



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>13 April 2021</b>	<b>Agenda Item</b>	<b>4.1</b>
<b>Report Title</b>	<b>Update on PADR Activity &amp; Compliance</b>		
<b>Report Author</b>	Kay Myatt, Head of Learning & Development		
<b>Report Sponsor</b>	Kathryn Jones, Director of W&OD (Interim)		
<b>Presented by</b>	Kay Myatt, Head of Learning & Development		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of this report is to provide the W&OD committee with a detailed analysis of the PADR compliance rates within Swansea Bay Health Board as a Tier 1 Welsh Government target. The report covers all staff within Agenda for Change (excluding medical staff) and includes local data extracted as of March 2021.		
<b>Key Issues</b>	PADR is a Tier 1 Welsh Government Target that requires all Health Boards to achieve 85% compliance for staff covered by Agenda for Change. Prior to Covid 19, achievement of this target was monitored monthly & quarterly through ESR as the only accepted reporting mechanism. Routine internal monitoring was undertaken through the Performance Review Process which held Delivery Units and Directorates to account on their service and workforce measures. Service pressures and time are cited as the biggest challenges for managers and staff in undertaking PADRs and this has been further exacerbated due to Covid 19.		
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Recommendations</b>	Members are asked to: <b>NOTE</b> to note the information included in the report.		

## **Update on PADR Activity & Compliance**

### **1. INTRODUCTION**

The purpose of this report is to provide the W&OD committee with an analysis of PADR activity within Swansea Bay Health Board, as a core performance and developmental intervention for staff and also a Tier 1 Welsh Government Target.

### **2. BACKGROUND**

Personal and Development Review (PADR) is an integral part of how staff receive feedback on their performance, how objectives are set and how we support staff in their wellbeing and personal and professional development. For staff covered by Agenda for Change, it is also a core component for pay progression. The Health Board PADR process includes a section which looks at how individuals are both experiencing and living our values as a compulsory discussion topic.

PADR is currently a Tier 1 target set by Welsh Government, requiring all Health Boards to achieve an annual compliance rate of 85%. Achievement of this target was, prior to Covid 19, monitored monthly & quarterly through ESR as the only accepted reporting mechanism. Routine internal monitoring was undertaken through the Performance Review Process, which held Delivery Units and Directorates to account on their service and workforce measures. Throughout the Covid pandemic priority was taken away from PADR compliance due to the impact of the virus on sickness, absence and redeployment. Achievement of the Welsh Government Target remains a challenge for Swansea Bay Health Board with the average compliance rate currently at 51.17%

Service pressures and time remain cited as the biggest challenges for managers and staff in undertaking PADRs especially with the impact of the Covid 19. Reporting through ESR remains the only mechanism which continues to raise challenges as this can only be completed by line managers who are assigned structures and access via Supervisor Self Service. As a temporary alternative option some areas have identified administrators who are trained to enter data on ESR through administrator access rights.

As previously stated, prior to March 2020 both monthly and quarterly performance reports were being produced. Part of these reports included the current compliance rates of PADR's and the actions associated with addressing the challenges of meeting the Welsh Government target of 85% and the ongoing developments.

In advance of April 2020, before the introduction of the Pay Progression Policy, actions were being taken to review the PADR Policy to include key aspects of the Pay Progression Policy. However, as a result of pressures due to Covid 19, the priority set against PADR compliance was reduced. The focus of the HB was their response to Covid 19. Colleagues were either re-deployed, off work through sickness or working from home, amongst many other things. This affected the way PADR's could be done and whether or not they could actually be completed. Moreover, the message from Welsh Government was that the Pay Progression Policy would be paused.

Before Covid 19, a lot of work had been done to improve the compliance rate of PADR's. By March 2020 the compliance rate stood at 71.86%, which took into context all the staff groups bar Medical and Dental, which stood at 60.09%. Compared to the previous year in March 2019 where the compliance rate stood at 65.93, there is a clear upwards trend.

Part of this development took into account the particular focus that had been given to Estates and Ancillaries. This was an area of the HB, which had a history of low compliance. In March 2019 the compliance rate for Estates and Ancillaries stood at 28.10%. Clearly this was a red flagged area that needed to be addressed. As a result of continual low compliance rates, assistance was sought from the Learning & OD Department to provide extra support in PADR training. By September 2019 the compliance rate stood at 47.02% and by March 2020 the compliance rate stood at 73.73%. This was an improvement of 45.63% over a period of a year. This demonstrated the work that had been invested in this area and the work that had been done within Estates and Ancillaries to increase PADR performance.

**PDR Reviews - Health Board**  
**1st Apr 2019 - 31st Mar 2020 - excluding Junior Doctors**

Staff Group	Assignment Count	Reviews Completed	Reviews Completed %
Add Prof Scientific and Technic	415	263	63.37
Additional Clinical Services	2,580	1,861	72.13
Administrative and Clerical	2,418	1,659	68.61
Allied Health Professionals	871	684	78.53
Estates and Ancillary	1,241	915	73.73
Healthcare Scientists	328	228	69.51
Nursing and Midwifery Registered	3,932	2,858	72.69
Students	1	1	100.00
<b>Grand Total</b>	<b>11,786</b>	<b>8,469</b>	<b>71.86</b>

Staff Group	Assignment Count	Reviews Completed	Reviews Completed %
Medical and Dental	644	387	60.09
<b>Grand Total</b>	<b>644</b>	<b>387</b>	<b>60.09</b>

During the later stages of 2020, work was completed on reviewing the PADR Policy to include key aspects of the Pay Progression Policy and was due to be submitted in January 2021. However, because of the trajectory of Covid 19, it became apparent that the Pay Progression Policy would be put on hold indefinitely. The outcome of this resulted in the updated PADR Policy being put on hold and the current PADR Policy remaining in place.

A further factor to consider is that Learning and Development training was placed on hold from March 2020 through to September 2020 and again from October 2020 through to March 2021. This has had significant impact on the ability of leaders & managers to develop and in particular to attend any form of PADR training.

The figures for March 2021 show a very different situation to where we were in March 2020.

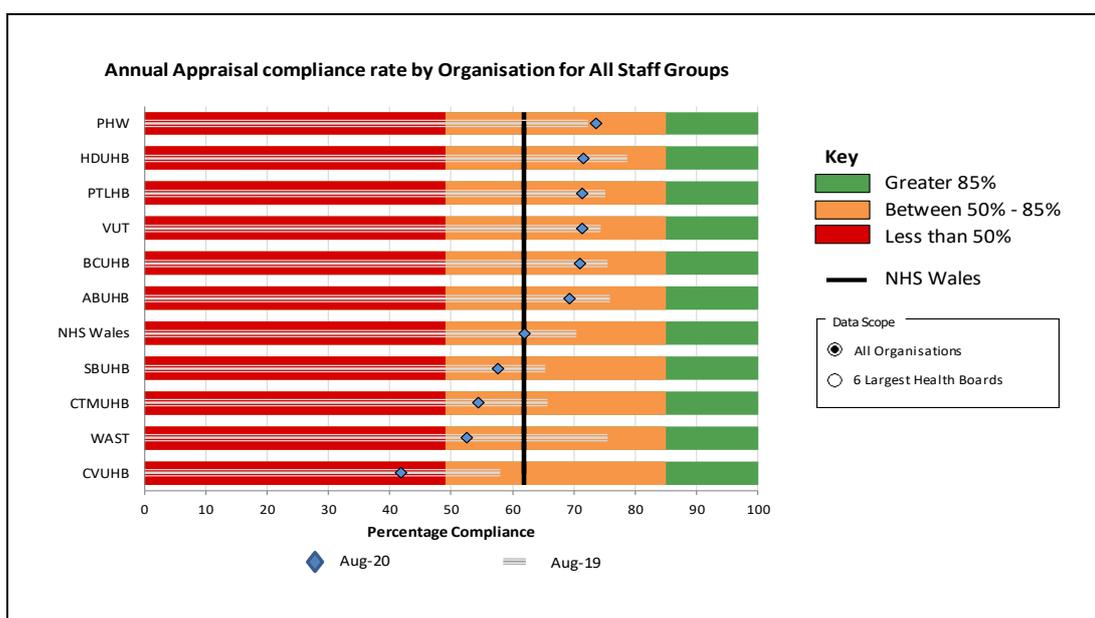
**PDR Reviews - Health Board**  
**1st Mar 2020 - 28th Feb 2021 - excluding Junior Doctors**

Staff Group	Assignment Count	Reviews Completed	Reviews Completed %
Add Prof Scientific and Technic	433	234	54.04
Additional Clinical Services	2,701	1,552	57.46
Administrative and Clerical	2,449	1,025	41.85
Allied Health Professionals	911	689	75.63
Estates and Ancillary	1,282	287	22.39
Healthcare Scientists	329	114	34.65
Nursing and Midwifery Registered	4,040	2,315	57.30
Students	3	0	0.00
<b>Grand Total</b>	<b>12,148</b>	<b>6,216</b>	<b>51.17</b>

Staff Group	Assignment Count	Reviews Completed	Reviews Completed %
Medical and Dental	677	188	27.77
<b>Grand Total</b>	<b>677</b>	<b>188</b>	<b>27.77</b>

With Covid 19 restrictions slowly being lifted, plans are now in place to reinstate PADR training both as part of the Managers' Pathway, which has PADR training incorporated and through open PADR courses which will resume in early May 2021.

For the purpose of national comparison, the graph below provides NHS Wales PADR data by staff groups as of August 2020.



The data set illustrates other than PHW all other HB's have seen a decrease in compliance rates since August 2019, suggesting that Covid 19 has had wide spread impact. Whilst six of the top HB's, on the graph, are above the national average of 62%, the highest compliance rate is 74%. SBUHB's compliance rate in March 2020 was 71.86%. This illustrates, that outside of Covid 19, we have the capacity to achieve similar compliance rates even against those organisations that are comparably smaller.

### **3. GOVERNANCE AND RISK ISSUES**

The main factors that present a significant increased level of risk for the Health Board are;

- The continual impact of Covid 19
- Learning and Development training and development being postponed.
- Pay Progression being paused

#### **3.1 Continual impact of Covid 19**

Measures are already in place to respond to the impacts resulting from Covid 19.

#### **3.2 Learning and Development training and development being postponed.**

As of March 2021, Learning and Development have been given the go ahead to reinstate essential training programmes. A part of this will incorporate PADR training through Managers Pathway and separately as a programme that staff members can access through Course Bookings. This will begin on 5<sup>th</sup> May 2021.

#### **3.3 Pay Progression being paused**

With the Pay Progression Policy being paused, it has been decided that the current PADR policy will remain in circulation. Until further guidance is given from Welsh Government on when the Pay Progression Policy can be enacted, the introduction of the updated PADR Policy will also be put on hold.

### **4. FINANCIAL IMPLICATIONS**

With the Pay Progression Policy being placed on hold, there is no direct link between staff members having a PADR and progress to the next increment on the pay scale. The implications of this is, everyone will receive their increment on the pay scale regardless of a PADR being completed.

### **5. CONCLUSION**

In conclusion, the data in this report has highlighted that PADR compliance rates have been negatively impacted as a result of Covid 19. Significant decreases in rates have been seen across the board with only a few areas sustaining a reasonable level of compliance. This is not just a local trend. National data has also shown a significant decrease in compliance rates over the past year showing that achieving the 85% Welsh Government Target continues to be a challenge for Swansea Bay and NHS Wales as a whole.

It is not surprising that our completion rates have decreased particularly over the course of the last year as the Health Board has faced significant challenges in responding to Covid 19. The true impact of the virus has not yet been felt and recovery plans are in their infancy.

PADR's are fundamental to the HB's ability to provide support and guidance to staff. They are invaluable in providing staff with protected time to reflect on successes, discuss areas of growth and provide clarity and direction. Therefore, it is essential that focus be placed on encouraging and supporting managers to resume PADR's. It is recommended that reasonable steps be taken in order to address the compliance rates, taking into account the difficulties that are still being experienced.

Workforce & OD continue to support staff and managers by providing training in how to conduct effective PADRs and this is also an integral part of Managers Pathway which is currently in the process of being reinstated.

## **6. RECOMMENDATION**

The Workforce and OD Committee Members are asked to note the information included in the report.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
<p>PADR's are one of a number of performance management tools that aim to ensure employees' performance contributes to business objectives, and should be used as part of a holistic approach to managing performance. Positive staff experience, which includes performance conversations with line managers, has a direct impact on the quality of services, the safety of services and overarching patient experience.</p>		
<b>Financial Implications</b>		
<p>Pause on Pay Progression Policy could have financial implications as there is currently no direct link between the completion of a PADR and that of an increment on the pay scale being received.</p>		
<b>Legal Implications (including equality and diversity assessment)</b>		
<p>PADR's should take into account individual members of staff needs. This should be considered within the discussion.</p> <p>It is important to note that the Welsh Specific Equality Duties require public organisations to report on staff development opportunities. This should be taken into account when discussing opportunities with staff.</p>		
<b>Staffing Implications</b>		
N/A		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
<p>Effective PADR will support a highly effective workforce to deliver excellent patient outcomes. This will support the Well-being of Future Generations Act.</p>		
<b>Report History</b>	NA	
<b>Appendices</b>	NA	

