

Remit Committee: PODC

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Action No.	Origin	Report	Date	Remit...	Report Ass...	Origin...	Recommendation	Management Action Agreed	Quarterly Progress Report	Current I...
447	Audit Wales	Review of Quality Governance Arrangements	01/08/2022	PODC	N/A	01/03/2023	<p>R1 Equality Impact Assessments. Weaknesses in the Trust's approach to conducting, sharing, and responding to equality impact assessments limit its ability to deliver quality services that meet the needs of the population. The Trust should strengthen its approach to equality impact assessments by:</p> <ol style="list-style-type: none"> <li>Ensuring EIAs are completed where necessary</li> <li>Agreeing quality standards and a process to assess EIAs, ensuring they are meaningful assessments with appropriate actions to mitigate adverse impacts.</li> <li>Developing a central repository to store and share EIAs across the organisation.</li> <li>Developing a process to monitor implementation of mitigating actions.</li> </ol>	<p>Agree with the recommendation.</p> <p>The importance and value of Equality Impact Assessments in supporting quality services that meet the needs of the Welsh population is understood. This is currently a high priority issue as we realise the importance of enhancing the current arrangements to help the organisation meet the needs of the Socio-Economic Duty. There is a cross-organisational working group currently reviewing the tool for completing impact assessments, with the view to integrating various impact assessments and readying the organisation to develop a digital tool. This tool will support staff to engage with and complete the Equality Impact Assessment process.</p> <p>Currently there is limited dedicated resource to support staff in the organisation to complete these. We are scoping improved support for staff to ensure they are completed in a meaningful way and actions are monitored and completed. This will take into consideration the recommendation that a central repository is held to store EIAs, which was already planned as part of the ongoing implementation of the Socio-Economic Duty. In addition, we are launching an Engagement &amp; Experience Network for colleagues across the organisation who have responsibility for designing and delivering our services, programmes and functions. There will be opportunity in the workplan of this network to further develop the capability of staff to complete Equality Impact Assessments to a high standard, including ensuring that the public's voice is at their centre.</p> <ul style="list-style-type: none"> <li>Scope and agree the solution</li> <li>Implement the agreed solution</li> </ul>	<p>July 2024 Update: On Track. This is being progressed through the development of the Governance Hub, to be in place by the end of September.</p> <p>April 2024 Update: BET has approved the Governance Hub pilot for the next 12 months. The Hub will ensure EIAs are undertaken in respect of all relevant items of work it advises upon. The quality of the EIA will be advised upon by the relevant duty leads. Any mitigations recommended will be identified and monitored by the Hub to assess impact. The Hub will establish a central repository and a mitigations assessment tool to ensure adequate monitoring. It is proposed this will all be in place from September 2024, to allow the Hub to become established and for the relevant flow of work to pass through the Hub. Request extension to the end of September.</p> <p>February 2024 Update: At present there are no legislative requirements for PHW to undertake Health Impact Assessments (HIA), although this is likely to come into force shortly as part of the Public Health (Wales) Act 2017.</p> <p>However, in view of the requirement to ensure that we are meeting the requirements of the Equality Act, the Socio-economic Duty and the forthcoming HIA regulations, an Equality Health Impact Assessment (EQHIA) was developed – please note that this is a screening tool and not an HIA.</p> <p>Work is underway, led by Paul Veysey (Board Secretary and Head of Board Business Unit, to establish a Governance Hub, to strengthen implementation of, and provide assurance that PHW is complying with Statutory Duties such as the Equality Act and the Socio-economic Duty. It is anticipated that approval for the Governance Hub will be sought from the Executive Team in Q4 2023-24, with the aim of establishing and piloting the approach in 2024-25.</p> <p>7 December 2023: LT reviewed the progress to date and noted the alignment to a number of pieces of work, involving a number of Execs. LT were not clear that the update provided would mean that the action itself would be completed by the end of January, but acknowledged that the scoping and review of the requirements was underway.</p> <p>LT approved the revised date, but asked for a detailed report to be submitted to the January Leadership Team meeting to outline how this work would progress, including timescales and an outline on the programme of work to achieve this action. At this time, LT will review the timescales for the implementation again to ensure further extensions were realistic and achievable.</p> <p>November 2023 Update: Reviewing the process for EQHIAs and the Exec Lead to take this representation forward; Discussions planned between relevant Execs, particularly to take in to account other duties and wider impacts we might want to expand as part of an integrated approach to impact assessments. Request new date whilst this work is undertaken, 31 January 2024</p> <p>January 2023 Update: Progress for this action is currently paused, pending the recruitment of the Board Secretary role. Request change of date to June 2023. September 2022 Update: A review of EQHIA process is scheduled.</p>	30/09/2024
557	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/06/2024	<p>Delivering the People Strategy R1 The Trust has not assessed its capacity and capability to deliver its People Strategy or assess specific risks associated with delivery beyond its three-year IMTP. By the end of quarter 1, 2024-25, the Trust should incorporate assessments of risk and resources into its 2024-27 IMTP as follows:</p> <ol style="list-style-type: none"> <li>Set out the costs, staff capacity, skills and other resources associated with implementation of the next three years of the People Strategy, within its People and Organisational Development Directorate and across the business (high priority)</li> </ol>	<p>R1 The Trust has not assessed its capacity and capability to deliver its People Strategy or assess specific risks associated with delivery beyond its three-year IMTP. By the end of quarter 1, 2024-25, the Trust should incorporate assessments of risk and resources into its 2024-27 IMTP as follows: 1.1. Set out the costs, staff capacity, skills and other resources associated with implementation of the next three years of the People Strategy, within its People and Organisational Development Directorate and across the business (high priority);</p> <p>Accepted</p> <p>Actions 1.1 and 1.2 will need to be completed in partnership with Finance / Planning Colleagues and would need to be integrated into the IMTP planning framework to achieve alignment and integration with the LTS.</p>	<p>July 2024 Update: In progress and on track.</p> <p>April 2024 Update: In progress. This action is embedded in the following IMTP commitment for 2024-25: 'Publish an updated People Strategy.'</p> <p>February 2024 Update: change of date requested to align to the implementation date with the review of the People Strategy. – Request Revised to 31 March 2025</p>	31/03/2025
558	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/06/2024	<p>Delivering the People Strategy R1 The Trust has not assessed its capacity and capability to deliver its People Strategy</p>	<p>As Action 557.</p> <ol style="list-style-type: none"> <li>Identify the specific risks associated with implementing the People Strategy and plans</li> </ol>	<p>July 2024 Update: In progress and on track.</p> <p>April 2024 Update: In progress. This action is embedded in the following IMTP</p>	30/03/2025

						or assess specific risks associated with delivery beyond its three-year IMTP. By the end of quarter 1, 2024-25, the Trust should incorporate assessments of risk and resources into its 2024-27 IMTP as follows:	to manage those risks (high priority).	commitment for 2024-25: 'Publish an updated People Strategy.'		
						1.2. Identify the specific risks associated with implementing the People Strategy and plans to manage those risks (high priority).	Accepted Actions 1.1 and 1.2 will need to be completed in partnership with Finance / Planning Colleagues and would need to be integrated into the IMTP planning framework to achieve alignment and integration with the LTS.	February 2024 Update: change of date requested to align to the implementation date with the review of the People Strategy. Request Revised to 31 March 2025		
559	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/06/2024	R2 The Trust is developing a comprehensive picture of current workforce capacity via its workforce toolkit but must ensure its workforce information is correct. In particular, the Trust needs accurate figures on its current establishment and vacancies. It also needs to understand future service demand and model the impact on future workforce requirements. The Trust should:  2.1. Develop an approach to ensure the accuracy of data in the workforce toolkit and other internal workforce datasets by the end of quarter 1 2024-25. In particular, the Trust must have an accurate picture of its current establishment and vacancy levels (high priority)	Developing workforce intelligence R2 The Trust is developing a comprehensive picture of current workforce capacity via its workforce toolkit but must ensure its workforce information is correct. In particular, the Trust needs accurate figures on its current establishment and vacancies. It also needs to understand future service demand and model the impact on future workforce requirements.  The Trust should: 2.1. Develop an approach to ensure the accuracy of data in the workforce toolkit and other internal workforce datasets by the end of quarter 1 2024-25. In particular, the Trust must have an accurate picture of its current establishment and vacancy levels (high priority);  Accepted.  This is an essential element of work and having adequate resource to achieve this is critical. Work is underway at an all-Wales level to prepare organisations for the next generation ESR solution. This is a significant piece of work. Unfortunately, the revised solution does not include modules which improve WFP capability. Having access the right skills and technology to deliver this is essential. We will work with the Data Knowledge and Research Team to agree the scope and plan to deliver this aim. This will include investing in technology to facilitate workforce planning and service/workforce modelling, subject to costings and procurement process.	July 2024 Update: National model completed but data quality is limiting our ability to accurate model below that level. Need to assess what can be done to improve data quality and model. KY and AD on behalf of IB request extension to 31st March 2025.  April 2024 update: In progress not yet due. We have worked in partnership with Simul8 to develop a demand and capacity model for Diabetic Eye Screening. This works on dummy data at present and in April 2024 will be tested with real data from the service and the model developed to provide a local picture  February 2024 Update: In Progress, not yet due	30/06/2024
560	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/06/2024	R2 The Trust is developing a comprehensive picture of current workforce capacity via its workforce toolkit but must ensure its workforce information is correct. In particular, the Trust needs accurate figures on its current establishment and vacancies. It also needs to understand future service demand and model the impact on future workforce requirements. The Trust should:  2.2. In partnership with Data, Knowledge and Research and Finance Directorates, develop a consistent approach to model future service demand to understand the longer-term human and financial resource implications and potential risks to the organisation by the end of quarter 1 2024-25 (medium priority).	Following Action 559  2.2. In partnership with Data, Knowledge and Research and Finance Directorates, develop a consistent approach to model future service demand to understand the longer-term human and financial resource implications and potential risks to the organisation by the end of quarter 1 2024- 25 (medium priority).  Accepted. This is an essential element of work and having adequate resource to achieve this is critical. Work is underway at an all-Wales level to prepare organisations for the next generation ESR solution. This is a significant piece of work. Unfortunately, the revised solution does not include modules which improve WFP capability. Having access the right skills and technology to deliver this is essential. We will work with the Data Knowledge and Research Team to agree the scope and plan to deliver this aim. This will include investing in technology to facilitate workforce planning and service/workforce modelling, subject to costings and procurement process.	July 2024 Update: National model completed but data quality is limiting our ability to accurate model below that level. Need to assess what can be done to improve data quality and model. KY and AD on behalf of IB request extension to 31st March 2025.  April 2024 Update: We have worked in partnership with Simul8 to develop a demand and capacity model for Diabetic Eye Screening. This works on dummy data at present and in April 2024 will be tested with real data from the service and the model developed to provide a local picture.  February 2024 Update: In Progress, not yet due	30/06/2024
561	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/09/2024	R3 There are opportunities for the Trust to improve its approach to staff engagement. By the end of 2023, the Trust should:  3.1. Review the strategic approach to engagement to ensure it is timely and	Engagement with staff R3 There are opportunities for the Trust to improve its approach to staff engagement. By the end of 2023, the Trust should: 3.1. Review the strategic approach to engagement to ensure it is timely and fully embedded in service planning and change management (high priority)	July 2024 Update: In progress and on track.  April 2024 Update: Action reflected in the following IMTP commitment for 2023-2024: Develop a strategic approach to employee engagement which responds to the results of the 2023 employee survey, medical engagement survey, culture assessment, employee value proposition and other inputs and an action plan for how this will be delivered.	31/12/2024

							fully embedded in service planning and change management (high priority)	Accepted – This is work already underway	Progress has been impacted by delays to the 2023 staff survey, results of which are still not available. Meantime we continue to take action to increase engagement, including the following: - Targeted activity to increase engagement with the Staff Survey - The establishment of a Leadership Forum from Jan 2024 - A programme of Leading with Impact workshops Feb- April 2024 Request to move implementation date to 31 Dec 2024 to align with the IMTP commitment and respond to delays to the Staff Survey.	
									February 2024 Update: In Progress, not yet due	
562	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/09/2024	R3 There are opportunities for the Trust to improve its approach to staff engagement. By the end of 2023, the Trust should:  3.2. Develop an approach to increase participation rates in workforce surveys and engagement activities, specifically targeting underrepresented parts of the business including the Health Protection and Screening Directorate by the end of quarter 2 2024-25 (high priority).	Following Action 561  3.2. Develop an approach to increase participation rates in workforce surveys and engagement activities, specifically targeting underrepresented parts of the business including the Health Protection and Screening Directorate by the end of quarter 2 2024-25 (high priority).  Accepted – This is work already underway	July 2024 Update: April 2024 update omitted to seek approval to align implementation date with the related IMTP objectives. Approval requested to update to 31/03/2025.  April 2024 Update: On track. Targeted action to increase engagement with the Staff Survey resulted in an increase in response rate of 30% from the last survey in 2020. Work is being done on barriers to communication and engagement in HPSS. Further work is embedded in the following IMTP commitment for 2024-25 which will enable us to track employee engagement and target action accordingly: 'Identify measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement and create a dashboard to provide insight and assurance.'	30/09/2024
									February 2024 Update: In Progress, not yet due	
564	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/09/2024	R5 We found weaknesses in the Trust's approach to monitoring and overseeing delivery of its People Strategy. It does not understand the impact of its efforts to implement that strategy and the POD Committee does not have a clear picture of progress implementing the People Strategy. By the end of quarter 2 2024-25, the Trust should:  5.1. Develop mechanisms to report progress against the workforce outcome indicators in the People Strategy and IMTP (high priority)	Accepted  We will look to do this in partnership with our Strategy and Planning Colleagues, to ensure efficiency and integration.	July 2024 Update: April 2024 update omitted to seek approval to align implementation date with the related IMTP objectives. Approval requested to update to 31/03/2025.  April 2024 Update: In progress. This action is reflected in the following IMTP commitment for 2024-25: 'Publish an updated People Strategy.' Following the refresh of the Long Term Strategy in 2023-2024, work was undertaken to assess the impact on the People Strategy and a decision was made to update it. Developing clear mechanisms to report progress against outcomes will be integrated with that update.	30/09/2024
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565	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/09/2024	R5 We found weaknesses in the Trust's approach to monitoring and overseeing delivery of its People Strategy. It does not understand the impact of its efforts to implement that strategy and the POD Committee does not have a clear picture of progress implementing the People Strategy. By the end of quarter 2 2024-25, the Trust should:  5.2. Develop mechanisms to measure the impact of workforce initiatives and activities on sickness absence and turnover to understand their contribution to reducing workforce risk in areas identified as higher risk such as health protection and screening (high priority)	Following Action 564  Accepted We will look to do this in partnership with our Strategy and Planning Colleagues, to ensure efficiency and integration.	July 2024 Update: April 2024 update omitted to seek approval to align implementation date with the related IMTP objectives. Approval requested to update to 31/03/2025.  April 2024 Update: In progress. Links to the following IMTP commitment for 2024-25: 'Develop a strategic approach to employee engagement which responds to the results of the 2023 employee survey, medical engagement survey, culture assessment, employee value proposition and other inputs and an action plan for how this will be delivered.' 'Identify measures to track progress against the actions agreed to close the gap between current and ideal culture and increase employee engagement and create a dashboard to provide insight and assurance.'	30/09/2024
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566	Audit Wales	Workforce Planning	29/01/2024	PODC	N/A	30/09/2024	R5 We found weaknesses in the Trust's approach to monitoring and overseeing delivery of its People Strategy. It does not understand the impact of its efforts to implement that strategy and the POD Committee does not have a clear picture of progress implementing the People Strategy. By the end of quarter 2 2024-25, the Trust should:  5.3. Refine the annual work programme for the POD Committee to link it more clearly to the Trust's management of key workforce risks and the delivery of the People Strategy (high priority)	Following Action 565 Accepted We will look to do this in partnership with our Strategy and Planning Colleagues, to ensure efficiency and integration.  Our Dashboards will be the key mechanism for measuring impact of workforce initiatives. We will also seek to gather qualitative data to understand impact of initiatives from a user perspective. We will work in partnership with PODCOM and colleagues in our Board Governance Team to meet the requirements of actions 5.3 and 5.4.	July 2024 Update: Request closure. The annual workplan for People OD Committee for 2024/25 has been agreed with the Chair of People OD Committee, Director of People and OD and Board Business Unit.  April 2024 Update: In progress.	30/09/2024
									February 2024 Update: In Progress, not yet due	
591	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	31/05/2024	The Trust should ensure that the draft All Wales Medical Appraisal Policy and draft Professional Appraisal Guide are appropriately approved and shared as soon as practically possible. The Trust should also ensure that consultant job planning is undertaken	The All Wales Medical Appraisal Policy is currently being progressed through the PHW governance procedure (consultation, Leadership Team and PODCOM). The Leadership Team will be reviewing the document in April 2024. The Professional Appraisal Guide has been drafted and is	July 2024 - Part 1 - All Wales Medical Appraisal Policy has been approved and is now published. The Professional Appraisal Guide has also been published on the OMD Sharepoint page. Request Action Part 1 is Closed is closed.  Part 2 - Job Planning is now progressing in an e-format using the RLDatix System e-job plan. Those using paper based versions are being directed to the 2014	

						using the 2014 BMA Cymru/Welsh Government/NHS Employers job planning guidance document.	awaiting final comment from Dep Medical Director and Appraisal Lead with a deadline of end of April 2024. The agreed document will be published on the Office of the Medical Director sharepoint page for future reference for colleagues.	document but these are then being uploaded onto e-job plan. Request change of date of 31 October 2024.		
592	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	31/05/2024	The Office of the Medical Director should ensure that progress toward implementation of a formal appraisers training programme and a supporting appraiser's network is maintained, and implemented as soon as is practicable.	The Appraisal Lead will review existing training material and a final review meeting is planned in early May 2024 to approve the detail and devise a rollout plan.	July 2024: First appraisal training session took place in July 2024 with further sessions on a 6 monthly basis. First Appraiser Network planned to take place September/October 2024. Request Action is closed.	
593	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	30/09/2024	<p>Consideration should be given to increasing the number of appraisers to improve availability and efficiency of appraisal delivery and ensuring coverage in the event of appraiser absence or unavailability due to work based demand pressures. This could be facilitated through 'The Glancet' Consultant newsletter and the PHW Consultants Engagement Group.</p> <p>Additionally, succession planning processes should be introduced to ensure that a satisfactory level of appraisers is maintained when current appraisers leave Trust employment or choose to step down from the role.</p>	The Appraisal Lead and OMD Team will review recent appraiser survey data including the current list of appraisers and the ratio of appraisees to appraisers, considering the future need for succession planning in this area. Collaboration with the Consultant Engagement Group will take place, to attract new appraisers and local recruitment activity will be planned later in 2024.	July 2024 Update: This action will be discussed with the Appraiser Network in Sep/Oct to determine whether further Appraisers are currently required. In the meantime, an expression of interest has been drafted to be used in the future. Extension to 31 October 2024 requested.	
594	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	01/06/2024	<p>All annual Consultant job planning documentation should be provided to the Office of the Medical Director as part of the appraisals process, and to the Office of the Medical Director ensuring a complete and accurate record of the annual appraisal process.</p> <p>The presence and discussion of job plans as part of a Consultants annual appraisal process is a requirement of the 2011 BMA/NHS Employers Guide to Consultant Job Planning and the draft PHW All-Wales Medical Appraisal Policy.</p>	<p>An e-Job Planning system has been piloted and is now being rolled out to all consultants and SAS doctors with a further two training sessions being provided for colleagues. One to one support, provided by the OMD Team, is available to all consultants to enable them to develop and upload their contractual job plan to the system. Furthermore, guidance and instructional documentation is being developed and will be available to colleagues.</p> <p>From June 2024, the OMD will begin the process of conducting monthly reviews of the e-job planning system to ensure job plans are available for all consultants and SAS doctors. Where job plans are not available, support will be provided to assist colleagues with the system or, provide support to upload job plans which are in other formats. Where there is a complete absence of a job plan, this will be highlighted to the Deputy Medical Director in the first instance for discussion with the job holder.</p> <p>A communication will be issued from the Exec Medical Director reminding consultants and SAS doctors of their contractual requirements in relation to job plans.</p> <p>The OMD Sharepoint page will contain a section specifically for job plans and the e-Job planning system providing advice and guidance.</p>	<p>July 2024 Update: E-job planning training sessions completed with all consultants being issued with details to set up their e-job plan account. E-job planning guidance available on the OMD Sharepoint page and an E-job planning procedure is in development. Recordings of all e-job planning training delivered by RLDatix are also available on the sharepoint page.</p> <p>Work is due to commence on the process to capture compliance with job planning with the aim of identifying there is a job plan in place; what format it is in; providing support to upload job plans onto the e-job planning system.</p> <p>Request Change of Date to 31 October 2024.</p>	
595	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	31/05/2024	The QA Group ToR should be finalised and then approved by the QA Group as soon as practicable, so as to formalise its mandate in delivering its purpose and objectives.	The TORs for the Revalidation QA Group will be finalised and signed off at the next meeting of the group.	July 2024 Update: TORs reviewed and agreed by the group on 21 May 2024. Request Action is Closed.	
596	Internal Audit	Appraisal Process - Public Health Consultants	09/05/2024	PODC	Reasonable assurance	30/06/2024	The proposed monthly informatics activity report should be progressed and implemented to ensure regular reporting of appraisals performance to the QA Group and People & OD Committee.	An infographic document will be drafted and shared with OMD DLT (April 2024). This will be updated and produced on monthly basis and shared at the Workforce OMD DLT meeting with quarterly figures being available to the Board/PODCOM as required.	July 2024 Update: This has been completed and is shared monthly with HPSS (and other Divisions who request).	