



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	19 August 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Workforce & Organisational Development (OD) Planning Objectives Update Report
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce & Organisational Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Lisa Gostling, Director of Workforce & Organisational Development

**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 Plan for 2021/22, a number of planning objectives have been agreed for Workforce & OD to lead on, these plans will be overseen by the Workforce & OD Leadership team.

**Cefndir / Background**

This report is presented as an update to demonstrate where progress has been made in delivering the Workforce & OD planning objectives. There are 13 planning objectives in total which are:

- 1A Workforce Metrics
- 1C Customer Service Training
- 1F(a) Recruitment
- 1F(b) Induction
- 1F2 Policies
- 1F3 Employee Relations
- 1F4 Equitable Access to Training
- 1G Relationship Managers
- 1H Rest & Recovery
- 1I Charitable Funds
- 2D Clinical Education Plan
- 2G Workforce Development
- 2H Talent, Succession Planning & Leadership

## Asesiad / Assessment

### Progress Against Planning Objectives to date

P.O. Ref	Planning Objective	Progress	RAG
1A Workforce Metrics	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	No actions due until end of September 2021, however conversations have already commenced with key individuals to ensure delivery of the new reporting dashboard and delivery of key workforce targets.	
1C Customer Service Training	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 November 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	<p>Work progressing via task and finish group - no risks identified with regard to the date of delivery.</p> <p>Training has been identified as mandatory for key groups where initial roll out will occur, and links made with induction for new starters.</p>	
1F 1(a) Recruitment	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. The resulting changes to policies, processes and approaches will be recommended to the Board in March 2022 for adoption	<p>Work progressing via series of actions. Some initial changes following reflections from managers and candidates include:-</p> <ul style="list-style-type: none"> <li>• Bite size animations on aspects of recruitment.</li> <li>• Repatriated sending adverts for translation from managers into recruitment, also all bilingual elements on TRAC (recruitment software programme) completed centrally removing task from managers.</li> <li>• Bespoke training provided where poor experience evidenced.</li> </ul> <p>Task and finish group - no risks identified regarding date of delivery. Work is underway to identify training as mandatory for key groups where initial roll out will occur, and links made with induction for new starters.</p>	

<p>1F 1(b) Induction</p>	<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: 1. the way the Health Board provides induction for new staff.</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2022 for adoption</p>	<p>Activities linked to this objective have been impacted by staff turnover. At present, no changes are being made to delivery of the revised induction programme as it is believed with the commencement of new staff, any delays in timescale will be recovered.</p>		
<p>1F 2 Policies</p>	<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: 1. review of all existing internal HR policies;</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2022 for adoption</p>	<p>Best practice has been researched and a new approach to policy development is currently being considered.</p> <p>A risk based prioritisation for policies to be reviewed will be considered and agreed shortly.</p>		
<p>1F 3 Employee Relations</p>	<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: 1.the way in which employee relation matters are managed</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2022 for adoption</p>	<p>No progress to date, although not scheduled to commence until October 2021.</p> <p>Previous risk linked to problems experienced with recruitment now resolved, therefore no risk to delivery identified.</p>		

<p>1F 4 Equitable Access to Training</p>	<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: 1. the provision of equitable access to training and the Health Board's staff wellbeing services.</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2022 for adoption</p>	<p>Appointments made into Team and actions included in planning objective. On target to commence as planned and complete within agreed timescale.</p>		
<p>1G Relationship Managers</p>	<p>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.</p>	<p>5 OD relationship managers appointed with commencement dates agreed.</p> <p>Interviews will be undertaken shortly for Assistant Relationship Managers to support the team and advert recently closed for a Relationship Manager in Ceredigion.</p> <p>This plan remains on target with no concerns to be noted.</p>		
<p>1H Rest and Recovery</p>	<p>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.</p>	<p>Discovery report completed and currently with the Executive Team for discussion. The report will be presented to the People, Organisational Development and Culture Committee in October 2021.</p> <p>A staff experience portal is being explored to capture feedback from staff and work on remaining objectives remains on target for delivery by agreed deadlines.</p>		

<p>11 Charitable Funds</p>	<p>Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds</p>	<p>Only delay to agreed timescales is linked with the introduction of green gyms, this is pending a meeting in August 2021 where either siting will be agreed or alternative use of the resource will be considered.</p> <p>No risk to overall delivery of this planning objective.</p>		
<p>2D Clinical Education Plan</p>	<p>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</p>	<p>Due to changes in team management, this planning objective has not progressed in all areas to enable the delivery of a plan by December 2021.</p> <p>A deep dive into this planning objective will be undertaken in September 2021 with any revisions to the plan to be agreed by the Executive Team.</p>		

<p>2G Workforce Development</p>	<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>	<p>There has been an amendment to action dates for July 2021 due to absence within the Team, however overall plan continues to progress and no risk has been identified to indicate slippage on the overall planning objective.</p>		
<p>2H Talent, Succession Planning &amp; Leadership</p>	<p>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.</p>	<p>Actions contained within the plan on a page continue to be on target with no slippage identified.</p>		

<p>2B Equality, Diversity &amp; Inclusion</p>	<p>In relation to equality, diversity and inclusion, develop and implement a rolling programme of training to raise the awareness of all Health Board staff and, as part of the process:</p> <ol style="list-style-type: none"> <li>1. ask participants to agree specific actions they can take as either individuals or teams in their areas to create/enhance genuinely inclusive and accessible services for our population and support for our staff</li> <li>2. establish a process to monitor and feedback to Board on progress and successes.</li> </ol> <p>This programme should be completed by March 2024 and progress reported to Board at least annually as well as providing the basis of evidence for the Stonewall Workplace Equality</p>	<p>No progress to date as not in current years plan.</p>	
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**Argymhelliad / Recommendation**

The People, Organisational Development & Culture Committee is requested to receive assurance on the current position in regard to the Workforce & OD Planning Objectives under the Executive leadership of the Director of Workforce & OD that are aligned to the People, Organisational Development & Culture Committee.

<p><b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b></p>	
<p>Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:</p>	<p>3.4 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.</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>1017 Workforce skills shortages</p>

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	HR Disrupted – Lucy Adams Compassionate Leadership - Michael West
Rhestr Termau: Glossary of Terms:	Contained within the body of 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:	Partnership Forum Trade Union Leads Executive Team

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	More sustainable workforce will reduce cost associated with agency cover for leavers, vacancies and absence
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	More sustainable workforce will improve the quality of patient care
<b>Gweithlu: Workforce:</b>	Improve retention, staff satisfaction, attraction.
<b>Risg: Risk:</b>	Not applicable
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	These objectives will have positive reputational impact on Hywel Dda University Health Board
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	This will support the equality agenda



