

Strategic People Planning and Education Group (SPPEG)

COMMITTEE UPDATE REPORT

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 21/11/2024

Quoracy/ Cworwm: Met Report by/ Adroddiad gan: Amanda Glanville Vice Chair

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

SPPEG Group wish to alert members of the People, Organisational Development and Culture Committee (PODCC) that:

- Lack of funding poses a risk to meeting the statutory requirements within the Estates Directorate in order to comply with statutory regulations under the Health & Safety at Work Act 1974 & the Welsh Health Technical Memoranda (WHTMs).
- Fit Note Training Compliance and identification of relevant professions has still not been agreed, with only 22 staff having completed the training across the Health Board. The additional healthcare professions allowed to certify fit notes are nurses, occupational therapists, physiotherapists, and pharmacists. It was hoped that this reduced the demand on doctors, particularly in primary care, who were previously the only profession that could certify and issue fit notes. Intelligence suggests that further updates will be sought from Hywel Dda University Health Board (HDdUHB), with very little progress made to date. Having been discussed in several forums, this is now being flagged as a risk, recognising the expectations placed on the Health Board from Welsh Government.

Advise² (to monitor)/ **Cynghori** (i fonitro)

SPPEG Group wish to advise members of the People and Organisational Development Committee that:

- There is still a need to understand the relationship of all other groups that consider people planning and education as part of their scope, recognising the wider opportunities, duplication, and inefficiencies. Scoping of educational workstreams is now a key priority of the group and how these groups align with SPPEG.
- Recognising the wider financial challenges of the Health Board and the shift to a community and primary care model, usage of wider education and development funding for independent contractors and social care is still an issue that needs to be addressed, recognising the skills development opportunities are delivered by the Health Board. SPPEG has reached out to HEIW for clarification in relation to

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

external funding, however clarity is needed in relation to access to HDdUHB opportunities, recognising the impact this will have on funding and resources.

Assure³ (to note)/ Sicrhau (i nodi)

SPPEG Group wish to assure members of the People and Organisational Development Committee that:

- **SPPEG Evaluation:**

An evaluation has been carried out by the SPPEG and improvements noted were:

- The lack of initial representation of some professional groups, which has shown some improvement.
- Lack of focus on development of the non-clinical workforce, however noted this was significantly more balanced in the November 2024 and the workplan amended to reflect these concerns.
- Need for greater synergy between operational plans and educational requirements and plans.
- More attention to be given to risk, with this now being an ongoing agenda item to mitigate this.
- Most of the sub-groups had been set up including the Medical and Dental Oversight Group, Mandatory Training Group, Interprofessional Education Governance Group, and the Clinical Education Governance Group, with the Future Workforce Governance Group recommencing in the new year to drive the opportunities for apprentices, school engagement and work experience and well as monitoring the Grow Your Own programmes.

The Terms of Reference will be ratified with minor changes as part of the next SPPEG and be presented for SPPEG for final approval.

- **Education and Development Priorities**

The need to identify key priorities within Education & Development until March 2026 was a key objective of the SPPEG by meeting with all executive directors. All involved agreed that education plays a crucial role in ensuring that both staff and patients are well-informed and equipped to handle the complexities of the healthcare system. It was also clear in these meetings that our population, which includes our patients and staff should be at the forefront of any priorities, whilst also considering the current financial position. Priorities identified and approved by SPPEG were divided into the following areas:

Key Priorities for 2024-2026:

- Promoting interprofessional education and collaborative practice.
- Enhancing digital literacy and data science capabilities.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

- Centralise training records to enable greater planning.
- Financial planning of education and development opportunities.
- Business as usual approach for 2024-2025: (Recognising forms part of the Workforce and Organisational Development Strategy 2020-2030 or already operationally planned)
- Leadership and management.
- Enhance equity in training access.
- Understanding workforce demand to manage supply routes i.e. the future shape and size of the workforce.
- Cultivate a culture of continuous learning and personal development.
- Scoping Work (Up to November 2025, working with Public Health):
- Preventative health agenda

SPPEG gained assurance as to the identified priorities and the next steps to produce action plans, identifying how each priority would be achieved, which will be presented to SPPEG in February 2025.

- **Leading Engagement with Awesome People Programme Evaluation (LEAP Programme)**

A report was submitted to provide assurance that the LEAP programme was adding value to the performance of the organisation and to demonstrate that LEAP is constantly evolving to take account of the strategic context and the emerging evaluation data. The report recognised the organisation being in Targeted Intervention, and how one of the domains relates to Leadership, Capability & Culture. The report provided evidence relating to the second de-escalation criterion in relation to the effective leadership programmes in place to support the ongoing development of leadership and management skills at all levels/professions to strengthen management maturity.

SPPEG were assured with the robust evaluation of the LEAP programme, that the learning was iterative and continued through each cohort as it evolved to respond to changes in the strategic context. In addition to:

- LEAP was achieving its original purpose in developing a shared leadership culture, based on qualities and behaviors and that it was not primarily designed as a management skills programme.
- LEAP was a continuously improving programme which was evolving to meet the needs of the strategic context and respond to the continuously sought feedback. Developments were in place for current and future cohorts to improve impact.
- The impact of LEAP would be more evident as more delegates complete the programme.

- There was a robust evaluation process in place and that learning was iterative.
- LEAP was one intervention of the OD offer to improve performance.

- **All Wales Career Framework Compliance (AWCF)**

The Health Board AWCF compliancy data below demonstrates that HDdUHB is reporting significantly lower compliance than the All-Wales averages, with December 2023 data showing a further decline in performance. SPPEG therefore requested assurance as to the actions being taken to address this compliance level. The report identified compliance has been accelerated showing a 3% increase in compliance for the band 2 and band 3 workers (excluding bank) between 3rd September 2024 and 21st October 2024 demonstrating measurable progress in a short space of time. SPPEG noted the compliance figures of the Health Board needed improvement but accepted the challenges outlined and were assured that all steps were being taken within financial constraints to manage compliance.

- **Registered Nurse Associate (RNA) Update Position**

An update report was submitted on the regulation, development and implementation of the Registered Nursing Associate role in Wales. SPPEG noted the work already undertaken including the creation of a Local RNA Oversight Task & Finish Group, which will report to SPPEG, who were assured that actions were in place to allow the Health Board to monitor implementation and impact on the workforce and the organisation.

- **Primary & Community Services Academy**

The Primary and Community Services Academy provided a report that highlighted the workstreams and progress to date. SPPEG noted the impact this had on the development of primary care and the collaboration between the Academy and wider teams, however it did highlight the risk around various educational and development work across the Health Board and the need for HDdUHB to consider how all primary care development was brought together, how this aligns with wider health board educational priorities and where the responsibility for community education sits, recognising breadth of professions involved. Key challenge was the way in which education is funded for independent practices, highlighted above.

- **Medical Associate Practitioners (MAPs)**

Following issues and risks highlighted to the group in December 2023, a task and finish group was established, and an update provided. Recognising this was a position paper, SPPEG were unable to take full assurance as to the work planned to continue managing the risks and challenges. SPPEG have asked that an action plan is brought back to SPPEG in February 2024, with clear timelines and methodology of delivery, to provide assurance to the group.

- **National Update on National Imaging Academy**

A report outlined the national and local challenges facing the radiology workforce and the mechanisms being identified to help find local and national solutions. Assurance was provided that work is being done in collaboration with the National Imaging Programme to ensure alignment between risks and opportunities for the workforce although, SPPEG stated to be assured that there was an understanding of how this will impact the Health Board specifically. SPPEG asked for a report to be brought back to SPPEG to provide assurance that risks identified in relation to the local context of risk, education and workforce were being addressed, including methodology and timelines.

- **Statutory and Mandatory Training**

SPPEG received assurance that there was a robust mechanism in place to drive compliance of mandatory training through the Mandatory Training sub-group, with a clear plan to review current non CSTF modules. Action plans are being produced for the two staff groups (Medical and Estates & Facilities) and targeted support is being offered to the 6 operational services who are below the Welsh Government mandatory training compliance benchmark of 85%. SPPEG accepted the action plan and timescales to review all mandatory training modules.

SPPEG noted that the Anti-racism e-learning module (044-24) has already been mandated for all staff well advance of the deadline of the 31 December 2024 imposed by Welsh Governments Welsh Health Circular (2024/386/MD1/1) to support the Anti-Racist Wales Action Plan (ArWAP) to achieve the vision for becoming an anti-racist nation by 2030.

- **Clinical Education Governance Group (CEGG)**

SPPEG previously raised a risk in relation the effectiveness of CEGG in achieving its objectives set out in the Terms of Reference. The CEGG was designed to create a robust process, providing a 'check & challenge' for new or amended roles, ensuring the JDs, competencies and clinical training programmes are consistent, appropriate, and fit for purpose. The group aim is to consider any of these documents through a multi-professional lens ensuring alignment with both clinical pathways and professional governance structures. SPPEG approved a new process for the CEGG to consider requests using the implementation for new clinical roles, set out in the 'Developing New Clinical Roles (Job Descriptions (JDs), Competencies, Learning and Education) Policy' and highlighted a clear link to other processes, including Annex 21. SPPEG recommended a review of the new process once embedded to measure effectiveness of the changes made.

- **Interprofessional Education (IPE) Strategy**

SPPEG received an updated IPE Operational plan, which is the key driver of the IPE strategy. SPPEG noted the progress made and were assured by the progress to date, although did remind all members that for this to be fully embedded, needs to be everyone's responsibility.

- **Centralising Training Data**

SPPEG received a detailed report outlining how the Health Board could:

- Establishing a process to ensure all training is booked and managed centrally.

- All training competencies are recorded against individuals records to allow for forward planning of resources and financial investment needed, which would support workforce planning.
- Establishing a process to ensure all training delivered externally is recorded to not only demonstrate collaboration with external stakeholders, but also to create some central governance around the training and standardisation.

SPPEG approve the approach and noted the risks associated with the current and proposed changes.

- **Meeting the standards of the GMC Practical Skills and Procedures Framework**

Paper presented to SPPEG on the progress made towards the action plan which was created in response to the previous concerns relating to Foundation Doctors being able to meet the standards of the GMC's *Practical Skills and Procedures Framework* (2019). SPPEG were assured with the actions taken and how this was now being managed.

Review of Risks/ Adolygiad o Risgiau

Risks have been identified and discussed through reports submitted to the SPPEG. It was noted within the SPPEG that there is a need to better collate risks and the Assurance and Risk team have agreed to support setting up this process.

Sharing of learning/ Rhannu dysgu

Through review of the SPPEG structure and the volume of reports received through the SPPEG, there has been significant sharing of practice, along with a deeper understanding of how the group can truly embrace an ethos of a multi-disciplinary working. The collaboration across disciplines demonstrates the commitment to fostering a multidisciplinary approach. This collaborative model not only enhances individual and team learning, but drives innovation, breaks down silos and ensures a collective expertise to lead to better outcomes for both staff and the communities we serve.

Recommendation/ Argymhelliad

The Committee is asked to:

- Respond to the items that they are being alerted to
- Note the items the Group is advising them of
- Be assured on the items that the Group is providing assurance on