

Enw'r Pwyllgor / Name of Committee	People, Organisational Development & Culture Committee (PODCC)
Cadeirydd y Pwyllgor/ Chair of Committee:	Mrs Chantal Patel, Independent Member
Cyfnod Adrodd/ Reporting Period:	Meeting held on 3 April 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • PODCC Terms of Reference: The Committee reviewed and approved the updated Terms of Reference for onward ratification by the Board, subject to the Director of Therapies and Health Sciences being included in the 'In Attendance' section. • Self-Assessment of PODCC Committee Effectiveness Process: It was noted that a review of the self-assessment process has been undertaken and would be introduced later in the year. • PODCC Draft Annual Report 2022/23: The Committee approved the PODCC draft Annual Report 2022/23 for onward ratification to the July 2023 Public Board. Members noted the significant amount of work that had been undertaken during the year which impacts the organisation and is evidenced by the outcomes which increasingly focus on achieving the Health Board's Planning Objectives. • Staff Story: Managing Performance; and Performance and Development Review Update: The Committee received a podcast in which staff described their positive experience of the Health Board's Performance and Development Review (PADR) system. The Committee noted the significant work being undertaken around employee engagement for an employee-led process which will be fully embedded in a performance-led culture. The Committee discussed the link of the PADR system with performance and pay progression and also employee skills development opportunities, lifelong learning, management training and mentoring, particularly using the experience of longer-serving work colleagues. • GP Physicians Associates Report: The Committee noted the development of the programme whereby GP Physician Associates rotate every eight months through Primary and Secondary Care and GP practice to upskill and enable GP practices to maximise their ability. Recruitment is challenging in view of the rural locality, however, the programme has been established in Ceredigion and will be further established across Pembrokeshire and Carmarthenshire. Funding will end shortly, impacting on the delay in recruitment to and expansion of the programme. The model will be further developed to cater for career progression, education and training opportunities, including using the Health Education and Improvement Wales (HEIW) academy to promote opportunities around multi-professional teams. HEIW has expressed an interest in the programme and is keen to replicate the model in other areas. • Band 4 Training for Therapies Practitioners: The Committee received assurance that the education underpinning practice is progressing well as the first cohort of Band 4 Therapies Assistant Practitioners approach the end of the programme from the University of Wales Trinity St David (UWTSD). The programme includes physiotherapy, occupational therapy, nutrition and dietetics, 	

speech and language therapy and podiatry. Next year, the Health Board will support up to 20 candidates on the Diploma course with a further 15 candidates from other health boards in Wales.

- **Community Nursing Annual Report 2021/22:** The report summarised activities during 2021/22 and the Committee noted the significant amount of work that had been undertaken by the various teams to deliver services in the community, in hospitals, walk-in and urgent care centres and particularly the district nursing team who have provided 30,000 contacts per month. The age profile of the population and associated risks was acknowledged. The amount of support students and newly qualified staff require in their roles, especially when they are taken straight into the community was also acknowledged. The Community Nursing team is working closely with Aberystwyth University regarding training and development of existing staff to provide a blended workforce, including the third sector, going forward.
- **Withybush Hospital Medical Staff Update:** The Committee received assurance with regard to the actions and progress following concerns raised by the senior medical team, noting that five workstreams had been agreed to address these concerns. Service fragility and the ongoing process of changing working practices together with the need for greater engagement were acknowledged. The Clinical Services Plan provides the framework to encourage and maintain individuals and stakeholders in discussions where concerns and anxieties can be shared and addressed in a multi-disciplinary and multi-professional forum across all sites and areas which will engage simultaneously.
- **Planning Objectives Update:** Three Planning Objectives were behind schedule, however, the Committee received assurance with regard to the actions being taken:
 - PO21: *To embed and sustain a family liaison service in appropriate inpatient and clinical settings*
 - PO11: *Arts in Health*
 - PO 3G: *Welsh Language and Culture Discovery*

The Committee also noted the draft Planning Objectives for 2023/24, particularly those aligned to PODCC.

- **Performance Assurance and Workforce Metrics (Planning Objective PO1A):** The report provided assurance against delivery on the new targets as at 28 February 2023 highlighting that staff engagement has increased, sickness has reduced compared to the same period last year, and an increase in training achieved target. The Committee noted that the nurse stabilisation programme had commenced in Glangwili Hospital.
- **Corporate Risks Allocated to PODCC:** The Committee noted that Risk 1406: *Risk of insufficient skilled workforce to deliver services outlined in Annual Plan 22/23 and deliver UHB strategic vision by 2030* is being monitored and managed appropriately and a review is currently being undertaken for each of the staff groups in the service incorporating all operational and corporate workforce risks.
- **Research and Innovation Sub-Committee Annual Report 2022/23:** The Committee noted the activities over the year, highlighting the research leadership activities for which job plans to support individuals' long-term research portfolios will be provided, Bronglais and Withybush Hospital research facilities, which continue to be of concern and biobank decommissioning which is in progress. It was noted

further that the nursing midwifery Research and Development (R&D) framework had been developed to drive more nursing and midwifery research.

- **Research and Innovation Sub-Committee Update:** The report highlighted the key discussion items from meetings held on 2 February 2023 and 13 March 2023. Further information has been requested with regard to transforming some of the wider grants, in addition to the Research and Innovation grants. Work will be undertaken with regard to governance arrangements in connection with the information captured in relation to grant information.
- **Research and Innovation Sub-Committee Terms of Reference:** The Committee approved the updated Terms of Reference subject to possible further revision to recognise, if there is one, a Nursing Research Sub-Group and also reference interaction with the Strategic People Planning and Education Group.
- **Corporate and Employment Policies:** The Committee was assured that documents had been reviewed in line with Policy 190: *Written Control Documentation (WCD) Policy (policy number 190)*.

The Committee endorsed for extension:

- Supporting transgender staff (to 30.6.2023)
- Volunteers (to 30.6.2023)
- Preceptorship policy for newly qualified nurses and midwives (to 30.6.2023)
- All-Wales: Social Media (to 31.3.2024)

The Committee noted for information:

- Guidelines on referring employees to the occupational health service
- Guidance – personal relationships at work
- Key points to consider when providing an employment reference/template for providing factual references

The Committee noted that the following are retired:

- 334 – Personal relationships at work
- 336 – Referral of employees to the occupational health service
- 284 - Providing employment references
- 291 - Personnel employee records management
- 748 - General data protection employees policy - workforce related employee data

- **Employee Relations Activity Report:** The report provided an overview of employee relations activity as at 31 December 2022 including an update around casework, an update on policy scope, retrospectively, for the future and progress to date and, as requested by the Board, enhanced information on suspensions, restrictions of practice and employment tribunal claims. The Committee noted that overall, cases were high and are being progressed, with an action plan in place with robust checklists to enable quick resolution.

Outcome of Advisory Appointments Committee (AAC): The report provided an update on the outcome of the AAC meetings held between 8 February and 16 March 2023 when the following appointments were approved on behalf of the Board:

- Dr Tom Rhodri Wynne was appointed to the post of Consultant in Psychiatrist in Low Secure Unit and Forensic Mental Health Team based at Cwm Seren Low Secure Unit. Due to commence in post during May 2023.
- Dr Scott O'Rourke was appointed to the post of Consultant in Respiratory Medicine with special interest in Sleep Studies based at Prince Philip Hospital.

Due to commence in post during June 2023 pending Certificate of Completion of Training (CCT) completion.

- Dr Nia Morris was appointed to the post of Consultant Psychiatrist in S-CAMHS based at Withybush General Hospital. Commencement date to be confirmed.

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

- To endorse the PODCC Terms of Reference
- To endorse (at the July 2023 meeting) the PODCC Annual Report 2022/23

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

None

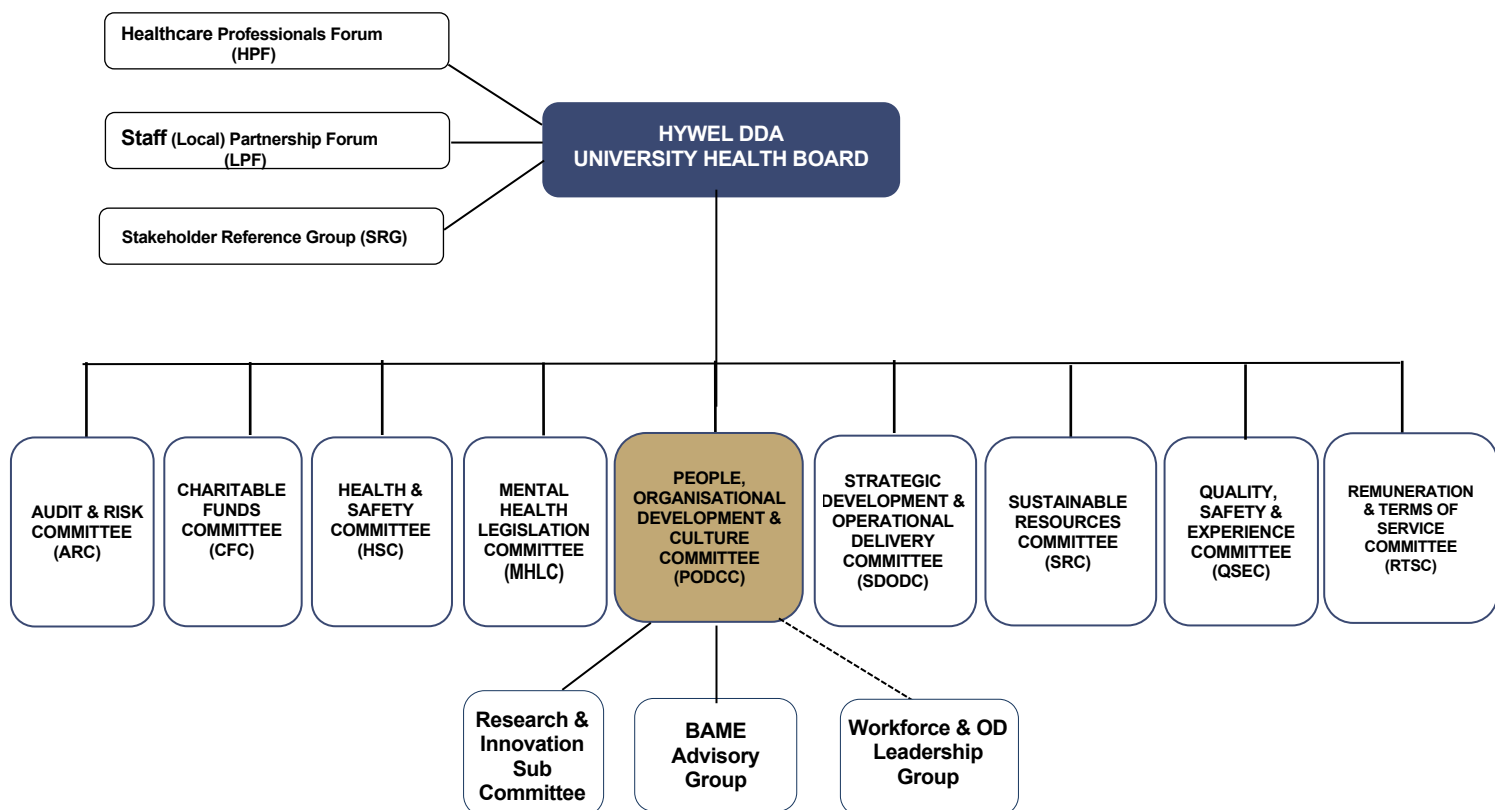
Busnes Cynlluniedig y Pwyllgor ar gyfer y Cyfnod Adrodd Nesaf / Planned Committee Business for the Next Reporting Period:

Adrodd yn y Dyfodol / Future Reporting:

In addition to the items scheduled to be reviewed as part of the Committee's work programme, progress on identified actions will be followed up.

Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:

19 June 2023



PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

TERMS OF REFERENCE

Version	Issued To	Date	Comments
V0.1	Hywel Dda University Health Board	29.07.2021	Approved
V0.2	PODCC	20.06.2022	Approved
V0.2	Hywel Dda University Health Board	28.07.2022	Approved
V0.3	PODCC	03.04.2023	Approved
V0.3	Hywel Dda University Health Board	25.05.2023	For Approval

PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

1. Constitution

- 1.1 The People, Organisational Development & Culture Committee (the Committee) has been established as a Committee of the Hywel Dda University Health Board (HDdUHB) and constituted from 1 August 2021.

2. Purpose

The purpose of the People, Organisational Development & Culture Committee is:

- 2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring Hywel Dda University Health Board (the Health Board) is recognised as a leader in this field.
- 2.2 To provide assurance to the Board on the implementation of the UHB's Workforce and OD Strategy, and the all Wales Health & Social Care Workforce Strategy, ensuring these are consistent with the Board's overall strategic direction and with any requirements and standards set for NHS bodies in Wales.
- 2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
- 2.4 To receive an assurance on delivery against all relevant Planning Objectives falling under Strategic Objectives 1 (*Putting people at the heart of everything we do*), 2 (*Working together to be the best we can be*), 3 (*Striving to deliver and develop excellent services*) and 4 (The best health and wellbeing for our communities) (see Appendix 1), in accordance with Board approved timescales, as set out in Health Board's Annual Plan.
- 2.5 To provide assurance that the organisation is discharging its functions and meeting its responsibilities with regard to the research and innovation activity carried out within the Health Board.
- 2.6 To seek assurance on the management of principle risks within the Board Assurance Framework (BAF) and Corporate Risk Register (CRR) allocated to the Committee and provide assurance to the Board that risks are being managed effectively and report any areas of significant concern e.g. where risk tolerance is exceeded, lack of timely action.
- 2.7 To recommend acceptance of risks that cannot be brought within the Health Board's risk appetite/tolerance to the Board through the Committee Update Report.
- 2.8 To receive assurance through Sub-Committee Update Reports and other management group reports that risks relating to their areas are being effectively managed across the whole of the Health Board's activities (including for hosted services and through partnerships and Joint Committees as appropriate).

3. Key Responsibilities

The People, Organisational Development & Culture Committee shall:

- 3.1 Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of the Health Board's activities.
- 3.2 Consider the implications for workforce planning arising from the development of the Health Board's strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the Board.
- 3.3 Ensure robust mechanisms are in place to foster a strong and high performance organisational culture of effective leadership, innovation and continuous improvement, in accordance with the Health Board's values and behaviour framework, future-proofed to ensure their continuity and success.
- 3.4 Seek assurance on delivery against all planning objectives aligned to the Committee, considering and scrutinising the plans, models and programmes that are developed and implemented, including the annual workforce plan and associated commissioning plan, supporting and endorsing these as appropriate.
- 3.5 Consider the second 'Discovery' phase of the pandemic learning that is conducted to understand more about staff experience in order that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff (PO 1H).
- 3.6 Receive the 3 year strategic plan developed in partnership with universities, life science companies, and public service partners, for implementing to increase research, development, and innovation activity, and number of research investigators, sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (PO 3G).
- 3.7 Receive the Research & Innovation (R&I) Annual Report for approval prior to submission to the Health and Care Research Wales, to ensure the Health Board increases its Research & Development/R&I capacity, research output and research income.
- 3.8 Ensure robust mechanisms are in place to deliver effective staff engagement in accordance with the Health Board's values and behaviour framework.
- 3.10 Seek assurances that there is the appropriate culture and arrangements to allow the Health Board to discharge its statutory and mandatory responsibilities with regard to Welsh language provision (workforce & patient related).
- 3.11 Approve appointments made by the Advisory Appointments Committee.
- 3.12 Refer people, culture and organisational development matters which impact on quality and safety to the Quality, Safety & Experience Committee (QSEC), and vice versa.

- 3.13 Approve the workforce and organisational development policies and plans delegated to the Committee.
- 3.14 Review and approve the annual work plans for any Sub-Committee which has delegated responsibility from the People, Organisational Development & Culture Committee and oversee delivery.
- 3.15 Agree issues to be escalated to the Board with recommendations for action.

4. Membership

4.1 Formal membership of the Committee shall comprise the following:

Member
Independent Member (Chair)
Independent Member (Vice Chair)
3 x Independent Members

4.2 The following should attend Committee meetings:

In Attendance
Director of Workforce & Organisational Development (Lead Executive)
Medical Director/ Deputy CEO
Director of Public Health
Director of Nursing, Quality & Patient Experience
Director of Communications
Chair of HDdUHB Staff Partnership Forum
Director of Therapies and Health Sciences

4.3 Membership of the Committee will be reviewed on an annual basis.

5. Quorum and Attendance

- 5.1 A quorum shall consist of no less than three of the membership and must include as a minimum the Chair or Vice Chair of the Committee, and two other Independent Member(s), together with a third of the In Attendance members.
- 5.2 The membership of the Committee shall be determined by the Board, based on the recommendation of the UHB Chair, taking into account the balance of skills and expertise necessary to deliver the Committee’s remit, and subject to any specific requirements or directions made by the Welsh Government.
- 5.3 Any senior officer of the UHB or partner organisation may, where appropriate, be invited to attend, for either all or part of a meeting to assist with discussions on a particular matter.
- 5.4 The Committee may also co-opt additional independent external ‘experts’ from outside the organisation to provide specialist skills.

- 5.5 Should any officer member be unavailable to attend, they may nominate a deputy with full voting rights to attend in their place, subject to the agreement of the Chair.
- 5.6 The Chair of the Health Board reserves the right to attend any of the Committee's meetings as an ex officio member.
- 5.7 The Head of Internal Audit shall have unrestricted and confidential access to the Chair of the People, Organisational Development & Culture Committee.
- 5.8 The Committee can arrange to meet with Internal Audit and External Audit (and, as appropriate, nominated representatives of Healthcare Inspectorate Wales), without the presence of officers, as required.
- 5.9 The Chair of the People, Organisational Development & Culture Committee shall have reasonable access to Executive Directors and other relevant senior staff.
- 5.10 The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

6. Agenda and Papers

- 6.1 The Committee Secretary is to hold an agenda setting meeting with the Chair and/or Vice Chair and the Lead Director (Director of Workforce & OD), at least **six** weeks before the meeting date.
- 6.2 The agenda will be based around the Committee work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year, and requests from Committee members. Following approval, the agenda and timetable for request of papers will be circulated to all Committee members.
- 6.3 All papers must be approved by the Lead/relevant Director.
- 6.4 The agenda and papers will be distributed **seven** days in advance of the meeting.
- 6.5 **A draft Table of Actions will be issued within two days of the meeting. The minutes and action log will be circulated to the Lead Director within seven days members within ten days to check the accuracy, prior to sending to Members (including the Committee Chair).**
- 6.6 Members must forward amendments to the Committee Secretary within the next **seven** days. The Committee Secretary will then forward the final version to the Committee Chair for approval.

7. In Committee

- 7.1 The Committee can operate with an In Committee function to receive updates on the management of sensitive and/or confidential information.

8. Frequency of Meetings

- 8.1 The Committee will meet bi-monthly and shall agree an annual schedule of meetings. Any additional meetings will be arranged as determined by the Chair of the Committee in discussion with the Lead Executive.
- 8.2 The Chair of the Committee, in discussion with the Committee Secretary, shall determine the time and the place of meetings of the Committee and procedures of such meetings.

9. Accountability, Responsibility and Authority

- 9.1 Although, as set out within these terms of reference, the Board has delegated authority to the Committee for the exercise of certain functions, it retains overall responsibility and accountability for ensuring the quality and safety of healthcare for its citizens, through the effective governance of the organisation.
- 9.2 The Committee is directly accountable to the Board for its performance in exercising the functions set out in these terms of reference.
- 9.3 The Committee shall embed the Health Board's vision, corporate standards, priorities and requirements, e.g. equality and human rights, through the conduct of its business.
- 9.4 The requirements for the conduct of business as set out in the Health Board's Standing Orders are equally applicable to the operation of the Committee.

10. Reporting

- 10.1 The Committee, through its Chair and members, shall work closely with the Board's other Committees, including joint/sub committees and groups, to provide advice and assurance to the Board through the:
 - 10.1.1 joint planning and co-ordination of Board and Committee business;
 - 10.1.2 sharing of information.
- 10.2 In doing so, the Committee shall contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.
- 10.3 The Committee may establish sub-committees or working/task and finish groups to carry out on its behalf specific aspects of Committee business. The Committee will receive an update following each sub-committee or working/task and finish group meeting detailing the business undertaken on its behalf. The Sub-Committee reporting to this Committee is:
 - 10.3.1 Research & Innovation Sub-CommitteeThe management group feeding into this Committee is the:

10.3.2 Workforce & OD Leadership Group

There are also other links to this Committee through the:

10.3.3 Staff Partnership Forum

10.3.4 University Partnerships

The advisory group feeding into this Committee is the:

10.3.5 Black Asian Minority Ethnic (BAME) Advisory Group

10.4 The Committee Chair, supported by the Committee Secretary, shall:

10.4.1 Report formally, regularly and on a timely basis, to the Board on the Committee's activities. This includes the submission of a Committee update report, as well as the presentation of an annual report within six weeks of the end of the financial year.

10.4.2 Bring to the Board's specific attention any significant matters under consideration by the Committee.

10.4.3 Ensure appropriate escalation arrangements are in place to alert the UHB Chair, Chief Executive or Chairs of other relevant Committees, of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the UHB.

10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation, including that of any sub committees established.

11. Secretarial Support

11.1 The Committee Secretary shall be determined by the Board Secretary.

12. Review Date

12.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Committee for approval by the Board.

APPENDIX 1

Ministerial priorities		Local priorities	
Domain	Goals	Planning Objectives	Committee Alignment
Our People <i>We have the people we need to achieve our purpose and strategy</i>	Goal 1: Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i>	1a - Recruitment plan	People, Organisational Development & Culture Committee
		1b - Career progression	
	Goal 2: Support and Retain our Workforce <i>Our people feel motivated and supported</i>	2a - Staff health and wellbeing	
		2b - Employer of choice	
		2c - Workforce and OD strategy	
Our Future <i>Building a better health care system for future generations</i>	Goal 5: World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5b - Research and innovation	People, Organisational Development & Culture Committee
	Goal 6: Sustainable services <i>Designing and implementing more sustainable services</i>	6c - Continuous engagement	People, Organisational Development & Culture Committee
Our Communities <i>Our population is healthy and we have a positive impact on the determinants of health</i>	Goal 8: Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i>	8d – Welsh Language and Culture	People, Organisational Development & Culture Committee