

Hywel Dda University
Health Board
People, Organisational
Development and Culture
Committee
Annual Report 2023/24

Introduction

The People, Organisational Development & Culture Committee (PODCC) Annual Report provides assurances in respect of the work that has been undertaken by the Committee during 2023/24 and outlines the main achievements that have contributed to robust integrated governance across the Health Board (UHB). Six meetings took place during 2023/24 all of which were quorate:

- 3 April 2023
- 19 June 2023
- 17 August 2023
- 10 October 2023
- 11 December 2023
- 15 February 2024

The PODCC is required to oversee and monitor the people, organisational development and culture agenda for the Health Board and, in respect of its provision of advice to the Board, ensure the implementation of the people, organisational development and culture agenda.

Chair Executive Summary

It is the work of this Committee to oversee and monitor the organisation in the way it implements the planned objectives for this committee. The key issue facing the organisation is recruitment and retention of Staff. Despite the immense pressures, the team has worked hard to implement a series of measures to maintain services and creating new opportunities for the local community to work for the organisation (e.g. Healthcare apprenticeships programme).

The annual report details the activities and measures undertaken to give confidence to the Board of the appropriateness of actions taken. We recognise that much more needs to be done in terms of aligning and supporting the work of this committee with other committees.

The Committee focusses on five key aspects: Governance, People, Culture, Performance & planning. These key aspects bring to life the complexity of managing its people who are at the heart of delivering vital services to the community it serves. We have received individual first-hand experiences and reports by staff of how the organisation is supporting them in their employment journey (e.g. Staff retention- Why I stayed). We recognise their commitment and dedication to the work they do despite the numerous challenges and should be commended for their resilience and perseverance.

We established the strategic people planning and education group in November 2023 to look at education and development in broader terms with the aim of strengthening relationships across all disciplines.

All work that is mandated nationally has been locally embedded and we ensured that all matters raised by Welsh Government under the 'enhanced monitoring' process were included within the Committee's business cycle.

The Committee will continue to build its focus upon impact and outcomes as identified at the recently held post committee independent member reflective session. Given the scale of challenges facing the organisation, we acknowledge that the Committee is a work in progress and that changes will inevitably occur.

Reporting

During 2023/24, the following reports were received:

Governance

- **Annual Review of PODCC Terms of Reference:** The Terms of Reference (TOR) were reviewed and recently approved by Board on 28 March 2024.
- **Corporate Risk Report:** Reports were received in the April, June and October 2023 meetings. Members noted that the Strategic Workforce Planning & Transformation team are deep diving into all elements of the workforce to ensure the level of risk is accurately reflected.

In June 2023 Risk 1406 *Risk of insufficient skilled workforce to deliver services outlined in Annual Plan 22/23 & deliver UHB strategic vision by 2030* was closed and replaced with a new risk, Risk 1649 *Risk of insufficient skilled workforce to deliver services outlined in the Annual Plan 23/24 and deliver UHB strategic vision by 2030*. The risk score at the time of the meeting remained high at 16 with a target score of 12 to reach.

- **Operational Risk Report:** At the August 2023 meeting reports were received informing the Committee of the highest operational risks from the Health Board risk register assigned to the Committee along with the mitigating actions being taken to balance risks. The Committee noted that *Risk 1669 'Recruitment Pre-employment checks'* has been added to the risk register.
- **Monitoring of Welsh Health Circulars:** At the February 2024 meeting a report was received providing an update on progress in relation to the implementation of Welsh Health Circulars.

Circular 046-23 'All-Wales Control Framework for Flexible Workforce Capacity' was received on 13 December 2023 with a submission date of January 2024. Submissions were completed on time, and regular reporting will now take place.

No other Welsh Health Circulars aligned to PODCC were received during 2023/24. Reports on the monitoring of Welsh Health Circulars have been scheduled to be submitted to PODCC on a bi-annual basis during 2024/25.

People

- **Performance Appraisal Development Review (PADR) Report:** At the April 2023 meeting a report was received which outlined the progression made through work undertaken by the Workforce and Organisational Development team and highlighted the challenges experienced in maintaining the compliance rate. The Committee noted that PADR compliance had increased by 6% across the Health Board. A further update report would be submitted to the April 2024

PODCC meeting.

- **GP Physicians Associate Report:** At the April 2023 meeting a report was received which outlined work undertaken as part of the GP Physician Associate (PA) Development Programme, as well as an update on the recruitment of GP PAs into Health Board Managed Practices.

At the February 2024 meeting Members noted that progress has been slower than anticipated due to the COVID-19 pandemic and challenges in recruitment, however, the substantive appointment of the Development Manager had taken place. The update also outlined that there has been limited interest from other Clusters in seeking to fund further posts into the programme. The first cohort was expected to complete the programme in March 2024, although at the time of the report there was no confirmed contracts of employment for the GP-PA to take up a substantive role in a GP Practice in North Ceredigion.

Following a request by Members, PAs will now be included under the Strategic People Planning and Education Group (SPPEG) Task and Finish Group for Medical Associated Professionals of which an action plan is in development. This will be fed back into SPPEG.

- **Band 4 Training for Therapies Practitioners:** At the April 2023 meeting a report was received which provided an update on the development and delivery of the Education Programme. The Committee received assurance that the education underpinning practice was 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 included physiotherapy, occupational therapy, nutrition and dietetics, speech and language therapy and podiatry. In 2024 the Health Board will support up to 20 candidates on the Diploma course with a further 15 candidates from other health boards in Wales.
- **Hywel Dda University Health Board (HDdUHB) Community Nursing Services Annual Report 2021/22:** At the April 2023 meeting a report was received which provided a summary of activities during 2021/22 and highlighted the significant amount of work undertaken, by the various teams, to deliver services in the community, in hospitals, walk-in and urgent care centres.
- **Withybush Hospital Medical Staff Update Report:** At the April 2023 meeting, a report was received which outlined concerns raised by senior doctors at Withybush Hospital (WGH). A number of concerns were raised including visibility and communication with their management teams, autonomy of local decision-making, theatre utilisation and also the future of service configuration at WGH. The Committee noted that five workstreams had been established to address these concerns.
- **Transforming Staff Feedback into Positive Change Progress Report; with Integrated Action Plan/Staff Wellbeing Plan Update:** At the June 2023 meeting a report was received detailing the programme of culture change adopted by the Health Board. Organisation Development Relationship Managers (ORDM) and the Workforce and Organisational Development (WOD) team worked across all service areas to develop People Culture Plans. Two major staff surveys were conducted in 2023 regarding health and wellbeing. Following

a request from Members, discussions within the Workforce teams took place after the meeting regarding potential collaboration between the Enabling Quality Improvement in Practice (EQIIP) programme and designing wellbeing into working practices, and a focus on sickness prevention.

- **Medical Staff Recruitment Audit Update:** At the June 2023 meeting an update was received on progress with the medical staff recruitment audit. Members received assurance that all the recommendations and management responses within the Management Action plan had been completed and closed.
- **Staff Value and Appreciation:** At the June 2023 meeting a report was received providing an overview of the progression of the staff value and appreciation programme approved in June 2022. Members noted the continued direction of travel and took assurance from the cultural shift and progress.
- **Job Planning:** At the June 2023 meeting a report was received providing an overview of the outcome of the internal audit to review arrangements across the Health Board for management of the systems and controls in place for consultant job planning, and its subsequent recommendations. The audit concluded 'Limited assurance' overall. In response to the audit recommendations, an action plan was developed collaboratively between key medical, operational and Workforce and Operational Development stakeholders.
- **Workforce Effectiveness (Agency Costings):** At the June 2023 meeting a report was received providing an update on the Nurse Stabilisation Programme for each site. The Committee noted that there had been a reduction in the use of temporary staffing in Glangwili Hospital (GGH) however an adverse effect was the increase in fill rates in WGH and BGH which impacted on cost savings ability. An updated report on agency costings would be submitted to the April 2024 PODCC meeting.
- **Working in Confidence Platform:** At the June 2023 meeting a report was received outlining the progression of the 'Work In Confidence' platform which was implemented to support 'speaking up safely' within the organisation. It has since been agreed that the 'Speak UP Safety Working Group' 6 monthly reports would be submitted to PODCC. The next report is scheduled for submission in June 2024.
- **Evaluation of Enhanced Pay:** At the June 2023 meeting a report was received providing an evaluation of the enhanced rate available over the Christmas/New Year Holiday period 2022/23. Whilst two schemes were approved, only one was utilised. The Committee noted the content of the report, however, they felt that the success of the schemes was uncertain.
- **Educational Initiatives Uptake:** At the June 2023 meeting, as directed by the Board, a report was received providing assurance on the existing and planned activities for the forthcoming year. The Committee noted the breadth of educational programmes being offered.
- **Counter Fraud Annual Report 2022/23: Compliance with Mandatory Training:** At the August 2023 meeting a report was received providing assurance to the Committee that compliance in this area was improving and

actions were in place to further improve compliance.

- **Evaluation of Making a Difference Customer Care Programme:** At the October 2023 meeting a report was received providing an evaluation of the 'Making a Difference Programme'. The programme was a previous planning objective to create a training programme to build excellent customer service for all staff in public and patient facing roles. A member of the Committee had visited GGH to promote the 'Making a Difference Programme' and saw that the programme had made a great difference in areas where teams identified challenges in communication.
- **Training Accommodation Update:** At the October 2023 meeting a report was received outlining the current position in relation to training accommodation, and the impact the current space has on the capacity to deliver training to meet demand. It was also highlighted that there were concerns with suitable accommodation for training such as manual handling, which requires large pieces of equipment to be moved.
- **GP Trainees Report:** At the December 2023 meeting a report was received outlining the findings of a survey run by the Primary Care Directorate to investigate whether the GPs Registrars qualifying in the HDdUHB area continued working in the area after completion of training. It was noted GP numbers in Wales have fallen by 15% in the last 10 years. There has been difficulty in recruiting within some of the Health Board areas, particularly Ceredigion and Pembrokeshire. Following a request by the Committee to look at publicising good news stories on trainee GPs who live and work in West Wales, the Communications team are working with primary care colleagues to identify GP stories.
- **Discovery Report and Action Plan:** At the February 2024 meeting a report was received providing an update on the staff Discovery report and action plan. This was the second staff Discovery report, with the first completed in June 2021 to capture staff's experiences of working during the pandemic. This report focussed on staff retention issues. An action plan has been formed including milestones, with progress on delivering these actions and will be included within the cultural progress update report submitted to PODCC annually.
- **Apprenticeships Update:** At the February 2024 meeting a report was received providing an update on the healthcare apprenticeships programme. The Committee noted that 78% of Healthcare Apprentices said that they would not have gone into nursing without the apprenticeship scheme. The Committee was informed that the apprenticeships programme would form part of the SPPEG workplan.

Following the meeting, an evaluation into the effectiveness of the apprenticeship programme was presented to SPPEG, and added to the workplan for SPPEG for an updated paper demonstrating progress to be produced for the August 2024 SPPEG meeting.

Culture

- **Welsh Language Annual Report 2022/23:** At the June 2023 meeting a report was received providing an insight into how the Health Board implemented and promoted the Welsh Language Standards over the previous year. Following the meeting the annual report was amended in line with a number of comments /suggestions made by the Committee. The amended Welsh Language Annual Report 2022/23 was submitted to the October 2023 PODCC meeting. The Welsh Language Annual Report 2023/24 is scheduled for submission to PODCC in June 2024.
- **Welsh Language and Culture Discovery Report:** At the June 2023 meeting a report and initial Welsh language plan was received outlining the findings of the discovery process and set out the initial development steps for a Welsh language and culture plan. An updated Welsh Language and Culture Discovery Report is scheduled for submission to PODCC in June 2024.
- **Bilingual Skills Policy Compliance Report:** At the August 2023 meeting a report was received providing an update on the progress of implementing the Bilingual Skills Policy, which was approved in September 2021. The low sign up of Welsh language courses was highlighted.
- **LGBTQ Plus Action Plan and Stonewall Assessment Update:** At the June 2023 meeting a report was received providing an overview of the requirements placed upon HDdUHB within the WG Action Plan how the local actions were being taken forward to advance this work. The Health Board has continued to work towards fulfilling its role as a Stonewall Diversity Champion, making improvements as an employer in its ranking on the Workforce Equality Index (WEI).

It was noted that in the 2022-23 Stonewall Assessment, the Health Board scored 82 out of 200 and was ranked 105th place on the index. Up from a score of 62.5 and 194th place the previous year. The Committee discussed high profile issues surrounding Stonewall's position on the trans community and queried that if other organisations have left Stonewall's Diversity Champions Programme due to this, whether the Health Board should consider its position going forward.

- **Strategic Equality Plan (SEP) Annual Report (Including Workforce Equality and Pay Gap Reports):** At the August 2023 meeting the Strategic Equality Plan (SEP) Annual Report 2022-23 was received which was a consolidated report which brought together all reporting requirements established under the Equality Act 2010 prior to its submission to Board for approval and publication. The Public Sector Equality Duty Wales requires that the Health Board produces an annual report by 31 March each year for the preceding year which details the progress made against the Health Board's SEP and objectives. 2023 was the final year of SEP objectives.
- **Strategic Equality Plan and Objectives 2024-2028:** At the February 2024 meeting a Strategic Equality Plan (SEP) and Objectives for HDdUHB which had been reviewed and revised in line with the Public Sector Equality Duty (PSED) and as a requirement of the Equality Act (2010). The SEP and Objectives for the period 1 April 2024–31 March 2028 have been developed following consultation

and engagement with the public and staff and builds on previous equality objectives. A mid-point review of the plan would take place in 2026.

Performance

- **Performance Assurance and Workforce Metrics - Integrated Performance Assurance Report (IPAR):** Meetings reports were received providing assurance of delivery against national delivery framework targets.

In June 2023 it was reported that there had been a 1.7% reduction in sickness absences since December 2022.

In August 2023 it was reported that staff turnover had reduced by 1.6% for all staff groups, and that 43% of retired staff chose to return to the Health Board. There had been an increase of 11.3% in staff PADR completion.

In October 2023 it was reported that 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. The Committee were advised that a sickness absence plan was being produced.

In December 2023 it was reported that there had been a 28% reduction in the number of Allied Health Professional (AHP)/ Healthcare Staffing Solutions (HSS) agency workers engaged with the Health Board since April 2023. The rolling 12 months sickness remained static at approximately 6.2%. There had been an increase in October from September, however, November's figures show a decrease compared to October in the response rates to staff surveys.

In February 2024 the report highlighted an increase in headcount, reduction in turnover, and a reduction in sickness absence from 2022. Consideration would be given into using the same statistical process control (SPC) charts approach used in Board to understand trends.

- **Performance Assurance and Workforce Metrics (Planning Objective PO1a):** At the April 2023 meeting a deep dive report was received providing an in-depth update on Planning Objective 1a. The report provided assurance against delivery on the new targets and indicated that staff engagement had increased, sickness had reduced compared to the same period in the previous year, and an increase in training which has achieved its target of 85.1%.
- **Industrial Action: Feedback and Learning:** At the June 2023 meeting a report was received providing an overview of the strategic approach to planning for notified days of industrial action between December 2022 and February 2023. A de-brief session took place in March 2023 with managers and services previously impacted, to inform our future approach to managing services and minimising the impact on service delivery to our community during periods of industrial action.
- **Health Education and Improvement Wales (HEIW): Quality Assurance Process:** At the June 2023 meeting a report was received providing an update

on the HEIW quality assurance processes which monitor and report on the quality of medical education & training across HDdUHB.

The General Medical Council (GMC) run the annual National Training Survey (NTS) to gain a deeper understanding of the experiences of the health board's trainees and trainers. The survey is an integral part of the GMC's work to monitor and report on the quality of medical education and training.

Issues had been identified in Surgery in BGH and GGH. A programme of events was arranged to support that. At the time of the report there were 19 risks on the HEIW risk register, 16 of these risks related to the experience of trainees and 3 related to trainer experiences. Members received assurance that follow up visits were arranged for departments at risk.

- **HEIW Quality Assurance Visit – Revalidation and Appraisal:** At the October 2023 meeting a report was received providing an overview of the Revalidation Quality Review and appraisal feedback surveys. 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.

Planning

- **Planning Objectives Update Report:** At the April, June and October 2023, and February 2024 meetings, updates were provided demonstrating the progress made in delivering planning objectives aligned to PODCC for 2023/24. Areas to note included:

In April 2023 it was reported that three planning objectives (POs) were behind schedule, however, the Committee received assurance with regard to the actions being taken:

- PO2I: To embed and sustain a family liaison service in appropriate inpatient and clinical settings.
- PO1I: 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.

In June 2023 it was reported that for 2023/24, 10 POs were aligned to PODCC. All Planning Objectives were expected to develop a Plan on a Page intended to ensure a clear delivery/development process for the year. For the POs for 2022/23, a Closure Report was presented to Board on 25 May 2023.

In October 2023 it was reported that a revised set of POs have now been incorporated into HDdUHB's plan for 2023/24, with 8 POs aligned to PODCC. In response to deteriorating financial conditions and mounting operational strains, the Executive Team undertook an evaluation of the POs for 2023/24. POs were identified as Prioritised, Business as Usual, Slow or Paused, as per table below.

1a Develop an attraction and recruitment plan	Prioritised
1b Develop career progression opportunities	Slow
2a Engage with and listen to our people	Slow
2b Continue to strive to be an employer of choice	Slow
2c Develop and maintain an overarching workforce, OD and partnerships plan	Slow
5b Research and Innovation	Business as usual
6c Continuous Engagement	Paused
8d Welsh Language and Culture	Slow

In February 2024 updates were provided on the current status of the POs, identifying whether each PO aligned to PODCC was completed or on track. A closure report for the POs is scheduled for submission at the April 2024 PODCC meeting.

- Armed Forces Annual Update (Planning Objective 4I):** At the June 2023 meeting a report was received providing an annual update on PO4I “By March 2023, further develop the Health Board plan to drive forward improved outcomes for Veterans and members of the Armed Forces community, in relation to NHS priority treatment guidance and recruitment strategies, and report on progress annually”. Work had been undertaken on a number of areas.
- Career Progression (Planning Objective 1b):** At the October 2023 meeting an initial scoping document was submitted to the Committee, to form a discussion within the SPPEG, which would lead to the creation of an action plan. It was noted that there was a potential link with equality, and particularly the gender pay gap.
- Welsh Language and Culture (Planning Objective 8d):** At the October 2023 meeting, a deep dive report was received providing an in-depth update on PO8d. Members noted that the establishment of a steering group had been delayed, however discussions took place following the meeting and it was agreed that a separate group was no longer required.
- Research and Innovation (Planning Objective 5b):** At the December 2023 meeting, a deep dive report was received providing an in-depth update on PO5b. The aim of the Planning objective was to deliver priority actions associated with the third year of the Research and Innovation (R&I) Strategy (2021-2024) and associated TriTech Business Plan. Eight priority actions were agreed for 2023/24. The deep dive outlined key achievements by R&I and outlined the next steps.
- Recruitment Plan (Planning Objective 1a):** At the February 2024 meeting a deep dive report was received providing an in-depth update on PO5b. It was noted that the number of people retiring and returning (45%) was good for the workforce, however it was queried how sustainable this was. The Committee requested that the report makes a distinction between staff leaving the health board and those changing roles within the organisation, in order to better understand the talent movement.

- **Tritech Business Plan Update:** At the August 2023 meeting a report was received outlining the current performance against the 12 Key Performance Indicators (KPIs) (key targets that Trittech should achieve and could be monitored against) contained within the agreed TriTech Institute five-year Business Plan. Feedback from the Committee would be taken into account when reviewing the report.
- **Workforce Planning – All Wales Workforce Plans and Alignment to Local Approaches:** At the October 2023 meeting a report was received outlining the approach being taken to undertake and align national, regional, and local workforce planning approaches and priorities. The Committee discussed how national focus is often given on urban areas and does not always consider rural sites across Wales. The need to include rural workforce requirements within its national overview, was be raised with the Executive Director at HEIW responsible for workforce planning, following the meeting. This was noted and would be conveyed to the team.
- **Workforce Planning:** At the December 2023 meeting a report was received providing an overview of the approach being taken to create a comprehensive and coherent workforce plan. The report built on work undertaken within the previous report, including focusing on the levels of risks, and provided information on how the Workforce team were reviewing operational areas in order to join the top down and bottom-up approaches. Considerable work was undertaken during the previous 18 months, however there is more work to be done in the next 12 months, moving into the next phase, in how the Health Board sustains its demand skills capacity within health visiting into the future. Further updates on workforce planning are scheduled for submission to PODCC intermittently throughout 2024/05.

Policies/ Contractual and Legislative Changes

- **Employee Relations Activity Report:** At the April 2023 meeting a report was received providing an overview of employee relations activity as at 31 December 2022 including an update around the casework of the workforce team, an update on policy scope retrospectively and 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 but were being progressed, with an action plan in place with robust checklists to enable quick resolution.
- **Contractual and Legislative Changes Reports:** At the December 2023 meeting an annual report was presented which provided an overview of the contractual and legislative changes that may impact the workforce and the Health Board's approach to people management, policies, procedures and terms and conditions of employment. There was a discussion on the Government's recent announcement on immigration changes. It was clarified that there is an exemption within the NHS, therefore staff will continue to be able to bring family members to the UK. A review would take place into whether the changes would affect HDdUHB staff and is scheduled for submission to PODCC in April 2024.

- **Policies:** During 2023/24, the Committee approved the following policies:

- Registration of Health Professionals Policy
- Re-evaluation of Pay Band Policy
- Starting Salaries Policy
- Volunteers Policy
- Supporting Transgender Staff Policy
- Retirement Policy
- Flexi Time Policy
- Work Life Balance (WLB) Flexible Working Policy
- Dress Code and Uniform Policy
- Staff Immunisation and Screening Policy
- Developing New Clinical Roles Policy
- Time Off for Medical and Dental Appointments Policy
- Domestic Abuse and Sexual Violence Workplace Policy
- Study Leave for Medical & Dental Staff Policy
- Bilingual Skills Policy
- Carers Policy
- Ethical Employment Policy
- Interpretation and Translation Policy

During 2023/24, the Committee also approved extensions to the review dates of various employment policies, and the closure of a number of policies.

Outcome of Advisory Appointments Committee

During 2023-24 the Committee approved a number of appointments via the Advisory Appointment Committee (AAC).

Staff Stories

During 2023/24 the Committee received several presentations which focussed on the personal experiences of staff in relation to each topic. These included:

Managing Performance: A podcast was presented regarding 'Managing Performance', relaying the experience of staff members who had attended the PADR workshop and pathway which positively supports the PADR update report.

Experience and Impact of Participation in Staff Networks: A video was presented outlining the staff networks available within the Health Board. Following a request from the Committee, questions on why staff chose to stay within the Health Board were added to the interview template as part of discovery process.

Staff Retention - Why I Stayed: A video was presented where a member of staff nearing retirement shared her positive experience of working within the Health Board over many years and why she continued to work rather than retire at an earlier age. The Committee suggested looking into methods, such as events, to showcase positive staff stories. Following the meeting a proposal for an event to showcase positive stories of staff working in all areas of the health board, was being developed for Spring 2024.

Apprenticeships In HDdUHB: 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. 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).

Workforce Planning: The Interim Assistant Director of Public Health presented a staff story on her insights in working with the Workforce Planning team over the last 2 years in relation to the health visiting report, and her reflections on using the Workforce Regeneration Framework.

Physicians Associates in Primary Care: The Physician Associate Development Manager fed back to the Committee a success story of a Physicians Associates (PAs) within primary care.

Sub Committee/Groups

Research and Innovation Sub-Committee:

Governance

- The Research and Innovation Sub-Committee (R&ISC) reported to PODCC during 2023/24.
- At the April 2023 meeting the R&ISC TOR were approved.
- The R&ISC Annual Report 2022/23 was submitted to the April 2023 meeting, detailing activities over the year, and highlighted the research leadership activities for which job plans to support individuals' long-term research portfolios would be provided. Members noted the continued concern over BGH and WGH research facilities and biobank decommissioning.

Research and Development (R&D) Framework

- At the August and October 2023 meetings the R&D Framework Update was introduced and later revised. Health Care Research Wales launched a new Research and Development Framework which would be used as a self-assessment tool to facilitate discussions at their Annual Review.
- During the self-assessment process some 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 the next Research and Innovation Strategy.

R&ISC Update Reports

Reports providing updates on from R&ISC meetings and general R&I work were submitted to each PODCC during 2023/24. The key points raised were:

April 2023:

- The R&ISC met 13 March 2023, and also previously met on 02 February 2023 to consider the findings from a review of the research biobank.
- A new sub-group of the R&ISC, was formed by the amalgamation of the current Research Quality Management Group and Sponsor Review Group, and approved by the R&D Senior Management Team on 20 February 2023.

June 2023:

- The R&ISC had not met since the last PODCC meeting as it is scheduled on a quarterly basis, therefore the purpose of this report is to provide an update on R&D, TriTech & Innovation, and University Partnership activities as well as Governance, and the financial position.
- Research facility issues in BGH were near being resolved.
- A clear plan had been outlined for resolving the facility issues in WGH.
- Research and Innovation and TriTech were in a good financial position with WG.
- The 2022/2023 end of year Health Care Research Wales (HCRW) data on performance shows that Closed Studies Recruiting to Time & Target was at 87%.

August 2023:

- The R&ISC met on 10 July 2023.
- A request had been made to HCRW for additional funding of 4%, however they were unable to support the development of the research activity due to financial pressures.
- Work to obtain clinical research facilities in WGH was on hold due to a major incident alert at the hospital.

October 2023:

- The R&ISC met on 11 September 2023.
- Research and development activities in WGH had been impacted due to the current Reinforced Autoclaved Aerated Concrete (RAAC) works.
- HCRW had cut funding by 4% which could potentially impact fixed-term posts during 2024/25.
- The Human Tissue Authority (HTA) licence for Biobank had been revoked.
- R&D, and TriTech and Innovation Divisions continued to explore the potential of relocating from Dura Park to the Pentre Awel scheme.
- Final payment for the Nurokor project remains outstanding. R&D Finance partners continue to work with the Debt Recovery Team to resolve.
- TriTech Key Performance Indicator (KPI) Tracker is being reviewed and re-framed to ensure clarity around each KPI. This was presented to R&ISC in December 2023 and PODCC in February 2024.

December 2023:

- The R&ISC had not routinely met since the last PODCC meeting as it is scheduled on a quarterly basis, therefore the purpose of this report is to provide an update on R&D, TriTech & Innovation, and University Partnership activities as well as Governance, and the financial position.
- An Extra-ordinary R&ISC meeting was held on 6 November 2023, to discuss TriTech expansion and Social Innovation.
- It was expected that the research facilities within WGH would be ready by June 2024.
- The 4% cut in funding from HCRW received this year, may be extended to an additional 4% or 5% cut in 2024/25, which may mean Research and Development will need to review its current workforce.
- Work continued on seeking to move R&D and the Trittech and Innovation teams to new accommodation in Pentre Awel, Llanelli.
- Final payment for the Nurokor project remained outstanding. R&D Finance partners continue to work with the Debt Recovery Team.

February 2024:

- The R&ISC met on 11 December 2023.
- Positive feedback was received from WG following a recent review.
- The process has begun to produce the next R&I Strategy. The next 3-5 years will be continuing the growth achieved during 2021-24.

University Partnerships Update Reports

- At the June and October 2023 meeting reports were received providing updates on University Partnership activity progress and provide an overview of the 2023/24 plan for each partner organisation.
- In June 2023 the priorities for partner universities, confirmed by appropriate leaders in each, for 2023/24 were set out.
- In October 2023 updates were provided on the three priorities which had been set with each university.

Strategic People Planning and Education Group:

Governance

- The Strategic People Planning and Education Group (SPPEG) reported to PODCC during 2023/24.
- At the October 2023 meeting the SPPEG TOR were approved.

SPPEG Update Reports

- A report providing an update on from the SPPEG meeting was submitted to PODCC in February 2024. The key information raised was:
 - SPPEG met for the first time on the 27 of November 2023.
 - The Group had begun to look at education and development in broader terms with the aim of strengthening relationships.

Black, Asian and Minority Ethnic Advisory Group:

Governance

- The Black, Asian and Minority Ethnic (BAME) Advisory Group reported to PODCC during 2023/24.
- At the August 2023 meeting the BAME TOR were approved.

BAME Advisory Group Update Reports

- Reports providing updates on from BAME Advisory Group meetings were submitted to PODCC in June and December 2023. The key information raised was:

June 2023

- Following WG's introduction of an Anti-racist Wales Action Plan, it was agreed that the BAME Advisory Group would have oversight of the work undertaken to meet the requirements of the Anti-racist Wales Action Plan.
- Following review by a Task and Finish Group it was identified that a Workplace Buddy scheme would be beneficial for all new members of staff.
- The Bullying and Harassment Task and Finish Group met in June 2023 to commence a review of progress against actions and to consider whether any new actions need to be incorporated.
- Members noted that attendance at a recent BAME event was low and staff seemed reluctant to speak up.

August 2023

- The Chair of the BAME Advisory Group, led a task and finish group drawing membership from staff with lived experience as well as colleagues from corporate teams who met on 21 June 2023 to develop the Health Board's ambition and additional local actions. The group agreed that the local action plan will focus on one key area of the enabling goals for 2023/24, namely Workforce experience with regard to career progression.

December 2023

- Independent Member Winston Weir replaced Maria Battle as Chair of the BAME Advisory Group.
- A new diversity calendar for 2024 will be shared widely throughout the Health Board.
- Updates had been made to the Anti-racist Wales Action Plan, and 'Introduction to anti-racism' training had been delivered at the Board development session in October 2023.

Self-Assessment of PODCC Committee Effectiveness Process:

In line with Section 10.2.1 of Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups.

A refreshed approach to the Committee self-assessment process was developed in 2023 which was intended to be proportionate, achievable and add value to the organisation's governance capability.

On 20 November 2023 all Committee Members and attendees were sent a digital Self-Assessment Questionnaire for completion. Responses were collated, along with feedback captured through the preceding 12 months. A facilitated workshop has been scheduled for 15 April 2024 to discuss the feedback and develop a workplan. The outcome report is scheduled to be presented to PODCC on 11 June 2024.

Further information

Agenda, papers and minutes are available on the Health Board website.

Opinion

The Committee is of the opinion that the draft PODCC Annual Report is consistent with its role as set out within the Terms of Reference and that there are no matters that the Committee is aware of at this time that have not been disclosed appropriately.