

**Item: 12**

**Title: Workforce update**

<b>Gweithredu / Action required</b>	For information
<b>Amseru / Timing</b>	Routine
<b>Argymhelliad / Recommendation</b>	That the Board notes the contents of this report.
<b>Risg / Risk</b>	<p><b>CR1 – People and skills</b> – ensuring that we retain and acquire the skills mix in key areas to ensure we deliver the best services.</p> <p>It also aligns with <b>Risk Appetite RA8</b> – an eager appetite to helping our people do things differently and better.</p>
<b>Cyllid / Finance</b>	Budgeted new/replacement vacant roles and learning and development opportunities for our people
<b>Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective</b>	<p>WBS 2023 -2024:</p> <p>P7 - Be a well-run, trusted and ambitious organisation.</p> <p>P6 - Develop our people, attract new people and support their involvement in our work.</p> <p>P3 - Make it easy to connect with you and our partners, by being accessible and inclusive.</p> <p>Strategy 2024-2027 - Priority 05. Evolve as an organisation to become a mature, well-run, trusted and ambitious organisation.</p>
<b>Cydraddoldeb / Equality</b>	N/A for information only
<b>Cyfathrebu / Communications</b>	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p><b>Internal:</b> our people <input checked="" type="checkbox"/></p> <p><b>External:</b> our customers/partners/stakeholders <input type="checkbox"/></p> <p><b>External:</b> our organisation’s reputation <input type="checkbox"/></p>
<b>Cymeradwyaeth / Approval/Clearance</b>	Strategic Director of Operations and Corporate Services
<b>Trafodaethau/ Penderfyniadau</b>	

<b>Blaenorol / Previous discussions/decisions</b>	
<b>Awdur/ Cyflwyno / Author/presenting</b>	Angela Mutlow - Strategic Director of Operations and Corporate Services
<b>Dyddiad / Date</b>	5 April 2024

**Cefndir / Background**

This report is for information to update Board on the progress key workforce matters. This includes recruitment, learning and development, skills and behaviours framework, organisational development activity and the Voluntary Early Release Scheme.

**Manylion / Detail**

**Starters and leavers**

Since 1 April 2024 we have successfully recruited and started in post 30 new colleagues in the following diverse roles:

- Administrative Assistant x 2
- Administrative Support Officer x 5
- Advocacy Support Officer x 6
- Communications Manager x 1
- Complaints Advocate x 8
- Deputy Regional Director x 1
- Digital Infrastructure Manager x 1
- Director of People and Organisational Development x 1
- E-Communications Officer x 1
- Finance Manager x 1
- Head of Insights and Engagement x 1
- Strategic Director of Organisational Strategy and Engagement x 1
- Personal Assistant x 1.

This figure does not include internal transfers and/or promotions, but clearly shows the high number of new employees into our organisation, with associated resource implications for the workforce team and appointing managers to arrange and carry out the recruitment, appointment and onboarding work required for safe recruitment.

During the same period, there were 15 leavers. The following reasons for leaving the organisation are set out below, where this has been recorded. It should be noted that not all leavers participate in exit interviews, complete a leaver form or give a reason for leaving. They are not obliged to do so:

Death in service x1  
New role/promotion x2  
Not stated x4  
Retirement x3  
Voluntary Early Release Scheme x5.

### **Current recruitment activity**

#### **Jobs at appointment stage**

- Administrative Assistant (Cwm Taf Morgannwg) – start date April 8, 2024

#### **Pre-employment checks**

- Communications Manager (National Team)
- Strategic Director of Operations & Corporate Services (National Team)
- Director of Governance and Finance (National Team)
- Administrative Support Officer (National Team)
- Complaints Advocate – (Cardiff and the Vale of Glamorgan)
- Regional Director - (Gwent)

#### **Jobs at shortlisting stage**

- Advocacy Support Officer - (Cardiff and the Vale of Glamorgan), Closing date April 8, 2024
- Complaints Advocate – (North Wales), Closing date April 5, 2024

#### **Jobs at interview stage:**

- CRM Manager – (National Team), interviews are taking place on 3 May 2024.
- Regional Director - (Cardiff and the Vale of Glamorgan), interviews are taking place on 29 April 2024.

#### **Jobs at live advert stage:**

- Administrative Support Officer - (West Wales)

## **Jobs awaiting advertising**

- Administrative Support – (West Wales), awaiting confirmation details.
- Deputy Regional Director (part time) – (Neath Port Talbot & Swansea)

## **Jobs awaiting evaluation**

- Insights and Engagement Officer
- Board Secretary.

Currently, the job evaluation process is delivered by NHS Wales Shared Services Partnership. A review is underway within that service, and this has resulted in limitations in the availability of panels. This has impacted on recruitment timetables.

We are currently exploring the options around upskilling Llais staff to be able to participate in the job matching with NHS Wales Shared Services Partnership and, in the longer term, to be able to participate/undertake our own evaluations. This approach would require accredited training for staff in job matching, evaluation and consistency checking as well as a licence to use the NHS Job Evaluation scheme.

## **Learning and development**

### Social Care training

The roll out of the programme of social care awareness training for volunteers has now concluded. Feedback from participants has been very positive.

The tender process hosted by NHS Wales Shared Services Partnership Procurement in relation to the training contract for Social Care Awareness training for staff has recently closed. 3 providers have tendered to deliver this training for us, and we expect to award the contract in April 2024.

### Skills framework

Progress with the development of a staff skills framework has reached testing stage. All staff will be invited to conduct a skills matrix self-assessment exercise within the next few weeks, followed by one to one discussions with line managers. This activity will inform final proposals for consultation with the trade unions and consideration by the Board. The information from this exercise will also inform our learning and development programme and plans for 2024-2025.

### Behaviours framework

Progress has continued with the development of our new behaviours framework. An outline framework has been discussed with staff at a recent all Wales staff event. Feedback from our people will inform a final draft framework for discussion with the Board.

### Building effective teams and working together as a single organisation

We commissioned external organisational development support to undertake group coaching sessions to each region and the National team. The purpose of the sessions was to explore and understand whether teams are working effectively, identify any challenges that need addressing positively, and help to further develop our approach to working regionally within a national framework.

The sessions identified some key themes:

#### Strengths

- Passionate, committed and proud workforce who care about the work that we do and the people we work with
- Understanding of a common purpose
- Positive 'can do' attitude to learning and improvement
- Our employees value openness and transparency
- Recognition and appreciation of the complementary skills of colleagues
- Appreciation of the value of colleagues and the importance of positive morale and team spirit.

The sessions also identified the following opportunities for further development:

- Communication – specifically around team meetings, a need to build in some 'fun'
- Collaboration across regions
- Better alignment of priorities for teams and individuals
- Ensuring staff feel included and involved in communication
- Make policies, practices and systems working better for people

Unfortunately, we were unable to arrange the session with the national team before the end of the last financial year. This session is currently being arranged. Once completed, the identified actions will form part of our organisational development programme.

### Voluntary Early Release Scheme

Following the adoption and opening of the Voluntary Early Release Scheme, 5 business cases were successfully approved for release, following the Board's consideration and acceptance of the advice of a panel set up to consider submitted business cases.

Timescales were challenging. Following approval of the business cases, and as part of the scheme conditions employees were required to seek independent legal advice and return their settlement agreements along with a certificate of having obtained legal advice from a solicitor.

All post holders returned the completed paperwork by 31 March 2024 and have now left the organisation. The scheme has now closed.