



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL  
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	13 December 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Planning Objectives Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce and Organisational Development (OD) Ros Jervis, Director of Public Health Phil Kloer, Medical Director/Deputy Chief Executive Mandy Rayani, Director of Nursing, Quality and Patient Experience
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

As part of the Annual Recovery Plan for 2021/22, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation, *i.e.* the horizon that the Hywel Dda University Health Board (HDdUHB) is driving towards over the long term, as well as a set of specific, measurable Planning Objectives, which move the organisation towards that horizon over the next three years.

Each of the Planning Objectives has an Executive Lead and this report is to provide the People, Organisational Development & Culture Committee (PODCC) with an update on the progress made in the development (delivery) of the Planning Objectives under the Executive Leadership of the:

- Director of Workforce and OD
- Director of Nursing, Quality and Patient Experience
- Director of Public Health
- Medical Director/Deputy Chief Executive

that are aligned to PODCC, for onward assurance to the Board.

**Cefndir / Background**

This report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to PODCC.

There are 12 Planning Objectives in total which are ascribed as follows:

## Director of Workforce and OD

- **1A:** Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years.
- **1C:** Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation's values should be at the heart of this programme.
- **1F:** Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our HR offer that embody our values. This will address:
  - 1. the way the Health Board recruits new staff and provides induction;
  - 2. all existing HR policies;
  - 3. the way in which employee relation matters are managed and
  - 4. equitable access to training and the Health Board's staff wellbeing services.The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.
- **1G:** Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.
- **1H:** By July 2021 conduct a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.
- **1I:** Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds.
- **2D:** By December 2021 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this.
- **2G:** By October 2021 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme.
- **2H:** By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning and offers teams and individuals the opportunity to access leadership development.

## Director of Nursing, Quality and Patient Experience

- **1B:** Building on the success of the Command Centre, develop a longer-term sustainable model to cover the following:
  - One single telephone and email point of contact – the "Hywel Dda Health Hub".
  - This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online booking and call handlers.

- All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact.
- Further develop the operation of the surveillance cell set up to support Test, Trace, Protect (TTP).
- Further develop the incident response and management cell set up to support our COVID-19 response.
- Further develop the SharePoint function, or look at similar other systems that our Local Authority partners use, to facilitate tracking, auditing and reporting of enquiries, responses and actions.
- Develop and implement a plan to roll out access for all patients to their own records and appointments within 3 years.

### Director of Public Health

- **2A:** Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024.

### Medical Director/Deputy Chief Executive

- **3G:** Develop and implement a 3 year strategic plan to increase research, development, and innovation activity, and number of research investigators sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (see specific requirement 3.G.i). The plan will be developed in partnership with universities, life science companies, and public service partners so as to maximise the development of new technologies and services that improve patient care and health outcomes. While making further progress in established areas including respiratory, oncology, and diabetes studies, the portfolio will target and expand into areas of organisational clinical and academic strength, including ophthalmology, orthopaedics, anaesthetics, and mental health. A function spanning clinical engineering, research and innovation will also target a threefold increase in technology trials.

### Asesiad / Assessment

Appendix 1 provides an update on each of the Planning Objectives aligned to PODCC, identifying their current status, whether these are achieving/not achieving against their key deliverables, together with a summary of progress to date.

A summary of this information is set out below:

Planning Objectives	Lead Executive	Status	If Planning Objective is 'behind'
1A	Director of Workforce and OD	On-track	Not applicable (N/A)
1C		Behind	The design has been completed, however is behind target on rollout due to service pressures and release of staff.
1F		On-track	N/A
1G		On-track	N/A
1H		On-track	N/A
1I		On-track	N/A
2D		Behind	Although currently behind target, it is envisaged that this will not impact the overall achievement date.

2G		Behind	Behind target, although increased momentum suggests this will not impact the overall achievement date.  Behind target due to staffing issues, inability to recommence future workforce activities due to COVID-19 and gaining access to schools.
2H		On-track	N/A
1B	Director of Nursing, Quality and Patient Experience	Behind	<ul style="list-style-type: none"> <li>• Main restraint in regard to progress is the support required from COVID Command Centre (CCC) staff to the Vaccination Cell due to demand and call volumes.</li> <li>• Additional call handlers are being recruited and a plan in place to secure a dedicated lead for the Vaccination Cell to release the CCC Co-ordinator to undertake the planning and management of the transition to a permanent Communication Hub.</li> <li>• Scoping exercise to identify call handling functions across the Health Board continues and a report to inform integration plan is scheduled to be considered by the Steering Group in December 2021.</li> </ul>
2A	Director of Public Health	On-track	N/A
3G	Medical Director/ Deputy Chief Executive	On-track	N/A

### Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to receive an assurance on the current position in regard to the progress of the Planning Objectives aligned to PODCC, in order to onwardly assure the Board where Planning Objectives are progressing and are on target, and to raise any concerns where Planning Objectives are identified as behind in their status and/or not achieving against their key deliverables.

### **Amcanion: (rhaid cwblhau) Objectives: (must be completed)**

Committee ToR Reference:  
Cyfeirnod Cylch Gorchwyl y  
Pwyllgor:

3.7 Seek assurance on delivery against all Planning Objectives aligned to the Committee considering and scrutinising the plans, models and programmes that are developed and implemented, including the annual workforce plan and associated commissioning plan supporting and endorsing these as appropriate (PO 1A, 1B, 1C, 1F, 1G, 1I, 2A, 2B, 2D, 2G, 2H)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives:	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Paper provided to Public Board in September 2020
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl A Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Public Board - September 2020 Executive Team

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Any financial impacts and considerations are identified in the report
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Any issues are identified in the report
<b>Gweithlu: Workforce:</b>	Any issues are identified in the report
<b>Risg: Risk:</b>	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
<b>Cyfreithiol: Legal:</b>	Any issues are identified in the report
<b>Enw Da: Reputational:</b>	Any issues are identified in the report
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable



**APPENDIX 1 – Update of Planning Objectives (PO) aligned to People, Organisational Development and Culture Committee (PODCC) as at 24<sup>th</sup> November 2021**

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<ul style="list-style-type: none"> <li>• <b>Summary of Progress to date (including barriers to delivery)</b></li> <li>• <b>For actions behind schedule, please provide an explanation</b></li> <li>• <b>For actions behind schedule, what quarter will these now be achieved</b></li> </ul>
1A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	Director of Workforce and OD	31/03/2022	On track	<ul style="list-style-type: none"> <li>• Researched best practice examples of dashboard presentational styles including recent changes to the way the Performance Team report internally.</li> <li>• The 12 delivery leads have confirmed that they have developed their plans to deliver their targets in a sustainable basis over the next 3 years.</li> <li>• Draft dashboard has been developed and circulated to delivery leads to invite comments on presentational style and content.</li> <li>• Delivery leads asked to ensure that the data set being presented is the most meaningful to stakeholders to provide assurance on performance.</li> <li>• On target to present first performance dashboard to PODCC in February 2022 ahead of March 2022 deadline.</li> </ul>
1B	Building on the success of the Command Centre, develop a longer-term sustainable model to cover the following: One single telephone and email point of contact – the “Hywel Dda Health Hub” This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online booking and call handlers	Director of Nursing, Quality and Patient Experience	31/03/2024	Behind	<ul style="list-style-type: none"> <li>• Plan on a page updated.</li> <li>• Oversight Group established.</li> <li>• Main limiter to progress is the support required from COVID Command Centre (CCC) staff to the Vaccination Cell due to demand and call volumes.</li> <li>• Additional Call handlers are being recruited and a plan is in place to secure a dedicated. lead for the Vaccination cell to release CCC co-ordinator to plan and</li> </ul>

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	<p>All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact.</p> <p>Further develop the operation of the surveillance cell set up to support Test, Trace, Protect (TTP).</p> <p>Further develop the incident response and management cell set up to support our COVID-19 response.</p> <p>Further develop the SharePoint function, or look at similar other systems that our Local Authority partners use, to facilitate tracking, auditing and reporting of enquiries, responses and actions.</p> <p>Develop and implement a plan to roll out access for all patients to their own records and appointments within 3 years.</p>				<p>manage the transition to permanent Communication Hub.</p> <ul style="list-style-type: none"> <li>• Scoping exercise to identify call handling functions across the Health Board continues and a report to inform the integration plan to be considered by the Steering Group in December 2021.</li> <li>• Epilepsy call handling now integrated into CCC.</li> <li>• Work underway to integrate dental call handling function in December 2021 following recruitment of additional call handlers.</li> <li>• Digital Director establishing a task and finish group to identify and implement appropriate telephony and digital infrastructure for the Communication Hub.</li> <li>• Suitable alternative accommodation identified, however awaiting Board approval.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Suitable/alternative accommodation for the Communication Hub is a priority and off-site locations are being explored by the Property Team.</li> <li>• Funding for staffing for the Communication Hub (co-ordinators, e-mail screeners and call handlers funded until March 2022).</li> <li>• Robustness of digital/telephony system</li> </ul>



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1C	Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation's values should be at the heart of this programme.	Director of Workforce and OD	30/11/2021	Behind	<p>Customer Service Programme designed and ready to deliver the following:</p> <ul style="list-style-type: none"> <li>• Review of patient experience data and board reports.</li> <li>• Engagement with local &amp; national organisations.</li> <li>• Mystery customer observations.</li> <li>• Internal questionnaires.</li> <li>• Early pilot opportunity.</li> <li>• Literature review from recognised sources.</li> <li>• Task and Finish (T&amp;F) groups to analyse findings, agree aims, objectives, content and delivery.</li> </ul> <p>Other progress:</p> <ul style="list-style-type: none"> <li>• Recruitment of facilitators, providing the ability to offer the programme bilingually.</li> <li>• Competencies set up on ESR (electronic staff record).</li> <li>• Priority groups identified including targeted intervention, patient facing roles and front-line staff. Forms part of the induction offer from January 2021.</li> <li>• Preview of overview presented to Director of Workforce and OD &amp; Director of Nursing, Quality and Patient Experience to sign off content.</li> </ul> <p>This has not been rolled out to services yet due to service pressures, despite the design being completed.</p>

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					<p>The programme is centred around:</p> <ul style="list-style-type: none"> <li>Making a difference to our patients, visitors and population.</li> <li>Making a difference to our colleagues.</li> <li>Making a difference to ourselves.</li> </ul> <p>Following further pilot sessions, a full report will be presented along with how impact will be measured, which includes:</p> <ul style="list-style-type: none"> <li>Reporting of numbers attended against targeted plans.</li> <li>Welsh medium delivery.</li> <li>Targeted intervention, working with the Patient Experience Team to identify improvements in customer satisfaction levels, reduced complaints, increased compliments.</li> <li>Pre and post course evaluation, both qualitative and quantitative feedback.</li> </ul>
1F	<p>Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our HR offer that embody our values. This will address:</p> <ol style="list-style-type: none"> <li>the way the Health Board recruits new staff and provides induction;</li> <li>all existing HR policies;</li> <li>the way in which employee relation matters are managed and</li> <li>equitable access to training and the Health Board's staff wellbeing services.</li> </ol> <p>The resulting changes to policies,</p>	Director of Workforce and OD	<ol style="list-style-type: none"> <li>31/3/22 new staff &amp; 28/2/22 induction</li> <li>31/10/21</li> <li>30/4/22</li> <li>31/03/22</li> </ol>	<p>On track for 'recruit new staff'</p> <p>On track for 'induction programme'</p> <p>Behind for 'equitable access to training. This will not impact the overall achievement date</p>	<p>Recruit new staff progress update:</p> <ul style="list-style-type: none"> <li>T&amp;F Group established to oversee process of securing permanent employment for those initially recruited to bank or fixed term. Formal reporting points agreed for September 2021 and January 2022. As at 20/10/21, 186 individuals have secured permanent roles having initially been recruited to bank or fixed term contracts.</li> <li>Discovery stage research continues: general on-line search, NHS case studies and award</li> </ul>

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	<p>processes and approaches will be recommended to the Board in September 2021 for adoption.</p>				<p>winner practices, NHS Employers resources, HR Disrupted content and CPD on the topic, experiences from new staff in the team recruited from other sectors shared. Reflections following complaints being noted.</p> <ul style="list-style-type: none"> <li>• Surveys developed for candidates (successful and unsuccessful) and appointing managers. Excellent response rate - 791 questionnaires returned out of 5238 issued (15.12% response rate).</li> <li>• Local and National disability groups have been approached and asked if they would welcome the opportunity to work with us to improve the inclusivity of our recruitment and selection processes. A number have indicated that they would and bespoke surveys and focus groups are currently being designed.</li> <li>• 'Quick wins' identified which do not require wider engagement are being implemented immediately to deliver improvement.</li> <li>• Research commenced and focus groups discussion is ongoing in respect of new job description and person specification template.</li> </ul> <p>Induction Progress Update:</p> <ul style="list-style-type: none"> <li>• Evidence-based research including.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Engaged with local &amp; national organisations.</li> <li>• Internal questionnaires.</li> <li>• Literature review from recognised sources.</li> <li>• T&amp;F groups to analyse findings and agree aims, objectives, content and delivery style.</li> </ul> <p>Other progress:</p> <ul style="list-style-type: none"> <li>• Interim virtual induction designed and implemented to provide greater interaction with new starters.</li> <li>• Recruitment of facilitators, providing the ability to offer inductions bilingually from January 2022.</li> <li>• New induction on target to be rolled out January 2022.</li> </ul> <p>Delay in digital transformation may impact the design and implementation of an automated process for onboarding new employees and the overall aesthetics of the delivery. Unable to predict impact of timeline at this stage.</p> <p>Equitable access to training Update: Delivery impacted by:</p> <ul style="list-style-type: none"> <li>• Prolonged mass onboarding activity for the Education &amp; Development Team.</li> <li>• Lack of staff engagement in staff questionnaire, needing different approaches to data collection.</li> </ul>

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					Progress includes: <ul style="list-style-type: none"> <li>• Recruitment of facilitators for employees with Additional Learning Needs (ALN) and Welsh speaker for bilingual delivery.</li> <li>• Equitable access to training questionnaire now closed with 1141 responses, equating to 9% of the workforce.</li> <li>• Research relating to equitable access is behind target, however is now underway. This will not impact upon the overall delivery of the plan.</li> </ul>
1G	Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.	Director of Workforce and OD	31/12/2022	On track	<ul style="list-style-type: none"> <li>• New team of OD Relationship Managers appointed and now in post.</li> <li>• ODRMs assigned to key organisational teams and professional staff groups.</li> <li>• A development plan for the ODRMs is in progress now.</li> <li>• People Culture Plans Framework being developed in conjunction with staff side colleagues.</li> </ul>
1H	By July 2021 conduct a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.	Director of Workforce and OD	31/12/2021	On track	<ul style="list-style-type: none"> <li>• Discovery Report completed.</li> <li>• Staff Psychological Wellbeing Programme in place.</li> <li>• Programme in place for staff benefits optimisation, staff awards and recognition.</li> <li>• Programme of intelligence gathering to improve staff experience and engagement over the next 12 months is in place.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Working closely with the new team of ODRMs to achieve the above.</li> <li>• Discovery Report action plan presented to PODCC in December 2021.</li> </ul>
1I	Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds.	Director of Workforce and OD	31/03/2022	On track	<ul style="list-style-type: none"> <li>• Project plans in place for each Workstream.</li> <li>• Arts and Humanities Project Managers in post and project funds allocated.</li> <li>• Bereavement Support Training Officer appointed in October 2021.</li> <li>• Health and Wellbeing Champion Network developed and currently 100 Health and Wellbeing Champions recruited across HDdUHB.</li> <li>• Lifelong Learning Fund Framework developed, tax advice sought and taken on board – framework about to be launched.</li> <li>• Funding with regard to green gyms is subject to consideration with other green health initiatives with local operational managers and staff side representatives. A paper combining this fund with wider charitable funds to support staff rest and recovery areas is being considered by the Charitable Funds Committee in November 2021.</li> <li>• Eco Therapy referral pathway developed and two new staff appointed. Programme delivery commences in March 2022.</li> </ul>
2A	Develop a Health Board specific plan that responds to the Regional Carers Strategy,	Director of Public Health	31/03/2024	On track	<ul style="list-style-type: none"> <li>• The Health Board Carers Strategy Group have continued to work on refining a</li> </ul>

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	and complete implementation by March 2024.				<p>Health Board action plan. This captures the actions that directorates/teams can contribute to against each of the four priorities set out in the Regional Carers Strategy.</p> <ul style="list-style-type: none"> <li>• The COVID-19 pandemic has resulted in a 64% increase in self-identified unpaid carers. A review of existing funding arrangements for Health Board commissioned services has been undertaken and cost pressures identified which will be built into the IMTP submission.</li> </ul>
2D	By December 2021 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this.	Director of Workforce and OD	30/04/2022	Behind – This will not impact the overall achievement date	<p>Ongoing mass recruitment has had significant impact on the delivery of the clinical education plan. Progress is as follows:</p> <ul style="list-style-type: none"> <li>• All recruitment completed, with Clinical Education Manager commencing in January 2022.</li> <li>• In order to progress the overall plan, a meeting is set up for the 07/12/2021 to agree a Clinical Educational Group which will progress many actions.</li> <li>• There has been development of an All-Wales Governance framework, job description and core competencies for Band 4 roles and specific competencies. The JD and Governance framework are being rolled about imminently.</li> <li>• Joint inductions with social care staff are planned for the remainder of the year.</li> </ul>

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					<p>Planning dates for 2022 to include primary care and domiciliary care.</p> <ul style="list-style-type: none"> <li>• The Clinical Assessor Network is now embedded and training planned for 2022.</li> <li>• Plan written to drive All Wales Career Framework Data Compliance, including a designated team to improve data collection and reporting capabilities.</li> </ul>
2G	<p>By October 2021 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme.</p>	Director of Workforce and OD	31/08/2022	Behind	<p>Behind target, although increased momentum suggests this will not impact the overall achievement date.</p> <p>Behind target due to staffing issues, inability to recommence future workforce activities due to COVID-19 and gaining access to schools.</p> <p>Progress:</p> <ul style="list-style-type: none"> <li>• New roles appointed within the Future Workforce recruited.</li> <li>• Automated application process has been designed for future workforce, taking into consideration data collection requirements to demonstrate impact on foundational economy and positive action. This is currently being scrutinised by the Data Protection Impact Assessment (DPIA) and Equality Impact Assessment before piloting process.</li> <li>• Examples of good practice and innovative approaches to work experience and</li> </ul>



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					<p>volunteer programmes identified through T&amp;F groups with:</p> <ul style="list-style-type: none"> <li>• County Voluntary Councils.</li> <li>• Careers Wales.</li> <li>• Supported Employment organisations.</li> <li>• Independent Specialist College.</li> <li>• FE (further education) Colleges/Training Providers.</li> <li>• Department of Work &amp; Pensions.</li> <li>• Workways+/Communities for Work+.</li> <li>• Pupil Referral Unit.</li> <li>• MIND.</li> </ul> <p>• Survey questions sent to seldom known groups, e.g., refugees, Polish community, carers, veterans via Strategic Partnerships.</p> <p>• Evaluation carried out towards pastoral care of apprentices, work experience and volunteer roles.</p> <p>Behind Target:</p> <ul style="list-style-type: none"> <li>• Recruitment of three posts within Workforce Development Staff.</li> <li>• School engagement to discuss future opportunities for collaboration.</li> <li>• Collate all findings from research and T&amp;F groups and identify recommendations.</li> </ul> <p>Implement action plan to support pastoral needs of apprentices and future workforce,</p>

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					including the introduction of Volunteer Peer Mentors.
2H	By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning and offers teams and individuals the opportunity to access leadership development.	Director of Workforce and OD	31/03/2023	On track	<ul style="list-style-type: none"> <li>• Programme delivery continues with STAR Cohorts 2 and 3.</li> <li>• Medical Leadership Programmes continue with the Medical Leadership Forum, commencement of the New Consultant Programme in November 2021 and Peer Mentoring Workshop delivered in October 2021.</li> <li>• Board Reverse Mentoring Programme continues and Board Development programme commenced in November 2021.</li> <li>• Coaching Cohort 1 completed, Coaching Cohorts 2 and 3 in progress.</li> <li>• Research into best practice is in progress to inform the Leadership Framework 2022 and beyond.</li> </ul>
3G	Develop and implement a 3 year strategic plan to increase research, development, and innovation activity, and number of research investigators sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (see specific requirement 3.G.i). The plan will be developed in partnership with universities, life science companies, and public service partners so as to maximise the development of new technologies and	Medical Director	31/03/2024	On track	<ul style="list-style-type: none"> <li>• Strategic plan developed and published.</li> <li>• First year implementation plan developed and Q2/3 targets on track.</li> <li>• Notable achievements include clear plan for improving clinical trial leadership, and significant step up in technology innovation projects.</li> </ul>

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	<p>services that improve patient care and health outcomes. While making further progress in established areas including respiratory, oncology, and diabetes studies, the portfolio will target and expand into areas of organisational clinical and academic strength, including ophthalmology, orthopaedics, anaesthetics, and mental health. A function spanning clinical engineering, research and innovation will also target a threefold increase in technology trials.</p>				