Review of Workforce Planning Arrangements – Digital Health and Care Wales

Contents

Summary report

Introduction

1   An effectively planned workforce is fundamental to providing good quality care services. The NHS employs a range of clinical and non-clinical staff who deliver services across primary, secondary and community care, representing one of the largest NHS investments. Over the years, there have been well-documented concerns about the sustainability of the NHS workforce, and workforce challenges are routinely highlighted to us in our audit reviews and ongoing engagement with health bodies. Despite an overall increase in NHS workers, these concerns remain. The workforce gaps are particularly acute for certain professions such GPs, nurses, radiologists, paediatricians, ophthalmologists (A Picture of Healthcare (2021)) but also for digital professionals. In nursing alone, the Royal College of Nursing Wales reported 2,900 vacancies in their 2022 Nursing in Numbers analysis. In addition, the social-care sector, which is complementary to the health sector, is also facing its own workforce issues. These challenges have been exacerbated by the pandemic as the health sector looks to recover services.

2   Given the current challenges, robust and innovative workforce planning is more important than ever. Effective workforce planning ensures that both current and future services have the workforce needed to deliver anticipated levels of service effectively and safely. National and local workforce plans need to anticipate service demand and staffing levels over the short, medium, and long term. But there are a range of complex factors which impact on planning assumptions, these include:

- workforce age profile, retirement, and pension taxation issues;
- shifts in attitudes towards full and part time working;
- developing home grown talent and the ability to attract talent from outside the country into Wales; and
- service transformation which can change roles and result in increasing specialisation of roles.

3   Established in April 2021, Digital Health and Care Wales (DHCW) is a relatively new NHS body which leads on and supports digital transformation across NHS Wales with a view to improving the way health and care services are delivered. The Board approved DHCW's 2022-25 People and Organisational Development Strategy (the People and OD Strategy) in September 2022.

4   The key focus of our review has been on whether DHCW's approach to workforce planning is helping it to effectively address current and future NHS workforce challenges. Specifically, we looked at their strategic approach to workforce planning, operational action to manage current and future challenges, and monitoring and oversight arrangements. Operational workforce management arrangements, such as operational deployment of agency staffing, fall outside the scope of this review.

5   The methods we used to deliver our work are summarised in **Appendix 1**.

Key findings

7   Overall, we found that **DHCW is improving its strategic approach to workforce planning and is taking steps to manage current workforce challenges, but there is scope to increase focus on the longer term and improve arrangements for monitoring and oversight to ensure that actions are having the desired impact**.

Key workforce planning challenges

8   At the time of writing this report, the key workforce challenge at DHCW related to filling current and future vacancies for digital professionals, in a highly competitive commercial market. DHCW has indicated that demand for digital professionals is expected to continue to grow significantly over the next decade. Since its establishment, DHCW's workforce has grown by around 25% to just under 1,100 full-time equivalent staff in March 2023 (**Exhibit 6**). Although to date it has kept agency costs to a minimum (**Exhibit 8**), these may increase if the organisation's establishment continues to grow at a level that it has in the past. Compared to other NHS bodies, the organisation has relatively low turnover and vacancy rates (**Exhibits 9 and 10**).

Strategic approach to workforce planning

9   **DHCW is improving its strategic approach to workforce planning, but it needs an implementation plan to guide delivery and a greater focus on addressing future risks**.

10   The People and OD Strategy, focuses on the short to medium term, and whilst DHCW is taking steps to improve strategic workforce planning it needs a greater focus on longer-term workforce risks. At present though, the organisation does not yet have an implementation plan to deliver the strategy. The organisation is taking positive steps to better understand its current and future workforce demands and is improving workforce intelligence through the development of directorate level workforce plans. There is a commitment to engaging with internal and external stakeholders to help address current and future workforce challenges.

Operational action to manage workforce challenges

11   **DHCW is effectively managing its workforce challenges and current risks, but it will need to keep its resources to support workforce planning under review**.

12   In the short term, DHCW has a reasonable level of resources to support workforce planning, but it will need to keep this under review as the organisation continues to grow and change. The organisation understands and actively manages its workforce risks with mitigating actions that are helping to reduce the level of workforce risk. Developing directorate level workforce plans and improving workforce data has the potential to highlight new workforce risks. This will need to be kept under review as directorate plans evolve. DHCW is actively and

appropriately managing its current workforce challenges through a range of recruitment, retention, and workforce development activities.

Monitoring and oversight of workforce plan/strategy delivery

13 **Whilst the Board maintains reasonable oversight of workforce matters, there needs to be stronger focus on the extent to which actions taken are having an impact**.

14 The Board has reasonable oversight of the People and OD Strategy, receiving a year-one update in September 2023. It also has oversight over a limited number of workforce performance metrics through its Integrated Organisational Performance Report and workforce performance information. However, there are opportunities to improve workforce metrics, People and OD Strategy update reports, and have a greater focus on impact.

Recommendations

15 **Exhibit 1** details the recommendations arising from this audit. These include our assessment of priority. DHCW's response to our recommendations is summarised in **Appendix 3**.

Exhibit 1: recommendations

Recommendations
Implementation plan
R1   Whilst the People and OD Strategy includes high-level actions and measures, the organisation should develop a detailed implementation plan to help monitor the strategy's delivery. The implementation plan should include milestones, impact measures, targets and a responsible lead for each action or priority **(high priority)**.
Managing risk
R2   DHCW is developing directorate level workforce plans and improving workforce data, which has the potential to highlight new workforce risks. The organisation should review the information in its corporate and strategic risk registers using fresh insight from the workforce plans to both identify potential new risks and required additional sources of assurance **(high priority)**.

Recommendations

Performance monitoring

R3   We found that the Board receives regular, but limited, workforce performance information in the Integrated Organisational Performance Report. DHCW is improving the basis of its workforce information. As workforce data improves, the organisation should review the workforce metrics presented to the Board with a view to expanding them, including narrative about actions to address underperformance and the impact of evolving workforce changes on service delivery **(high priority)**.

Oversight of the People and OD Strategy

R4   In September 2023, the Board received a one-year progress report on the People and OD strategy's delivery; whilst positive, the narrative format of the report makes it difficult to gauge exact progress and the impact of actions. At least twice a year, the Board should receive an update on the People and OD Strategy's progress against the actions set out in the strategy, and once developed, against the implementation plan including key metrics **(high priority)**.

Detailed report

Our findings

16   The following three tables set out the areas that we have reviewed and our findings. These focus on:

- the health body's approach to strategic workforce planning (**Exhibit 2**);
- operational action to manage workforce challenges (**Exhibit 3**); and
- monitoring and oversight of workforce plan/strategy delivery (**Exhibit 4**).

Exhibit 2: strategic approach to workforce planning

This section focusses on the health body's approach to strategic planning. Overall, we found that **DHCW is improving its strategic approach to workforce planning, but it needs an implementation plan to guide delivery and a greater focus on addressing future risks**.

What we looked at	What we found
We considered whether DHCW's workforce strategy or plans are likely to address the current and future workforce risks. We expected to see a workforce strategy or plan which: - identifies current and future workforce challenges; - has a clear vision and objectives; - is aligned to the organisation's strategic objectives and wider organisational plans;	We found that **whilst focused on the short to medium term, DHCW is taking steps to improve strategic workforce planning, but the organisation needs a detailed implementation plan to support strategy delivery**. DHCW's three-year People and OD Strategy (2022-25) sets out its vision to be 'a great place to work where our people are fully engaged, high performing and embody our values and behaviours'. To help achieve its vision, the People and OD strategy focuses on six themes, these being: extraordinary leadership, great organisation to work, strategic workforce planning, grow your own, wellbeing and engagement, and new ways of working. Given the age of the organisation, its remit and current workforce challenges, these six areas of focus seem logical. The People and OD Strategy appropriately supports the ambitions set out in the national Workforce Strategy for Health and Social Care, National NHS Workforce Implementation Plan, and aligns to relevant legislation, such as the Well-being of Future Generations (Wales) Act 2015 and Welsh-

What we looked at	What we found
• is aligned to relevant national plans, policies, and legislation, including the national workforce strategy for health and social care; and • is supported by a clear implementation plan.	language standards. As a national body, it also sets out its wider strategic workforce planning intentions[1]. The People and OD Strategy aligns to DHCW's Integrated Medium Term Plan (IMTP). As an enabler, the People and OD Strategy aims to help the organisation deliver its strategic mission to be a 'trusted strategic partner and a high quality, inclusive, and ambitious organisation'. The People and OD Strategy includes high-level actions outlining how the organisation will deliver its workforce priorities. While the organisation has high-level workforce measures, there is no implementation plan to deliver them. DHCW should develop an implementation plan to help monitor the strategy's delivery, the plan should include milestones, impact measures, targets and a responsible lead for each action or priority (**Recommendation 1**).
We considered whether DHCW has a good understanding of current and future service demands. We expected to see: • use of reliable workforce information to determine workforce need and risk in the short and longer term; and • action to improve workforce data quality and address any information gaps.	We found that **DHCW is taking positive steps towards a greater understanding of both its current and future workforce demands and improving workforce data**. DHCW collates and analyses workforce information, but its approaches are not yet fully mature. It has established basic workforce information, for example, its establishment, turnover, sickness, and appraisal rates. But there is a need for more sophisticated workforce scenario planning and gap analysis to better predict future workforce need. At the time of our review, the organisation was starting to improve its workforce information using directorate and service level analysis to inform service workforce planning. The information collated included a baseline check on who works within each directorate, verifying requirement need against agreed establishment.

[1] For example, collaborating with the digital profession to develop national plans aligned to the National Digital Strategy and the UK Government's Digital, Data and Technology (DDaT) Profession Capability Framework.

What we looked at	What we found
	It also benchmarked roles against the Digital, Data and Technology (DDaT) skills framework, identified skills gaps, and training and resource requirements. It is too early to judge the quality of the additional data captured, but the organisation is starting to report this new data highlighting how future demands and trends will potentially impact and shape the workforce in terms of capability.
	Taken together, we understand that this work will also allow the People and OD team to verify current funded establishment and take an increasing role in establishment control alongside the Finance Team, as it is currently a gap in the process.

What we looked at	What we found
We considered whether DHCW is working with partners to help resolve current and anticipated future workforce challenges. We expected to see: • effective and timely engagement and working with key internal and external stakeholders to tackle current and future workforce issues; and • shared solutions identified with key stakeholders to help address workforce challenges.	We found that **DHCW is committed to engaging with internal and external stakeholders to help address current and future workforce challenges**. DHCW shows a clear commitment to engaging with internal and external stakeholders. To guide its activities and ensure a sustained focus, the organisation has recently drafted a communications strategy. Internally, the People and OD Strategy was well informed by engagement with staff, for example, through a senior leadership event, working with the Local Partnership Forum and feedback received through the annual staff survey. The People and OD Team is engaging with directorates to develop service level workforce plans and improve workforce data, which will inform future versions of the People and OD Strategy. This process includes directorate engagement, completing a standardised template, and analysing and verifying the submitted data. More broadly, the organisation routinely consults with Trade Union partners through its Local Partnership Forum, which is important to understand the challenges that staff face. Staff survey results also show positive internal working relationships, although there appears to be further work to do around embedding organisational values. DHCW has a reasonably good understanding of the needs, challenges, and ambitions of key stakeholders, and rightly recognises the need to continue to strengthen this including for the longer term. The organisation is working with its partners to address digital, and technology-enabled workforce requirements. For example, working with the Welsh Government and universities to promote NHS digital career opportunities within DHCW and more broadly for the NHS. This includes looking to address current and anticipated digital workforce needs through the Wales Institute of Digital Information (WIDI) partnership[2], by offering work experience and placements, supporting the development of digital courses which, in turn, support new clinical service models. DHCW also works with HEIW, but less so than other health bodies, owing to HEIW's focus on clinical professional roles. Nevertheless, DHCW does participate in relevant programmes offered by HEIW such as its leadership programmes.

Exhibit 3: operational action to manage workforce challenges

This section focusses on the actions the health body is taking to manage workforce challenges. Overall, we found that **DHCW is effectively managing its workforce challenges and current risks, but it will need to keep its resources to support workforce planning under review**.

What we looked at	What we found
We considered whether DHCW has identified sufficient resources to support workforce planning over the short, medium, and long term. We expected to see: • clear roles and responsibilities for workforce planning; • appropriately skilled staff to ensure robust workforce planning; • sufficient workforce capacity across the organisation to plan and deliver the workforce strategy or plan; and • sufficient financial resources to deliver the workforce strategy or plan.	We found that **DHCW is sufficiently resourced to support workforce planning in the short term, but it will need to keep this under review as the organisation continues to grow and change**. Corporately, roles and responsibilities for workforce planning are clear and with skilled staff to support workforce planning. DHCW is starting to use these skills more extensively, as the organisation develops its directorate level workforce plans. Service leads have access to workforce planning training, for example, HEIW's introduction to workforce planning based on the six-step model[3], which seems well attended. Led by the Executive Director of People and OD, the 23-strong People and OD Team has leads supporting various aspects of operational and strategic workforce planning, for example, organisational development, culture, engagement, recruitment, and data analysis. There is also a small team of business partners who routinely engage with directorates. DHCW is a growing organisation and as such the demands on the team will continue to increase. We are also aware that DHCW is developing a new operating and business delivery model, which will require significant input from the People and OD Team. DHCW will need to keep the team's capacity under review and adapt its resource and workforce plans, as necessary.

[2] Wales Institute of Digital Information (WIDI) is a partnership between Digital Health and Care Wales, University of Wales Trinity Saint David Group, and the University of South Wales.

[3] Health Education and Improvement Wales has developed a workforce planning toolkit based on the following six steps: 1. Define your plan, 2. Map the service change, 3. Define the workforce, 4. Workforce supply, 5. Define actions required, 6 Implement and monitor.

What we looked at	What we found
	DHCW's workforce plan is costed as part of its annual IMTP development process. In the short term this has proven affordable, with DHCW reporting financial balance at the end of 2022-23, although this was in part due to unfilled vacancies. The organisation reported that short-term or temporary funding, such as for the recruitment team and for projects (including staff) funded through the Digital Priorities Investment Fund (DPIF), does not allow for longer-term, sustainable workforce planning. The work the organisation is progressing to further develop directorate workforce plans and improve workforce information should help the organisation better understand its workforce and plan sustainable services, by creating opportunities for joined-up finance and workforce plans.
We considered whether DHCW has a good understanding of the short and longer-term risks that might prevent it from delivering its workforce strategy or plan. We expected to see: • a good understanding of the barriers that might prevent delivery of the workforce strategy or plan; • plans to mitigate risks which may prevent the organisation from achieving its workforce ambitions; and • clearly documented workforce risks that are managed at the appropriate level.	We found that **DHCW understands, actively manages, and mitigates workforce risks**. **As the organisation develops its directorate workforce plans, it may identify new workforce risks and it will need to ensure these are effectively captured and managed**. DHCW understands the risks that might prevent it from delivering its workforce ambitions. These relate to recruiting skilled staff in a commercially competitive environment. Whilst joiners continue to exceed leavers, the organisation still holds several vacancies. The organisation is also not immune to the wider financial challenges facing the NHS in Wales. The organisation appropriately identifies and manages its strategic and corporate workforce risks through the Board Assurance Framework and its corporate risk management. As of July 2023, the corporate risk register held one workforce risk related to recruitment issues. The risk, which is scrutinised by the Audit and Assurance Committee and Local Partnership Forum, is actively managed and kept under review. It recently downgraded the risk score of 16 to 12, demonstrating that the mitigating actions that the organisation is taking are making a difference. As the organisation continues to develop its directorate workforce plans, it will have a clearer understanding of current workforce capacity and challenges and, as a result, may identify new workforce risks that it needs to manage (**Recommendation 2**).

What we looked at	What we found
We considered whether DHCW is effectively addressing its current workforce challenges. We expected to see: • effective reporting and management of staff vacancies; • action to improve staff retention; • efficient recruitment practices; and • evidence that the organisation is modernising its workforce to help meet current and future needs.	We found that **the organisation is taking positive steps to manage its current workforce challenges, through recruitment, retention, and development activities**. As explored above, the ability to manage vacancies is DHCW's main corporate workforce risk. As at March 2022, DHCW's vacancies accounted for 7% of its total establishment (**Exhibit 10**). While this is lower than other health bodies in Wales, the organisation needs to ensure it manages vacancy levels effectively. DHCW faces a competitive environment where digital skills are in need and the private sector can often pay more. In response, the organisation is taking positive action to manage its vacancies, for example, by working with local universities to promote career options through the WIDI partnership, attending recruitment fairs and recruitment campaigns. In addition, the directorate level workforce plans will ensure the organisation has good-quality vacancy data. The organisation spends little on agency staff (**Exhibit 7**) and has efficient and timely recruitment processes. At the time of our review, DHCW had recently set up the Strategic Resourcing Group. Chaired by the Director of People and OD, and meeting monthly, the group oversees the organisation's resourcing. For example, resource requirements, options, activity, and risks. But it is too early to judge the effectiveness of this group. Staff wellbeing is an important aspect of ensuring the organisation retains its staff. DHCW has one of the lowest sickness rates compared to other health bodies in Wales (**Exhibit 11**) and is meeting the Welsh Government target for sickness. The organisation is also investing in its staff by developing them for more senior roles. In 2022-23, DHCW's staff turnover (updated figure provided via ESR towards the end of the study) was 8.1% (**Exhibit 9**); whilst low compared to other health bodies the organisation has set itself an ambitions target of 7.5% or below at that time. It is unclear why most staff leave, as the reasons are either undisclosed or classified as 'other'. But where known, 22% leave because of promotion within the NHS and 12% for a better salary. Once developed, the directorate workforce plans should help highlight and address 'hotspots' where turnover is high. Since the pandemic, like other organisations, DHCW has adopted a hybrid working pattern. To support this new way of working, the organisation has developed and implemented a Hybrid Working Policy and toolkit for staff and managers. Staff surveys indicate that staff appreciate hybrid

What we looked at	What we found
	working and would be reluctant to return to full-time office working. Given DHCW's recruitment challenges, hybrid working is a benefit allowing the organisation to recruit from a wider geographical area.

Exhibit 4: monitoring and oversight of workforce plan/strategy delivery

This section of the report focusses on the robustness of corporate oversight of workforce risks. We found that **whilst the Board maintains reasonable oversight of workforce matters, there needs to be a stronger focus on the extent to which actions are having an impact**.

What we looked at	What we found
We considered whether delivery of DHCW's workforce strategy or plan is supported by robust monitoring, oversight, and review. We expected to see: • arrangements in place to monitor the progress of the workforce strategy or plan at management and committee levels; • effective action where progress on elements of the workforce strategy or plan are off track;	We found that **the Board has reasonable oversight of the People and OD Strategy and workforce performance information, but there are opportunities to improve workforce metrics and have a greater focus on impact**. Due to the size of the organisation, DHCW does not have a people committee, instead the Board receives an update on workforce metrics through its Integrated Organisational Performance Report (IOPR). This performance report provides an update against standard workforce metrics such as sickness, turnover, appraisal rates, and compliance with statutory and mandatory training. Given the organisation's growth and that vacancy management is a corporate risk, it is surprising that the report does not include establishment figures or vacancy rates. The organisation is looking at more detail scoping around capability requirements at the directorate level, reviewing skill levels against the DDaT+ (digital, data and technology plus) profile career framework, staff age profile and grades.

What we looked at	What we found
• performance reports showing the impact of delivering the workforce strategy or plan; and • the organisation benchmarking its workforce performance with similar organisations.	As this data matures, the organisation should review the workforce metrics presented to the Board with a view to expanding it and including, where appropriate, narrative about action to address underperformance and the impact of workforce changes on service delivery (**Recommendation 3**). At an operational level, the Strategic Resource Group and the Senior Management Team review workforce metrics with the aim of improving and addressing performance concerns. In September 2023, the Board received a year-one progress report on the People and OD Strategy. The narrative report gives a good overview of progress. It is clear the organisation has made a good start to delivering its workforce ambitions. It is now continuing the work of the Strategic Resource Group, the people and OD team business partners to support organisational change programmes, and launch the next phase of the strategic workforce planning exercise. Whilst the update is positive, the report would benefit from reporting against the actions set out in the People and OD Strategy, as it is difficult to gauge exact progress and the impact of actions. An implementation plan with impact measures, key milestones, and targets and leads for each action would further improve Board Assurance (see **Recommendation 3**). As the organisation does not have a specific 'people/workforce' committee, reporting against an implementation plan at least twice a year would ensure the Board has a focus on workforce matters, receiving assurance on the People and OD Strategy's delivery (**Recommendation 4**). The organisation conducts limited workforce benchmarking and what is undertaken tends to focus on industry salaries and staff turnover. The organisation reported that due to the unique remit of DHCW, there was limited value in benchmarking its workforce information against other health bodies in Wales. Although, like all health bodies, the organisation does routinely submit workforce information to HEIW.

Appendix 1

Audit methods

Exhibit 5 sets out the methods we used to deliver this work. Our evidence is limited to the information drawn from the methods below.

**Exhibit 5: method we used to deliver this work**

Element of audit approach	Description
Documents	We reviewed a range of documents, including: • Workforce strategy and associated workforce plan(s) • Implementation/delivery plans for workforce strategy – high-level and operational • Evidence of evaluation of workforce strategy and/or associated initiatives • Information feeding into workforce strategy development eg needs assessment, workforce data, benchmarking exercises, demand and capacity planning, skills gap analysis, horizon scanning. • Evidence of stakeholder engagement • Structure charts for workforce planning functions • Examples of workforce planning training offered to staff eg CIPD, other training – formal or informal • Workforce finance and resource plans • The BAF, corporate and operational risk registers • Document showing recruitment process and recruitment and retention initiatives. • Corporate and operational level oversight and monitoring of workforce metric and strategy delivery

| Element of audit approach	Description
Interviews	We interviewed the following: • Director of People and Organisational Development • Senior People and Organisational Development Business Partner • Head of Workforce and Organisational Development • Trade Union Rep, Associate Board Member (Unite) • Deputy Director of Finance • Board Secretary • Head of Internal Audit, SSP

Appendix 2

Selected workforce indicators

Exhibit 6: trend in workforce numbers (full-time equivalent), Digital Health and Care Wales
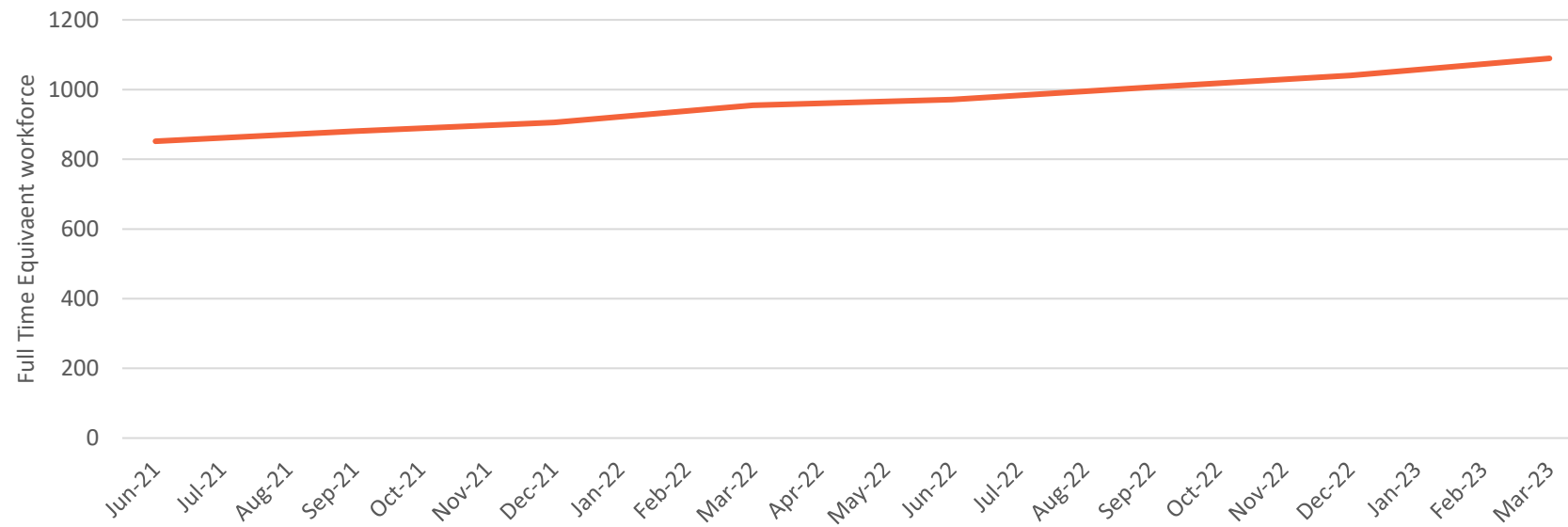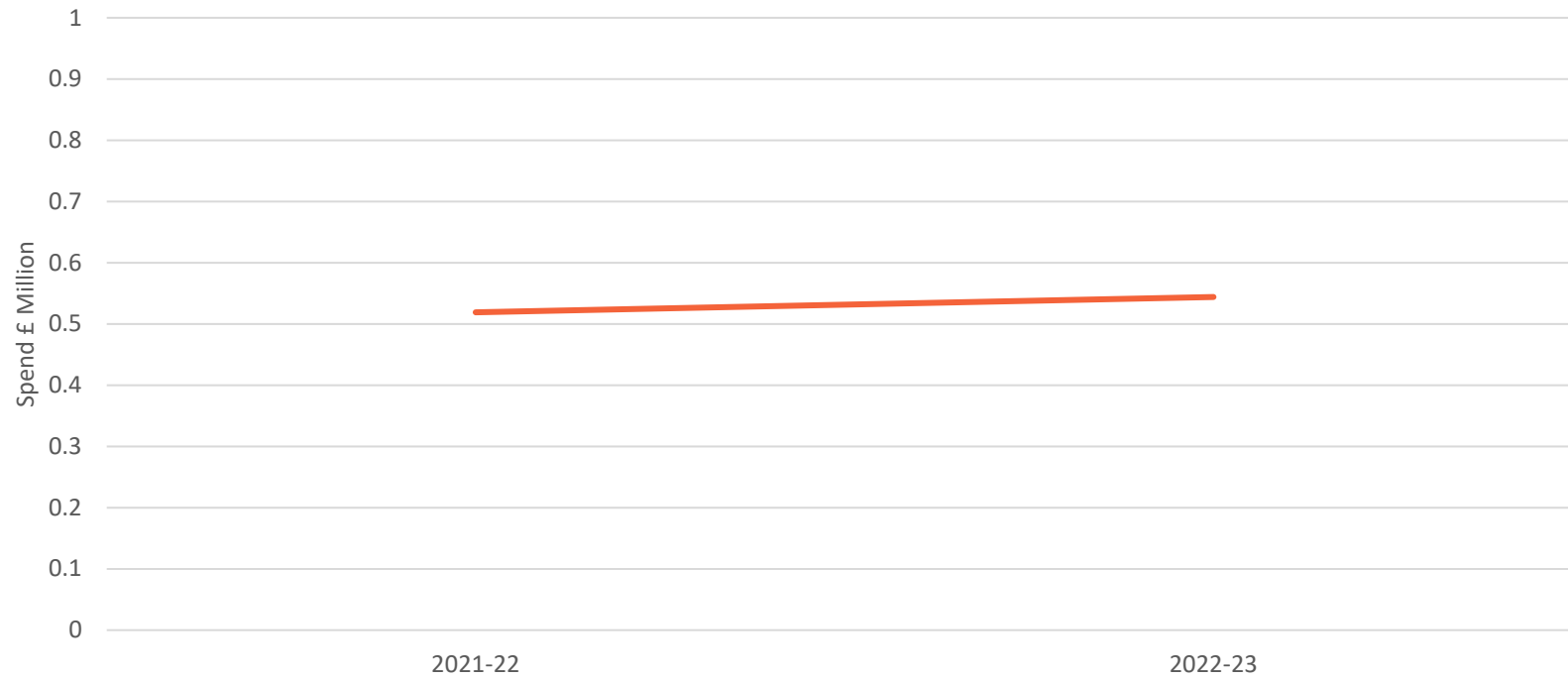

Source: Stats Wales

Exhibit 7: trend in actual workforce costs, Digital Health and Care Wales
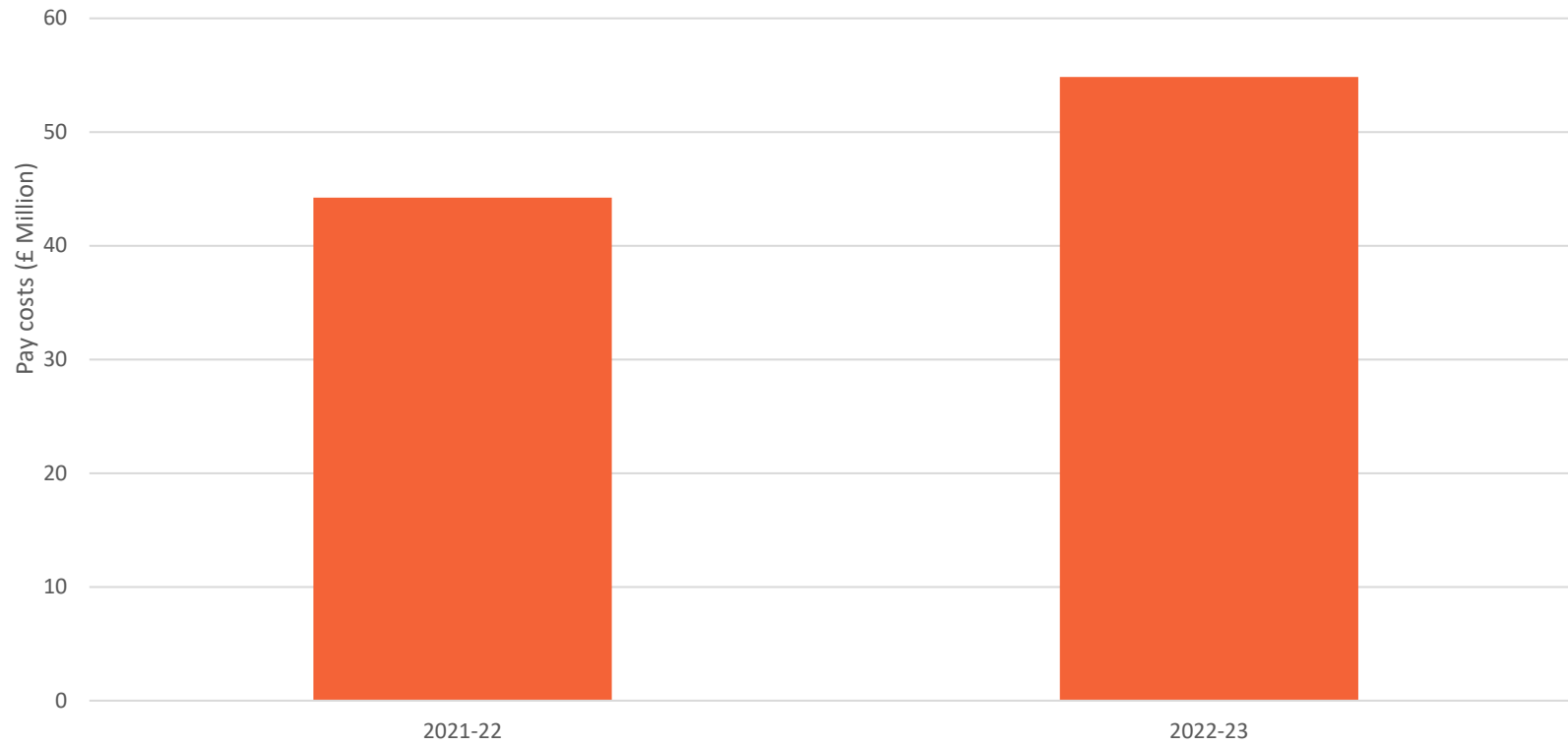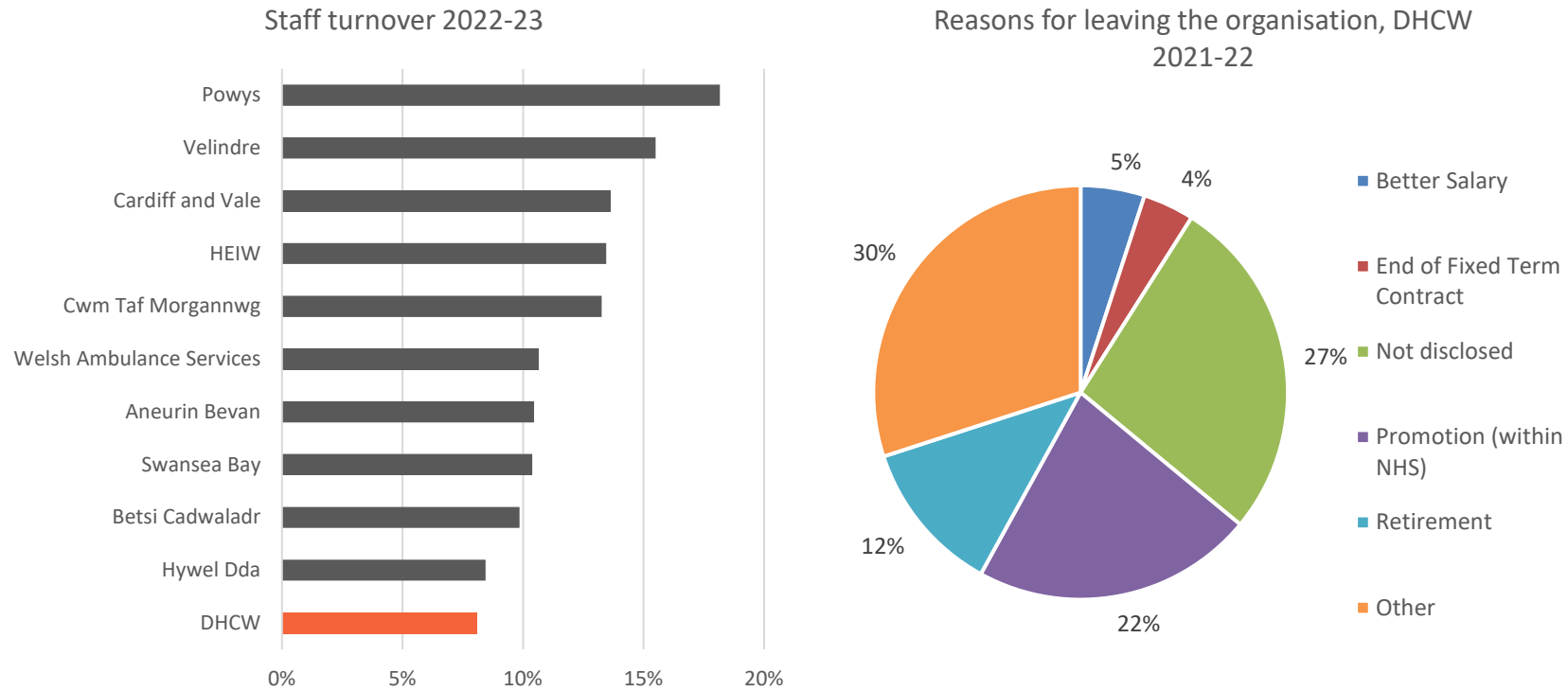

Source: Monthly Monitoring Returns reported to the Welsh Government

Exhibit 8: trend of expenditure on workforce agency £ Million, Digital Health and Care Wales

Source: Monthly Monitoring Returns reported to the Welsh Government

Exhibit 9: annual staff turnover and reason for leaving, Digital Health and Care Wales

Staff turnover 2022-23

Organisation	Turnover
Powys	18%
Velindre	15.5%
Cardiff and Vale	13.7%
HEIW	13.5%
Cwm Taf Morgannwg	13.3%
Welsh Ambulance Services	10.7%
Aneurin Bevan	10.5%
Swansea Bay	10.4%
Betsi Cadwaladr	9.9%
Hywel Dda	8.5%
DHCW	8.1%

Reasons for leaving the organisation, DHCW 2021-22

- Better Salary — 5%
- End of Fixed Term Contract — 4%
- Not disclosed — 27%
- Promotion (within NHS) — 22%
- Retirement — 12%
- Other — 30%

Source: staff turnover data originally sourced from Health Education and Improvement Wales then updated by health body (via ESR). Reason for leaving data sourced from health body data request

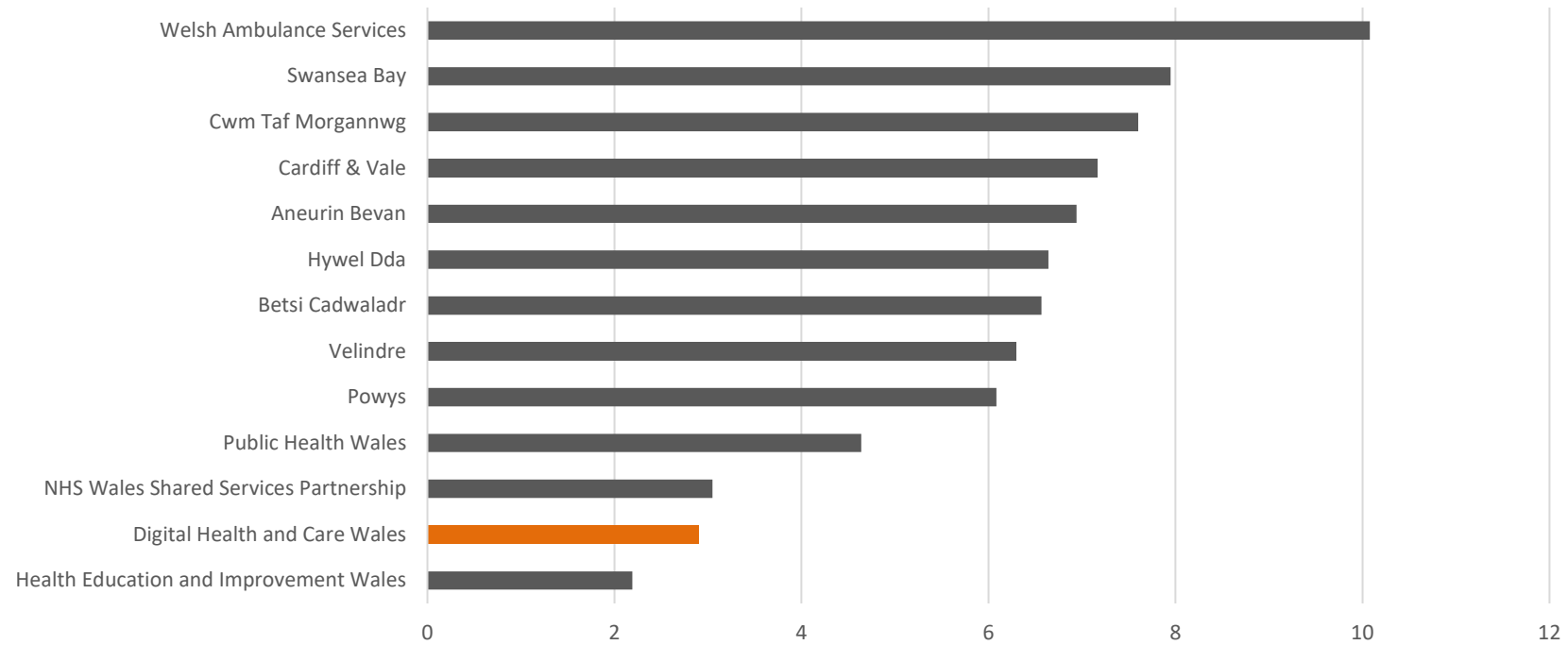**Exhibit 10: vacancies as a percentage of total establishment, as of March 2022**
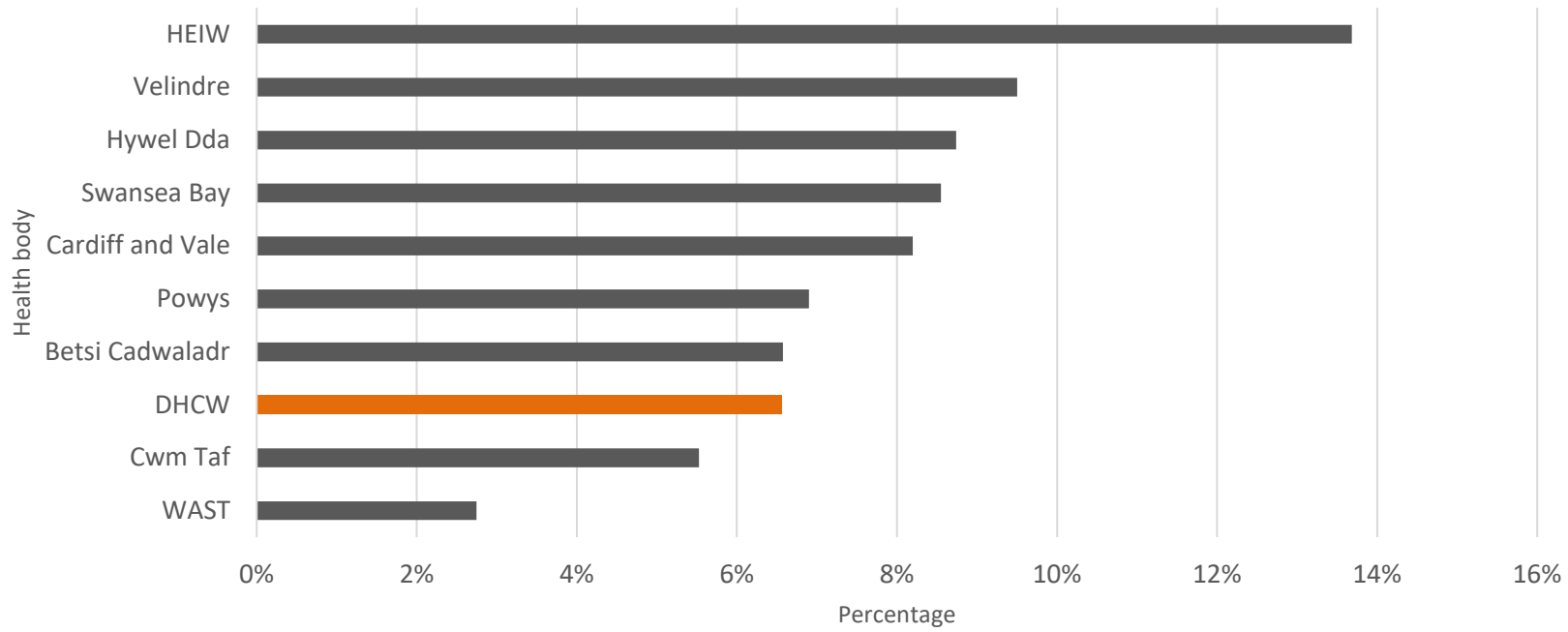
Source: health body data request

Exhibit 11: sickness absence by organisation, 2022

Organisation	Value
Welsh Ambulance Services	10.1
Swansea Bay	7.9
Cwm Taf Morgannwg	7.6
Cardiff & Vale	7.2
Aneurin Bevan	6.9
Hywel Dda	6.7
Betsi Cadwaladr	6.6
Velindre	6.3
Powys	6.1
Public Health Wales	4.6
NHS Wales Shared Services Partnership	3.0
Digital Health and Care Wales	2.9
Health Education and Improvement Wales	2.2

Source: Welsh Government, Stats Wales

Appendix 3

Organisational response to audit recommendations

Exhibit 12: Digital Health and Care Wales response to our audit recommendations

Ref	Recommendation	Organisational response	Completion date	Responsible officer
R1	Whilst the People and OD Strategy includes high-level actions and measures, the organisation should develop a detailed implementation plan to help monitor the strategy's delivery. The implementation plan should include milestones, impact measures, targets, and a responsible lead for each action or priority (**High priority**).	A detailed implementation plan developed to monitor progress of the People and OD Strategy (delivery and impact). The Implementation Plan includes key workstreams, objectives and its owner, measurable impact, timeline, progress assessment. This is reviewed formally on a quarterly basis and informally monthly at the People and OD Senior Leadership Meeting. The quarterly review started in September and monthly review started in August 2023. The updates from the quarterly review will feed into the formal six-monthly update to the DHCW Management Board and the SHA Board. The SHA Board have already received progress report and have confirmed good progress and assurance against key workstreams.	People and OD Implementation Plan developed in May 2023. Monthly informal review started in August 2023. Quarterly formal review started in September 2023 and will be reviewed quarterly thereafter - December 2023, March 2024, June 2024, September 2024.	**Head of People and OD**

Ref	Recommendation	Organisational response	Completion date	Responsible officer
R2	DHCW is developing directorate-level workforce plans and improving workforce data, which has the potential to highlight new workforce risks. The organisation should review the information in its corporate and strategic risk registers, using fresh insight from the workforce plans to both identify potential new risks and required additional sources of assurance (**High priority**).	Workforce information in the Corporate Strategic Risk Register is reviewed and refreshed regularly during Local Partnership Forum, Strategic Resourcing Group, Management Board, Audit & Assurance Committee, and the SHA Board to provide additional assurance to any changes to risk associate with workforce. Will continue to work with Directorate Managers to identify any new workforce risks and jointly develop plans to mitigate risks which may prevent DHCW achieving its workforce ambitions. This will be achieved through regularly reviewing workforce profile identified from: • the DHCW IMTP plans and its Digital Strategy; • Directorate Managers – identifying delivery of key programmes of work and prioritising skills/knowledge and experience of workforce requirements; • Finance Business Partners – to review requirements against established financial envelope; and • P&OD Business Partners – horizon scanning to ensure right talent acquisition to support both the short and the long-term goals of DHCW whilst making sure positive employee experience to reduce turnover.	The Corporate Strategic Risk Register is reviewed in the following meetings: • Local Partnership Form (Bi-monthly) • Strategic Resourcing Group (Monthly) • Weekly Directors Resource update (Monthly) • Management Board (Monthly) • Audit and Assurance Committee (Quarterly) • SHA Board (Bi-monthly)	**Head of People and OD**

Ref	Recommendation	Organisational response	Completion date	Responsible officer
R3	We found that the Board receives regular, but limited, workforce performance information in the Integrated Organisational Performance Report. DHCW is improving the basis of its workforce information. As workforce data improves, the organisation should review the workforce metrics presented to the Board with a view to expanding them, including narrative about actions to address underperformance and the impact of evolving workforce changes on service delivery (**High priority**).	As the organisation grows and matures, DHCW will continue to review its workforce metrics presented to the Board. This will be achieved by working collaboratively with key stakeholders (Strategic Resourcing Group, Local Partnership Forum, Health and Wellbeing Network, Strategic Equality Network, Execs and the Board) to develop metrics which are most important now and in the future and aligned to the People and OD Strategy. Already developed an in-house Resourcing Database to effectively report and manage staff vacancies – the data is reviewed and discussed at the Strategic Resourcing Group to address any underperformance and its impact on service delivery.	Revised milestones developed and agreed July 2024 Reviewed on a monthly basis at the Strategic Resourcing Group	**Head of People and OD**

Ref	Recommendation	Organisational response	Completion date	Responsible officer
R4	In September 2023, the Board received a one-year progress report on the People and OD Strategy's delivery; whilst positive, the narrative format of the report makes it difficult to gauge exact progress and the impact of actions. At least twice a year, the Board should receive an update on the People and OD Strategy's progress against the actions set out in the strategy, and, once developed, against the implementation plan including key metrics (**High priority**).	Progress report on the People and OD Strategy delivery will be shared with the Board at least twice a year, highlighting progress against key workstreams to ensure it receives assurance on progress of the People and OD Strategy.	May 2024 and November 2024	Head of People & OD

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