

Remit Committee: PODC

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Action No.	Origin	Report	Report As...	Open...	Date added	Recommendation	Management Action Agreed	Origin...	Curre...	Previous ...	Quarterly Progress Report	Rem...	Action for LT
447	Audit Wales	Review of Quality Governance Arrangements	N/A	Open	01/08/2022	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: a. Ensuring EIAs are completed where necessary b. Agreeing quality standards and a process to assess EIAs, ensuring they are meaningful assessments with appropriate actions to mitigate adverse impacts. c. Developing a central repository to store and share EIAs across the organisation. d. Developing a process to monitor implementation of mitigating actions.	Agree with the recommendation. 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. 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 & 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. • Scope and agree the solution • Implement the agreed solution	01/03/2023	31/03/2025	31 January 2024, 10 December 2024	November 2024 Update:.. The recommendation has been partially implemented: A Register has been developed and is in operation and populated utilising existing data held on EHIA's. The governance hub is still in a pilot phase, and will assume the role of overseeing EIAs and the necessary tools once this pilot phase concludes in March 2025. Whilst we have the appropriate mechanisms in place to fulfil the recommendations, we would suggest the recommendation is held open until the mechanisms are tested as the Governance Hub becomes operational. Request extension to end of March 2025. 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. 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. 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. 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. 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. 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. 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. 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 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.	PODC	Request Change of Date
557	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	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: 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)	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); 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.	30/06/2024	31/03/2025	15/02/2024	November 2024 Update: In progress and on track. Work on the refresh of the People Strategy is progressing to plan. Assurance was provided to PODCOM in Oct, and there will be engagement with the Board in Dec. A SET engagement session took place on the 13 Nov. POD will engage with Finance and Planning on relevant audit actions as we continue with this work through the rest of 2024-25. July 2024 Update: In progress and on track. April 2024 Update: In progress. This action is embedded in the following IMTP commitment for 2024-25: 'Publish an updated People Strategy.' 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	PODC	None - Action in Date
558	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	Delivering the People Strategy R1 The Trust has not assessed its capacity and capability to deliver its People Strategy	As Action 557. 1.2. Identify the specific risks associated with implementing the People Strategy and plans to manage those risks (high	30/06/2024	30/03/2025	15/02/2024	November 2024 Update: In progress and on track. Work on the refresh of the People Strategy	PODC	None - Action in Date

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559	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	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.	30/06/2024	31/03/2025	August 2024 extension granted to 31 March 2025	November 2024 Update: This action is complete, with the Annual Impact Survey presented to, and approved, by BET; the stakeholder engagement toolkit published; and the Publication Standards agreed. However, rather than mandate the Publication Standards we believed they will be better adhered to through imbedding them within the Content Design Standards that are being rolled out inline with the new Website, and also providing a suite of support and training. This will be delivered by March 2025. 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 don3 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	PODC	None - Action in Date
560	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	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.	30/06/2024	31/03/2025	August 2024 extension granted to 31 March 2025	November 2024 Update: the DESW demand and capacity model is complete, and has been handed over to the screening team. The outcomes are with the screening team for consideration. The screening team are considering demand and capacity modeling for other screening services. 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	PODC	None - Action in Date
561	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	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 fully embedded in service planning and change management (high priority)	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) Accepted – This is work already underway	30/09/2024	31/12/2024	Changed to 31 December 2024 after extension granted in April 2024	November 2024 Update: In progress and on track. The integrated action plan developed in response to the three key themes identified the 2023 Staff Survey results, Culture Assessment and other engagement and feedback activities was provided to BET on the 20th Nov for update and assurance. 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. Progress has been impacted by delays to the 2023 staff survey, results of which are still not available. Meantime we continue top 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.	PODC	None - Action in Date
562	Audit Wales	Workforce Planning	N/A	Open	29/01/2024	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	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).	30/09/2024	31/03/2025	August 2024 extension granted to 31 March 2025	November 2024 Update: In progress and on track. The integrated action plan developed in response to the three key themes identified the 2023 Staff Survey results, Culture Assessment and other engagement and feedback activities was provided to BET on the 20th Nov for update and assurance.	PODC	None - Action in Date

