

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 February 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	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 has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation, for instance, the horizon that 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 year.

For 2023/24, 8 Planning Objectives 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 Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

The Planning Objectives 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 Planning Objectives aligned to the PODCC, as per the table below:

Planning Objective	Executive Lead
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 Planning Objectives 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 £112.9M. 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 Planning Objectives 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 Planning Objectives was taken to the September 2023 Public Board (paper may be accessed here: [Board paper](#))

Asesiad / Assessment

The Planning Objectives articulated in the Health Boards 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, Planning Objectives 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.

Planning Objective	Current status
1a Develop an attraction and recruitment plan	Completed for 2023/24 components (on-track for components deferred to 2024/25)
1b Develop career progression opportunities	On-track
2a Engage with and listen to our people	Completed
2b Continue to strive to be an employer of choice	On-track
2c Develop and maintain an overarching workforce, OD and partnerships plan	On-track
5b Research and Innovation	On-track
6c Continuous Engagement	Not Applicable
8d Welsh Language and Culture	On-track

Highlight reports for those Planning Objectives not subject to a deep-dive (PO1a attraction and recruitment plan in this instance) in this Committee meeting are included as an annex document.

Argymhelliad / Recommendation

The Committee is asked to:

- Receive an assurance on the current position in regard to the progress of the Planning Objectives aligned to the People, Organisational Development, and Culture Committee, 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:	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 Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
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
Partïon / 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

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report

Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	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.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable



Submitted By: Amanda Glanville

Date Submitted: 23/01/2024



Planning Objective: 1b Develop career progression opportunities

Executive Lead: Lisa Gostling/Amanda Glanville

Reporting Period: Q3 2023/24

Overall status: On-track
Rationale for overall status: Progress has been made towards all planned outcomes, the reshaping of the Higher Awards process, the Interprofessional Education Plan and the scoping document outlining the opportunities and progression for developing skills or experience to enhance roles all form part of the Strategic People Planning and Education Governance Group (SPPEG) Workplan, adopting a business as usual approach to these outcomes.

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

1. Reshape higher awards process to link with Training Needs Analysis and deliver the workforce with the skills required for the future – Paper being submitted to SPPEG February 2024.
2. 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 – Scoping and PO action complete. The action plan will be monitored by SPPEG as part of the business as usual work plan and the strategic workforce planning cycle.
3. Operational Interprofessional Education Plan – Draft will be submitted to SPPEG February 2024

Activities completed in previous reporting period

- Higher Awards Process – Linking with a range of stakeholders, not only as a draft higher awards process been written, but a new digital system has been created to allow greater efficiency within the process.
- Scoping document that explores extending roles, creation of new roles, with consideration to flexible employment opportunities, rotations or secondments was submitted to the People, Organisational Development and Culture Committee (PODCC) in October 2023 as agreed and subsequently to the SPPEG in November 2023. This will now form part of the business as usual.
- Interprofessional Education Plan - Following discussions in SPPEG, a draft action plan has been completed and a clear delivery plan which considers short/medium and long term actions. Actions have been allocated to various operational leads to drive completion.

Activities planned for next milestone and reporting period

- Implementation of Higher Awards process by 31/03/24. Ready for 2024/2025 Higher Awards process.
- Interprofessional Education Plan:
 - Scoping to identify all of the common competencies.
 - Scope training facilities and resource availability.
 - Produce a Interprofessional training timetable, accessible to range of professions (for example, medical, AHP’s and nursing).
 - Link Higher Education Funding Council Wales (EFCW)Simulation Project to Interprofessional Education Plan, recognising this could form part of the development of staff and the evaluation of the scenarios.

Any other Comments

Matters for information: All Actions now form part of the SPPEG Workplan

Risks to delivery:

- Funding Education and Development opportunities as a result of the current financial challenges as highlighted in the scoping document, learning needs analysis and as part of the higher awards application windows. In addition, reduced allocation of Health Education and Improvement Wales (HEIW) funding as part of commissioning contracts may impact overall opportunities.
- Training accommodation to deliver generic and interprofessional training once timetable is agreed.

Any other comments:

1/6 Opportunities to share resources and reduce duplication as part of the interprofessional education offer, as well as beginning to embed the interprofessional learning culture. 5/10



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

Submitted By: Christine Davies

Date Submitted: 22/01/2024



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
 Hywel Dda
 University Health Board

Planning Objective: 2a Engage with and listen to our people **Executive Lead: Lisa Gostling**

Reporting Period: Quarter 3 October to December 2023

Overall status: Completed
Rationale for overall status: Discovery phase completed; final report presented to Executive Lead.

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

Activities completed in previous reporting period

- Staff retention Discovery design and research phases completed.
- Final report prepared and signed off by Executive Lead.
- High level action plan developed.

Activities planned for next milestone and reporting period

- Report considered by the Executive Team in January 2024.
- Presentation of findings to Partnership Forum in February 2024.
- Presentation of findings to PODCC in February 2024.

Any other Comments
Matters for information: n/a

Risks to delivery: n/a

Any other comments: n/a



Submitted By: Heather Hinkin

Date Submitted: 22/01/2024



Planning Objective: 2b Continue to strive to be an employer of choice

Executive Lead: Lisa Gostling

Reporting Period: October to December 2023

Overall status: On-track
Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)

- Widening choices element - Retirement Policy and WLB Flexible Working Policy both revised and re-submitted to PODCC in October 2023. Both policies approved and active.
- Stabilisation – work programme near completion for phase 2 – 90 of 97 nurses have passed their OSCE exam.

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

- Fixed Term to Permanent Contract Procedure in draft and submitted to Recruitment and Workforce for comments to ensure all weaknesses/risks mitigated (DBS, references, finance etc) and a fair, timely and cost-effective process can be implemented.
- Stabilisation programme phase 2 coming to an end, further reviews for phase 3 to continue stabilisation of nursing establishments, phase 3 will require additional return on investment and quicker turn around of agency reduction and removal. Agency Health Circular submission to Welsh Government by 19 January 2024, further work ongoing to review current agency controls and improvements to minimise agency usage.

Activities completed in previous reporting period

- Two policies have been approved
- Fixed Term to Permanent Contract Procedure in draft.
- Agency Health Circular submission to Welsh Government by the 19 January 2024.
- Core Delivery savings opportunities [Opportunities Framework v3 - Power B](#).
- Continued review into agency controls to support phase 2 of agency health circular and agency reduction places for Hywel Dda University Health Board.
- AHP agency spend reduced by over half compared to October 2023 continued monitoring.

Activities planned for next milestone and reporting period

- Consolidate feedback from recruitment and Workforce on Fixed Term to Permanent Procedure and implement process
- Updated agency controls linked to savings and recovery position Nursing and Medical leads identified.
- Draft IEN plan for phase 3.
- Agency deep dive into medical spend to review current controls and reduce expenditure, targeted recruitment campaigns supported by the head of resourcing.

Any other Comments
Matters for information: Medical agency spend increasing

Risks to delivery: 25a Uplift review ongoing, Phase 3 will require direct reduction to agency usage, challenges due to placement and visa timescales could impact this.

Any other comments:



Submitted By: Tracy Walmsley

Date Submitted: 22/01/2024



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

Executive Lead: Lisa Gostling

Reporting Period: October / November / December (Q3)

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 areas are on track with the exception of elements of “scenario planning” and “metrics” which will be picked up in next quarter; partnership plans will need further attention i.e. ARCH

Activities completed in previous reporting period

Short and Long term workforce plans

- Templated approach to Short Term Plans tested within Women & Children Health Visiting.
- Refresh of Workforce Strategy commenced to feed into WAO report on Workforce Planning.
- Recovery work, Clinical Services Workforce Information compiled to feed in to Annual Planning Cycle.

Development of workforce intelligence of past to influence the future

- Engagement ongoing across WOD Teams and identify specific intelligence gaps and needs.
- Provision of “data space” has been confirmed and plans evolving on utilisation.
- BI Dashboards have been developed and are being piloted on critical projections for instance, growth, retirement.

Leadership & Succession Planning delivered:

- Talent Management and Succession Planning Programmes - Aspiring Assistant Director talent pool to commence
- Leadership Development: LEAP – Winter cohort commenced 16 November 2023/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 Learning and Development.

Develop process of listening and learning

- Report being prepared/developed.

Activities planned for next milestone and reporting period (Q3)

Leadership & Succession Planning:

- Talent Management and Succession Planning Programmes to be delivered.
- Leadership Development: LEAP will continue to be delivered.
- Coaching - The Coach Approach will continue to be delivered.

Short and Long term workforce plans

- Operation Workforce & Savings Plan launched as part of Annual Planning Cycle.
- Education Commissioning Plan to be developed for submission to HEIW
- Evaluation Framework for Training & Impact developed for Qtr 4 implementation.

Development of workforce intelligence of past to influence the future

- Further development on new metrics and assessing impact.

Develop process of listening and learning

- Report to be issued.

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

Any other Comments

Matters for information: SPPEG and as appropriate 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.



Submitted By: Leighton Phillips

Date Submitted: 17/01/2024



Planning Objective: 5b Research and Innovation (R&I)

Executive Lead: Professor Philip Kloer

Reporting Period: September – December 2023

Overall status: On-track
Rationale for overall status: Delivery of annual plan against Research and Innovation 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 (HCRW) 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) High level options appraisal completed. Preferred option for agreement with SBUHB determined.
 b) Outline spending plan (24/25) agreement with HCRW prepared.
 c) Complete in all but Withybush General Hospital (due to RAAC issues).
 d) Three applications for personal time awards submitted to HCRW (Pharmacy, Primary Care, Colorectal).
 e) Regional site visits completed and plans are on track.
 f) On target to achieve all key indicators.
 g) On hold – current level commensurate with workload.
 h) Extraordinary R&I Sub Committee discussion took place in November. Support to work up options for Board/Executive consideration.

Activities planned for next milestone and reporting period
 a) Agreement of preferred option with SBUHB and plan for taking forward.
 b) Spending plan agreed with HCRW.
 c) None – until resolution of RAAC issues.
 d) Await outcome from the personal time award applications.
 e) End of year assessments underway.
 f) Continued drive to achieve outstanding KPIs (for instance, increase number of publications).
 g) None.
 h) Options appraisal completed.

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



Submitted by: Alwena Hughes Moakes

Date submitted: 19/01/2024



Planning Objective: 8d Welsh Language & Culture

Executive Lead: Alwena Hughes Moakes

Reporting Period: October 2023 – January 2024

Overall status: On-track
Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery): Welsh Language and culture plan delivered to PODCC and subsequent actions on track

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):
 - All areas of the planning objective are on track with the exception of Establishing a Welsh language Working/Steering Group. Following a discussion at PODCC this action has been stood down.

Activities completed in previous reporting period
1 – Continue to support managers to recruit Welsh speakers and support staff to learn/improve staff Welsh Language skills in order to achieve our 10-year target

- Various free Welsh language courses have been made available to staff to learn or improve their Welsh Language Skills. To date, 32 staff have attended one day courses, 64 staff have attended 6 week short courses and 119 staff have attended the building confidence course since April 2023.

2 - Support staff to ensure that in carrying out their duties they promote the Welsh Language and recognise that patients receive care in their language of need as a key patient experience and quality of care issue

- A new and refreshed Welsh language course, as part of corporate induction, was introduced in July and is now fully embedded. To date, 83 have attended the courses since July 2023. The number of participants is increasing and feedback is being collated.
- Funding secured for 2024/25 via National Centre for Learning Welsh to continue with the ‘Building Confidence’ sessions for staff.
- Completion rates of the Welsh Language Awareness Course on ESR is slowly increasing and is currently at 75% (end of December 2023).

Activities planned for next milestone and reporting period
1 - Continue to develop a communications campaign to explain the importance of the Active Offer to staff

- The Welsh Language team is working on a range of communications that tie in with national events e.g. Diwrnod Santes Dwynwen & St David’s day in order to promote the importance of the Active Offer. This work will be ongoing during the rest of the year.

2 – Evaluation Report on the Building Confidence sessions during 2023/34

- Prepare a report that can be shared internally and externally with interested partners
- Case studies including videos of staff who have benefited from the Building Confidence course

Any other Comments
Matters for information: None

Risks to delivery: Capacity constraints in delivery teams, with a reduced preparedness or ability to support Welsh language activities

Any other comments: None