

Item: 14

Title: Skills framework & learning and development programme

| | |
|--------------------------------------|---|
| Gweithredu / Action required | To note |
| Amseru / Timing | not urgent |
| Argymhelliad / Recommendation | N/A update for information |
| Risg / Risk | <p>The paper is linked to the following corporate risks:</p> <p>People and skills - unable to acquire or retain expertise and skills mix in key areas, leading to an inability to carry out some functions. Former CHC workforce and new starters need time to adapt to new ways of working which may impact efficiency and delivery.</p> <p>National approach - unable to embed a national approach, leading to a lack of understanding, poorly designed systems, and inefficiencies in systems.</p> <p>Public and stakeholder expectations - public expectations regarding quality of service cannot be met, leading to reputational impact - criticism, gaps in service and lack of confidence and the need for further change.</p> <p>It also aligns with Risk Appetite RA8 – an eager appetite to helping our people do things differently and better.</p> |
| Cyllid / Finance | Initial enquiries have indicated a total cost of around £76k, although it must be noted that a definite cost cannot be determined until several quotes have been received and evaluated as part of the formal tender process. This cost can be met from within the allocated learning and development budget. |

| | |
|---|--|
| | A Board decision was required in order to progress this work. The Board took this decision out of committee in November 2023 to run a tender exercise. |
| Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective | Priority 06: Develop our people, attract new people and support their involvement in our work. |
| Cydraddoldeb, amrywiaeth a chynhwysiant / Equity, diversity and inclusion | N/A at this stage. |
| Cyfathrebu / Communications | Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input type="checkbox"/> External: our organisation's reputation <input type="checkbox"/> |
| Cymeradwyaeth / Approval/Clearance | Chief Executive |
| Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions | This has been discussed and updates provided at previous Tîm Arwain and Board meetings. |
| Awdur/ Cyflwyno / Author/presenting | Christopher Davies – Director of People and Organisational Development Angela Mutlow – Strategic Director of Operations and Corporate Services |
| Dyddiad / Date | 2 January 2024 |
| Cefndir / Background | |
| Approval was sought and obtained from Board in November (out of committee) to run a formal tender exercise to address identified skills and knowledge gaps caused by the extended remit of Llais (to include social care as well as health) and the large-scale recruitment of new staff to the organisation since inception. | |

As part of this, we need a core learning programme focusing on building our awareness and understanding of the social care sector in Wales, and our confidence and competence to work in different ways to reflect the needs of people and communities who need care and support in this sector. The learning programme will also be rolled out to our volunteers. The programme includes:

- general social care awareness
- core values of the social care sector
- safeguarding
- supporting clients with a range of needs and conditions
- ensuring equity, and
- complaints handling.

The learning will be delivered as a hybrid model with both virtual and face to face sessions. Investing in our people development is vital as an effective attraction and retention tool and is in line with desire to attract retain and develop our people to deliver the best services for people living in Wales.

Manylion / Detail

So that we were able to start delivering this key learning programme in 2023-2024, we moved forward with procuring the volunteer focused programme. The volunteer learning programme has been awarded as part of a 'multi quote' process, facilitated by NHS Wales Shared Services Partnership, to Practice Solutions Ltd.

The learning programme will start in January 2024 and will end by the end of March 2024. The second phase relating specifically to our staff, will now be subject to a separate tender process, again facilitated by NHS Wales Shared Services Partnership. A revised specification, including technical questions and scoring requirements has been prepared and submitted to the procurement team. The tender process is underway and the contract will be awarded by late January/ early February 2024. The learning programme will run over an eighteen-month period.

To drive the development of a learning and development strategy and programme that supports our emerging strategy and plans, we have engaged the services of a temporary learning and development programme lead (until March 2024). The initial focus of her work incorporates a review and redesign of our knowledge, skills and behaviours framework, learning & development programmes, induction and onboarding arrangements, and personal performance appraisal system.

We are integrating our focus on well-being into all these arrangements as part of an enhanced workforce assistance and well-being programme.