

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	10 October 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Planning Objectives Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce and OD
<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**

A revised set of Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation, such as the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable POs, which move the organisation towards that horizon over the next year.

For 2023/24, 10 POs have been aligned to the People, Organisational Development, and Culture Committee (PODCC).

As in previous years it is the expectation that PODCC will receive an update on the progress made in the development (delivery) of the POs for onward assurance to the Board through the Board Assurance Framework.

**Cefndir / Background**

The POs are the bedrock our Annual Plan for 2023/24, and this report is presented as an update to demonstrate where progress has been made in delivering those POs aligned to the PODCC, as per the table below:

<b>Planning Objective</b>	<b>Executive Lead</b>
1a Develop an attraction and recruitment plan	Director of Workforce and OD
1b Develop career progression opportunities	
2a Engage with and listen to our people	
2b Continue to strive to be an employer of choice	
2c Develop and maintain an overarching workforce, OD and partnerships plan	
5b Research and Innovation	Medical Director
6c Continuous Engagement	Director of Communications and Engagement
8d Welsh Language and Culture	

The taking forward of the POs must also be seen within the context that HDdUHB is currently working within. In light of escalating operational pressures, the Health Board's

financial forecast has notably deteriorated. The revised annual plan, last amended on 31 May 2023, initially projected a planned deficit of £112.9 million. Subsequent to this submission, there has been a discernible escalation within the in-year expenditure, necessitating immediate and robust managerial and clinical intervention.

In response to deteriorating financial conditions and mounting operational strains, the Executive Team has undertaken a meticulous evaluation of the 23 POs for 2023/24 set forth by HDdUHB. These objectives, integral to our Annual Plan, elucidate both our long-term aspirations and specific, quantifiable targets for the ensuing three-year period. The review of the POs was taken to the September 2023 Public Board (paper may be accessed here: [Board paper](#))

### **Asesiad / Assessment**

The POs articulated in the Health Board's annual plan for 2023/24 are intrinsically linked to the recovery work necessitated by financial constraints, as they both strive to operationalise recovery and support the Health Board's long-term strategy, "A Healthier Mid and West Wales." For instance, POs focused on recruitment and career progression directly interface with fiscal challenges tied to variable pay. Scenario analyses further contribute to this interconnection, as they offer quantitative frameworks for understanding the resourcing implications of strategic decisions, such as maintaining staff quality whilst being financially sustainable. The outcome of this work has been presented to the Board at its September 2023 Public meeting.

<b>Planning Objective</b>	<b>How does this PO support the Recovery of the 2023/24 Annual Plan</b>	<b>Current status</b>
1a Develop an attraction and recruitment plan	Prioritised	On-track
1b Develop career progression opportunities	Slow	On-track
2a Engage with and listen to our people	Slow	On-track
2b Continue to strive to be an employer of choice	Slow	
2c Develop and maintain an overarching workforce, OD and partnerships plan	Slow	On-track
5b Research and Innovation	Business as usual	On-track
6c Continuous Engagement	Paused	Not Applicable
8d Welsh Language and Culture	Slow	On-track

Work will now be commenced to understand the impact of slowing of the delivery of the POs in terms of what as a Health Board we expect to deliver and when.

Highlight reports for those POs not subject to a deep-dive (Welsh Language and Culture in this instance) in this Committee meeting are included as an annex document.

### **Argymhelliad / Recommendation**

The Committee is asked to:

- Take assurance on the current position in regard to the progress of the POs aligned to the PODCC, in order to onwardly assure the Board where POs are progressing and are on target, and to raise any concerns where POs are identified as behind in their status and/or not achieving against their key deliverables.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To receive an assurance on delivery against all Planning Objectives aligned to the Committee.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	1a Recruitment plan 2a Staff health and wellbeing 5b Research and innovation 8d Welsh Language and Culture
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol:</b> <b>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 Report presented to Public Board in September 2020
Rhestr Termiau: 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)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Any financial impacts and considerations are identified in the report
<b>Ansawdd / Gofal Claf:</b>	Any issues are identified in the report

<b>Quality / Patient Care:</b>	
<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



Submitted By: Michelle James

Date Submitted: 22<sup>nd</sup> September 2023



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Planning Objective: 1a Develop an attraction and recruitment plan – appoint to vacancies via different employment routes

Executive Lead: Lisa Gostling

Reporting Period: 1<sup>st</sup> July – 30<sup>th</sup> September 2023

Overall status: On-track

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

- Appoint 42 clinical apprentices reduced to 34, 34 have been offered a place, 18 are in post with the remainder to start over the next month;
- Appoint 8 non clinical apprentices reduced to 3, 3 have been offered a place and started Sept 23;
- Appoint 140 overseas nurses reduced to 97, the last cohort for 2023/24 will be in October 23;
- Scope and begin to appoint overseas doctors & AHPs, initial scoping has been completed;
- Develop 100 opportunities for students to join the nursing and hotel facilities bank;
- Develop 36 opportunities for HCSWs to join Level 3 and 4 development pathways to become registrants;

**Activities completed in previous reporting period**

- Pathways for both clinical and non-clinical apprenticeships have been developed and created;
- Information booklets have been redesigned for all apprenticeship pathways;
- 34 Health Care Apprentice place shave been offered after a successful week of assessment days, 18 have started their placements;
- 3 Digital Apprentices have started in September, with Gower College as the learning provider;
- 79 overseas nurses have arrived with a further 18 expected in October 23, 33 have passed OSCE and are now in substantive posts in the service, 16 have passed OSCE and are awaiting their PIN, 30 due to sit OSCE in October and the final cohort to sit OSCE in December;
- Initial scoping to appoint overseas doctors & AHP’s completed; Approval confirmed to engage in overseas recruitment initiative led by NWSSP;
- 27 students offered and accepted to start on the nursing bank;
- The “Do you want to be a nurse” programme has been launched for HCSWs to join Level 3 and 4.

**Activities planned for next milestone and reporting period**

- Remainder of clinical apprentices to be onboarded;
- Continued support for the IEN’s to onboard the final cohort of 18 in October 23;
- Confirm and submit vacancies, and representatives to the All Wales International Medical Recruitment initiative due to visit Kerala November 23;
- Students appointed to the nurse bank complete PEC’s/induction;
- Identify opportunities for HCSW’s to join Level 3 and Level 4 Development pathway.

**Any other Comments:**

**Matters for information:** The numbers recruited have been restricted to those already in the offer stage.

**Risks to delivery:** Potential lack of engagement/interest in the “Do you want to be a nurse” programme, failure to identify opportunities for all individuals to develop/enhance their role.

**Planning Objective: 1b Develop career progression opportunities**

**Executive Lead: Lisa Gostling/Amanda Glanville**

**Reporting Period: August 2023**

**Overall status:** On-track

**Rationale for overall status:** The scoping document has been completed as per the plan.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

The scoping document has been completed as per the plan, with a paper being submitted to the October 23 PODCC

**Activities completed in previous reporting period**

1. Data scoping exercise used Workforce Intelligence Data (New Starters Survey, Exit Interviews, Thinking of Leaving Survey, Work in Confidence, Board Outcome Survey, Black and Minority Ethnic (BAME) Intelligence, Performance Appraisal and Development Review (PADR) Compliance, Core Skills Training Framework Compliance and All-Wales Career Framework Compliance), Education Commissioning Data (inc. Workforce Planning and People Development team insights), HEIW Workforce Planning Responses, Wider Reading and Research.
2. Internal service-level scoping completed via a template, disseminated electronically through sub-group members for sharing within internal teams to gain knowledge and insight to develop understanding Career development and role enhancement opportunities (by service/profession),, Governance requirements, Training needs, Contractual arrangements (i.e., flexible working, job rotation etc), Intended benefit of identified opportunity.
3. Scoping paper produced and being submitted to PODCC October 2023.

**Activities planned for next milestone and reporting period**

1. WOD team to further work on the development of an action plan as highlighted in the report, which aligns to operational plans, workforce sustainability, mitigation of risk and implementation of the Interprofessional Education Strategy.
2. Action plan to be monitored quarterly through the SPPEG.

**Any other Comments**

**Matters for information:** All matters highlighted through the main PODCC paper.

**Risks to delivery:**

- Capacity to provide placements and financial constraints have restricted the numbers going through internal 'Grow Your Own' (GYO) pathways.
- Increased attrition reported through GYO and HEI's impacting the supply of future registrants
- Challenges have been expressed in completing mandatory training due to quantity of e-learning modules (as of September 2023, x22 modules must be completed for a non-clinical role). Failure to complete mandatory training restricts eligibility to access further development opportunities due to non-compliance with study leave approval criteria.

**Any other comments:** None



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Submitted By: Elin Brock

Date Submitted: 22.9.23



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**Planning Objective: 2a Engage with and listen to our people**

**Executive Lead: Lisa Gostling / Christine Davies**

**Reporting Period: August 2023**

**Overall status:** On-track

**Rationale for overall status:** The majority of interviews and focus groups have now taken place. Survey has now closed and findings are being analysed.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

On track to present interim findings to AD of OD on 28<sup>th</sup> September 2023

**Activities completed in previous reporting period**

- All staff Survey on retention closed
- 4 x Focus groups were facilitated
- Grand Round facilitated discussion with medical staff took place
- Up to 100 interviews took place with staff across nursing, medical and admin services

**Activities planned for next milestone and reporting period**

- Analysis of findings
- Develop the key themes and recommendations for the final report
- Present interim findings
- Complete report

**Any other Comments**

**Matters for information:** n/a

**Risks to delivery:** n/a

**Any other comments:** n/a

**Planning Objective: 2c – Develop and maintain and overarching workforce, organisational development and partnership plan**

**Executive Lead: Lisa Gostling**

**Reporting Period: July / August / September (Q2)**

**Overall status: On-track**

**Rationale for overall status** work is progressing well and in accordance with the outcomes of 2c; there are specific challenges in terms of capacity to and for engagement; mitigations being worked through i.e. alternative approaches which it is hoped will enable process and outcomes.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

All 5 areas of the planning objective are on track with the exception of elements of “scenario planning” and “metrics” which will be pick up in next quarter

**Activities completed in previous reporting period**

**Short and Long term workforce plans**

- Audit Wales Reports issued and recommendations incorporated into Plans
- Designed and delivered training x 2 cohorts and specific services and coaching approach available
- Project Managers & Support Managers aligned to critical areas as “Ambassadors”: MHL, W&C, Radiology, Primary Care, however, team has developed an “offer” which seeks to engage regularly across all areas and in relation to specialist requests i.e. role design, data analysis, change mapping, education commissioning

**Development of workforce intelligence of past to influence the future**

- Engagement and assessment of all workforce intelligences and quality undertaken

**Leadership & Succession Planning delivered:**

- LEAP x 3 cohorts have commenced (Spring, Summer and Autumn) & STAR cohort 4 commenced 20<sup>th</sup> June 2023
- New Consultant Development Programme Cohort 2 commenced 22<sup>nd</sup> May 2023 & Board & Executive Team Development programme 2023 continues
- Coaching programme: 26 qualified coaches are now in the network and 35 staff from across the HB are currently receiving coaching

**Activities planned for next milestone and reporting period (Q3)**

**Leadership & Succession Planning:**

- Talent Management and Succession Planning Programmes - Aspiring Assistant Director talent pool to commence
- Leadership Development: LEAP – Winter cohort will commence 16<sup>th</sup> November/Workforce Planning Training integrated into LEAP programme
- Coaching - The Coach Approach will be delivered as a stand-alone programme and as part of the management skills programme offered by L&D

**Short and Long term workforce plans**

- Plan refresh of Workforce Strategy & Plans linked to Recovery, Clinical Services Plan and AHMWW Strategy

- Evaluation Framework for Training & Impact developed for Qtr 4 implementation

**Development of workforce intelligence of past to influence the future**

- Focus on new metrics and assessing impact

**Develop process of listening and learning – ongoing work to progress**

**Promote a culture of innovation and enhance university reputation – this programme has been paused for 2023/24.**

**Any other Comments**

**Matters for information:** PODCC will receive reports on:

- 1) Approach to workforce risks: principal, corporate and service (workforce themed)
  - 2) Approach to workforce planning including Audit Wales aligned papers
- These reports underpin the workforce planning elements of this objective.

**Risks to delivery:**

Clarity on alignment between operational pressures versus strategic intentions and funding to support delivery (i.e. release for development or alignment of funds to critical strategic needs) ARCH programmes and capacity to respond to is a critical issue for alignment





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**Submitted By:** Leighton Phillips

**Date Submitted:** 27<sup>th</sup> September 2023



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**Planning Objective:** 5b Research and Innovation

**Executive Lead:** Professor Philip Kloer

**Reporting Period:** July – September 2023

**Overall status:** On-track

**Rationale for overall status:** Delivery of annual plan against R&I Strategy (2021-24) remains on course

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

The priorities for 2023/24 are:

- a) Put in place arrangements to grow oncology research trials
- b) Adequate funding secured through Health and Care Research Wales to support core research delivery establishment
- c) Complete programme of work to establish ‘fit for purpose’ research facilities at all Hospital sites
- d) Increase the number of clinicians with dedicated research time incorporated into their job plans/PADRs
- e) Achievement of Site Level Research Delivery Plans
- f) Deliver third year of TriTech Business plan
- g) Review TriTech establishment
- h) Appraise TriTech expansion possibilities, working with collaborative partners across Welsh NHS. Activities concluded and planned against each of these priorities follow.

**Activities completed in previous reporting period**

- a) Two discussions with R&D and clinical teams to formulate a regional approach to oncology studies
- b) Funding agreement reached with HCRW for 23/24, linked to performance
- c) Complete in all but WGH (due to RAAC issues)
- d) Commenced work with two clinicians re: personal research time awards (primary care and colorectal)
- e) Site delivery plans continue to progress, though some disruption to WGH plans due to facility constraints
- f) On course
- g) On hold – current level commensurate with work load
- h) Initial appraisal complete – extraordinary R&I Sub Committee discussion due in November

**Activities planned for next milestone and reporting period**

- a) Appraisal of regional model completed
- b) None
- c) None – until resolution of RAAC issues
- d) Applications submitted for personal awards
- e) Regional site visits and stocktake of progress against plans
- f) Continued drive to achieve outstanding KPIs (i.e. increase number of publications)
- g) None
- h) Hold extraordinary meeting and plan next steps

**Any other Comments**

**Matters for information:** None

**Risks to delivery:** Capacity constraints in delivery teams, with a reduced preparedness or ability to support Research and Innovation activities

**Any other comments:** None