



**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 June 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Workforce & Organisational Development (OD) Planning Objectives Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	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 and progress will be monitored via a new Workforce & OD Group which will report to PPPAC.

Cefndir / Background

This paper is an update report to show where progress has been made in delivering the Workforce & OD planning objectives. The Workforce & OD Team has received significant investment in line with the Annual Plan for 2019/20 and appointments are now being made in each pillar which will enable each of these objectives to be delivered.

For each of the planning objectives, a "Plan on a Page" has been drafted and are included as Appendix 1 for information and comments should members consider anything has been omitted from the plan.

The plans on a page identify key milestones in the delivery of the objective and form the basis of ongoing performance reports.

If HDdUHB wants to improve the health & wellbeing of our staff and make it a great place to work, it needs to be somewhere where there is a sense of belonging and inclusion.

We can approach this in the traditional way and offer instructions, introduce initiatives, e.g. healthy snacks, ad hoc benefits packages and provide wellbeing education for staff, however is it really addressing what is the cause of creating or adding to stress in the first place? The way in which to improve wellbeing is to work on 4 key matters:

1. Determination to move our relationship with staff to one of trust – people should understand that they will be supported if they need to take time off, make a mistake, or have other worries/concerns which affect their performance. HDdUHB should consider how to encourage people to do the right thing rather than having substantial policies relating to rules? – if we feel more trusted we feel more energised and engaged.

2. Help managers to appreciate team members as individuals and support them to accommodate individual needs – frequent check-ins, asking the right questions and most importantly listening. Entry interviews as well as exit interviews are crucial to success in order to understand how people work and what affects them, the outcome of which is a committed engaged workforce.
3. Create a feeling of belonging - individuals should be accepted for who they are, this is especially critical for new recruits. People should feel that they matter and that their views are appreciated and feel valued.
4. Remove hassle – if we could reduce daily frustrations, small irritations and barriers to undertaking work, people will feel less stressed as it will make their lives a bit easier.

We must move away from parental aspects and move to genuinely helping staff. This is the core of all of the workforce objectives; each of these in some way go towards creating the culture where the 4 points are part of our everyday business.

We must create ripples across HDdUHB in order that staff are aware things are changing and that we require their support to help us shape the future. We are currently working on a communications plan to enable this.

Asesiad / Assessment

Progress Against Planning Objectives to Date

P.O. Ref	Planning Objective	Progress	R A G
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.	<p>Meeting held with representative from Information Technology (IT) Team to support the development of the dashboard. Focus on using what data we already have to meet the reporting requirements.</p> <p>All leads for the framework targets identified. All leads asked to scope what qualitative and quantitative data exists, data source, framework target clarity, preferred presentational style for dashboard content and format and most appropriate frequency for reporting.</p> <p>IT Team are commencing the development of the first draft of the dashboard based on the datasets we already have</p>	

<p>1C Customer Service Training</p>	<p>Design a training and development programme to build excellent customer service across HDdUHB 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. HDdUHB's values should be at the heart of this programme.</p>	<p>Tutor recruited as planned (Vicky Glanville) and action point signed off. Meeting held with British Airways to discuss their current provision as well as reaching out to other organisations. This has been more challenging than anticipated due to the number of organisations failing to engage, however the end of June 2021 target remains. Links have also been established with Bluestone, although there have been some issues with regard to engagement. Now linked with University of Wales Trinity Saint David (UWTSD) and their contacts in terms of their links with Marriot Hotels.</p> <p>Have contacted the Assistant Director of Legal and Patient Support and the Patient Experience Team, and awaiting an initial meeting to begin collating the data relevant to understand the main issues faced.</p> <p>In addition, there will be four task groups through the month of July 2021, which will inform the overall content of the programme.</p> <p>Although the initial roll out is targeted to be achieved by 31st October 2021, it is hoped that delivery will begin 4th October 2021 in line with the National Customer Service Week, promoting the new programme as an exemplar.</p> <p>This objective is slightly behind the plan due to delayed recruitment (Action 1.1), extended to end of June 2021, however this will not impact the overall achievement date.</p>		
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<p>1F 1(a) Rec</p>	<p>Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our Human Resource (HR) offer that embody our values. This will address:</p> <p>1. The way HDdUHB recruits new staff. The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.</p>	<p>Programme developed by July 2021 deadline, delivery of the programme now underway with deadlines in plan to 31st March 2022.</p> <p>Targeted approach to identify permanent employment opportunities for those appointed to COVID-19 fixed term contracts – Circa 40 employees on fixed term contracts already secured permanent employment.</p> <p>Internal only campaigns approach for all Band 2 Health Care Support Workers (HCSW) and Facilities vacancies.</p> <p>Research commenced: general on-line research, NHS case studies and award winner practices, NHS Employers resources, HR disrupted content and continued professional development (CPD) on the topic, experiences from new staff in the team recruited from other sectors shared. Reflections following complaints being noted to inform future practice.</p> <p>Organise surveys and focus groups with:</p> <ul style="list-style-type: none"> • new starters (last 6 months); • Appointing Managers; • Applicants (unsuccessful); <p>to reflect and learn from the lived experience of the candidate. Identify improvements needed.</p> <p>Surveys developed for new starters, applicants (unsuccessful), appointing managers, which are currently being translated due to launch in June 2021 once translated. Different approach to those who felt unable to apply, e.g. those with learning disabilities, hard to reach communities etc. – linked with Inclusion team for these stakeholders to identify who and how.</p> <p>Any ‘quick wins’ identified which do not require wider engagement will be implemented immediately to deliver improvement.</p> <ul style="list-style-type: none"> • 8 x Bite Sized Top 10 tips animations developed on key aspects of the recruitment pathway e.g. adverts, shortlisting, providing feedback, etc. – 	
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		<p>due to launch weekly from week commencing 7th June 2021.</p> <ul style="list-style-type: none"> Recruitment team have repatriated the task from Appointing Managers (AMs) of inputting any Welsh content into Trac and now submit all adverts for translation to the Welsh Language Team. Bespoke virtual one hour training offered where complaints have been raised relating to poor candidate experience. Shortlisting criteria placed onto Trac for AMs to ensure matches job description/person specification (JD/PS) criteria. <p>Implement revised Job Description and Person Specification template.</p> <ul style="list-style-type: none"> Initial discussions taken place regarding drivers for change and key elements of future content. Welsh Language – Welsh Language Skills now added onto JD/PS in order that these can always be used for shortlisting. JD/PS Library containing core JD/PS in English and Welsh accessible for resourcing and JE Team been established. Best practice templates being collected. <p>Streamline recruitment pathway for RN recruitment.</p> <ul style="list-style-type: none"> New 'rightsizing' vacancy filled in the Team and 1 x Band 4 currently being advertised. Some ward areas supported with placing vacancies on TRAC. Registered nurse (RN) recruitment event being planned for September 2021. Continuous national RN advertising (rotating around cities in England) to capture potential post-COVID-19 re-locators. <p>Review how internal recruitment is managed in the context of vision for Talent Management and Succession Planning and the volume of</p>		
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		<p>appointments which are made internally.</p> <ul style="list-style-type: none"> • Evaluation commenced for the interim 'Expressions of interest' process. • Engagement with colleagues in OD commenced to ensure alignment with vision for Talent Management and Succession Planning. <p>General progress:</p> <ul style="list-style-type: none"> • 8 recent appointment to vacancies in the Recruitment Team have been to candidates who can speak Welsh. This has been in a bid to ensure the function can offer a bilingual service • Recruitment campaigns team 100% welsh speakers. <p><u>Risk identified to date</u></p> <p>Progress may be hindered if further mass recruitment exercises are needed to support additional staffing requirements in 2021/22.</p>		
1F 1(b) Induction	<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:</p> <p>1. The way HDdUHB provides induction for new staff.</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.</p>	<p>Programme developed by July 2021 deadline, delivery of the programme now underway with deadlines in plan to 31st January 2021.</p> <ul style="list-style-type: none"> • Tutor recruited as planned. • Interviews have been undertaken with pre-COVID-19 and COVID-19 new starters to understand the immediate need from an induction programme. Following this, a phase 1 virtual induction programme has been implemented, providing an interim opportunity for new starters to be welcomed into HDdUHB. • Significant research has already been undertaken, through the CIPD, British Airways. • Significant progress made towards a literature review in relation to induction best practice. <p><u>Risk identified to date</u></p> <p>Staff attrition may impact timescales, although it is hoped that efficient recruitment of replacements will mitigate this.</p>		

1F 2 Policies	<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:</p> <ol style="list-style-type: none"> 1. Review of all existing internal HR policies. <p>The resulting changes to policies, processes and approaches will be recommended to the Board in November 2021 for adoption.</p>	<p>Retire & return identified as key policy to review.</p> <p><u>Risk identified to date</u></p> <p>Success will be linked to successful appointment to Head of Workforce post – failed to recruit on two occasions – new approach for next attraction attempt.</p>		
1F 3 Employee Relations	<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:</p> <ol style="list-style-type: none"> 1. The way in which employee relation matters are managed. <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 yet scheduled to commence – flagging early potential risk to success.</p> <p><u>Risk identified to date</u></p> <p>Success will be linked to successful appointment of Head of Workforce post as referenced above.</p>		

<p>1F 4</p> <p>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:</p> <p>1. The provision of equitable access to training and HDdUHB's staff wellbeing services.</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.</p>	<p>Programme developed by July 2021 deadline, delivery of the programme now underway with deadlines in plan to 1st March 2022.</p> <p><u>Risk identified to date</u></p> <ul style="list-style-type: none"> • There is only £21k in the general training budget for HDdUHB compared to £165k for leadership development programmes. Of the £21k budget, there is already a commitment of £14.5k on year 2/3 higher awards, leaving £6.5K for 2021/22 higher awards and any other training offer. • If you are not a leader and you apply for a higher award you are expected to contribute 25% of the cost – if you are a leader your learning is just as personally helpful for your career, however you are not required to contribute. • If you work within a department with no or small non- pay, you either do not have access to further development or you are only allowed to attend free courses – if your department is non-pay rich or you can access appropriate charitable funds, you can attend a variety of courses/training with no expense spared. 		
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<p>1G Relationship Managers</p>	<p>Develop and implement a plan to roll out OD Relationship Managers to every directorate in HDdUHB 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>OD Relationship Manager (ODRM) and Head of People and Organisation Effectiveness role defined & job matched.</p> <p>Head of People and Organisation Effectiveness recruited and commenced post on 17th May 2021.</p> <p>Assessment Centre designed for recruitment of Relationship Managers. 47 applications with 17 progressing to longlisting stage. Successful completion of that stage will determine numbers progressing to the Assessment Centre on 17th & 18th June 2021.</p> <p>Working with Workforce & OD pillars to define the offering and how we will collaborate together for success.</p> <p>Initial discussions are underway with Operational Services to raise awareness of the concept and to help define a full communications and engagement plan. Many are engaged in the Assessment Centre and initial discussions and working with Mental Health and Learning Disabilities (MHLD) and the Accident & Emergency (A&E) Department at Glangwili General Hospital (GGH) due to request to support.</p> <p><u>Risk identified to date</u></p> <p>Success will be linked to successful appointment to Relationship Manager posts.</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>Programme developed by July 2021 deadline, delivery of the programme now underway with deadlines in plan to 31st October 2021.</p> <ul style="list-style-type: none"> • Rest and Recovery Group is established under the direction of Maria Battle, HDdUHB Chair. • Staff interviews completed, staff survey and manager survey completed • Thematic analysis underway and report on track for delivery by the end of June 2021. 		

11 Charitable Funds	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>Programme developed by July 2021 deadline, delivery of the programme now underway with deadlines in plan to 1st April 2022.</p> <ul style="list-style-type: none"> • Senior responsible officers for each of the 6 funded work programmes are identified with project plans being worked up. 		
2D Clinical Education Plan	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.	<ul style="list-style-type: none"> • Eagle panel has met on several occasions and began reviewing the current membership and how this will be used going forward. Due to significant progress required, swifter than anticipated for actions 4.6 & 4.7, the work that the panel were required to undertake shifted priority. • Meeting being established with clinical Executives and Workforce Team to scope clinical education group and plan. <p><u>Risk identified to date</u></p> <p>Vacancy for Clinical Education Manager currently, may impact on the delivery timescales if fail to recruit.</p>		

<p>2G</p> <p>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 HDdUHB's workforce, support delivery of HDdUHB'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>Working group set up between UWTSD, Swansea University (SU), Aberystwyth University & Research & Innovation, HDdUHB. Many model options have been worked up and paper expected to make recommendations by agreed target date.</p> <ul style="list-style-type: none"> • 57 Healthcare apprentices appointed. • 2 Digital apprentices appointed. • 2 Corporate Governance apprentices appointed. • Further apprenticeship offers being designed for 2021. • See attachment regarding Remploy success within Bronglais General Hospital. <p><u>Risk identified to date</u></p> <p>Vacancies and absences within senior management team within future workforce and workforce development provide a risk of meeting the agreed targets.</p>		
<p>2H</p> <p>Talent, Succession Planning & 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>Appointment to the new team being made, 3 already made and another 2 interviews scheduled for June 2021.</p> <p>Research phase has begun with the following:</p> <ul style="list-style-type: none"> • Best practice for Speciality and Associate Specialist (SAS) Doctor Development and succession. • Discussions arranged for June 2021 with the intensive learning academies and also Aberystwyth University. • STAR Programme Cohort 2, candidates in place and programme underway. • Medical Leadership Forum has been re-instated. 		

<p>2B</p> <p>Equality, Diversity & Inclusion</p>	<p>In relation to equality, diversity and inclusion, develop and implement a rolling programme of training to raise the awareness of all HDdUHB staff and, as part of the process.</p> <p>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.</p> <p>2. Establish a process to monitor and feedback to Board on progress and successes.</p> <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 year's plan.</p>		
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Argymhelliad / Recommendation

This paper is presented for discussion and assurance that actions are in accordance with agreed plan.

<p>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</p>	
<p>Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:</p>	<p>2.1 Provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda.</p> <p>2.2 Provide assurance to the Board on the implementation of the UHB's Workforce & OD Strategy and Enabling Plan, ensuring it is consistent with the Boards overall strategic direction and with any requirements and standards set for NHS bodies in Wales.</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>1018 Workforce skills shortages (4x4=16)</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

Gwybodaeth Ychwanegol: Further Information:	
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 Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Partnership Forum Trade Union Leads Executive Team

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

Planning Objective 1.A – Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next three years.						
PROJECT SCOPE	Development of dashboard for reporting purposes and individual delivery plans for 12 specific requirements.	<ul style="list-style-type: none"> Reporting dashboard developed in meaningful format, stakeholder list for distribution, frequency of reporting and forum(s) for progress reports to be analysed. NHS Delivery Framework targets delivered on a sustainable basis. 				OUTCOME
		KEY PHASE	BY WHOM	BY WHEN	KEY DATES & DELIVERABLES	
		Develop dashboard in meaningful format, stakeholder list for distribution, frequency of reporting and forum(s) for progress reports to be analysed.	Head of Digital Workforce Systems	30.09.21		
		1.A.i - Develop plans to deliver, on a sustainable basis – Overall staff engagement score – scale score method	Head of Culture and Workforce Experience	30.09.21		
		1.A.i - Develop plans to deliver, on a sustainable basis – agency spend as a % of total pay bill	Senior Workforce Manager – Workforce Efficiency	30.09.21		
		3.B.i - Develop plans to deliver, on a sustainable basis – HEIW Planning Objective 3.B: Deliver requirements of regulators – (currently scoping specific requirements)	Head of Workforce, Education and Development	30.09.21		
		5.A.i - Develop plans to deliver, on a sustainable basis - Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation.	Head of Workforce, Education and Development	30.09.21		
PROJECT GOVERNANCE	Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Annmarie Thomas, Assistant Director of Workforce: Resourcing and Utilisation Delivery Lead: Various Programme oversight through: W&OD Leadership Team Governance through: People Group (sub-committee of PPPAC) Delivery through: Resourcing and Utilisation Senior Team Forum Equality Impact Assessment: Led by Delivery Lead throughout project delivery	5.A.i - Develop plans to deliver, on a sustainable basis - Percentage of sickness absence rate of staff	Head of Workforce (East)	30.09.21		
		5.A.i - Develop plans to deliver, on a sustainable basis - Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job	Head of Culture and Workforce Experience	30.09.21		
		5.A.i - Develop plans to deliver, on a sustainable basis - Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework	Head of Workforce, Education and Development	30.09.21		
		5.A.i - Develop plans to deliver, on a sustainable basis - Percentage of headcount by organisation who have had a PADR/medical appraisal in the previous 12 months (exc Drs and Dentists in training)	Head of Culture and Workforce Experience	30.09.21		
		5.B.i Percentage of compliance for staff appointed into new roles where a child barred list check is required.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		5.B.i Percentage of compliance for staff appointed into new roles where an adult child barred list check is required.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Percentage of employed NHS staff completing dementia training at an informed level	Head of Workforce, Education and Development	30.09.21		
		Variable pay (Agency, Locum, Bank & Overtime: monthly position)	Senior Workforce Manager – Workforce Efficiency	30.09.21		
		Refinement of data sets following stakeholder feedback.	Head of Digital Workforce Systems	31.03.22		
		Implement the 12 plans to deliver on a sustainable basis within the next three years	Leads identified above for the 12 plans	2021-2024		
RISKS	Description		Likelihood	Impact	Score	Mitigating Actions
OD Golden Thread/ Cultural Intention: Teulu Jones	<ul style="list-style-type: none"> Meeting or exceeding KPIs in key areas of workforce delivery will promote a strong organisational performance which will help retain and attract employees. Strong focus on continuous improvement over next three years which will support our strategy for demonstrating our investment in our workforce. OD Relationship Managers will have access to a workforce dashboard for the Directorates they support enabling discussions to focus on continuous improvement. Managers through the availability of workforce dashboards and with the support of their OD Relationship Managers will begin to take more ownership for their workforce information interpreting it to inform actions which may be needed. 					
COMMUNICATE / COLLABORATE	Who With		How		When	
	Health Board Partnership Forum & LNC		Updates on progress		As required	
	People Group		Updates on progress		Bi-monthly	
	PPPAC		Update from People Group		As required	
	Regular engagement for timely submission of quantitative and qualitative data from Delivery Leads for the 12 measures		Team engagement in Directorate		As required	

LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER
	There is a risk...	The HB will not be able to deliver its strategic vision and improve the overall experience of within Hywel Dda.				
	This is caused by...	A lack of clinical (medical, nursing and therapies) staff with the right skills and values in the market.				
	This could lead to an impact/effect on...	Lack of improvement of service delivery, inability to improve the patient experience and access to timely care, not being able to in being of existing staff				

Planning Objective 1.F (1a) By Sept 2021 develop a prioritised implementation plan which will outline how we will 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 implementation plan will be developed which will identify key milestones during 2021/22 and those which will be delivered in future planning years. The resulting changes to policies, processes and approaches will be recommended to the Board for adoption in line with the agreed implementation plan.						
PROJECT SCOPE	<p>The objective will review best practice in the field of recruitment throughout the main phases taking the experience of the customers ‘the candidate’ and ‘the manager’ into account. Main phases will be:</p> <ol style="list-style-type: none"> 1) Vacancy approval; 2) Candidate attraction and widening access including positive action and pathways aligned to Economic Recovery Plan and community wealth building approach; 3) Selection based on competence, values and attributes; 4) On-boarding (to include processing and set up on payroll and any pre-day 1 induction content e.g. ID badges, uniform, email set up, buddies etc). <p>Identifying the key moments of truth, the lived experience at each of these “moments which matter”. Focus on improvements which can be made to the journey of the candidate and the manager putting them at the heart of any re-design whilst maintaining a focus on safe and efficient practices in the Recruitment Team. Consideration will include:</p> <ul style="list-style-type: none"> • Best practice; • Use of technology and it’s barriers linked to on-line advertising and application process for those who find it inaccessible; • Efficiency of time; • Bilingual Skills development; • Resources; • Communication (offer and contract communication to also focus on candidate needs as well as contractual); • Marketing; • Engagement; • Training; • Barriers faced by individuals (homeless, physical/mental disability, minority groups etc.); • Dynamic and up to date Intranet for manager resources 	<p>A safe, efficient and world class recruitment service enhanced by improvements in the way the Health Board recruits its new staff.</p> <p>The recruitment pathway will embody our values, be accessible to all and meet the expectations of individuals in the labour market, our candidates and managers.</p>			OUTCOME	
		KEY PHASE	BY WHOM	BY WHEN	KEY DATES & DELIVERABLES	
		Targeted approach to identify permanent employment opportunities for those appointed to Covid-19 fixed term contracts.	Assistant Director of Workforce (Resourcing and Utilisation)	30.04.21		
		Research best practice in recruitment with a focus on the candidate’s journey.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Organise surveys and focus groups with <ul style="list-style-type: none"> • new starters; • unsuccessful candidates; • those who felt unable to apply – e.g. those with learning disabilities, hard to reach communities etc to reflect and learn from the lived experience of the candidate. Identify improvements needed.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Organise focus groups with managers to reflect and learn from the lived experience of managing recruitment activity. Identify improvements needed.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Any ‘quick wins’ identified which do not require wider engagement will be implemented immediately to deliver improvement.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Implement revised Job Description and Person Specification template.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Streamline recruitment pathway for RN recruitment.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Review how internal recruitment is managed in the context of vision for Talent Management and Succession Planning and the volume of appointments which are made internally.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Wider engagement with key stakeholders to develop proposal for changes to policies, processes and approaches for recruitment. Use research findings from initial stages to inform proposed way forward.	Assistant Director of Workforce (Resourcing and Utilisation)	31.03.22		
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Annmarie Thomas, Head of Workforce: Resourcing and Utilisation Delivery Lead: Sally Owen, Head of Recruitment, Equality, Diversity and Inclusion</p> <p>Programme oversight through: W&OD Leadership Team</p> <p>Governance through: People Group (sub-committee of PPPAC)</p> <p>Delivery through: Resourcing and Utilisation Senior Team Forum</p> <p>Equality Impact Assessment: Led by Delivery Lead throughout project delivery</p>	Organise focus groups with managers to reflect and learn from the lived experience of managing recruitment activity. Identify improvements needed.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Any ‘quick wins’ identified which do not require wider engagement will be implemented immediately to deliver improvement.	Head of Recruitment, Equality, Diversity and Inclusion	30.09.21		
		Implement revised Job Description and Person Specification template.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Streamline recruitment pathway for RN recruitment.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Review how internal recruitment is managed in the context of vision for Talent Management and Succession Planning and the volume of appointments which are made internally.	Head of Recruitment, Equality, Diversity and Inclusion	31.03.22		
		Wider engagement with key stakeholders to develop proposal for changes to policies, processes and approaches for recruitment. Use research findings from initial stages to inform proposed way forward.	Assistant Director of Workforce (Resourcing and Utilisation)	31.03.22		
		Review any pay or non-pay resource implications of proposed changes. Re-evaluate team capacity and capability/roles in the Structure to ensure successful delivery of the changes.	Assistant Director of Workforce (Resourcing and Utilisation)	31.03.22		
		Embedding procedural and cultural changes	Assistant Director of Workforce (Resourcing and Utilisation)	Future years		
RISKS	Description		Likelihood	Impact	Score	Mitigating Actions
	Changes proposed are likely to be significant compared to current practices requiring change management principles to be adopted and a focus on cultural change.		4	3	12	OD support and advice during planning stages.
	Changes proposed may result in more risks being taken linked to ‘traditional recruitment practices’ – Need to avoid breaching any		2	4	8	Operational HR/Employment law advice to be sought of considering new models of delivery.

	minimum legal requirements when designing any new model of delivering recruitment					
	Staff side resistance to changes being proposed		3	3	9	TU reps involved in focus groups. AMT to continuously brief the Chairs and SPF on progress. Final proposal for change to be discussed at SPF and LNC.
OD Golden Thread/ Cultural Intention:	<ul style="list-style-type: none">Changes proposed are likely to be significant compared to current practices requiring change management principles to be adopted and a focus on cultural change.Teulu Jones model to be used as a model to test impact on candidate and manager experience.Embed the HB brand as employer of choice and recruit new employees who are committed to the HB’s values.Attraction strategies to focus on HB as employer of choice and ‘best in field’ for innovative approach.The ‘right’ psychological contract formed with the candidate which ensures that when the transition to employee status occurs the engagement level is what we aspire to achieve for all employees.Strong alignment of re-design of internal recruitment pathway to succession management and talent management strategies.					
Corporate Social Responsibility	<ul style="list-style-type: none">Pathways designed with alignment to Future Generations Act and promotion of HB as inclusive employer.Develop opportunities aligned to the Government funded employment pathway for those at risk of long term unemployment (16-24 years) – Kickstart scheme.Window of opportunity to capitalise on a candidate’s view that there is increased employment security as a key worker and a real sense of pride in being an NHS worker. We need to work at pace to react to this change in the labour market.Enhance the HB’s role as a key anchor organisation by developing and embedding a community wealth building (CWB) approach. Anchor organisations’ approach to workforce and recruitment can be instrumental in boosting and improving social and economic opportunity to create an inclusive economy.Opportunities to boost recruitment from more disadvantaged areas.Targeted approach to identify permanent employment opportunities for those appointed to Covid-19 fixed term and bank contracts.					
Key Performance Indicators: <ul style="list-style-type: none">Reduction in time to hire number of days – meeting or exceeding KPIs.Reduction in attrition in year 1 as a result of improved recruitment pathway.Improvement in candidate experience measured via surveys. Poor experiences are a never event.Reduction in time spent by managers in managing the recruitment episode.Reduction in the vacancy rate.Success in recruiting to hard to fill posts.Reduction in complaints associated with recruitment practices.Increase in number of Welsh Essential vacancies advertised in accordance with Skills Audit process contained in Bilingual Skills PolicyIncrease in number of managers who have accessed recruitment trainingIncrease in number of overall followers on social media platforms e.g. Twitter, Facebook, LinkedIn, Instagram.Manager experience of recruitment pathway is improved.Workforce diversity aligned to local population.Student streamlining numbers are maximised.						
COMMUNICATE/ COLLABORATE	Who With		How			When
	Health Board Partnership Forum & LNC		Updates on progress			As required
	People Group		Updates on progress and consideration of proposals for change			Bi-monthly
	PPPAC		Update from People Group to approve changes			As required
	Support from OD Team on change management		Team engagement in Directorate			As required
	Strong link to Strategic Planning Objective to transform Induction ensuring pre-day1 induction is reviewed in collaboration		Team engagement in Directorate			As required
	Strong link to Talent Management and Succession Planning objective due to proposals for recruitment process for internal staff		Team engagement in Directorate			As required
LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER
	There is a risk...	The HB will not be able To deliver its strategic vision and improve the overall experience of patients and staff within Hywel Dda.				
	This is caused by...	A lack of clinical (medical nursing and therapies) staff with the right skills and values in the market.				
	This could lead to an impact/effect on...	Lack of improvement of service delivery, inability to improve the patient experience and access to timely care, not being able to improve the well-being of existing staff				

Planning Objective : 1F1.1										
Develop a streamlined on-boarding process and induction programme, co-designed with our staff. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisational values should be at the heart of this programme.										
PROJECT SCOPE	<p>The objective will encompass:</p> <ol style="list-style-type: none">Developing a streamlined induction programme as part of the on-boarding processDeveloping an exemplary bilingual induction programme <p>Both will consider the journey from when they have progressed through the recruitment process, having completed induction and mandatory training, to being ready to embark on their new role. Each part is outlines below:</p> <ol style="list-style-type: none">Develop a streamlined induction programme, leading on from the recruitment process to ensure a smooth transition to Learning & Development. This will include designing an automated process to on-board new employees into the organisation, which will be done in collaboration with digital service specialists and recruitment to improve the experience of the applicant.Developing an exemplary bilingual induction programme will be implemented in two phases, focusing firstly on the recovery of Covid-19 and the inability to deliver a meaningful induction programme. <p>Phase 1 - Develop a virtual professional induction programme based on immediate need, to meet the current restrictions of Covid-19. This will be an interim measure, providing a further opportunity to collate feedback from participants to inform phase 2.</p> <p>Phase 2 - Design and deliver an exemplary bilingual induction programme for new employees, providing an engaging and effective experience. This induction will:</p> <ul style="list-style-type: none">Drive the new learning culture, empowering our new workforce to own their own career.Use evidence based research of best practice, with clear objectives.Be co-designed with our staff and line managers based on their previous experience and feedback from those who participated in pre-Covid-19, Covid-19 on- boarding process and phase 1 of the project. <p>Consideration will include:</p> <ul style="list-style-type: none">Designing for a diverse audienceAccessibilityFocus on embedding values, equality and inclusiveness.Include the new planned customer service offerUse of various teaching & learning strategiesIdentification of a robust recording and reporting mechanism to ensure complianceProviding information on how to access development opportunitiesEvaluation of the effectiveness of the induction programme and measurement of the employee experience			<ul style="list-style-type: none">A well-designed induction programme results in a positive first experience of an organisation and supports new employees to settle into their role, increasing morale.New employees will understand the organisations values and cultures as these will be embedded throughout the induction programme.Increased retention, resulting in lower recruitment costs and damage to the organisations employer brand.Robust induction process will increase employee commitment and job satisfaction.A Learning & Development function, with an excellent reputation for delivering high quality programmes.Recognition within the sector and local partners in relation to delivering an exemplary induction programme.Opportunities for existing workforce to embrace the new learning culture, accessing innovative and inclusive programmes, which promote learning.Demonstrate the commitment of the Health Board to offer bilingual training opportunities.			OUTCOME			
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Amanda Glanville, Head of Workforce Education & Development Delivery Lead: Cheryl Raymond, Learning & Development Manager</p> <p>Programme oversight through: Workforce Education & Development Project Plan</p> <p>Governance through: WF&OD Core Leadership Team</p> <p>Delivery through: Head of Workforce Education & Development & Team, L&D Manager, L&D Coordinator, Digital Learning Coordinator and Digital Learning Officer. Collaboration with colleagues within Workforce & OD, Senior leaders, IT Services, line managers, staff and TU representatives. Programme will be delivered mainly by Education and Development Officers.</p>			KEY PHASE		BY WHOM	BY WHEN	KEY DATES & DELIVERABLES		
				1. Recruit multi-skilled tutors to deliver generic learning to our current workforce, with experience of designing, delivering and evaluating blended learning packages		Learning & Development Manager	31/03/21			
				2. Design an interim virtual professional induction programme based on immediate need, to meet the current restrictions of Covid-19.		Learning & Development Manager	12/04/21			
				3. Meeting with Recruitment & Digital Services to identify collaborative working and agree responsibilities to avoid duplication. This should include the agreement of KPI’s to improve the new employee experience		Head of Workforce Education & Development	20/06/21			
				4. Design an automated process to on-board new employees into the organisation, which will be done in collaboration with digital service specialists to improve the experience of the applicant. (This will form part of the digital transformation programme)		Learning & Development Manager	11/10/21			
				5. Evidence based research - Identify sector leaders for Induction, from both local, national and international organisations, identifying best practice		Learning & Development Manager	30/05/21			
				6. Evaluate employee and manager feedback from pre-Covid-19, Covid-19 on- boarding process and phase 1 of the project, co-designing the content of the phase 2 programme. This should include a focus on: What you need to know? What is good to know? What is helpful?		Learning & Development Manager	31/06/21			
				7. Agree content of programme and objectives through joint consultation. This will be in collaboration with Trade Union Representatives		Learning & Development Manager	31/07/21			
				8. Design a fully engaging induction programme, incorporating best practice and agreed content, including identification of timescales for completion, line manager involvement, feedback and evaluation. The Equality Impact Assessment should be considered at all stages		Learning & Development Manager	01/09/21			
				9. Work with Digital Services to provide a digital induction, to support digital transformation, which support equitable access to training		Digital Learning Coordinator	01/08/21			
10. Begin delivery of the Phase 2 Induction Programme incorporating ongoing evaluation processes.		Learning & Development Manager	01/09/21							
11. Review and evaluation of Induction process and identify improvements		Learning & Development Manager	10/01/22							
12. Embed a Career Development Plan into the induction programme, creating a learning culture		Learning & Development Manager	01/12/21							
Description		Likelihood	Impact	Score	Mitigating Actions					
RISKS	Delays in recruitment timeline	Medium	Lack of progress		Internal/external recruitment blend					
	Evidence based research - Lack of engagement from organisations	Medium	Lack of evidence to inform content		Wider scope of research, locally, nationally and internationally					
	Lack of digital learning solutions to design a fully engaging Induction programme	Low	Less engaging sessions		Scoping underway to identify digital learning requirements					
	Lack of tutors to deliver a bilingual training experience	Low	Lack of bilingual training		Appoint Welsh Essential Tutor					
	Design may be more bitesize, recognising if over a longer period,	Medium	Poor experience, lack of training		Creating “Whats in it for me”					

		there is a risk of disengagement of the new starter or manager may no release once in their role			compliance, damage to creating a learning culture		Culture. Update induction policy. Promote in management training	
COMMUNICATE/ COLLABORATE	Who With		How			When		
	Health Board Partnership Forum		Strategic updates as required			Bi-monthly		
	Local Partnership Forum		Updates from working groups			Bi-monthly		
	PPPAC		Update from People Group			Bi-monthly		
	People Group		Update from Partnership Forum			Bi-monthly		
	Digital Services Team		Task & Finish Group – Supporting digital skills training			Monthly		
	Recruitment		Collaboration during all phases, identifying areas impacting both induction & recruitment processes to benefit the applicant journey			As and when needed – monthly during initial phases		
EDUCATION & DEVELOPMENT	Key enablers in bringing a new people culture to life Driving the strategy delivery on the ground of the 3 strategic objectives: <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services							
LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER		ALL WALES WORKFORCE STRATEGY		HB WORKFORCE STRATEGY	OTHER

Planning Objective 1C Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisational values should be at the heart of this programme.						
PROJECT SCOPE	<p>The objective will ultimately design and deliver an exemplary bilingual customer service training programme to drive service improvement and patient care standards. This will include:</p> <ul style="list-style-type: none">A programme using evidence based research of best practice, with clear objectives.Based on our local populations customer service experiences.Provide an understanding of the importance of welsh language.Focus on embedding values, equality and inclusiveness.Focus on customer service standards for both internal and external stakeholders and how they impact patient care.A programme using various teaching & learning strategies, ensuring accessibility to all.Identify a robust recording and reporting mechanism to ensure complianceAgree methods to assess competence, including a robust evaluation method of the effectiveness of training and the impact on patient care.	<ul style="list-style-type: none">An increased understanding of customer service expectations within the Health Board.Improved working relationships as a result of the focus on both internal and external customer service delivery and how both impact patient care and external organisational reputation.The workforce will model behaviours of not only customer service, but values, which will be embedded throughout the programme.Improvement in Patient Experience and reduction in complaints, measured through Patient Experience Team.A Learning & Development function, with an excellent reputation for delivering high quality training programmes.Recognition within the sector and local partners in relation to delivering an exemplary customer service package.Opportunities for existing workforce to embrace the new learning culture, accessing innovative and inclusive programmes, which promote learning.Demonstrate the commitment of the Health Board to offer bilingual training opportunities.			OUTCOME	
		KEY PHASE	BY WHOM	BY WHEN	KEY DATES & DELIVERABLES	
		1. Recruit multi-skilled tutors to deliver generic learning to our current workforce, with experience of designing, delivering and evaluating blended learning packages	Head of Workforce Education & Development	20 th April 2021		
		2. Evidence based research - Identify sector leaders for customer service, from both local, national and international organisations, identifying best practice	Learning & Development Manager	30 th June 2021		
3. Review current levels of customer satisfaction from patient feedback, identifying trends and areas of good/ practice to inform content	Learning & Development Manager	31 st May 2021				
4. Agree content of programme, objectives through joint consultation	Learning & Development Manager	31 st July 2021				
5. Identify competencies and methods to record & follow up mechanisms (ESR)	Learning & Development Manager	31 st July 2021				
6. Design a fully engaging customer service package, incorporating best practice, trends, case studies, values, importance of Welsh language and equality	Learning & Development Manager	30 th September 2021				
7. Identify priority groups for roll out of Customer Service Programme	Learning & Development Manager	31 st July 2021				
8. Deliver Customer Service Training programme pilot, including a full evaluation	Learning & Development Manager	31 st October 2021				
9. Roll out customer service training to priority groups & incorporate into blended induction programme.	Learning & Development Manager	15 th November 2021				
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Amanda Glanville, Health of Workforce Education & Development Delivery Lead: Cheryl Raymond, Learning & Development Manager</p> <p>Programme oversight through: Workforce Education & Development Project Plan</p> <p>Governance through: WF&OD Core Leadership Team</p> <p>Delivery through: Workforce Education & Development Team consisting of Head of Workforce Education & Development, Learning & Development Manager, Learning & Development Coordinator and Digital Learning Coordinator. Contribution will also be sources from colleagues within Workforce & OD, Senior leaders, Patient Experience Team and staff. Programme will be delivered mainly by the Education and Development Officers.</p>					
	Description	Likelihood	Impact	Score	Mitigating Actions	
RISKS	Delays in recruitment timeline	Medium	Impact on timeline and driving strategic cultural change		Internal/external recruitment blend	
	Evidence based research - Lack of engagement from organisations	Medium	Lack of evidence to inform content		Wider scope of research both locally, nationally and internationally	
	Lack of digital learning solutions to design a fully engaging customer service package,	Low	Less engaging sessions		Scoping exercise underway as part of L&D to identify digital learning requirements and platforms	
	Lack of tutors to deliver a bilingual training experience	Low	Lack of bilingual training		Appoint Welsh tutor to provide bilingual learning opportunities	
COMMUNICATE/ COLLABORATE	Who With	How			When	
	Health Board Partnership Forum	Strategic updates as required			Bi-monthly	
	Local Partnership Forum	Updates from working groups			Bi-monthly	
	PPPAC	Update from People Group			Bi-monthly	
	People Group	Update from Partnership Forum			Bi-monthly	
	OD Relationship Managers	Promote L&D opportunities to services, provide intelligence to inform content – Regular Meetings			Monthly	
	Patient Experience Team	Collaboration during research phase, through Task Force type meetings to inform content			As and when needed – Monthly during initial phases	
Education & Development Golden Thread/	<p>Key enablers in bringing a new people culture to life</p> <p>Driving the strategy delivery on the ground of the 3 strategic objectives:</p> <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services					

LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER

Planning Objective 1.F (2) Develop a programme by December 2020 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: (2) review all existing HR policies. The resulting changes to policies, processes and approaches will be recommended to the Board in November 2021 for adoption.

PROJECT SCOPE	The objective will review best practice in the field of employment policy including engagement with staff and other key stakeholders including Trade Unions. Main elements will include:		To provide a suite of employment policies which support staff through their life and work journeys. Policies that provide freedom with frameworks and that place trust at the heart of implementation.				OUTCOME	
	1) To review the approach to local policy development to support staff and managers to be the best they can be. 2) There are currently 39 local employment policies and through a series of engagement events develop a schedule to review the policies based on the levels of interest and frustration with current policy. 3) To ensure a balance between individual and service needs and put the desired outcome at the centre of its development. 4) Policies will need to continue to reflect legal requirements		KPIs: <ul style="list-style-type: none">Number of UHB policies reviewed.Feedback from staff via pulse surveys and staff feedback generally.Improvement in staff experience measured via pulse surveys.					
			KEY PHASE		BY WHOM	BY WHEN		KEY DATES & DELIVERABLES
			Research best practice in workforce policy design and purpose.		Head of Workforce	31.08.21		
		Design and agree the methodology of how local policies will be reviewed, who will be involved and how often they will meet.		Head of Workforce	31.08.21			
PROJECT GOVERNANCE	Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Steve Morgan Deputy Director of Workforce and OD Delivery Lead: Head of Workforce Programme oversight through: TBC Governance through: W&OD Core Leadership Team Delivery through: Working groups consisting of contributions from Workforce team, Trade Unions, staff, other stakeholders as necessary.		Identify the order policies will be reviewed and set a work programme and identify first 6 policies for implementation during 2021/22		Head of Workforce		30.09.21	
			Review any pay or non-pay resource implications of proposed changes. Re-evaluate team capacity and capability/roles in the Structure to ensure successful delivery of the changes.		Head of Workforce		31.10.21	
			Changes will be recommended to the Board in November 2021 for adoption.		Lisa Gostling, Director of W&OD	31.10.21		
	Description		Likelihood	Impact	Score	Mitigating Actions		
RISKS	Lack of engagement from review group		Medium	Delays in policies being reviewed		Co-opt interested parties as and when appropriate or when someone has a specific interest		
	Ability of individuals to participate		Medium	Delays in establishing the new and on going process		Exec buy in to the process to ensure any key individuals can participate		
	Delays in implementation of policies due to police involvement		High	Delays in progressing		If police are involved local progression with policies and processes are delayed. Need to ensure that the wellbeing of individuals in these processes is routinely monitored		
	Pandemic or other emergencies that will put policy review processes on hold		Medium					
COMMUNICATE/ COLLABORATE	Who With		How		When			
	Health Board Partnership Forum		Updates from Core Policy Review Group		Bi-monthly			
	Local Partnership Forum		Updates from working groups on each policy		Bi-monthly			
	PPPAC		Update from People Group		Bi-monthly			
	People Group		Update from Partnership Forum		Bi-monthly			
	Core Policy Review Group		Updates from policy specific working groups		Bi-monthly			
OD Golden Thread/ Cultural Intention: Teulu Jones	Meeting or exceeding KPIs in key areas of workforce delivery will promote a strong organisational performance which will help retain employees.							
	Strong focus on staff wellbeing demonstrating our commitment to our workforce.							
	Policies designed by those who are required to use them ensuring individual needs are met.							
	Policies developed to support individuals at all life and work stages which flex to support individuals.							
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY		HB WORKFORCE STRATEGY	OTHER		

Planning Objective 1.F Develop a programme by September 2021 for implementation by March 2022 to co-design with our staff every stage and element of our HR offer that embody our values. This will address: (3) the way in which employee relations matters are managed.					
PROJECT SCOPE	<p>The objective will be to review best practice in the field of employee relations and to also assess the human aspect of formal processes and their impact on individuals. There are 3 key processes to consider disciplinary, capability and grievance.</p> <p>The review will involve engagement with managers/staff and other key stakeholders including Trade Unions along with the engagement of those that have been subject to formal processes. Main elements will include:</p> <ol style="list-style-type: none"> 1) Undertake review of current practice ie activity under each formal employee relations process; review of timelines and factors that impact on timelines 2) Understand the personal impact of each of the 3 processes particularly linked with communication, support and delays. 3) Assess informal resolution processes and activity 4) Assess how ‘healthy working relationships’ programme roll out may affect management of employee relations matters 5) Analysis of elements to retain/build upon and those that need to change 6) Agree principles for new approach 	<p>Approach to employee relations representing the very best practice across all sectors which reflect HB values and which enhance retention of staff. The recommended approach will take account of the wellbeing of those going through formal processes at all stages. A timely employee relations function that looks to resolve issues informally where possible and which also is considerate of the impact on staff wellbeing when formal ER processes are necessary</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Shorter completion times for employee relations cases • Number of appeals, ETs • Number of Informal resolutions • Feedback from staff and Trade Union partners via pulse surveys and staff feedback generally • Staff stories 			<div>OUTCOME</div> <div>KEY DATES & DELIVERABLES</div>
		KEY PHASE	BY WHOM	BY WHEN	
		Identify the key stakeholder group. To include managers, operational workforce team, staff stories (those who have been subject to processes and involved in processes) trade union colleagues and staff wellbeing representation	Head of Workforce	31.10.21	
		Identify best in class organisations who support staff wellbeing during ER processes	Head of Workforce	31.10.21	
		Recommend and agree approach to Stakeholder engagement	Head of Workforce	31.10.21	
		Develop terms of reference for the stakeholder groups	Head of Workforce	31.10.21	
		Undertake review of current practice and hold first stakeholder group to discuss and agree concept.	Head of Workforce	31.12.21	
		Discuss and agree improvements/modifications required and approach to be adopted.	Head of Workforce	31.12.21	
	<div>PROJECT GOVERNANCE</div> <p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Steve Morgan Deputy Director of Workforce and OD Delivery Lead: Head of Workforce</p> <p>Programme oversight through: TBC</p> <p>Governance through: W&OD Core Leadership Team/W&OD Sub Committee</p> <p>Delivery through: Working groups consisting of contributions from Workforce team, Trade Unions, staff, other stakeholders as necessary.</p>	Develop action plan for change including awareness raising and training plan	Head of Workforce	31.03.22	
		Develop toolkit to support staff wellbeing as part of processes to sit alongside all Wales Policies	Head of Workforce	31.3.22	
		Changes will be recommended to W&OD Committee in March/April 2022 for adoption.	Director of W&OD	30.04.22	
RISKS	Description	Likelihood	Impact	Score	Mitigating Actions
	Lack of engagement from stakeholder group	Medium	Lack of evidence to inform content		Widen the stakeholder group to include other key individuals
	All Wales Policies – some difficulty in amending content of actual policy	Medium	May not be able to make all changes to actual policy that may be suggested		Ensure where policy is in place that the staff wellbeing elements are considered at the outset. Ensure Head of Workforce continues to be a member of the All Wales Policy Review groups
	Lack of protected time for IOs to ensure the speedy completion of processes	Medium	Timescales do not reduce		Recruitment of an IO bank of staff that will be trained and can conduct investigations in a timely manner
COMMUNICATE/ COLLABORATE	Who With	How		When	
	Health Board Partnership Forum	Updates from Core Policy Review Group		Bi-monthly	
	Local Partnership Forum	Updates from working groups on each policy		Bi-monthly	
	PPPAC	Update from People Group		Bi-monthly	
	People Group	Update from Partnership Forum		Bi-monthly	
	Core Policy Review Group	Updates from policy specific working groups		Bi-monthly	

LINKS TO	OD Golden Thread/ Cultural Intention: Teulu Jones				
	Meeting or exceeding KPIs in key areas of workforce delivery will promote a strong organisational performance which will help retain employees.				
	Strong focus on staff wellbeing demonstrating our commitment to our workforce.				
	All cases will be overseen by specialist HR Advisors who will ensure support is provided as agreed and that performance of timelines is well managed				
	Careful consideration of investigating officers to ensure no delays to process linked with management availability				
	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER

Planning Objective 1F (4) Equitable access to Learning & Development for our Current and Future workforce needs						
PROJECT SCOPE	<p>This objective focusses on ensuring Hywel Dda University Health Board provides access to inclusive, equitable education and development opportunities for all our current and future staff, regardless of age, gender, sexual orientation, race, class, religion, disability or ability. To create fully accessible learning opportunities consideration will also be given to equipment, resources, shift patterns and financial constraints.</p> <p>Consideration will include:</p> <ul style="list-style-type: none">Being more creative and innovative in learning and development opportunities, in a way that promotes life-long learningPersonalising learning for individuals, providing opportunities that are tailored to the needs of our workforce including 1-1, bite-size learning and diverse resourcesUsing workforce development as a driver of organisational value as appose to a cost, removing barriers associated with study requests and nurturing a learning culture by the use of data analyticsDesigning bilingual programmes using various teaching and learning strategies, accessible to allCreating fair assessment processes to access to learning and development opportunitiesRecognising work-based learning and experience, where people learn as they work and work as they learnCreating opportunities to support managers in understanding the need for personalised development plans for the workforceResearching digital opportunities to overcome barriers to learning, recognising our workforce work various shift patterns.Proactive approach to creating new opportunities for our future workforce, through designing innovative programmesPositive action to create accessible opportunities for underrepresented groups to enable participation or career developmentIdentifying opportunities to prevent financial constraints being a barrier to progress.		<ul style="list-style-type: none">Enabling our workforce to access appropriate education at the right time and in the right placeA diverse workforce bringing ambition, fresh perspectives and creative problem solving to the workforceOpportunities for existing workforce to embrace the new learning culture, accessing innovative and inclusive programmes, which promote learningWith equal opportunity to develop employees skills, managers will be able to recognise employee levels of motivation and potential in under-represented groups, which may otherwise have not been recognisedGreater accessibility to training will empower individuals, supporting progression of underrepresented groupsReduction in complaints, grievances relating to workplace equalityAttract local talent due to a good reputation of providing equitable development opportunities for the workforceIncreased retention, resulting in lower recruitment costs and damage to the organisations employer brandDemonstrate the commitment of the Health Board to offer bilingual training opportunities, thus ensuring compliance with the Welsh Language StandardsGreater understanding of organisations values and cultures as these will be embedded throughout all learning opportunities.			OUTCOME
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Amanda Glanville, Head of Workforce Education & Development Delivery Lead: Cheryl Raymond</p> <p>Programme oversight through: Workforce Education & Development Project Plan</p> <p>Governance through: WF&OD Core Leadership Team</p> <p>Delivery through: Workforce Education & Development Team consisting of Head of Workforce Education & Development, Learning & Development Manager, Inclusion & Widening Access Officer, Education and Development Officers, Learning & Development Coordinator, Digital Learning Coordinator and Digital Learning Officer, Future workforce Manager, Contribution will also be sources from colleagues within Workforce & OD, Senior leaders, IT Services, line managers and TU representatives.</p>		KEY DATES & DELIVERABLES			

	Lack of Learning and Development Staff to deliver sessions to suit the needs of the workforce		Medium	Inequitable access to training for night/shift workers		Currently changing the culture of the Workforce team, encouraging agile working. This will be considered in new roles going forward
COMMUNICATION/ COLLABORATION	Who With		How			When
	Health Board Partnership Forum		Strategic updates as required			Bi-monthly
	Local Partnership Forum		Updates from working groups			Bi-monthly
	PPPAC		Update from People Group			Bi-monthly
	People Group		Update from Partnership Forum			Bi-monthly
	Equality and Diversity Group Strategic Partnership and Inclusion Manager		Meetings – Identifying clear link to E&D programmes of work.			Monthly Catch Up and involvement in key phases
	Specialist services – Learning Disabilities, Speech & Language, Welsh Language, Digital Services		Collaboration to create resources, access IT solutions			As and when needed – Monthly during initial phases
	Training Providers/Colleges/Third Sector Organisations		Meetings and 1-1 discussions – Sharing ideas, providing specialist support as needed and courses			As and when needed
Education & Development Golden Thread/ Cultural Intention: Teulu Jones		Key enablers in bringing a new people culture to life Driving the strategy delivery on the ground of the 3 strategic objectives: <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services				
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER	

Planning Objective – No 1G								
Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from September 2021 (subject to recruitment). 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								
PROJECT SCOPE	<p>This objective will ensure that a supply of OD Relationship Managers becomes available within the time frame and will include:</p> <ul style="list-style-type: none">• Agreement with regard to the OD Relationship Manager role description and person specification• Agreement with regard to the team leadership of the OD Relationship Manager and a suitable team leader profile, role description and specification• Development of a structure of OD Relationship Managers and connections to service teams• A recruitment campaign for appointment to OD Relationship Manager role• A robust on boarding procedure to the new roles and integration to the OD Team and wider WOD function and centres of excellence• Design of a Development Programme for implementation within 0-12 months of appointments to role• A communication plan to engage with leaders and line managers and staff about the role• An engagement exercise with Heads across all WOD pillars to discuss role, impact and interface opportunities			<ul style="list-style-type: none">• A team of individuals with the right skillsets, compassionate behaviours and personal attributes and credibility to build successful relationships• Leaders in the field have a felt sense of ‘contact and connection’ with the WOD function to enable implementation of the objectives of the workforce, OD and Education Strategy and in alignment with the EACH model of HR Disrupted• Staff side have a committed impact to work with OD Relationship Managers locally to jointly deliver an enhanced experience of work for our staff• Staff feel listened to, heard, supported and empowered to make a positive contribution to HDUHB• Staff feel they work in an inclusive and diverse culture, where talent is recognised, voices heard and they are supported to take responsibility for their health and wellbeing and supported through their whole of life episodes• Managers proactively seek support from their team to develop and engage their workforce• Relationship Managers have effective and creative working relationships with colleagues in the WOD Centres of Excellence• The brand and reputation of HDUHB as an innovative thought leader in people strategies enhanced across Wales• Progression towards the implementation of the Healthy Working Relationships culture and policy framework is evidenced			OUTCOME	
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Christine Davies, Assistant Director of Organisation Development Delivery Lead: Sarah Jenkins, Head of People and Organisation Effectiveness</p> <p>Programme oversight through: WOD Senior Leadership Team</p> <p>Governance through: PPPAC/WOD Committee</p> <p>Delivery through: Organisation Development Team Meetings</p>			KEY PHASE		BY WHOM	BY WHEN	KEY DATES & DELIVERABLES
				1. Gain agreement on Job Description and Person Specification for OD Relationship Role		Assistant Director of OD	April 2021	
				2. Get role as above matched and out to advert		Assistant Director of OD	April 2021	
				3. Gain agreement for OD Relationship Manager (Head Role) and appoint into role		Assistant Director of OD	April 2021	
				4. Gain agreement for OD Relationship Manager structure for service use of the financial envelope to best effect		Assistant Director of OD	June 2021	
				5. Interview for Head Role and OD Relationship roles completed		Assistant Director of OD	June 2021	
				6. Comms and engagement plan with managers and WOD Centres of Excellence is implemented		Head of Organisation and People Effectiveness	August 2021	
				7. On boarding and pathway to roles successful in place		Head of Organisation and People Effectiveness	Sept 2021	
				8. Development Programme designed and planned for new OD Relationship Managers.		Head of Organisation and People Effectiveness	Oct 2021	
				9. OD plans for each service area are scoped and prioritised		Head of Organisation and People Effectiveness	Feb 2022	
				10. OD plans for each area being implemented		Head of Organisation and People Effectiveness	April 2022 onwards	
				11. Progress against plans being monitored		Head of Organisation and People Effectiveness	Sept 2022 onwards	
12. Learning from each area is shared		Head of Organisation and People Effectiveness	Dec 2022 onwards					
RISKS	Description			Likelihood	Impact	Score	Mitigating Actions	
	Delays in job matching			High	Lack of progress to timeline and driving		Accelerate risk profile at Touch Base Job match plan agreed by WOD Team	

				strategic cultural change		
	Delays in recruitment timeline		Medium	Lack of progress to timeline and driving strategic cultural change		Network and connections optimised through LinkedIn
	Can't secure the right calibre personnel for the role		Low to Medium	WOD strategy implementation delayed		Grow your own phased approach
	Accept full understanding and acceptance of the role by key leaders and WOD Heads		Medium	Role has lower impact on pace of cultural change		Comms and engagement plan in place to support the introduction of the role and the people, key leaders and WOD staff involved in recruitment and selection to the roles
Communicate/ Collaborate	Who With		How		When	
	Local Triumvirate Teams		Plan updates and monthly meetings		Monthly	
	WOD Centres of Excellence		Workforce and OD Leadership Forum		Bi-monthly	
	County and Health Board wide Partnership Forum		Listening and Feedback Report		Bi-monthly	
OD Golden Thread/ Cultural Intention:	Key enablers in bringing a new people culture to life Driving the strategy delivery on the ground of the 3 strategic objectives: <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services					
LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER
	There is a risk...	The HB will not be able to deliver its strategic vision and improve the overall experience of patients and staff within Hywel Dda. A lack of clinical (medical, nursing and therapies) staff with the right skills and values in the market. Lack of improvement of service delivery, inability to improve the patient experience and access to timely care, not being able to improve the well-being of existing staff				
	This is caused by...					
	This could lead to an impact/effect on...					

Planning Objective – No 1H 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 ‘thankyou’ offering to staff						
PROJECT SCOPE	<ul style="list-style-type: none">Learn more about the experience of staff through Covid in relation to our organisational culture and how it can be improved going forwardUnderstand what staff feel is important to them to help them rest and recover from the pandemicDistil the intelligence gained so that we as an organisation can improve the working lives of staff and introduce a range of initiatives to support staff in 2021 and beyondDesign and manage a project of ‘Discovery’ about staff experiences during the pandemicReview surveillance data from recent surveys to draw out key health and wellbeing messagesEnsure members of key staff networks are engaged in the Discovery process, e.g, Black, Asian and minority ethnic network and Enfys networkConduct interviews with key front line staff from all sites and community and all staff groupsPull together a thematic analysis from the above to inform the response offeringEstablish a reference group to explore new ideas and help the development of the response offering	<ul style="list-style-type: none">Rest, Recovery and Recuperation for staff is prioritised and receives top level sponsorshipCultural messages coming through from the Discovery process are learned from and fed through into leadership and organisational focusA Staff Psychological Well Being Programme for the next 18 months to support emergence from the pandemicStaff feedback shows appreciation and improved engagement with the organisationA Staff Experience and Engagement Improvement Programme for next 12 monthsA Staff Benefits Optimisation programme for the next 12 monthsA programme for staff awards, awards events and motivational recognition for the next 18 months				OUTCOME
		KEY PHASE		BY WHOM	BY WHEN	
		1. Rest and Recovery Reference Group set up and tasked		Assistant Director of OD	April 2021	
		2. Discovery Phase designed and delivered including: <ul style="list-style-type: none">121 interviews with front line staffFocus groups with key staff forum and representativesStaff survey completedLine managers’ survey completed		Head of Research, Innovation and Improvement Hub	May 2021	
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Christine Davies, Assistant Director of Organisation Development</p> <p>Delivery Lead: Elin Brock, Head of RIIC (Discovery) Rob Blake, Head of Culture & Workforce Experience (RRR Plan implementation) Suzanne Tarrant, Head of Staff Psychological Wellbeing Services (SPWBS plan implementation) Sarah Jenkins, Head of People and Organisational Effectiveness</p> <p>Programme oversight through: WOD Senior Leadership Team</p> <p>Governance through: WOD Committee/PPPAC</p>	3. Thematic Analysis from interviews and surveys compiled into Discover Report for organisational learning and shared with key stakeholders		Head of Research, Innovation and Improvement Hub	June 2021	KEY DATES & DELIVERABLES
		4. A communication plan drawn up to disseminate learning and help staff understand what we heard		Head of Research, Innovation and Improvement Hub	July 2021	
		5. A Staff Psychological Well Being Programme to support staff emerging from the pandemic is produced		Head of Staff Psychological Well Being Service	Sept 2021	
		6. A Staff Benefits Optimisation programme for the next 12 months is produced		Head of Culture and Workforce Experience	July 2021	
		7. A Staff Experience and Engagement Improvement programme for the next 12 months is produced		Head of Culture and Workforce Experience	Sept 2021	
		8. A programme for staff awards, awards events and motivational recognition is produced		Head of Culture and Workforce Experience	July 2021	
		9. Key themes are established with the OD Relationship Managers team to bring messages and opportunities alive for staff		Head of People and Organisational Effectiveness	October 2021	
RISKS	Description		Likelihood	Impact	Score	Mitigating Actions
	Pressure to restart wider service provision impacts on plan implementation		High	Loss of trust and belief in the organisation		Executive level prioritisation of service
	Staff requirements and aspirations cannot be met due to financial constraints/tax benefit initiatives etc		Medium	Expectations raised and not met. Staff disengage, become de-motivated or leave		Realism about do-ability is played out in the Discovery process. Best ‘expert’ advice is sought to enable workable solutions
	Different committee/staff groups/services have different requirements to support staff rest and recovery		High	Staff feel ignored or		Local dialogue with service leads needs to be regular and meaningful

					not supported and become at risk of burnout and stress		re: what would work best for those staff in their circumstances
Communicate/ Collaborate	Who With			How		When	
	WOD Pillars of Excellence			WOD Leadership Forum		Bi-monthly	
	County and Health Board and Staff Side representatives			Relevant County and Health Board Partnership Forums		Bi-monthly	
	Triumvirate Leadership Teams/Professional Staff Group Leads/OD Relationship Managers			Progress updates per area as relevant		Quarterly	
OD Golden Thread/ Cultural Intention:	Recognition of staff contribution over and above is made a provision in place to allow recovery and healing so that engagement, motivation and future performance can be secured. Reputation of Hywel Dda as an employer of choice, true to values is enhanced.						
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY		HB WORKFORCE STRATEGY		OTHER

Planning Objective - 11											
Develop a plan by July 2021 to optimise the resources from internal/external charitable funds to impact positively on staff health and wellbeing.											
PROJECT SCOPE	<ul style="list-style-type: none">Develop a plan to optimise the resources from the internal/external NHS Charities funding streams to impact positively on staff health and wellbeingProject delivery plans are in place for action in relation to the 6 work programmes funded in the stage 3 bidA programme for Arts and Humanities to support staff and patient experiences is developed			<ul style="list-style-type: none">Work stream SRO leads in place for each of the 6 charitable projectsCommunication plan to engage staff is developedStaff feel the benefit from the investments being made					OUTCOME		
				KEY PHASE			BY WHOM		BY WHEN		KEY DATES & DELIVERABLES
							1. Senior responsible officers identified			Assistant Director of OD	
PROJECT GOVERNANCE Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Christine Davies, Assistant Director of Organisation Development Delivery Lead: Heads of Charities, specific SRO's Programme oversight through: WOD Senior Leadership Team Governance through: WOD Committee/PPAC Delivery through: Organisation Development Team Meetings			2. Project plans developed for each work stream			Head of Charities		July 2021			
			3. Arts and Humanities programme co-ordinator appointed			Head of Charities		June 2021			
			4. Arts and Humanities work stream priorities agreed via Reference Group			Head of Charities		Sept 2021			
			5. Funds being spent to focus on priority areas			Assistant Director of OD/Head of Charities		Sept 2021			
			6. Pulse feedback checks in place			Assistant Director of OD		Feb 2022			
			7. Year 2 funding adjusted to reflect staff feedback			Assistant Director of OD		April 2022			
RISKS	Description			Likelihood	Impact	Score	Mitigating Actions				
	Delivery of key projects is delayed			Low	Staff don't appreciate the benefits of the investments		Each work programme has a specific project plan and timeframe for delivery				
	An appropriate communications plan is not in place to promote benefits to staff			Medium	Opportunities for staff engagement are lost		Early discussions with comms team				
Communicate/Colaborate	Who With			How		When					
	Hywel Dda Charities Committee			Project Plan delivery update report		Twice annually					
	Partnership Forum			Update Quarterly		Bi-monthly					
OD Golden Thread/Cultural Intention:	Staff feel an increased sense of engagement with Hywel Dda, feel cared for and that health and wellbeing is a priority. They feel they have the permission to look after themselves										
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY		HB WORKFORCE STRATEGY		OTHER				

Planning Objective : 2D - 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

PROJECT SCOPE	<p>The Workforce Clinical Education Team changed significantly over recent years, recognising the shift from a nursing education focus, to considering the development across a broader range of clinical professions, including therapies. This has created a solid foundation as we transition into the future model of care including inter-professional clinical roles.</p>	<ul style="list-style-type: none">Greater collaboration between Workforce and Clinical Services, through designing and delivering interprofessional educationReduced duplication, creating greater opportunities for workforce across Health and Social CareOpportunities to develop an inter professional learning cultureGreater intelligence through improved data collection and usageSharing best practice and shaping the future healthcare provisionProviding assurance through formal processes to ensure governance in the design, scope of practice and educational requirements of new rolesGreater collaboration between Workforce Education and Development, providing support to create the education for our future clinical workforceIncreased opportunities to ‘Grow our Own Workforce through creation of career pathways, covering both registered and non-registered clinical roles.			OUTCOME			
	<p>In order to meet the changing healthcare needs of the population and our workforce, greater collaboration is needed between all clinical areas,</p>	KEY PHASE	BY WHOM	BY WHEN				
	<p>The objective of this plan in to create robust systems and processes with the that will support the transition to a new model of care for our population, whilst increasing communication, collaboration and governance between all clinical specialities.</p>	1. Recruitment of the Clinical Education Manager to support multi-professional clinical education with the Health Board, supporting the development of well planned, delivered and governed clinical education.	Head of Workforce Education and Development					
		2. Establish an Integrated Education Governance Group (IEGG) to maintain a strategic overview of the Health Boards’ workforce, education and development opportunities. As well as providing assurance, this group will enrich outcomes by sharing best practice, creating greater opportunities for collaboration and supporting the transition to interprofessional education. Membership will include representation from Workforce Education & Development, Organisational Development, Workforce Planning, Medical Education, Education Liaison Nurses, Resuscitation Team, Midwifery, Therapies, Health Science, Pharmacy, Mental Health, Learning Disabilities, Health & Safety, Safeguarding, Workforce Intelligence and union representation	Head of Workforce Education and Development					
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Amanda Glanville, Health of Workforce Education & Development Joint Delivery Lead: Workforce Development Manager and Future Workforce Manager</p> <p>Programme oversight through: Workforce Education & Development Project Plan</p> <p>Governance through: WF&OD Core Leadership Team</p> <p>Delivery through: Workforce Education & Development Team consisting of Head of Workforce Education & Development, Workforce Development Manager, Future Workforce Manager, Apprentice Academy Coordinator and the Future Workforce Coordinator. Contribution will also be sources from colleagues within Workforce & OD including OD Relationship Managers, Recruitment and Workforce Planning. Reliance will also be on educational partners, Careers Wales and third sector organisations</p>	3. Develop a clinical governance around the development of the new roles, creating a toolkit for managers. This include Job Description, educational framework, competencies and delegation framework.			KEY DATES & DELIVERABLES			
		4. Building on the progress of the holistic delivery model of clinical accredited qualifications for the non-registered workforce, create a plan to increase the delivery to include delivery of modules to encourage a multi-skilled workforce. This should also include development of new qualifications and joint delivery models to include primary and social care.						
		5. Following an extensive pilot of the Joint induction programme between Health and Social Care, produce a delivery plan that supports delivery of more advanced skills for CSW quality care closer to home, meeting the objectives of the Health Board and transformation of community care services.						
		6. Through the IEGG, agree data needed in order to support workforce education and development activities. This should include details of what we should record, how this could be recorded across all professions, providing access to the data in the fight format, at the right level.						
		7. Work with services/workforce planning to identify opportunities for career pathways that will support the development of our workforce to registration or advanced practice. Following identification, create a plan identifying timescales and possible educational partners. Each pathway identified will provide a project plan, along with identified stakeholders to drive progression.						
		8. Work with UWTSD, Therapies, HEIW to finalise the delivery of the Level 4 in Therapies. This should be ready to enable the development of the Band 4 Therapy Assistant Practitioners to provide the academic framework and scope of practice around the role.						
		9. Through the IEGG and networking, identify a suite of clinical education programmes that can support our clinical workforce. An example being delegation guidelines, which could strengthen interprofessional learning delivered by the Workforce Clinical Education Team						
		10. Recognising the compliance of the All Wales Career Framework and the detrimental impact Covid-19 has had on this data as a result of a new workforce. Create a plan which supports services to support the development of their teams.						
		11. Formalise the existing Clinical Assessor Network, along with a role descriptor and how this data can be captured at different levels.						
		12. Review of the current Eagle Panel, including membership, Chairperson, how this feeds into the Integrated Education Governance Group. This should be achieved by way of a task force to identify its current and future role						
		13. Identify a sustainable way to recognise, review and evaluate the development of our workforce. This should be considered interprofessionally, providing opportunities to celebrate milestones, success and contribution of our workforce.						
		COMMUNICATE/ COLLABORATE	Who With	How		When		
			Health Board Partnership Forum	Strategic updates as required		Bi-monthly		
Local Partnership Forum	Updates from working groups		Bi-monthly					
PPPAC	Update from People Group		Bi-monthly					
People Group	Update from Partnership Forum		Bi-monthly					
EAGLE	Through EAGLE Panel		Monthly					
IEGG	Updates from EAGLE		Bi-monthly					
Medical Group – Execs group????	Updates from IEGG							

RISKS	Description	Likelihood	Impact	Score	Mitigating Actions	
	Delays in recruiting a Clinical Education Manager					
Education & Development	Key enablers in bringing a new people culture to life Driving the strategy delivery on the ground of the 3 strategic objectives: <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services					
LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY	OTHER
	This a risk that...	staff within Hywel Dda do not have the space, time and support to develop the right skills to deliver what we need to do now and in the future.				
	This caused by...	gaps in the workforce created by demography (aging workforce), geography, lack of commissioned places from HEIW, inconsistent or poor systems and processes, lack of comprehensive clinical education programme, lack of accommodation and capacity to deliver training and development, suitable office space and inadequate career development framework.				
	This could lead to an impact/effect on...	Inability to recruit new staff, retain and develop current staff, inability to develop improved services for patients, poor work culture.				

Planning Objective : 2G - Construct a comprehensive workforce programme to encourage our local population into NHS careers aimed at improving the stability 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.

PROJECT SCOPE	<p>The pandemic has provided significant challenges to how the Health Board engages with the local population through schools, colleges, universities and training schemes due to the restrictions imposed. This has created the opportunity to reflect and modernise the future workforce offer, reaching a greater percentage of the population.</p> <p>Due to the complexity and scale of this objective, each key phase will support all future workforce programmes, or relate to one of the five main workstreams:</p> <ol style="list-style-type: none">1. Work experience offer2. Volunteering offer3. Apprentice Academy4. University research programme5. School engagement <p>These programmes will be managed simultaneously, focussing on the design and delivery of multiple future workforce programmes. The variety and complexity of workforce development programmes will positively impact the number of 16-25 year olds Not in Education Employment or Training (NEET), with a significant focus on creating equitable programmes to support the diverse needs of our future workforce and population.</p>	<ul style="list-style-type: none">• Lead the way in best practice on an ‘All Wales’ basis, in the development of the Health Boards future workforce offer.• Improved collaboration between educational partners and build organisational reputation.• Recognition within the sector and local partners in relation to delivering an exemplary workforce development programmes.• Opportunities for existing workforce to support the future workforce, learning from new ideas and ways of working.• Increased interest from young people and graduates as a result of school and university engagement, supporting the current challenges faced by an ageing demographics• An increased understanding of apprenticeships and growing apprenticeship opportunities will provide opportunities out local population, whilst overcoming skills shortages within the workforce• Tailor made and adaptive training packages, that support the recruitment process, to meet the Health Board’s and individual directorates objectives.• An increased pool of potential and future workforce, increasing employment accessibility within our communities.• An improved ability to identify and fill skills gaps, both within the current and future workforce.• UHB will become more known to be inclusive of everyone, considering and including a whole range of stakeholders in their planning thus ensuring a greater provision is available			OUTCOME
	KEY PHASE	BY WHOM	BY WHEN	KEY DATES & DELIVERABLES	
	1. Recruitment of the Workforce Development and Future Work teams, creating the capacity to design and deliver multiple workforce programmes, including a widening access role, ensuring equitable access to all	Head of Workforce Education and Development	30/07/21		
	2. Following amalgamation of the work experience and volunteering team, design an automated process to on-board our non-employed future workforce into the organisation, which will be done in collaboration with digital service specialists to improve the experience of the applicant.	Future Workforce Manager	20/08/21		
	3. Evidence based research - Identify sector leaders for work experience & volunteering programmes, from both local, national and international organisations, identifying best practice	Future Workforce Manager	30/07/21		
	4. Evidence based research - Identify sector leaders for school engagement from both local, national and international organisations, identifying best practice. This will inform the long-term offer, however current activities to support schools will continue.	Workforce Development Manager	30/07/21		
	5. Create a Task Force to identify work experience, volunteering and apprenticeship offers. This should include representatives from our youth population, learning disabilities and underrepresented, seldom heard and vulnerable groups. As advisors, collaboration should also include representatives from Recruitment, Career Wales, DWP, Training and educational providers, including pupil referral and specialist units.	Future Workforce Manager/Workforce Development Manager	30/08/21		
	6. Design the Future Workforce offer, which will include a minimum of: <ul style="list-style-type: none">• Work Experience (including a virtual offer)• New volunteering opportunities• Expansion of the Traineeship and Engagement Programme offer• Offering up to 30 placements on a Kickstart Programme, for 16-25 year and NEET• Expansion of our Destination NHS programme with Colleges• University Student Placements (not covered as part of commissioning process)	Future Workforce Manager	30/09/21		
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Amanda Glanville, Health of Workforce Education & Development Joint Delivery Lead: Workforce Development Manager and Future Workforce Manager</p> <p>Programme oversight through: Workforce Education & Development Project Plan</p> <p>Governance through: WF&OD Core Leadership Team</p> <p>Delivery through: Workforce Education & Development Team consisting of Head of Workforce Education & Development, Workforce Development Manager, Future Workforce Manager, Apprentice Academy Coordinator and the Future Workforce Coordinator. Contribution will also be sourced from colleagues within Workforce & OD including OD Relationship</p>	7. Using intelligence from previous engagement (Key Phase 4&5), engage with local schools to identify how the Health Board can promote careers in the NHS, including breaking down barriers to gender stereotypes and promoting diversity of roles within the NHS. This will explore opportunities including the world of work and Welsh Baccalaureate. Recognising that schools are moving to a new curriculum, through experienced based learning, engage with schools and identify how the Health Board can support this new model.	Future Workforce/ Workforce Development Manager		01/09/21
		8. Relaunch of the Future Workforce initiatives including rebranding, new logo and promotional materials, linking with Workforce Development opportunities for consistency.	Future Workforce Manager	30/10/21	
		9. Designing bespoke training packages to offer enhanced learning opportunities for work experience and Volunteering, which can also form part of the school engagement offer	Widening Access Officer	30/11/21	
		10. Create a Peer to Peer mentoring model for all Workforce Development including the possibility of accredited learning. This could provide development for the existing workforce, apprentices, volunteers and work experience. This will include quarterly ‘mentor meetings’, giving the opportunity for ‘reverse’ mentoring	Apprentice Academy coordinator	30/09/21	
		11. Co-create a Pilot University Research Programme with local university partners, supporting student learning relevant to their area of study. This will attract future graduates, recognising the development culture of the Health Board	Future Workforce Manager	01/07/21	
		12. Task & Finish group to inform new data collection requirements and reporting on all work experience, volunteering, apprenticeships and school engagement activities. This should consider the use of apprenticeship levy contribution as well as reporting data in terms of equality, welsh language and other reportable metrics.	Workforce Development Manager/ Education & Compliance Advisor	01/08/21	
		13. Evaluation to be carried out of current level of pastoral care and mentorship of Apprentices within the Health Board, evaluating the causes of attrition to increase retention. This should include a RAG rating of current apprentices, identifying where intense support is required.	Apprenticeship Academy Coordinator	01/09/21	
		14. Work with Local Authorities/Social Care to create a joint apprenticeship programme, supporting the transition to a social model for health. This should include placements in both Health and Social Care, including joint training opportunities.	Workforce Development Manager	01/09/22	
		15. Agree working methods of promoting apprentice opportunities with Workforce Planning, Relationship Managers and Recruitment, identifying new apprentice opportunities following introduction of new roles or vacancies.	Workforce Development Manager	01/09/21	
		16. Introduce inclusive apprenticeships to support individuals with learning difficulties or disabilities, creating appropriate pathways. In order to support this, work with Job	Workforce Development Manager	04/04/22	

	Managers, Recruitment and Workforce Planning. Reliance will also be on educational partners, Careers Wales and third sector organisations	Evaluation to consider the possibility of job carving, allowing individuals to reach their full potential.							
		17. Identify a strategy to promote apprenticeship opportunities within both clinical and corporate services, including marketing materials that can be used to outline fundamental principles of Career Pathway progression. This should also include delivery of presentations in senior meetings and management training, creating a vision of ‘growing the future workforce’.				Workforce Development Manager	01/10/21		
		18. Work with educational providers to identify new pathways to registered professional status. This could include both clinical and non-clinical roles, providing direct access to higher apprenticeship programmes where workforce planning dictates the need for an immediate workforce. Agreeing annual priorities in line with academic intakes				Workforce Development Manager	02/02/22		
COMMUNICATE/ COLLABORATE	Who With	How					When		
	Health Board Partnership Forum	Strategic updates as required					Bi-monthly		
	Local Partnership Forum	Updates from working groups					Bi-monthly		
	PPPAC	Update from People Group					Bi-monthly		
	People Group	Update from Partnership Forum					Bi-monthly		
	Recruitment	Co-creation of re-branding, marketing and promotion of school engagement opportunities					Monthly		
	Workforce planning team, Relationship Managers	Regular updates – Promoting offer of Work experience and Apprenticeship Programmes. This will allow to promote during interactions with services					When needed		
RISKS	Description	Likelihood	Impact	Score	Mitigating Actions				
	Resistance from Senior Managers to accept future workforce opportunities	High	Lack of progress to timeline and driving strategic cultural change		Promotion of success stories and creating of materials highlighting benefits				
	Insufficient funding available to develop future roles	Medium	Lack of progress to timeline and driving strategic cultural change		Recurring funding, Invest to Save Bid				
	Leaving people out of the planning process	Medium	Potentially losing key links/support with certain individuals/stakeholders		Significant focus on planning stages, allowing significant involvement of stakeholders and services				
	Changes in Welsh Government funding impacting opportunities available	Medium	Reduction in provision		Encouraging the use of multiple funding opportunities, reducing the impact of funded programmes				
Education & Development	Key enablers in bringing a new people culture to life Driving the strategy delivery on the ground of the 3 strategic objectives: <ul style="list-style-type: none">Putting People at the Heart of everything we doWorking together to be the best we canStriving to deliver and develop excellent services								
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	ALL WALES WORKFORCE STRATEGY	HB WORKFORCE STRATEGY		OTHER			

Planning Objective 2H					
By March 2022, construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning and offers teams and allows individuals the opportunity to access leadership development					
PROJECT SCOPE	<p>The objective will deliver a succession planning and talent management strategy to build leadership capacity and capability across all levels and professions from B7 to executive level</p> <p>This will be achieved by:</p> <p><u>Succession Planning and Talent Management (SP & TM)</u></p> <ul style="list-style-type: none">Development of the SP & TM FrameworkIntroduction of leadership talent pools - allowing for a healthy pipeline of leadersDevelopment of Talent Management and Leadership progression pathways supporting the HB’s goal of a diverse and inclusive leadership bodyDevelopment of robust leadership succession planning pathwaysActively championing, promoting and embedding effective leadership succession planning practices to assist with retaining talent within the workforceAttract, retain, develop and motivate high-performing leaders who meet the short, medium and long-term needs of the HB <p><u>Leadership Development</u></p> <ul style="list-style-type: none">The delivery of leadership development programmes (current and new)Delivering Leadership learning eventsCreating a Graduate Leadership FrameworkEnsuring leadership development opportunities are accessible for all staffPromotion of diversity and inclusion goals as part of strategy deliveryPromotion of reflective practice, time to think, sense making with organisation learning and sharing across the system <p><u>Coaching</u></p> <ul style="list-style-type: none">Growing our external and internal coaching network, promoting and encouraging coaching and mentoring to support and develop our leaders and staff across the HBEmbed a coaching style of leadership by providing learning sessions to our leaders B7 to executive levelCoaching to be an integral part of leadership development programmes	<ul style="list-style-type: none">Enhanced system and collective leadership capabilityAn improved culture of ‘demonstrated and visible’ compassionate leadershipAn increased understanding of leadership expectation with leaders leading their teams with trust, engagement and collaborationLeaders will role model behaviours aligned to HB values including, psychological safety, building and maintaining resilience and positive working relationships/networkingEnable talented leaders to be identified and nurtured at an early stage in their careerAttractive leadership career pathways within the HB to support recruitment and retentionIncreased number of internal coaches available to support our staff at all levelsReady access to coaching and mentoring for support and developmentThe emergence of a coaching style leadership leading to performance excellenceA leadership development function with an excellent reputation of high quality leadership development, trust, integrity and credibility			OUTCOME
		KEY PHASE	BY WHOM	COMPLETE BY WHEN	
		1. Research leadership best practice and incorporate findings / learning into current and future leadership programmes	Head of Organisation Leadership Development	October 21	
		2. Delivery of leadership development programmes <ul style="list-style-type: none">a. STAR Programme – Cohort 1STAR Programme – Cohort 2STAR Programme – Cohort 3STAR Programme – Cohort 4b. An SP and TM plan for nurse progression to supplement the STAR programmec. Senior Finance Team Development Programme<ul style="list-style-type: none">i. Phase 1ii. Phase 2d. Scheduled Care Programme<ul style="list-style-type: none">i. Phase 1ii. Phase 2 – paused due to Covide. Medical Leadership Forumf. New Consultant Programme commencing in July 21g. Board Reverse Mentoring commenced April 2021h. SAS Peer Mentoring commencing July 21	Head of Organisation Leadership Development	Completed 03.21 October 21 March 22 July 22 Dec 21 Complete 03.21 Nov 21 Complete Feb 20 Complete Dec 21 Quarterly July 22 November 21 Dec 21	
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lisa Gostling, Director of W&OD Strategic Lead: Christine Davies, Assistant Director of Organisation Development Delivery Lead: Catherine Rees, Head of Organisation Leadership Development</p> <p>Programme oversight through: WOD Senior Leadership Team</p> <p>Governance through: WOD Committee/PPAC</p> <p>Delivery through: Organisation Development Team Meetings</p>	3. Recruit new team and allow for training/embedding time	Head of Organisation Leadership Development	September 21	KEY DATES & DELIVERABLES
		4. Research best practice re; opportunities and approaches for SP & TM to develop and create the framework, linking in with HEIW i.e Tiers and priority focus	Head of Organisation Leadership Development	September 21	
		5. Scope knowledge and skills gaps for leaders and create programme packages to fill those gaps	Head of Organisation Leadership Development	February 22	
		6. Identify priority of all programme delivery according to need across the Health Board and begin strategy implementation	Head of Organisation Leadership Development	March 22	
		7. Internal Coaching Network <ul style="list-style-type: none">a. Cohort 1 Coaching Programmeb. Cohort 2 to commence in July 2021c. Cohort 3 to commence in September 2021	Head of Organisation Leadership Development	October 21 July 22 September 22	
		8. An adequate supply of capable leaders is available to meet leadership requirements from B7 to Executive level with key posts able to be filled	Head of Organisation	March 23	

				Leadership Development		
RISKS	Description		Likelihood	Impact	Score	Mitigating Actions
	Adequate supply of capability of individuals with leadership development experience and talent management experience		Low	Delay in framework implementation		Network and connections optimised through LinkedIn etc.
	Release difficulties in terms of service pressures to attend programmes, i.e. leadership development, SP & TM and coaching		Low-Medium	Delay in programme delivery, completion, understanding		Staff apply to attend programmes with manager ‘sign off’ in order to support full attendance agreed from outset
	Inadequate supply of leadership talent, capacity and capability to meet organisational and service requirements		Low-Medium	Delay in delivery of key strategic objectives in various parts of the Health Board		Close liaison with the W/F Planning centre of excellence to enable accurate understanding of future requirements. Regular dialogue with Head of people and Organisation Effectiveness to understand retention factors of leaders and talent across the service
Communicate / Collaborate	Who With		How		When	
	WOD Centres of Excellence		Workforce and OD Leadership Forum		Bi-monthly	
	Relevant Executive Leads and Programme Sponsors		One to One’s, Programme Management Meetings		Quarterly Progress Update	
	HEIW Leads for Succession & Leadership Development		Succession Planning Framework Meetings		Quarterly Meetings	
OD Golden Thread/ Cultural Intention: Teulu Jones	<ul style="list-style-type: none">• Creating the infrastructure for the leadership talent in the organisation to flourish and succeed leading to;<ul style="list-style-type: none">○ Improved performance○ better quality of services○ continuous learning○ a culture where our staff thrive at work					
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Remploy Wales Monthly Newsletter

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Thomas overcomes barriers to land hospital role

Thomas Lindsay, from Powys, was referred to the Work and Health Programme Job Entry: Targeted Support service in mid-October after he found himself out of work due to the pandemic. Thomas found it difficult to maintain a full-time position due to his health condition but with our support, he is back in work.

Suffering with sleep apnoea, a condition where your breathing stops and starts whilst sleeping Thomas, 32, found it difficult to maintain a full-time position because he didn't sleep well and was continually tired.

Although he is currently receiving support from his local hospital's sleep clinic, providing him with techniques to manage his sleep apnoea, Thomas also accessed the wellbeing section on Remploy's Employment Support Hub.

Supported by Carolynn Holifield, Recruitment Advisor, Thomas created a new CV and received development support with cover letters, employment skills and interview techniques.

Whilst Thomas' previous employment experience is in retail, he was keen to look at alternative sectors, preferably administration. He obtained two voluntary positions - with Advice Mid Wales and Bronglais Hospital in Aberystwyth - to improve his skills and gain experience.

Thomas successfully applied and interviewed for a Census Customer Service Assistant with Serco, which started in mid-February. He was then offered and accepted his new permanent administration position with Bronglais Hospital last month.

For more information on WHP JETS, click [**here**](#).