitors** - the Committee received the Workforce Planning Model for Health Visiting outlining the short, medium and long-term approaches to workforce planning. Whilst the challenges within the current staffing deficits are noted a strategic vision has now been developed with stakeholders for the Health Visiting Service. Members were advised that the trajectory suggests a long-term decrease in births, however understood that the demand on the Health Visitors workforce is more extensive post COVID-19 due to an increase in speech and developmental delay. Given that the role of the Health Visitor is evolving and the challenges with capacity, engagement is taking place with the Health Visiting and Therapies Teams in order to identify alternative future staffing models. Whilst Members welcomed the progress with the planning model, it was proposed that a move from the Public Health Directorate might be prudent but that this was a matter for Executive Team consideration. It was agreed that this positive development would be highlighted to the Board.
- **Tritech Institute Business Plan** - the Committee received the TriTech Institute Business Plan advising that the TriTech Institute has now been operating for 12 months. Members received assurance that the five-year business plan for the Tritech Institute has been agreed by the TriTech Management Group and the Executive Team and endorsed by the Research and Innovation Sub Committee (R&ISC). Members commended the work and ambition of the Research Team which places HDdUHB at the forefront for the recruitment and retention of staff and the vision in particular the links to current regional developments. The Committee approved of the TriTech Business Plan for onward submission to Board in September 2022.
- **Bilingual Skills Policy – Update on Progress** - the Committee received an update on the progress of implementing the Bilingual Skills Policy which was approved in September 2021. The report outlines where HDdUHB has improved performance either in terms of collecting intelligence or improvements by numbers of people who can speak Welsh in directorates. Members were advised that HDdUHB received the Welsh in the Workplace employers' award from Aberystwyth University at the Eisteddfod in recognition of the development of Rho Gynnig Arni' brand to encourage staff to use the Welsh language in the workplace. Members noted that the Minister for Health and Social Services of Wales attended the festival to launch the more than just words initiative, believing that the Eisteddfod provided HDdUHB with a fantastic opportunity to be at the forefront of Welsh language and culture. Members welcomed the increase in Welsh speakers and received assurance from the report on the progress of implementing the Health Board's Bilingual Skills Policy. It was agreed that the positive progress in this regard would be highlighted to the Board.
- **Anti Racist Wales Action Plan** - the Committee received the Anti-racist Wales Action Plan, covering the period June 2022 – 2024, which has been launched by Welsh Government (WG) as part of its vision to be an anti-racist nation by 2030. Members were advised that the plan includes 11 policy areas, and that the Health Board will be held to account on the five enabling goals for Health. WG has started to design a Strategic Progress Measurement Framework, which will be the main reporting tool for the plan, although Members were advised that this will not be available until Autumn 2022 at the earliest. For assurance, it was agreed further

updates on the implementation of the plan would be forward planned on the PODCC work plan.

- **Performance Assurance & Workforce Metrics** - the Committee received the Performance Assurance & Workforce Metrics report which included the work undertaken with employee relations. In terms of recruitment, from vacancy creation to conditional offer HDdUHB are performing better than other Health Boards in Wales for this measure. It is also pleasing to note that HDdUHB remain the lowest in Wales for sickness absence during the previous 12 months. Members believed the report provides a clear understanding of workforce staffing metrics and the extent to which HDdUHB is supporting study leave and investing in the continued personal development of our workforce. Whilst welcoming the data for bench marking purposes, it was suggested that combining the individual workstreams could be beneficial from a strategic perspective. The Committee received the report as assurance of performance in key areas of the Workforce and OD agenda.
- **Corporate Risks Allocated to PODCC** - the Committee received the Corporate Risks assigned to PODCC, advising that the one risk is from a high-level position and may not reflect the current position for each staff group. Members noted that a review will be undertaken to understand the differences across each site, accepting that not all staff groups have the same risk score. It was noted that that a number of variables, including the previous mitigations, whether operationally or strategically will have an impact on the overall score. Once completed, re-assurance will be provided on the overarching workforce risk.
- **Black, Asian and Minority Ethnic (BAME) Advisory Group Terms of Reference** - the Committee received the BAME Advisory Group Terms of Reference (ToRs) for approval. Members noted the changes to the reporting structure and the additional membership following the establishment of the BAME Staff Network. The Committee approved the BAME Advisory Group ToRs.
- **Research & Innovation Sub Committee Report** - the Committee received the Research & Innovation Sub-Committee (R&ISC) update report following the meeting held on 18th July 2022. Members noted that the update report also provides details on R&D activity since the previous update to PODCC, including details on the current risk and financial positions. Referencing the TriTech Business Plan presented earlier in the meeting, Members acknowledged the importance of supporting all staff to deliver research activity, with confirmation received that a plan is being developed on how best to promote research and innovation as part of the staff induction programme.
- **Corporate & Employment Policies**- the Committee received a verbal update on progress with the Health Boards policy development plan, previously presented to the Committee. Members were advised that policies have been streamlined to be more intuitive going forward, with a number expected to be presented for approval at the next PODCC meeting in October 2022. In terms of employment law during COVID-19 this has been quiet, although changes to the Employment Law framework, are anticipated during 2023. In anticipation of these changes an agile policy review framework has been developed to respond.
- **Outcome of Advisory Appointments Committee** - Committee received the Advisory Appointment Committee (AAC) report, providing an update on the

outcome of the AACs held between 22nd June 2022 and 1st August 2022. On behalf of the Board approved the appointments of:

- Dr Janet Edge was appointed to the post of Consultant in General Adult Psychiatry in Community Mental Health based in The Community Mental Health Team, Llanelli and will start with immediate effect.
- Dr Arun Kozhikunnath was appointed to the post of Locum Consultant in T&O with an interest in Foot & Ankle based at Withybush General Hospital. Dr Kozhikunnath will commence following successful completion of his (CESR) Certificate of Eligibility for Specialist Register and addition to the GMC Specialist Register. Both of which are expected to be complete within 6 months of interview date.
- Dr Tochukwu Igboekwu was appointed to the post of Consultant General Paediatrics based at Bronglais General Hospital, commencement date to be confirmed.
- Dr Kumbalathara Arachchige Menaka Gunarathna was appointed to Consultant in Community Paediatrics and will start with immediate effect.

Members received confirmation that two further, locum appointments were made, with the intention for these to become permanent consultants. Members welcomed the increase in the number of appointments made and especially the calibre of the candidates applying to join HDdUHB.

- **Structured Assessment 2022: Phase 2 - Corporate Governance and Financial Management Arrangements - Engagement Plan** - the Committee received the HDdUHB's Continuous Engagement Plan (2022/23), previously presented to Board. Members suggested that the ongoing discussions with the public in relation to primary care, in particular GP surgeries be included going forward.

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

- Tritech Institute Business Plan (presented separately as item 6.3.1)
- To highlight to the Board positive achievements noted during the meeting regarding:
 - Workforce Planning Model for Health Visiting
 - Bilingual skills compliance

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:

20th October 2022