

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	13 June 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling (Executive Director of Workforce & OD / Interim Deputy CEO)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion

**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 ten Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2024/25. The POs set out the aims of the organisation, *i.e.*, the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

For 2024/25, one Planning Objective has been aligned to the People, Organisational Development and Culture Committee (PODCC), namely PO1 Workforce Stabilisation.

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

**Cefndir / Background**

The Planning Objectives are the bedrock of our Annual Plan for 2024/25, and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objective (workforce stabilisation) aligned to the PODCC.

The PO is made up of a number of different components, and the overarching narrative as described in the 2024/25 Annual Plan is:

*“The Planning Objective is focused on workforce sustainability and aims to achieve this through the delivery of workforce planning, recruitment, retention, and development, and effectiveness initiatives”.*

The description and specific measurable actions of the PO as detailed in the 2024/25 Annual Plan, can be found in annex 1.

## Asesiad / Assessment

The overarching status of the PO is On Track. Highlight reports for the individual components of the PO can be found in Appendix 2 demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months.

## Argymhelliad / Recommendation

The People Organisational Development and Culture Committee is asked to:

- **TAKE ASSURANCE** on the current position in regard to the progress of the Planning Objective (PO1 Workforce Stabilisation) aligned to the People, Organisational Development, and Culture Committee, in order to assure the Board that the Planning Objective is progressing and is on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its key deliverables.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.4 To receive an assurance on delivery against all relevant Planning Objectives
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 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
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: 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 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 - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)

<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: Scope and Actions for Planning Objective 1: Workforce Stabilisation

Scope	Aim	Deliverables /actions	Q1	Q2	Q3	Q4	
<p>The Planning Objective is focused on workforce sustainability and aims to achieve this through the delivery of workforce planning, recruitment, retention, and development, and effectiveness initiatives.</p> <p>An annual plan which covers our current funded establishment and the management of our contingent workforce (bank, agency, and additional hours).</p> <p>The plan will actively cover community and secondary care and inform actions led by the Primary Care Academy.</p> <p>Delivery of the Planning Objective will be supported by all pillars within the Workforce and Organisational Development directorate.</p> <p>It will note the People Regeneration Framework with specific focus on the five elements and levers directly attributable to the Workforce &amp; OD (Organisational Development) Directorate to enable the achievement of workforce stabilisation:</p> <ol style="list-style-type: none"> <li>1. Resource and Replenish (Recruitment Plan)</li> </ol>	<p>Develop a Workforce Plan which sets out actions to achieve a balance between workforce demand and supply, supporting workforce stabilisation.</p>	Workforce Plan presented to PODCC	x				
		Changes in shape of workforce: gaps in funded establishment reduced through resourcing, changes in workforce models and skill mix and a reduction in contingent (variable) workforce (leading to an overall pay bill reduction)				x	
	<p>Delivery of a targeted Recruitment Plan which will reduce reliance on high-cost agency staff through substantive recruitment (supply-side) supporting the Workforce Plan.</p>	<p>Recruitment of 40 new clinical apprentices</p>	Recruitment of 60 overseas nurses	x			
			Targeted reduction in locum and agency usage from 1st April 2024, for Nursing (50% reduction in areas where stabilisation has taken place); Medical (50% reduction in areas where stabilisation has taken place); Admin & Clerical; Additional Clinical Services & Estates (100% reduction). Plans for each group will be developed (Q1) and monitored with outcomes identified for each quarters 2 –4.	x	x	x	x
	<p>Delivery of a Retention Plan to support the supply-side elements of the Workforce Plan and underpin</p>	<p>A reduction in staff turnover of Medical (1%), Nursing (0.5%) and AHP (0.5%)</p>	Increase staff numbers returning to work within 12weeks of commencing a long-term sickness absence		x		
			Increase the utilisation of the Flexible Rostering functionality within the Allocate system.			x	

2. Redevelop and Reskill (Education and Development Plan)	workforce stabilisation.	Increase in the number of staff requesting flexible working arrangements.	x
3. Retain and Reward (Retention Plan)		Achieve a minimum of 75% retention rates for each apprenticeship programme.	x
4. Resolve and Revive (Workforce Plan)	Delivery of a Workforce Education and Development Plan which supports the pipeline (supply-side) for staff progression.	Number of leadership programmes delivered and the % of our management/leaders who have participated	x
5. Reposition and Renew (Workforce Plan)		Reduction in grievances linked to communication in areas linked to participation in management development programmes	x
For the sixth element, Rediscover and Reinvent we will feed into strategic developments that will require wider collaborative work and potentially timelines that will extend beyond the annual plan. Specific foundational work where it can be, will be included in the Workforce Plan		Increase the number of inter-professional training opportunities across medical, clinical and wider workforce	x
		Increase the number of staff participating in development opportunities from previously underrepresented groups	x
		Recruitment of 30 internal clinical opportunities (grow your own)	x
	Embed simulation within clinical education programmes, positively impacting patient safety and experience	x	

Aim	Baseline Assessment	Measurement Method
<p>Develop a Workforce Plan which sets out actions to achieve a balance between workforce demand and supply, supporting workforce stabilisation.</p>	<ul style="list-style-type: none"> <li>• Assessment of workforce demand (based on funded establishment as at 31 March 2024)</li> <li>• Assessment of workforce supply (based on Regeneration Framework) as at 31 March 2024</li> <li>• The number of completed and quality assured Operational Workforce Plans</li> <li>• Informed by the baselines established for the Recruitment and Retention Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of a variety of development pathways e.g. Annex 21, apprenticeships, “grow your own”.</li> <li>• Analysis of workforce intelligence data - establishment, pay etc</li> <li>• Operational workforce plan returns &amp; assessment against assessment/maturity framework.</li> </ul>
<p>Delivery of a targeted Recruitment Plan which will reduce reliance on high-cost agency staff through substantive recruitment (supply-side) supporting the Workforce Plan.</p>	<ul style="list-style-type: none"> <li>• Medical Agency as of February 23 fill is 23.42wte (Reduction Target 50% of stabilised areas)</li> <li>• USC Glangwili as of February 23 nursing agency use is 65.95wte (Reduction Target 50%)</li> <li>• USC Prince Phillip as of February 23 nursing agency is 24.06wte (Reduction Target 50%)</li> <li>• USC Withybush as of February 23 nursing agency is 51.44wte (Reduction Target 50%)</li> <li>• Planned Care as of February 23 nursing agency is 15.21wte (Reduction Target 50%)</li> <li>• MHLD as of February 23 HCSW agency is 11.17wte (Reduction Target 100%)</li> <li>• MHLD as of February 23 nursing agency is 2.96wte (Reduction Target 50%)</li> <li>• Allied Health Professional agency as of February 23 is 9.53wte (Reduction Target 50%)</li> <li>• Review of Admin and Clerical Positions including Variable Pay (No current agency spend)</li> <li>• Targeted agency nurse recruitment to substantive 25a and 25b ward areas.</li> <li>• International Educated Nurses Phase 3 (60 IENs)</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment Control Tool.</li> <li>• Welsh Health Circular Submissions.</li> <li>• Medical agency reduction plan.</li> <li>• Nursing agency reduction plan.</li> <li>• Allied Health Professional reduction plan.</li> <li>• Review of Admin and Clerical presented to Core Delivery Group</li> <li>• TRAC reporting.</li> <li>• Establishment Control Tool and Variable Pay tool.</li> </ul>

<p>Delivery of a Retention Plan to support the supply-side elements of the Workforce Plan and underpin workforce stabilisation.</p>	<ul style="list-style-type: none"> <li>• At 31 January 224: Rolling 12-month Staff turnover – Medical and Dental is 10.62%; Nursing and Midwifery is 5.23%; AHP is 9.02%.</li> <li>• At 31 January 2024: short-term sickness absence is 2.75%; long-term sickness absence is 4.36%.</li> <li>• Revised staff well-being support offer.</li> <li>• Review staff surveillance qualitative and quantitative data e.g. NHS Staff Survey.</li> <li>• Deep Dive review - Healthcare Apprenticeship Programme: Driving Change.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turnover figures for each staff group.</li> <li>• % of staff on long and short term sickness absence.</li> <li>• Waiting times for access to occupational health and staff psychological wellbeing services.</li> <li>• Thinking of Leaving survey, Exit surveys and Stay interviews.</li> <li>• Improved apprentice retention rates</li> </ul>
<p>Delivery of a Workforce Education and Development Plan which supports the pipeline (supply-side) for staff progression</p>	<ul style="list-style-type: none"> <li>• Delivery of a suite of leadership development programmes.</li> <li>• Inter-professional Education Strategy.</li> <li>• Equitable Access to Training Report.</li> <li>• Review of simulation activity and case studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of leadership development programmes delivered.</li> <li>• Inter-professional Education Operational Plan.</li> <li>• Analysis of staff currently undertaking higher awards and participating in leadership and development opportunities.</li> <li>• Collation of simulation activity.</li> </ul>

**Planning Objective: Development of a Workforce Plan**

**Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

**Reporting Period: Quarter 1 2024/25 (up to date of writing the report - 20 May 2024)**

**Overall status:** On-track

**Rationale:** Work is still on-going and will be complete by 30 June 2024 but will not be ready in time for presentation to the PODCC meeting taking place on 13 June.

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

- Services have found it challenging to triangulate the alignment of operational plans with saving plans, to feed into Workforce Plans, as not yet confirmed through the Financial lens.

**Activities completed in previous reporting period**

- Education commissioning submission to Health Education and Improvement Wales (HEIW) is complete. This has been aligned to the in-year Higher Awards process and a mechanism is now in place between Learning and Development and Workforce Planning teams.
- Operational workforce plans for circa. 60 service areas are in progress; working towards triangulation with savings/performance metrics and sign-off with appropriate senior lead manager/Director.
- Deep dive risk analysis has been undertaken and aligned to operational workforce plans; developing risk/workforce framework to continue to mitigate risk and highlight opportunities.
- Variable pay analysis is also being aligned to operational workforce plans.

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

- Finalisation of operational workforce plans, and consolidation to overarching Workforce Plan to link to Recruitment, Retention and Education Development
- Subset will be developed for professional groups aligned to risk savings and opportunity.

**Any other Comments**

**Matters for information:**

**Risks to delivery:**

**Any other comments:**

The overarching Workforce Plan will be completed by 30 June 2024. Where we have outliers in relation to the development of operational workforce plans, rather than a bottom-up approach that has been advocated to date, we will identify critical actions for service areas without a workforce plan.





**DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG**  
**SAFE | SUSTAINABLE | ACCESSIBLE | KIND**

**Submitted By:**

**Date Submitted:**



**GIG**  
**CYMRU**  
**NHS**  
**WALES** | Bwrdd Iechyd Prifysgol  
 Hywel Dda  
 University Health Board

**Planning Objective: Delivery of a targeted Recruitment Plan** | **Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

**Reporting Period: Quarter 1 2024/25 (up to date of writing the report – 3 May 2024)**

**Overall status: On-track**

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

- Recruitment of 60 overseas nurses – 22 Internationally Educated Nurses (IEN) are scheduled to arrive 23 May 2024 as part of phase 3 of the IEN programme.
- A provisional commitment has been made towards the recruitment of 40 clinical apprentices; 10 within Mental Health and 30 within adult nursing. Recruitment timescales have been written in draft.
- Operational workforce plans are in place for most services; these are being triangulated with variable pay actions to create alignment – progress is being made against reduction in agency/locum usage across services aligned to risk management processes (i.e. AG1 Forms/FCG). Plans by Professional Group are in development and will be linked to the Workforce Annual Plan.
- Recruitment campaign to support the conversion of agency worker to substantive and bank posts within the Health Board has resulted in 15 additional Registered Nurses onboarding since January 2024 supporting the reduction on the reliance of agency in WGH, GGH, SPH and PPH.

**Activities completed in previous reporting period**

- 197 IEN's recruited in last 2 years for phases 1 & 2 of IEN programme

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

- IEN programme phase 3 to continue to recruit and on board a total of 60 IENs over quarter 1 & 2.
- Clinical apprentice vacancies to be presented to FCG for final sign off.

**Any other Comments**

**Matters for information:**

**Risks to delivery:**

- Applications for clinical Grow Your Own Programmes have exceeded the capacity and commissioned places and the Health Board will be unable to meet the demand.

**Any other comments:**



DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG  
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By: Christine Davies

Date Submitted: 03/05/24



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Planning Objective: Delivery of a Retention Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 1 2024/25 (up to date of writing the report - 20 May 2024)

Overall status: On-track

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

- Planned work programme relating to staff retention for nurses, medics and AHP's is on track according to plan.
- The action plan from the Staff Retention Discovery Report is also in hand.
- Health & Wellbeing strand of non-pay deal met as a group in April 2024. Action plan being worked up which includes data being gathered for baseline assessment of those currently returning to work within 12 weeks of a long-term absence.

**Activities completed in previous reporting period**

- Nurse Retention Action Plan activities proceeding.
- Medical Staff Retention Action Plan developed and agreed by Senior Medical Leadership Team.
- National Staff Survey data has been received and being worked through in partnership with staff side.

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

- Establishment of the AHP Staff Retention Group.
- Assessment of staff flexible working requests and associated learning for next steps.
- Fully worked up action plan for Health & Wellbeing to have been completed and implementation underway.
- Training materials for Management Development Programme for Bands 3-7 finalised with roll out of employee relations module commencing in June 2024.

**Any other Comments**

**Matters for information:**

**Risks to delivery:**

**Any other comments:**



Submitted By: Amanda Glanville

Date Submitted:



Planning Objective: Delivery of a Workforce Education and Development Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 1 2024/25 (up to date of writing the report - 20 May 2024)

Overall status: On-track

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

- The new Hywel Dda Management Development Programme will commence in June 2024. 203 applications have been received to date, exceeding the course capacity.
- In order to drive the Interprofessional Education offer an Interprofessional Education Steering Group has been set up, which has four workstreams. These focus on: Induction and Support worker development; Newly registered workforce and preceptorship; Interprofessional Mapping of Competencies; Systems Learning.
- Recruitment of the 30 internal clinical opportunities (Grow your own) have commenced with 7 applications submitted for the level 4 Therapy Assistant Practitioners programme. Application process is open for the level 4 and part time nursing courses. 33 applications submitted for Aberystwyth/Swansea University and 18 for the Open University programme.

**Activities completed in previous reporting period**

- Leadership Development Programme and Cohort Management proceeding as per schedule.
- Management Skills Programmes now planned as per schedule.

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

- Meeting with Swansea University to agree way forward with simulation plan to support next stage of the HEFCW bid and further collaboration.
- Working with colleges to create a more detailed on the job model of delivery for level 2 & 3 Diplomas to support compliance towards the All-Wales Career Framework and ensure a pipeline for future grow your own programmes.

**Any other Comments**

**Matters for information:**

- Trade unions have raised concern that the Management Development programme sessions are being launched in Carmarthenshire. This reflects challenges with venue availability but this will be rotated as the programme is embedded into the normal offer.

**Risks to delivery:**

- Greater applications for clinical Grow Your Own Programmes that capacity and commissioned places to deliver the demand.
- Lack of accommodation for training in Ceredigion.

**Any other comments:**