

Board Effectiveness Action Plan 2022-23

Purpose and Vision				
Progress Level Maturity	Criteria to Support this level A clear vision for the organisation is documented and communicated to staff and stakeholders, with supporting long term strategy and action plans. Staff know and understand the vision, values and strategy and their role in achieving them. Leaders tell a consistent story, with healthy challenge as needed to create the right environment for change. The roles of all board members and the health board leadership team are documented, and there is clarity of role, responsibility. Staff understand who does what, why across the organisations leadership functions, with clarity of accountability and responsibility at all levels. An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose. The board/leadership team are leading, rather than following agendas.			
Lead Committee Workforce & OD				
No	Actions	Target Date	Lead Executive	Progress/Status
1	Create a new Directorate of Insight, Communications and Engagement that brings under single leadership and direction the following functions and teams.	July 2022	Chief Executive	Complete
2	Adopt a new core narrative and key messages.	July 2022	Interim Director of Insight, Communication & Engagement	Complete
3	Implement a strategic cycle of Communications and Engagement in 2022/23	November 2022	Interim Director of Insight, Communication & Engagement	December 2022: Bay Health staff newspaper produced, work underway to link core narrative for organisation through team briefs, chief executive reports and briefing / engagement activity while establishing a wider network of communications and engagement activity. Big Conversation launched for external stakeholder groups as part of wider engagement process. Monthly update reports on comms and engagement activity submitted and reviewed by CSOG and then submitted to Welsh Government.
4	Recruit and appoint a director with a communications and engagement background to lead and represent the directorate and be the Health Board's professional lead on communications and engagement in early 2022/23	December 2022	Chief Executive	December 2022: Director of Insight, Communications and Engagement appointed, who will take up the position in early 2023. Complete.
5	Create an Insight capability and service within the directorate in 2022/23 with a brief to be curious and analytical and triangulate what is learnt from engagement, complaints, experience, surveys, etc.	March 2023	Interim Director of Insight, Communication & Engagement	December 2022: Linkages across organisation in relation to existing data / information are being made. Head of Insight being appointed Q4 to develop this work further.
6	Create a vision for what we want the organisation to be, linked to the Big Conversation.	March 2023	Chief Executive	

Values and Behaviours				
Progress Level Results		Criteria to Support this level		
Lead Committee Workforce & OD		Co-produced organisational values and behaviours are defined, understood by staff and starting to be embedded into systems and processes. Staff feel positive and proud to work for the organisation. There is a strong emphasis on the safety and wellbeing of staff.		
No	Actions	Target Date	Lead Executive	Progress/Status
7	To progress the next phase of the HB Culture and Values work - approve the "The Big Conversation" as a method of staff engagement, empowerment and accountability to create a quality-focused learning organisation in which staff voices and listening are its heart:	September 2022	Director of Workforce & OD	Complete
8	Stage 1 – Active Listening - Culture: Listening to what it's like to work here.	November 2022	Director of Workforce & OD	<p>October 2022: Next steps to be finalised with CEO and agreed at Management Board in November 2022</p> <p>December 2022: Complete</p>
9	Stage 2- Testing understanding from focus groups	January 2023	Director of Workforce & OD	<p>December 2022: Task force group set up in November 2022. Next meeting is in January 2023 where plans for Phase 2 will be finalised</p> <p>January 2023: Phase 1 data from pulse survey and focus groups has been analysed and an initial report draft.</p> <p>Phase 2 roll-out will run from 31st January 2023 to 24th February 2023 and will consist of both face to face and virtual, targeted and open focus groups as well as a digital method of staff contributing to next steps.</p> <p>Task Force to meet again in February 2023 to review and evaluate the process.</p>
10	Stage 3- Written narrative: engage and develop actions	March 2023	Director of Workforce & OD	