

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 10 October 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<p>Sub-Committee Terms of Reference: Strategic People Planning and Education Group</p> <p>Updated Terms of Reference (ToR) for the Strategic People Planning and Education Group (SPPEG) were presented to the Committee for annual approval. The Committee approved the ToR.</p> <p>The ToR covers the whole of Education including Medical Education and what was previously known as the Eagle panel, which is now the Clinical Education Governance Group, and the future workforce school engagement.</p> <p>The first meeting of the SPPEG was scheduled to take place on 31 October 2023.</p> <p>Corporate Risks Assigned to People, Organisational Development & Culture Committee (PODCC), including Deep Dive: Evaluation of Workforce Risks</p> <p>The Workforce Team has undertaken a significant amount of work to review the risks and produce an overview of whether the risks are scored correctly.</p> <p>The Committee queried Risk 1649 (Risk of insufficiently skilled workforce to deliver services in Annual Plan 23/24 due to limited labour market), and whether it is accurate to say it is a 'likely risk,' with a risk score of 4, given several patient pathways have had to be changed recently, due to staff shortages.</p> <p>The Committee were informed that the risk score had been debated; however, it was felt that although the score would be higher for specific areas (such as paediatrics or Wylabush Hospital), which already have a higher score, the current score is a Board level/corporate risk, which has many directorate risks linked underneath it. The figures mapped in the report are looking at whether the risks are at the right level and how they can be mitigated as an organisation, to be as open and transparent as possible. There are two levels of risk: directorate and corporate risks.</p> <p>It was clarified that currently there has been no reduction of agency staff. Agency staff in post have not been removed, there has only been a reduction in non framework agency workers. The Executive Team meeting was scheduled to discuss service fragility at their meeting on 11 October 2023.</p> <p>Staff Story: Apprenticeships in Hywel Dda University Health Board</p> <p>A video was shared with the Committee introducing several apprentices within the Health Board. This was an extract from a fuller video shown at the recent Annual General Meeting. Feedback from apprentices has been very positive and includes gratitude on being welcomed by the Health Board and their individual teams, support during the Covid period, support to study and support with any personal issues.</p>	

It was highlighted that the apprentices are local people who have now gained employment and careers, and also the importance of highlighting that the Health Board offers a variety of careers not only nursing (for example, electricians).

Evaluation of 'Making a Difference' Customer Care Programme

An update was presented on the evaluation of the 'Making a Difference' customer care programme.

All training has now been moved to internal venues; however, this has had a negative impact on staff learning experience (for example staff returning to work immediately after the training). There has been a significant drop in uptake of this and other training courses.

A 'deep dive' on communications will be submitted to the Quality, Safety and Experience Committee in December 2023.

It was highlighted that it had become difficult to release staff to attend training courses due to shortages; however, it was noted that feedback received from wards now showed that rotas were being improved, and staff were able to be released for training.

Training Accommodation Update

A report was submitted to the Committee outlining the current position in relation to training accommodation, and the impact the current space has on capacity to deliver training to meet demand.

It was reported that there was a degree of stability on training accommodation within Carmarthenshire, and future plans are being put in place. However, Ceredigion and Pembrokeshire remain more challenging. Work will be undertaken with the Planning Team in order to bring the issue to the Planning Committee.

The Workforce Team is working with Swansea University, University of Wales Trinity Saint David, and Pentre Awel regarding accommodation plans in Carmarthenshire. Aberystwyth University had previously been unable to provide support; however, discussions with them are now re-starting. Unfortunately, Pembrokeshire College were unable to provide support.

Concerns were raised regarding the frequency of re-attending training such as Immediate Life Support (ILS), and also issues with access courses and the Electronic Staff Record (ESR) system. It was clarified that with regards to ILS and mandatory manual handling training, the leads have been asked to undertake a training needs analysis and review whether in fact all staff need the training that has been identified, and at the frequency with which it has been identified. There is not sufficient capacity within the training teams as they currently stand, to be able to deliver the volume of training that ESR requires.

GP Trainees Update

This item was deferred for a second time, to the December 2023 People, Organisational Development and Culture Committee meeting. The representative did not attend to present the item. The Committee noted it was vital that a representative attends the next meeting.

Delivery Against Planning Objectives Aligned to PODCC (Planning Objectives Update)

The Planning Objectives (PO) report and 'plans on a page' were presented to the Committee.

In response to deteriorating financial conditions and operational pressures, the Executive Team has undertaken a meticulous evaluation of the 23 POs for 2023/24. Work will now commence to understand the impact of slowing the delivery of the POs in terms of what, as a Health Board, we expect to deliver and when.

It was queried whether the same focus is given to retention of staff as there is to recruitment. It was clarified that retention is included under PO 2b: Continue to strive to be an employer of choice. There is also a newly formed group to focus on medical retention.

Delivery Against Planning Objectives Aligned to PODCC (Planning Objectives Update): 1b: Career Progression

An initial scoping document was submitted to the Committee on PO 1b: Career Progression, which will form a discussion within the SPPEG, and lead to the creation of an action plan.

It is believed that career progression is one of the factors in why people do not apply to vacancies within the Health Board, or why staff leave the Health Board. However, this is not specifically asked at exit interviews. Further work is required on this.

It was reported that a piece of research around equal access to training took place last year, which showed that 60% of our workforce feel they have the opportunity to develop. It was noted that there is a potential link with equality, and particularly the gender pay gap.

Delivery Against Planning Objectives Aligned to PODCC (Planning Objectives Update): 8d: Welsh Language and Culture

The establishment of a steering group has been delayed. Discussions are taking place on whether the group is still required.

Staff bilingual skills are being monitored. Currently 90% of staff had completed the bilingual assessment on ESR. However, it is very subjective regarding what level staff feel their skills are. The Welsh Language Team are aiming to build confidence to help staff move into higher levels of skills.

Complaints are received by the Health Board regarding services not being offered/delivered through the medium of Welsh. The team are working to raise awareness with staff to help them to feel confident in offering a bilingual service.

It was highlighted that when compared to other Health Boards HDdUHB has PODCC, a Board level Committee with accountability for Welsh language.

Workforce Planning – All Wales Workforce Plans and Alignment to Local Approaches

A report was submitted to the Committee setting out the approach being taken to undertake and align national, regional, and local workforce planning approaches and priorities.

The Workforce Planning team were seeking to connect the work of Health Education and Improvement Wales (HEIW) and the work within the Health Board areas.

The Committee discussed how national focus is often given to urban areas and does not always consider rural sites across Wales. The need to include rural workforce requirements within its national overview would be raised with HEIW.

Performance Assurance and Workforce Metrics - Integrated Performance Assurance Report (IPAR)

The Performance Assurance and Workforce Metrics - Integrated Performance Assurance Report (IPAR) was introduced to members. The report provides assurance on delivery against national delivery framework targets.

The Workforce Team were undertaking case management and review meetings when staff have been on sickness absence for four weeks and analysing any patterns or trends. The team had also learned about disabilities and reasonable adjustments to enable staff to return to work. A sickness absence plan was being produced.

HEIW Quality Assurance Visit – Revalidation and Appraisal

A report on the Revalidation Quality Review and appraisal feedback surveys was submitted to the Committee. The report details actions completed by the team.

On 14 July 2023, HEIW returned to HDdUHB to carry out a Revalidation Quality Review, which will form part of a cycle of quality assurance visits across Health Boards and non-NHS Designated Bodies in Wales. During the visit it was commented how well the structural support was in place for the Responsible Officer and the training that has been provided to Service Delivery Managers.

A recommendation from the review was to identify a new Independent Member (IM) to sit on the Responsible Officer Advisory Group. The possibility of a Lay Member was being considered if it was not possible to find an IM with capacity to undertake the role.

Research and Development Framework

Health and Care Research Wales (HCRW) has launched a new Research and Development Framework which will be used as a self-assessment tool to facilitate discussions at their Annual Review.

The framework is designed as a self-service tool and was originally published by the Welsh Government in June 2023.

Certain areas were identified for improvement, including improving public engagement with research strategy, and strengthening how research and development features within appraisal processes.

More meaningful public engagement would be sought ahead of development of the next Research and Innovation Strategy.

Research and Innovation Sub-Committee Update Report

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 and Development (R&D), TriTech & Innovation, and University Partnership activities as well as Governance, and the financial position.

A number of items were highlighted for consideration by the PODCC.

University Partnerships Update

The report updated on the three priorities which have been set with each university.

A different approach to the partnership work was undertaken in 2023/24, with key areas of work and priorities identified with each university.

Policies for Approval

The Committee took assurance that documents listed have been reviewed in line with WCD Policy 190.

The following policies were approved for publication:

- 124 - Retirement Policy
- 131 - Flexi Time Policy
- 136 - Work Life Balance (WLB) Flexible Working Policy
- 299 - Uniform Policy
- 447 - Immunisation and Screening Policy
- 1179 - Developing New Clinical Roles Policy

The following policies were extended to 31 December 2023:

- Preceptorship Policy for Newly Qualified Nurses and Midwives
- Management of Nursing Midwifery Medication Errors/Near Misses Policy
- Study Leave Policy for Medical & Dental Staff Policy
- Domestic Abuse and Sexual Violence Workplace Policy

The following policy was removed:

- 1179 - Eagle Strategy

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:

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:

11 December 2023