

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 August 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	PADR Implementation Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Lisa Gostling, Director of Workforce and 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

A review of Performance Appraisal Development Review (PADR) processes within HDdUHB was conducted by Internal Audit in May 2019 and the conclusion was provision of limited assurance and recommendations for further action made.

These actions were taken on board and a follow up review of PADR processes was conducted in May 2020 by Internal Audit with the conclusion of reasonable assurance made. This was signed off at the ARAC meeting on 27/05/20. A subsequent conversation between the Chair of ARAC and Chair of PPPAC confirmed that PADR follow up implementation actions from the internal audit report would be the responsibility of PPPAC and focus on the quality of PADR and the inconsistency of training for managers.

Cefndir / Background

From the internal audit into PADR processes conducted in May 2019, the following recommendations were made:

1. High priority:
Management should ensure all objectives recorded in employee PADRs are consistent with the Specific, Measurable, Achievable, Relevant, Time-based Goals (SMART) principle set out in the PADR policy.
2. Medium priority
Management should ensure managers and leaders across the organisation receive PADR training in order to help them undertake appraisals in line with HDdUHB expectation, thus increasing the quality of the reviews.
3. Medium priority
Management should undertake a periodic sample verification of PADR compliance figures to ensure accuracy of reported information.

In the follow up reviews of PADR processes (May 2020) published by Internal Audit, the following conclusions enabled a **Reasonable Assurance** assessment to be made:

1. All sampled wards and departments were recording PADR information solely in the Electronic Staff Record (ESR) system.
2. The introduction of the new PADR form had positively impacted on the quality of objectives and ensuring they meet the SMART principles set out in the HDdUHB policy.
3. The progress of some management actions ensuring the quality of PADR objectives meet the SMART principles and ensuring adequate PADR training is ongoing.

Asesiad / Assessment

Since the publication of these latest internal audit report findings, the organisation has been in the midst of its response to the COVID-19 pandemic. The Organisational Development (OD) team have been integral to this, for example, as part of the recruitment process and realignment of programme activities from physical to virtual where possible and developing the skill set to enable this.

Key actions taken to date to enable the perception and conversation around the value of PADRs have included the following:

1. Direct messages through the management network to key leaders and managers about the importance of PADR conversations in these turbulent times.
2. Global messages to staff indicating how PADR conversations can support their personal resilience and psychological wellbeing.

Further work is underway to prioritise the areas with low compliance and large staff numbers to provide a 'bespoke' intervention to develop implementation plans in these areas. This is work in progress and will need to be phased, mindful of the specific challenges of the pandemic and impact on service areas

Also, whereby PADR training provision has previously been restricted to 'on-line guidance' and/or physical attendance at a training session (provision of which has been limited due to OD staff availability), actions are now being taken to develop a virtual PADR training session for managers. This virtual platform will be available from mid-September 2020.

Access to learning should therefore be available to all at the point of need and this step will increase the capacity for 'just in time learning' and should help to build confidence and skills in the PADR process and value.

Re-positioning PADR processes as part of our ongoing cultural change programme and creation of healthy working relationships will form part of the OD and Leadership agenda as we move into 2021 and beyond.

Argymhelliad / Recommendation

This report is presented to provide assurance to PPPAC that progress to support PADR quality and training is being made.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.3 Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of HDdUHB's activities.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	To be confirmed
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Living and working well.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19	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:	Internal Audit Report
Rhestr Termau: Glossary of Terms:	Included in 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 Bronze Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	NA

Ansawdd / Gofal Claf: Quality / Patient Care:	NA
Gweithlu: Workforce:	Improved wellbeing
Risg: Risk:	NA
Cyfreithiol: Legal:	NA
Enw Da: Reputational:	NA
Gyfrinachedd: Privacy:	NA
Cydraddoldeb: Equality:	NA