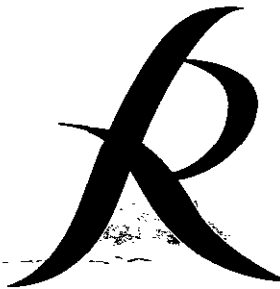


Ysbyty Dewi Sant
Heol Albert, Pontypridd,
Morgannwg Ganol, CF37 1LB
Teleffon 01443 486222
Ffacs 01443 403268



Dewi Sant Hospital
Albert Road, Pontypridd,
Mid Glamorgan, CF37 1LB
Telephone 01443 486222
Fax 01443 403268

YMDDIRIEDOLAETH GIG
PONTYPRIDD & RHONDDA
NHS TRUST

Eich Cyf
Your Ref

Ein Cyf
Our Ref

Est. Tel
Tel. Ext.

Dyddiad
Date

MSF/DE

3845

31/10/07

Steve George
Clerk to the Committee
Assembly Parliamentary Service
Cardiff Bay
Cardiff CF99 1NA

Dear Mr George

RE: Health & Social Care Workforce Planning

You issued a call for evidence for the above Committee and inviting comments. I enclose for your attention the comments of this Trust in relation to the questions you have raised.

In addition to those comments, I would also like to point out that the current system of Workforce Planning with NHS Wales is under review, and a new system is currently being trialled and designed. Therefore, it is difficult to comment on whether the new arrangements will be more effective as they have not yet had sufficient time to operate. Therefore, I need to emphasise that the comments enclosed relate to the system which has been operated until the last few months, rather than the system which is currently being reviewed and introduced.

I trust that this is helpful.

Yours sincerely

Mrs Margaret Foster
Chief Executive

Chairman : Cadeirydd
Professor Sir Adrian Webb, D.Litt. M.Sc. B.Soc.Sc. FRSA



Chief Executive : Prif Weithredwr
Margaret Foster O.B.E. B.A. M.Sc. CIHM FIHM

Memo

FROM: Mr S James, Associate Director of Human Resources

TO: Mrs M S Foster, Chief Executive

OUR REF SJ/SAT

DATE: 23 October 2007

SUBJECT: ANNOUNCEMENT OF COMMITTEE OF INQUIRY
HEALTH AND SOCIAL CARE WORKFORCE PLANNING

Further to your memo dated 15 October 2007 concerning the above. I list below the comments that I have in relation to the Workforce Planning process:

1. The fundamental purpose of the Workforce Plan is to inform commissioning numbers for 2013. However, the questionnaire is not explicit enough on this point and the nature of the questions lead to answers that provide, a 'snap shot' of what is required now and up to 2013, and is of little use in the commissioning process.
2. The current process does not take into account the statutory, voluntary and private sectors and does not lend itself with effective joint working with social care. In order for this to happen the Welsh Assembly Government must take a lead to ensure a 'holistic' approach is taken.
3. The Workforce Planning process always asks to make predictions on need as opposed to affordability or achievability. Therefore it does not take into account financial circumstances or training capacity. Within this Trust an attempt has always been made to integrate Workforce Planning within a strategic operational and financial planning.

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4. ~~Future Workforce Planning needs to address workforce capability in terms of~~ roles, skills and ways of working rather than simply numbers; however, it is considered that this will be ineffective in the absence of clear strategic direction for service provision within SE Wales. Finalisation of the North Bro Taf Redesign Project is therefore essential if the new approach is to be effective within this organisation.
5. Workforce Planning expertise and capacity needs to be increased. It must be recognised that, given the size of the current agenda, this will need to be resourced appropriately. Not all Trusts, including this one have a dedicated Workforce Planner.
6. The role and relationship of the Workforce Development Unit with NHS organizations must be clearly defined.
7. The terminology used in respect of Local Workforce Planning is confusing.

I hope these points are helpful.

As far as I am aware the HR Directors are not formulating an all Wales response.

Should you require any clarification on these points please do not hesitate to contact me.

Mr Stephen James
ASSOCIATE DIRECTOR OF HUMAN RESOURCES