



GIG  
CYMRU  
NHS  
WALES

Iechyd a Gofal  
Digidol Cymru  
Digital Health  
and Care Wales

# Appendices 1 - 8

Strategic Workforce Planning Report

## Appendix 1

### In House Workshops delivered April-December 2023

In house Workshops	Number of Workshops (April-Dec 2023)	Number of attendees
Manager's Programme	3	42
Managing Attendance at Work	1	20
Managing with Impact	2	14
Effective Communication	3	17
Pay Progression and Appraisals	5	38
Resilience	6	67
Presentation Skills	4	47
Conflict Management	5	47
Leadership	2	17
Total	31	309

## Appendix 2

### E-Learning Platform

In 2021, the contract was awarded to Skillsoft Percipio for 240 E-Learning licenses, the licenses were allocated to Directorates to prioritise individual allocations. The benefits of this system include 24/7 access at a time to suit learners, over 1000 courses with content to meet technical and non-technical requirements and the ability to administer, manage licenses and monitor usage. DHCW are currently renewing the Skillsoft Percipio E-Learning platform.

Two evaluation exercises of the platform were undertaken in July and September 2023, over 60% of respondents stated that they use the e-learning platform as a minimum, monthly. Respondents commented that the courses were useful. It is noted that DHCW have purchased a limited number of licenses and additional budget would be required to allocate licenses to all the technical roles in DHCW (approx. 700 across DHCW). A budget review is being undertaken.

## Appendix 2

During April-September 2023, the following is the learner activity for the top 10 courses from the E-Learning platform for the Operations Directorate:

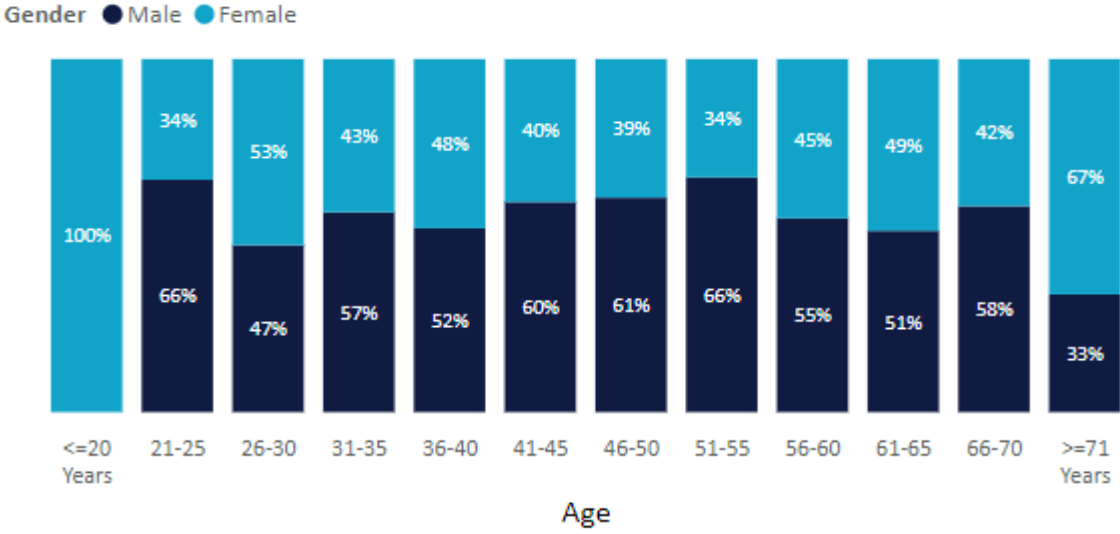
Top Courses
Cloud Computing Fundamentals: Introduction
ITIL® 4 Foundation: Introduction
ITIL® 4 Foundation: Key Concepts of Service Management
SQL Concepts & Queries
Team Foundation Server Version Control
SQL 2016 Tables
Business Analysis Analytical Techniques
Being an Effective Team Member
T-SQL Queries
Software Design and Development: Software Engineering & SDLC Phases
Business Analysis Overview

## Appendix 2

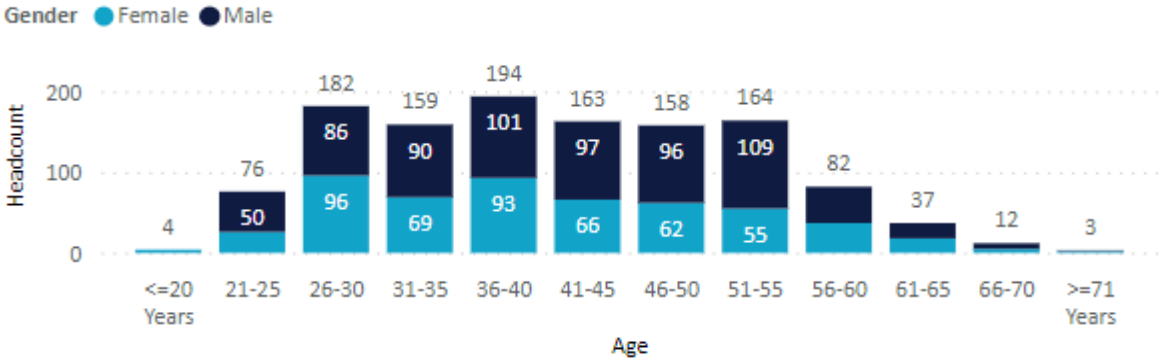
In addition, the following table are the types of courses accessed

Course type	Course count
Software Development	383
Infrastructure & Cloud	98
Leadership & Management	86
ITIL & Service Management	51
Testing	41
Data and Data Analytics	19
Business Analysis	18
Total	696

# Appendix 3



Gender by Age Group



Generation Title	Age range as at 01.01.24	Percentage of Workforce
Baby Boomers	60-76	6%
Generation X	44-59	39%
Millennials	28-43	46%
Gen Z	18-27	9%

As at 1<sup>st</sup> January 2024 the male v female ratio 57% and 43%

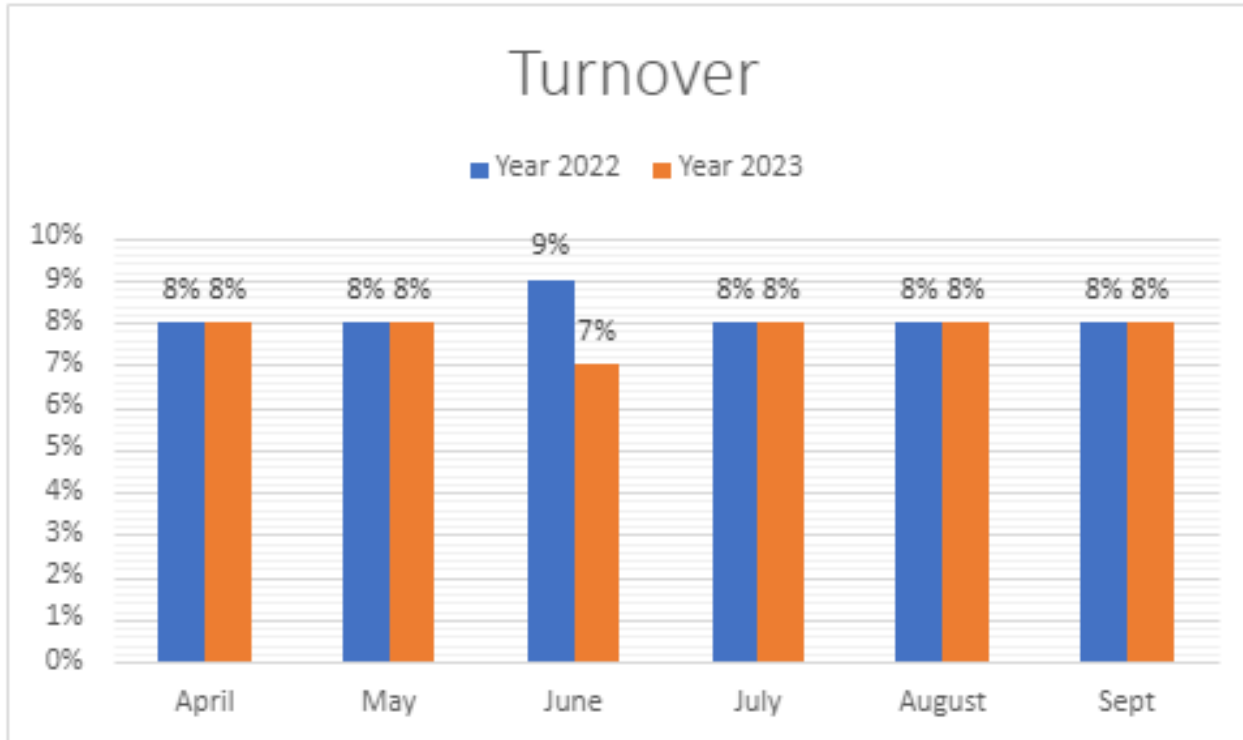
## Appendix 4

### Critical Skills and Single Points of Failure

Directorate	Critical Role	Critical Role & Single Points of Failure	Single Point of Failure	Grand Total
Operations Directorate	34	5		39
Corporate Governance	11			11
Clinical	21	6		27
Finance & Business Assurance	4	3		7
Primary, Community Mental Health	25	7		32
People & OD			1	1
Strategy & Engagement	33			33
Grand Total	128	21	1	150

Mitigation actions are already in place to develop further new ways of working e.g. the product approach; where knowledge sharing and team working will support an improved position. This will be alongside other People and OD planned training and development programmes with individuals, teams and employing a strategic organisational approach.

# Leavers Comparison Qtr 1 & Qtr 2 for 2022/23 & 2023/24



- During Q1 & Q2 of 2023/2024 there have been 48 leavers from DHCW. This compares to 45 leavers for the same period last year.
- Following Management Board (15.01.24), it was agreed further analysis on leavers to include age, fixed term contract, length of service and area of specialty and for this to be shared and taken forward at SRG February 2024.
- A leavers dashboard goes live February 24 which will be a live information source which will provide detail at team level, age level and contract level. This has been developed and launched by the P&OD Team.
- Retention/Stay Interviews have now commenced led by the P&OD Business Partners to talk with any member of staff about their career options and skills acquisition as a talent and retention enabler.

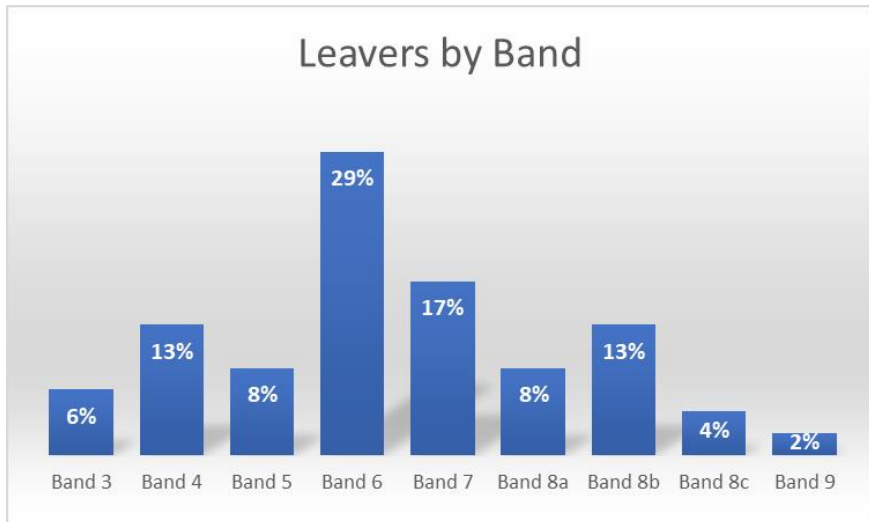
# Percentage by Directorate, Band & Top 3 Roles



The Operations Directorate has the highest attrition rate, with 38% of employees leaving.

Band 6 positions demonstrate the highest attrition rate across all bands, at 29% (14 individuals), with the reasons showing in table.

Reason Detail	Number
Other/Not Known	3
Left for another NHS Organisation	3
Promotion/Better reward package	3
Retirement Age	2
End of fixed term contract	2



The top 3 roles aligns with the data that shows that the highest number of leavers are from the Operations Directorate.

These are roles that we actively look to recruit on a regular basis.

Position Title	No. of Leavers
Principle, Senior Software Developer & Software Developer	8
Senior Solutions Architect	3
Business Analyst	2

## Appendix 6

### Talent and Leadership Programmes

Band 6-8b talent cohort - current breakdown of Bands and numbers below: -

Band	Number
6	26
7	27
8a	22
8b	6

The Band 8b-9 Senior leadership cohort with the King's Fund, 55 individuals on this cohort.

Current breakdown of Bands and numbers below: -

Band	Number
8b	6
8c	34
8d	11
9	4

## Appendix 7 – Succession Planning

- The recently published Digital and Data Strategy for Health and Social Care in Wales (July 2023) emphasises the pivotal role of Digital Health and Care Wales as the leading digital services delivery organisation in health and care.
- A robust succession planning strategy will ensure that DHCW can maintain agility and ensure a smooth transition of leadership and critical roles when key individuals retire, resign, or are unable to fulfil their duties. This approach is pivotal for maintaining continuity across all areas of DHCW.
- Through effective succession planning, we aim to secure and nurture vital talent and future-proof DHCW's workforce. This iterative systematic approach will empower us to identify, develop, and cultivate the next generation of talent.
- An exercise to identify succession planning in specific areas took place in June 2023, as part of the Strategic Workforce Planning process.

# Our Succession Planning Charter

Approach: Introduce a structured approach to understand strength for critical roles, create action plans for succession risks, and identify and develop successors.

## Goals:

- Understand strength and diversity of talent pool for critical roles.
- Create action plans to mitigate any succession risks.
- Identify, develop and engage potential successors.
- Use insights from this process to improve leadership development and planning more broadly.

Scope: Select critical roles to start, with the potential to expand to additional roles over time.

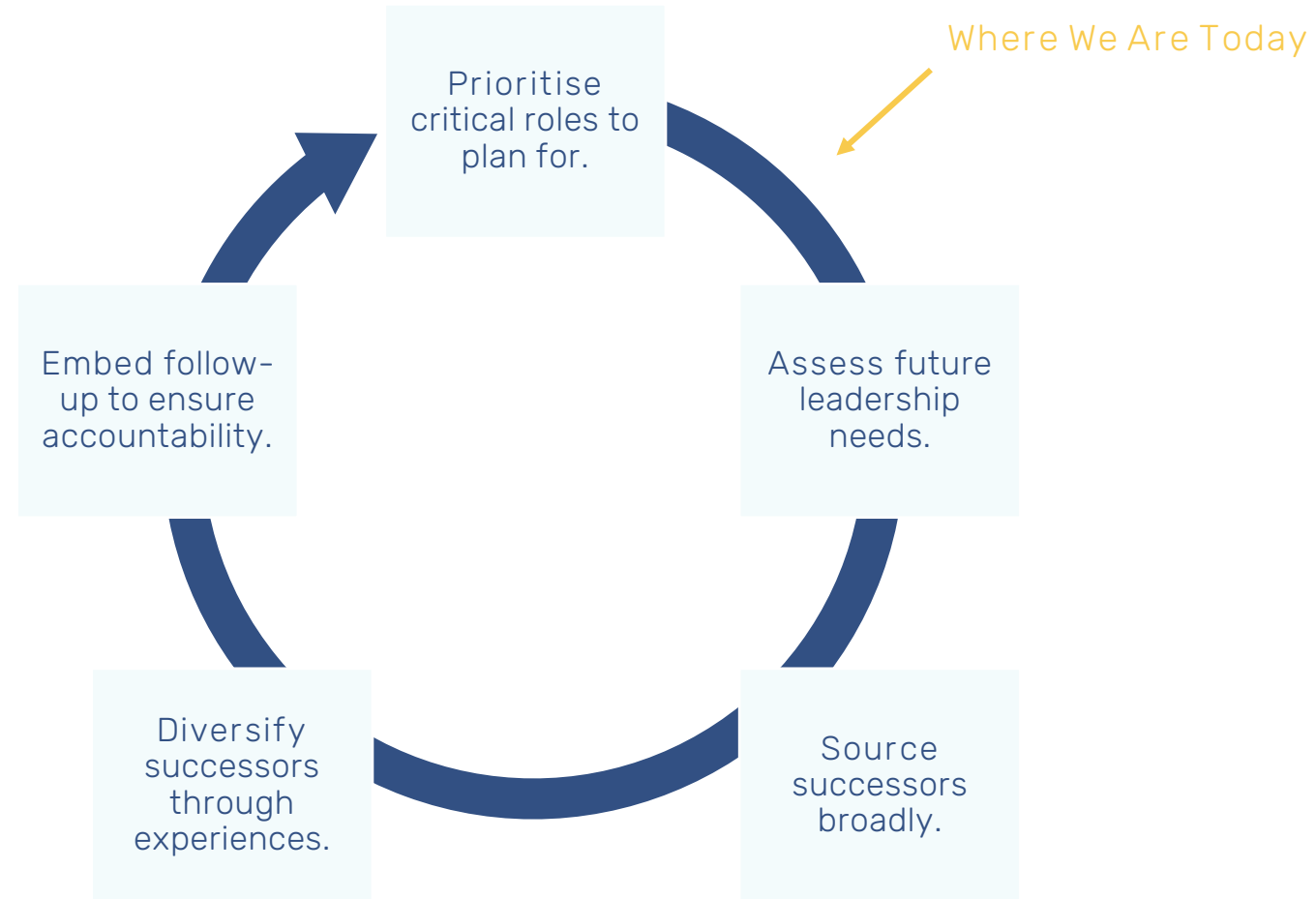
## Benefits

1. Builds a leadership pipeline and talent pool to ensure leadership continuity and optionality.
2. Increases our internal fill rate for leadership positions and reduces the risk of underperformance during transitions.
3. Provides reassurance to the board that a proactive plan exists to prepare talent for senior leadership roles.

## Key Metrics

- Number and readiness level of successors per role
- Diversity of successors for roles
- Completion of successor development plans
- Internal/external fill rate for future vacancies

# Our Succession Planning Roadmap



Gartner Six Step Model

# Critical Roles and Future needs

- A definition of a critical role is a pivotal role to the delivery of services and the achievement of IMTP objectives, essentially roles that are indispensable within the Directorate's structure.
- A definition of a single point of failure is individuals or roles holding unique knowledge, and if they were to unexpectedly be absent, it would adversely affect service delivery.
- To date, Directorate Senior Managers have identified 150 critical roles and single points of failure within the organisation.
- This equates to 12% of DHCW's current headcount. Benchmarking by Gartner states that, on average, 12% of an organisation's workforce is normally identified to be part of a succession planning process.

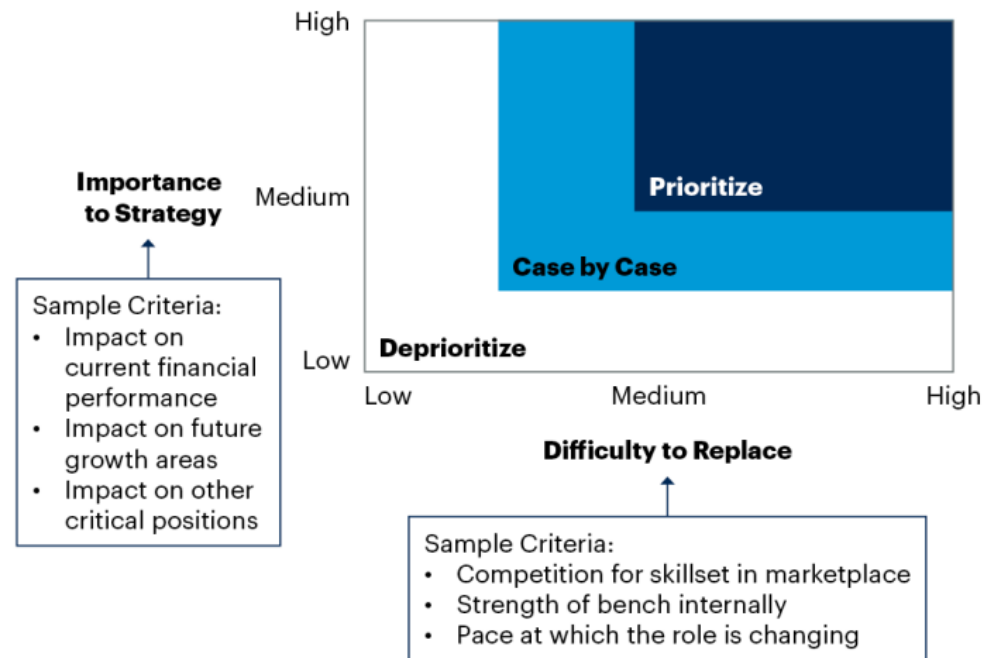
# Number of Critical Roles and Single Points of Failure identified within each Directorate

Directorate	Critical Role	Critical Role & Single Points of Failure	Single Point of Failure	Grand Total
Operations Directorate	34	5		39
Corporate Governance	11			11
Clinical	21	6		27
Finance & Business Assurance	4	3		7
Primary, Community Mental Health	25	7		32
People & OD			1	1
Strategy & Engagement	33			33
<b>Grand Total</b>	<b>128</b>	<b>21</b>	<b>1</b>	<b>150</b>

- Roles have been identified by Directorate Leads.
- Critical roles are defined as pivotal to the delivery on the achievement of the strategic and IMTP objectives, essentially roles that are indispensable within the Directorate's structure.
- Single Point of Failure refers to individuals or roles holding unique knowledge, and if they were to unexpectedly be absent, it would adversely affect service delivery.
- DHCW have identified 12% of roles as being critical which aligns to the Gartner reference point in which DHCW have not got a high risk and also has a range of mitigations and plans to address this through driving forward the product approach, new ways of working and development provision at individual, team and organisational level.

# Next Step - Framework for identifying critical roles

## Framework to Identify Critical Roles



During the next review of the Strategic Workforce Planning cycle, the timing of which will be aligned to the publication of the DHCW Digital Strategy, the P&OD Business Partners will be using the recommended model by Gartner.

This will give a more detailed rationale and enable Directorates to prioritise succession planning

Source: Gartner  
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Gartner

## How we are currently addressing the challenges

- POD Business Partners continuing to advise and support Directorates to support the succession planning activity
- Working with our people on the current Talent programmes to understand their aspirations/readiness to take up critical roles within our talent pipelines
  - Talent cohort 1:1 meetings were held in September/October
  - 18 individuals have progressed since Talent cohort was launched
- Working with WIDI to develop bespoke courses to upskill our people with delivery planned early 2024.

# Model - Assess Our Needs and Develop Successors



## *Profile the Roles*

1. Work with incumbents to profile current and future requirements for the role based on digital strategy, including the top five to 10 capabilities that will be most important in the selection decision.

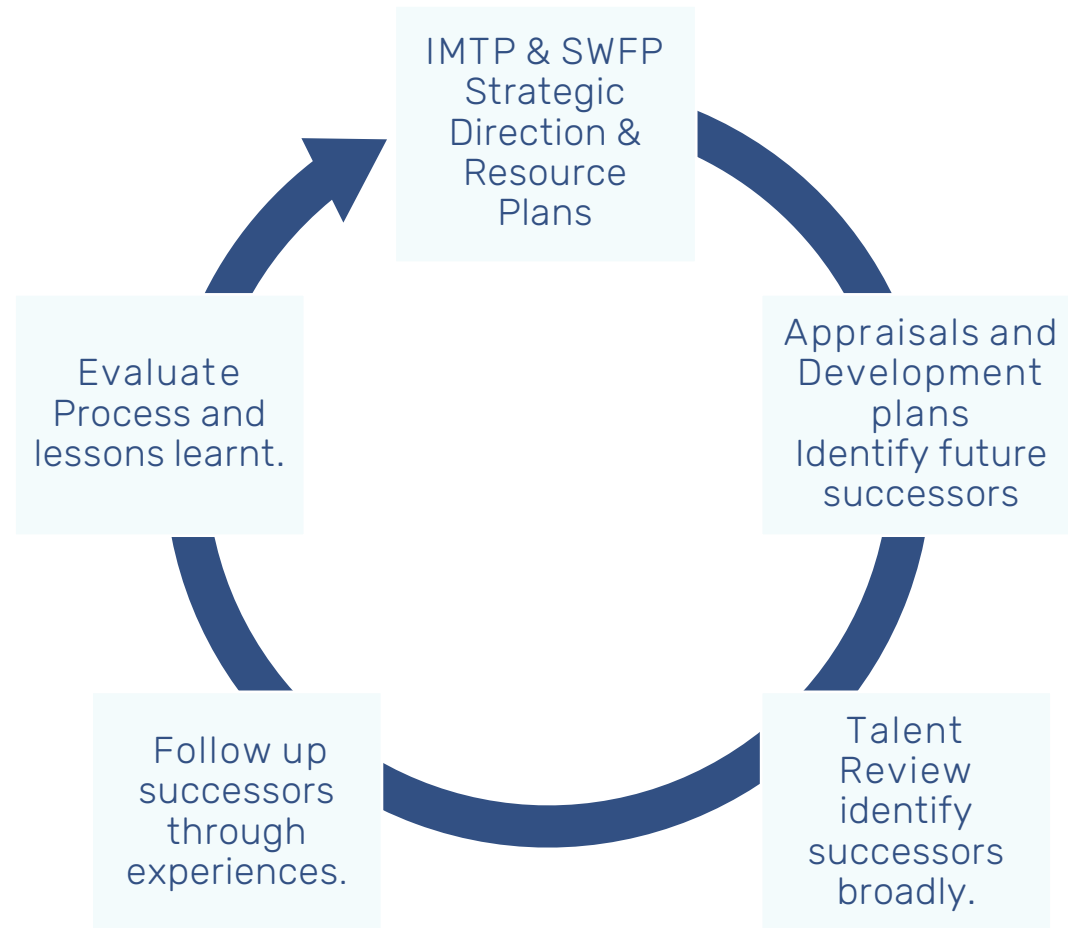
## *Conduct a Succession Review*

2. Work with the leadership team to conduct a succession review of all potential succession candidates from across the organisation to compare them against the role profiles.

## *Create Development Plans*

3. Work with the leadership team to create tailored experience-based development plans that close the highest priority capability gaps for each identified successor.

# Embed follow up in natural business rhythms



# Next Steps for our Succession Planning Process

Next Step	Output	Input Required
1. Work with Silvermaple to create the tools and guidance to support succession planning.	<ul style="list-style-type: none"> <li>Tools and guidance materials</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback on the tools and guidance</li> </ul>
2. Work directly with incumbents to profile critical needs.	<ul style="list-style-type: none"> <li>Profile for each role</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback on the profiles</li> </ul>
3. Conduct a succession review for the roles.	<ul style="list-style-type: none"> <li>Report on the benchmark for each role</li> <li>Summary of overall succession risks</li> <li>Development plan for each role</li> </ul>	<ul style="list-style-type: none"> <li>Review the benchmark for each role</li> <li>Discuss the succession risks</li> <li>Review and provide feedback on the development plans</li> </ul>
4. POD to create dashboard to support succession planning activity.	<ul style="list-style-type: none"> <li>Published dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide feedback on dashboard</li> </ul>
5. Upskill managers on inclusive career conversations.	<ul style="list-style-type: none"> <li>Inclusive career conversation workshops and scheduled dates for delivery</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on workshops and evaluation</li> </ul>

## Appendix 8

### Key changes for the next SWP exercise 2024-25

The POD Director and team reviewed the 2023 exercise, conducted feedback and lessons learnt with a diverse range of stakeholders and through this and the work with Gartner on best practice methodology has formulated a number of robust new features for the 2024-25 exercise.

Confidence in approach will be achieved by:

- Utilising the Gartner approach to strategic workforce planning that is internationally recognised
- Working in partnership with colleagues organisational wide through the developed relationships achieved in the Strategic Resourcing Group which is representative of the whole organisation and agreeing together how to best take forward the findings for the short, medium and long term
- Agreeing the capture of critical information in a new and streamlined way will support detailed analysis of skills gaps and workforce risks (now and in the future), where jointly developed plans to support mitigations, priority training and development can be put in place at the earliest opportunity

## Appendix 8

- Data collation to be consistent for easier analysis and this will be facilitated by an improved template with drop down menu selection and lessons learnt from previous exercises and feedback will reflect a streamlined approach. The Strategic Resourcing Group are to review and agree the template.
- Having a nominated SWP lead in each Directorate to improve the effectiveness of future SWP reviews. In line with the Gartner approach, the best leads for the SWP exercise will have attributes that include a record of acting on talent findings and insights; can work effectively on cross-functional projects; that they are considered a “go-to” person internally and in a role which supports co-functional work. This may be the SRG representative, but in larger teams e.g. Operations more than one person may likely be identified. SRG will lead this process and drive forward completion.
- A data return from each Directorate must be done in a timely manner for reporting to firstly SRG and then Management Board for assurance.

## Appendix 8

- A continuous focus on critical skills, aligned with DHCW Digital Strategy with key metrics to provide insights for planning and service continuity and to forecast change e.g. the Product Approach.
- Pipeline development through strong engagement with schools, colleges, university relationships and provide employment opportunities in a systematic way, aligning with the DHCW Recruitment & Resourcing Strategy.
- Creating a WFP dashboard of key metrics with the sign off by the SWP Team for each Directorate and a Workforce Plan on a Page to communicate the plan for assurance when measuring against key metrics agreed by the Strategic Resourcing Group. This will be subject to a bi-annual review.
- Development of all the DDaT+ career pathways, this work will be taken forward in 2024, aligning with the DHCW POD Strategy commitments, and the recommendations in the Digital Workforce Review paper. This will further strengthen our employee value proposition by providing clear career development opportunities and career pathways.