



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 April 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Workforce & OD 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 Gwybodaeth/For Information

**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 report aims to show where progress has already been made in delivering the objectives. Workforce & OD 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 all of these objectives to be delivered.

For each of the planning objectives a "Plan on a Page" has been drafted and will shortly be ratified. An example of the plan on a page is included as Appendix 1.

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

Asesiad / Assessment

Progress Against Planning Objectives to date:

P.O. Ref	Planning Objective	Progress
New Ref # Needed	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.	A Rest and Recovery Reference Group has been established and is chaired by Miss Maria Battle, HDdUHB Chair, to consider how best to support our staff as we emerge from the pandemic. To support this work, a Staff Discovery process has been established to undertake an

		<p>explorative piece of work that will capture the experiences of staff working during the pandemic and to understand what they have valued, how they have felt supported by the organisation and how they have supported each other.</p> <p>This work is scheduled over the forthcoming 6 weeks.</p>
New Ref # Needed	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>No progress to date.</p> <p>Senior responsible officers for the 6 programmes will be identified by the end of April 2021.</p>
1A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	No progress to date
1C	Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation's values should be at the heart of this programme	Initial discussions held with Pembrokeshire College and links established with Bluestone National Park and Hilton hotels to identify their approach to customer service.
1F	<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 the Health Board recruits new staff and provides induction; 2. all existing HR policies; 3. the way in which employee relation matters are managed and 4. equitable access to training and the Health Board's staff wellbeing services. <p>The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption</p>	No progress to date.
1G	Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to	Head of People and Organisational Effectiveness appointed and an advert is due 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.	go live imminently for Relationship Managers.
2D	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	No progress to date.
2G	By October 2021 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme	Apprenticeship Scheme for 2021 expanded to include Workforce & OD, Corporate Governance, Digital, Patient Experience.
2H	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.	No progress (outside current offering for leadership development).
2B	In relation to equality, diversity and inclusion, develop and implement a rolling programme of training to raise the awareness of all Health Board staff and, as part of the process:	No progress to date.

	<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>		
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Argymhelliad / Recommendation

This report is presented to the People, Planning & Performance Assurance Committee for information only at this stage.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1 Consider the implications for workforce planning arising from the development of HDdUHB's strategies and plans or those of its stakeholders and partners, including those arising from joint (sub) committees of the Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
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	10. Not Applicable

Gwybodaeth Ychwanegol:
Further Information:

Ar sail tystiolaeth: Evidence Base:	
Rhestr Termiau: 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:	Workforce & OD

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	Not applicable
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Planning Objective
 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 compliance • Agree 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																														
	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>		<table border="1"> <thead> <tr> <th>KEY PHASE</th> <th>BY WHOM</th> <th>BY WHEN</th> </tr> </thead> <tbody> <tr> <td>1. Recruit multi-skilled tutors to deliver generic learning to our current workforce, with experience of designing, delivering and evaluating blended learning packages</td> <td>Head of Workforce Education & Development</td> <td>20th April 2021</td> </tr> <tr> <td>2. Evidence based research - Identify sector leaders for customer service, from both local, national and international organisations, identifying best practice</td> <td>Learning & Development Manager</td> <td>30th June 2021</td> </tr> <tr> <td>3. Review current levels of customer satisfaction from patient feedback, identifying trends and areas of good/ practice to inform content</td> <td>Learning & Development Manager</td> <td>31st May 2021</td> </tr> <tr> <td>4. Agree content of programme, objectives through joint consultation</td> <td>Learning & Development Manager</td> <td>31st July 2021</td> </tr> <tr> <td>5. Identify competencies and methods to record & follow up mechanisms (ESR)</td> <td>Learning & Development Manager/ Head of Workforce Information</td> <td>31st July 2021</td> </tr> <tr> <td>6. Design a fully engaging customer service package, incorporating best practice, trends, case studies, values, importance of Welsh language and equality</td> <td>Learning & Development Manager</td> <td>30th September 2021</td> </tr> <tr> <td>7. Identify priority groups for roll out of Customer Service Programme</td> <td>Learning & Development Manager</td> <td>31st July 2021</td> </tr> <tr> <td>8. Deliver Customer Service Training programme pilot, including a full evaluation</td> <td>Learning & Development Manager</td> <td>31st October 2021</td> </tr> <tr> <td>9. Roll out customer service training to priority groups & incorporate into blended induction programme.</td> <td>Learning & Development Manager</td> <td>15th November 2021</td> </tr> </tbody> </table>			KEY PHASE	BY WHOM	BY WHEN	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/ Head of Workforce Information	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
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RISKS	Description		Likelihood	Impact	Score	Mitigating Actions																														
	Delays in recruitment timeline		Medium	Lack of progress to 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		Appointment of a Welsh speaking tutor to provide bilingual learning opportunities																															
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 do • Working together to be the best we can • Striving to deliver and develop excellent services 																																			