



Chris Davies, Customer Experience

Paul Spargo, Health and Safety

Chris Lewis, IT/Digital

Rebecca Shand, Learning and Development

Colleagues featured from left to right

People annual review

April 2022 to March 2023

Making Lives Better

Introduction

At the heart of our organisation are our colleagues who play a vital role in providing services to our customers and are central to the delivery of our strategic priorities. Working in Care, Housing, Support or Central Services our professional colleagues make lives better for customers every day and we are committed to ensuring that each one of them have a great day at work.

2022/23 has been a rewarding and challenging year for our colleagues and organisation. We have had to deal with the outfall from COVID that had a significant impact on our colleague's wellbeing, we were faced with a war on talent with the great resignation and our colleagues have had to deal with the strain of the cost-of-living crisis. We have also faced challenges with our internal resources with budget constraints and speed of change impacting everything the people team set out to achieve at the beginning of the year.

2022 has also been a very positive year for our colleagues, where we have seen an increase in our Great Place to Work colleagues satisfaction trust score by 2% to 68% as well as achieving the status for the second year running of being a Great Place to Work for Women. Given that women make up 83% of our colleagues this is particularly pleasing. We also reduced our Gender Pay Gap to 9% and are delighted that our colleagues have continued to develop their professional qualifications and skills with over 2,300 training courses running as well as over 12,000 eLearning courses being completed.



Nia Court
Head of People



Karen Rosser
Corporate Director
People,
Communications
and IT



People strategy and plan overview

In 2019 we developed Hafod's first people strategy which is focused on enabling each of our colleagues to have a great day at work. We understand that if colleagues have a great day at work, they will be more satisfied and engaged and this will positively impact how they work with customers, how they will improve services and how they develop new ideas and ways of working.



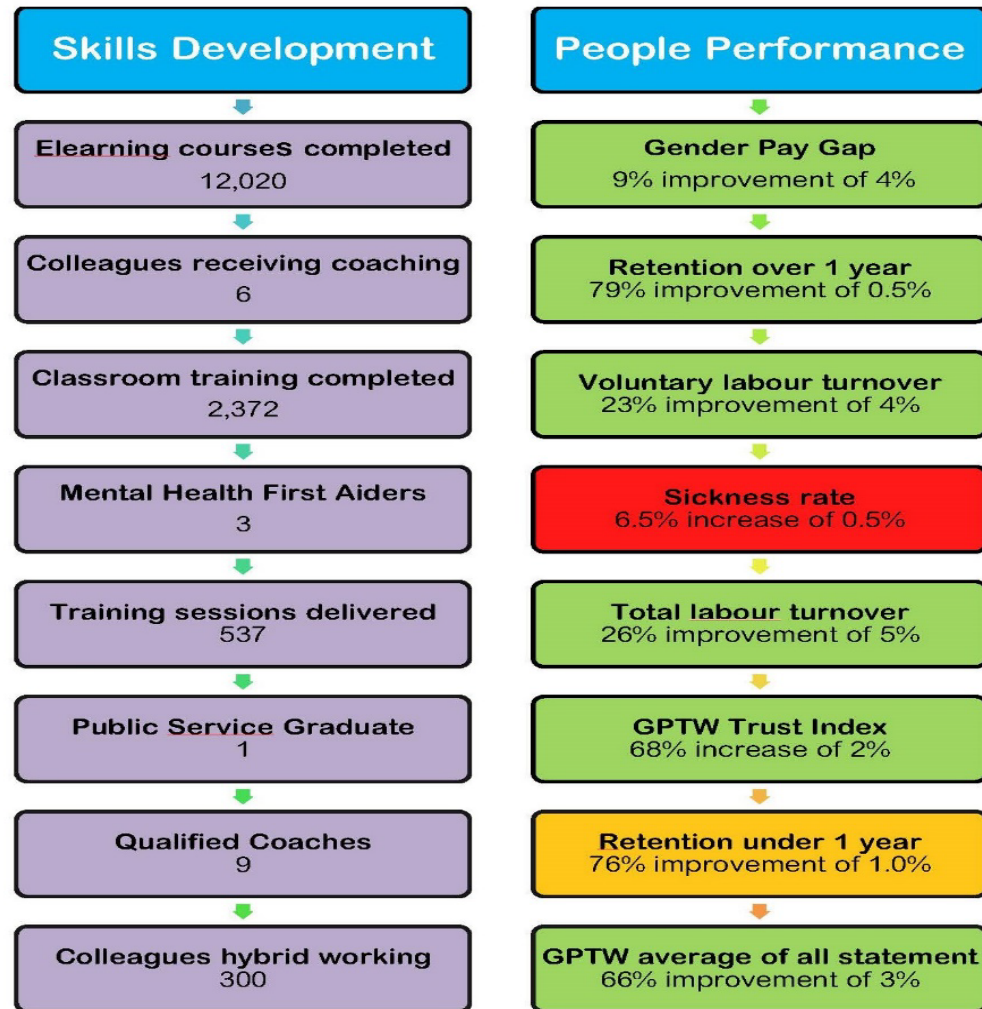
2022/23 plan

At the end of 2021/2022 we reviewed the progress we were making on our People Strategy and highlighted four priority areas to work on in 2022/23 - wellbeing, skills, culture and behaviours and reward and recognition. These areas were identified by examining feedback from our previous Great Place to Work and focusing on those priorities that are most important to our colleagues. The rest of this document outlines the progress and challenges in delivering these priorities.



People plan delivery in numbers

Below we have highlighted the progress and status of our four people priority area in numbers. For skills development we have outlined the number of interventions that have taken place across key areas of our learning and development offer. For our people performance we have RAG rated the measures to demonstrate our progress when compared against our performance a year ago (April 2022).



Improvements stated are compared with the start of the reporting year i.e., April 2022

Deep dive one - colleagues and resourcing

In the next section of this report, you will see the progress made and challenges for each priority area of the 2022/2023 plan as well as a deep dive into our key stats and resourcing. At the end of each section, we also feature an area of work where we have taken a different approach and seen some initial positive results.

About our colleagues

Hafod's average headcount for the year was 1,206 which is down by circa 50 colleagues when compared with last year. The majority of our colleagues (68%) work in Care, 16% in Housing and Support and 16% in Central Services. Our change in headcount is mainly to do with the move away from some support services where colleagues have TUPE'd out to other organisations. We also undertook a centralised workforce planning exercise at the beginning of 2023 which involved the restructuring and realignment of key resources including redundancies.

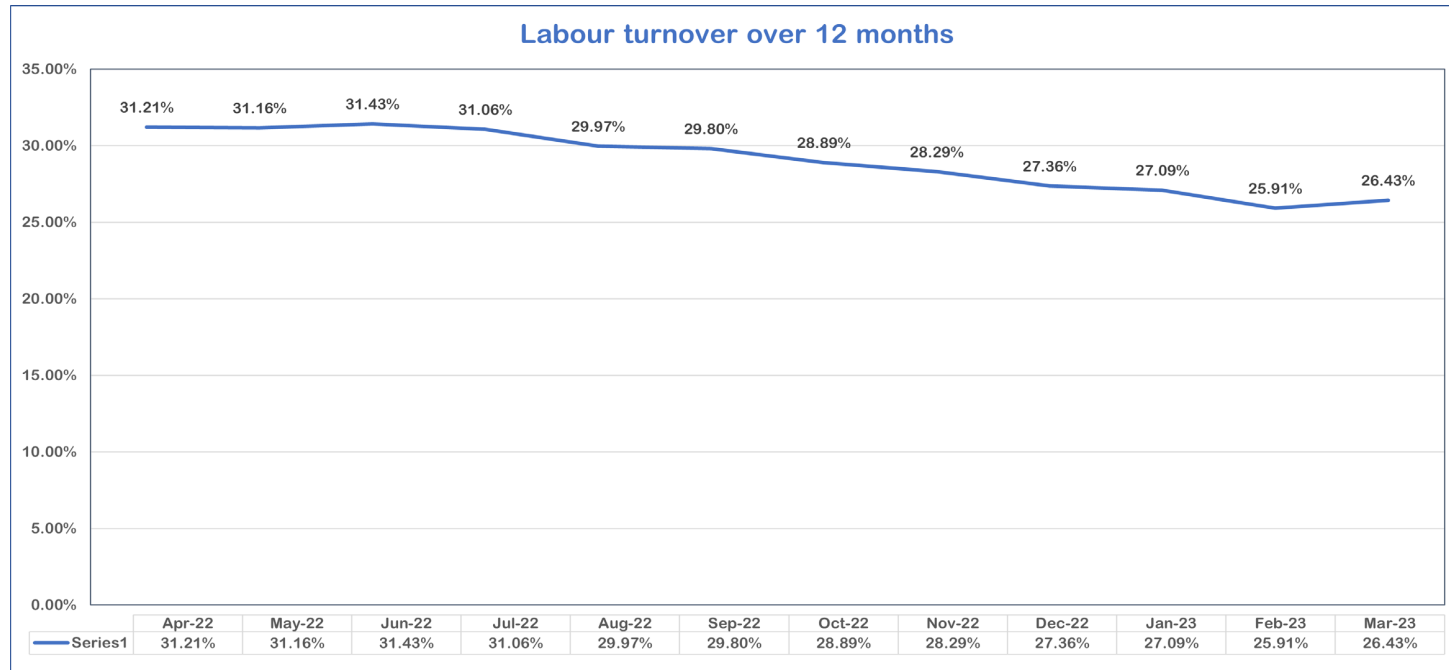
2022/2023 has been a difficult recruitment market especially for care roles and we have also experienced low unemployment figures and a war on talent. Despite this we are delighted to have recruited over 300 colleagues. We have also been successful in recruiting difficult to fill roles across Finance, Assets and Digital. Below you will see some key stats relating to the performance of our resourcing team.



The number off offers is higher than the number of posts advertised due to people withdrawing from onboarding and the post being offered to another candidate.

Labour turnover

We are delighted that despite the economic conditions we have seen a reduction in colleague turnover this year when compared against 2021/2022 by just under 5%. We are particularly pleased with this result given the volatile nature of the recruitment market and particularly the recruitment and retention market in care where we employ the majority of our colleagues.



Labour turnover is calculated by dividing the average number of leavers by the average number of colleagues x 100.

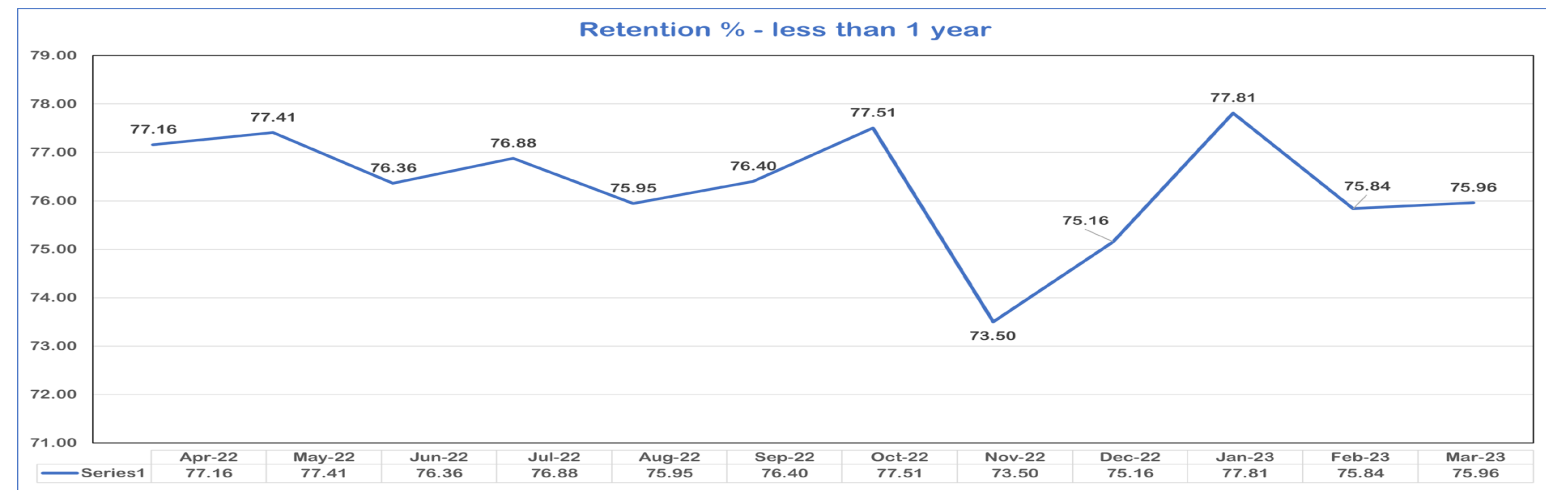
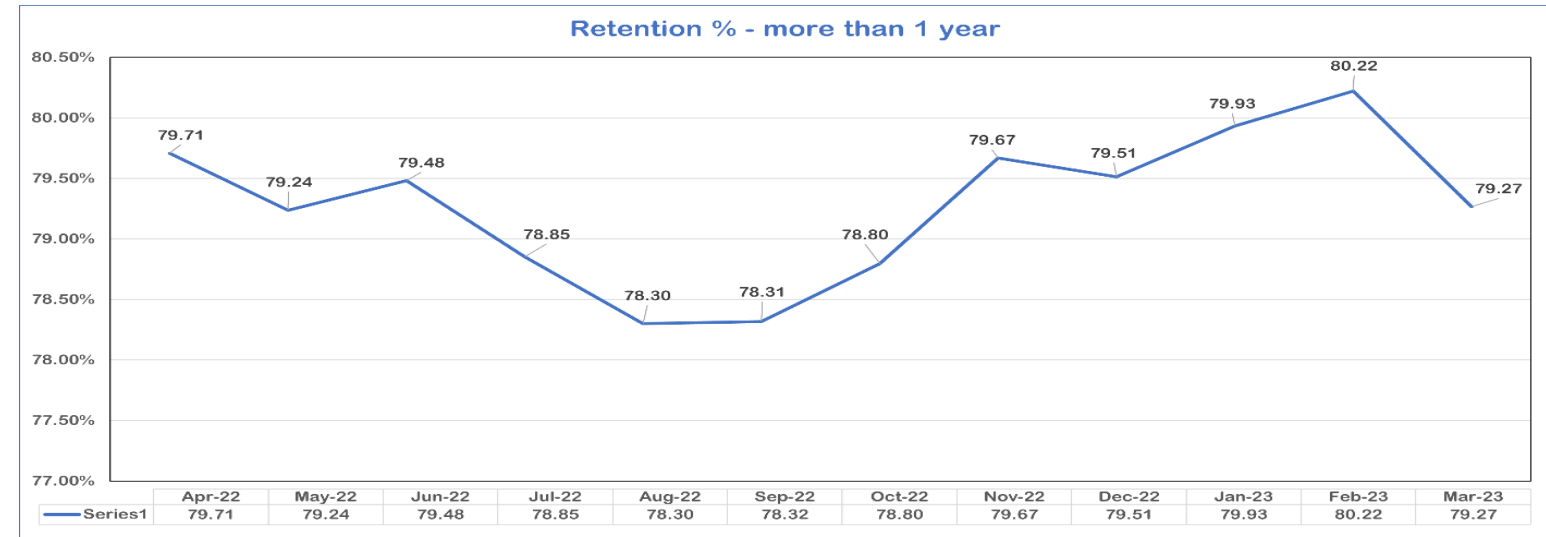
Leavers

In the year we have had 374 leavers and the top leave reasons can be seen below:

- Career opportunities
- Personal circumstances
- Job not suitable

Retention

We have seen significant changes in our retention for colleagues with over one year service this is partly to do with scheduled activity such as redundancies and TUPE's and partly to do with colleague resignations due to seeking other employment opportunities. This has been a similar picture for colleagues with under one years' service where we have seen colleagues leaving the organisation over the summer period leading to an overall drop in our retention figures.



Retention highlights the % of colleagues who are with the organisation today when compared with the same time last year.

Resourcing

In order to combat the challenges in the recruitment market we have sponsored and taken part in a number of schemes and initiatives to both widen our attraction pool and to support our equality, diversity and inclusion focus. Details of these programmes are outlined below.

Overseas recruitment

Due to a shortage of suitable candidates for senior care and nursing roles in the local labour market a decision was made to apply for a sponsorship licence to allow Hafod to employ workers from overseas. Initially Hafod will sponsor overseas workers who are already resident in the UK, on student or dependent visas or being sponsored by other organisations. The licence allows Hafod to employ candidates who are based overseas however it was decided that this would require a more robust support mechanism and this option would be explored at a later date.

Hafod was granted the licence in October 2022 and was allocated 15 certificates of Sponsorship for the following 12 months. As part of implementing the licence, processes were put in place to ensure sponsored workers could be monitored in order to comply with the responsibilities of a licence holder.

Currently two colleagues are being sponsored on five-year visas, a senior care assistant at Cwmbran House and a senior care assistant at Picton Court. Going forward we are also looking to utilise our full 15 licences across our care services.

Refer a friend scheme

The Refer a Friend scheme was launched in November 2022. The scheme applies to care and nursing roles within our residential and nursing homes. All Hafod colleagues are eligible to refer a friend to a care home post.

Upon completion of their friend's probation the referrer will receive £200 for referring a care colleague and £400 for referring a nurse colleague. The scheme has been promoted via internal comms, posters in care homes, the Hafod colleague Facebook group and in briefings with managers.

Since the launch in November, 23 colleagues have referred a friend to the scheme but as yet none have completed six months service.

Get into housing scheme

The aim of the programme is to give the participants from an ethnic minority paid work experience within the housing sector to give them the skills and experience they need to pursue a career in housing or another related field. It also benefits the organisations by encouraging more people from ethnic minority backgrounds to consider a career in housing.

Hafod hosted five placements within Support, Housing, Customers services (telephony and admin), Customer services (Maintenance) and Learning and Development.

We received very positive feedback from the participants and managers regarding the value of the placements. One participant secured a permanent role as a HR assistant within Hafod following their placement.

Two other participants went on to secure permanent roles within housing and support in other organisations. We plan to host more participants this year once when the programme re-launches.

Spotlight on colleagues and resourcing

Board recruitment

In January 2023 we took a different approach to recruiting board members in order to address the diversity gap that we have in the board. The recruitment activity involved us advertising the roles with the Pathway to Board cohort and guaranteeing them an interview as well as offering the 'Rooney rule' to all relevant applicants. We also partnered with Women on boards and utilised social media for all our adverts.

We had 71 applications in total (compared to 27 in 2021 Board recruitment). 40 applicants were male and 31 were female. 59 identified as White (British) or White (Welsh) and 12 were from ethnic minority backgrounds.

Following interviews four offers were made to candidates for Board member and committee roles and one offer was made for a committee member. Four other candidates were identified as having potential for development into Board roles in the future. The four candidates successful as board members are all female, with two being from ethnic minority backgrounds. From the four development candidates two are Pathway to Board graduates.



Interview questions focused on Hafod's behaviours framework and asked candidates to demonstrate how they had role-modelled these behaviours. The feedback from the panel on the quality of the candidates was extremely positive.

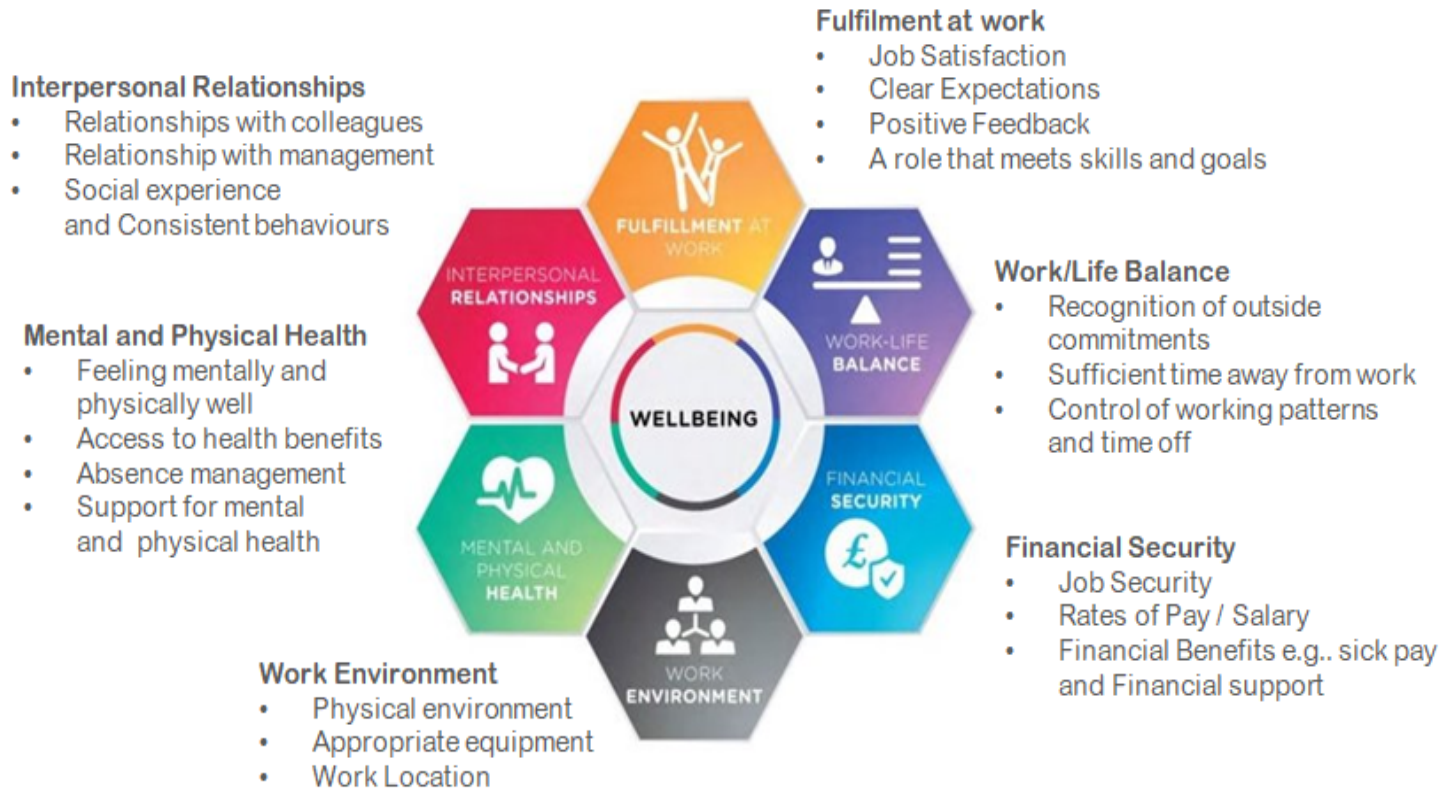
Interview attendance rate was 100%, with all candidates arriving on time and ready to go.

A total of 24 people were shortlisted for interview. 12 of those were eligible for a guaranteed interview and these 12 included four Pathway to Board scheme graduates.

Deep dive two - Wellbeing

Coming out of the pandemic the wellbeing of our colleagues and continuing the enhanced wellbeing support implemented and provided during the pandemic remained a priority.

Wellbeing support in 2022 and into 2023 took a more holistic approach compared to the more reactive approach required during the changing restrictions of the pandemic and we focused on supporting all areas of colleague wellbeing, as reflected in our wellbeing model below which has been adopted from Great Place to Work.



Wellbeing roadshow

Following the success of the wellbeing check-in's carried out in 2021, the People team arranged a two-week wellbeing roadshow for all colleagues.

The aim of the roadshow was to evidence the organisations ongoing commitment to colleague wellbeing, provide information and resources relating to all areas of wellbeing, highlight the resources and support available in Hafod and to connect with colleagues in a way that hasn't been possible over the previous years due to the restrictions of the pandemic.

The roadshow was aligned to each area of Hafod wellbeing model as you can see below.

The roadshows visited over 15 Hafod locations and all these locations hosted a form of wellbeing activity during the two week period in addition to daily virtual sessions.

Overall, the roadshows provided an opportunity to connect with over 100 colleagues and feedback from the range of events provided has been positive



Feedback on roadshow

“Thank you so much to Jo for the massaging she did on my back today. I was ready to go home in pain with sciatica, but my back was much better after the treatment”

“Breathing exercises are so beneficial and it doesn't cost!!! Just settling the awareness on the breath is so calming.”

“Thanks for a great session on Teams yesterday, Nickie,it was really interesting”

Interpersonal relationships

Interpersonal relationships in the workplace can have a significant impact on a colleagues day to day wellbeing. With the restrictions easing throughout 2020 Hafod was delighted to be able to resume more face- to-face events such as team and directorate meetings and social events to provide colleagues with the opportunity to develop more face-to-face social connections.

A previous highlight of each year has been the end of year party for colleagues, and this was able to resume in 2022. An end of year celebration party was arranged for central services colleagues and for frontline care and support roles a budget was provided to enable them to arrange their own event(s), to recognise that not everyone will be able to attend an event due to service requirements.

Supporting events such as the wellbeing roadshows, great places to work survey and raising awareness of medicash and our HR System app has provided the People Team with more opportunities to be out visiting our homes and services and re-connecting with managers and colleagues in a positive manner post pandemic.

Resilience training

During the pandemic the L&D team developed and delivered a bespoke series of bite sized sessions on resilience, available to all colleagues and managers to attend. In addition, Hafod supported a pilot training program specifically aimed at researching the impact of providing an assertive resilience programme on colleagues wellbeing. The result of this was being provided with funded spaces on a Resilience program designed specifically for Care employees which we actively encouraged our Care Managers to attend, with positive feedback.

Through 2022 and 2023 we have continued to focus on supporting our colleagues with their resilience and the L&D team have taken a more targeted approach to support colleagues in departments that are particularly under pressure. Bespoke resilience sessions have been run with departments to enable the training to focus on relevant areas of resilience that would be most beneficial. Some of the departments that have benefitted from this training are, Customer Services, The People Team and Support.

Having arranged a resilience session for the People team and seen the benefit of the sessions it has provided a reflection on the importance of our colleagues being able to take time out for reflection and reviewing their own wellbeing and resilience practices.

Menopause Policy, procedure and toolkit

Hafod commenced its menopause education journey at the start of 2022 by speaking to 'Health & Her', a leading menopause brand who provide expert resources to businesses who want to support their colleagues to manage their menopause at work. This provided a valuable insight into the range of experiences women can go through during the menopause and the extent to which it can impact on day-to-day life, including in the workplace.

This highlighted to us that there was a gap in the support we offer our colleagues who are experiencing the perimenopause and menopause and as an organisation that wants to champion women via our EDI initiatives, this made it a priority area to outline our commitment and support to our female colleagues.

We spent the summer of 2022 researching and designing a bespoke Menopause Policy that could be launched and communicated to colleagues. A range of views and feedback were sought on the policy from colleagues of all ages and personal experience with the menopause.

We wanted to take it a step further than just a written commitment outlining our support and alongside our policy we designed a managers toolkit to provide our managers with practical advice on how to facilitate a conversation around the menopause and create an environment where colleagues are comfortable to be open about their experiences.

The policy was launched on 18 October 2022 – World Menopause Day and feedback on the policy and managers guidance was immediately positive, with a noticeable amount of feedback provided from female colleagues who felt supported.

We don't want to end our support with launching a policy and we're looking at what else we can put in place to support colleagues through this journey, and how we can directly gain feedback from colleagues on what they feel will be beneficial to them.



Deep dive three - skills

The range of skills Hafod requires to meet the needs of all our roles are varied and wide ranging. Skills goes beyond the 'regulatory and mandatory' training required to carry out a role but are where we can provide colleagues with something extra to help their professional or personal development.

Some of the key areas where we've been able to develop the skills of our colleagues in their roles and for future career development are featured below:

Welsh Government digital skills

With a growing digital team, a new focus for the L&D team is sourcing courses to address and develop the digital skills needed to support Hafod's digital strategy.

The team successfully applied for a Welsh Government grant (valued at £7,000) to assist with the delivery of IT and Digital development for colleagues. The grant has been used to fund a range of certified courses with the Knowledge Academy including Microsoft Azure, Managing MS Teams and Data Engineering.

A further funding success was achieved by the L&D team when they worked with ALS training to persuade the Welsh Government to agree to remove the salary cap on the ITIL qualification in Wales. Digital courses still had a salary cap of £29,500 to access the funding and we proactively approached ALS to make a case for this to be challenged.

As a result, this qualification is now fully funded in Wales for all learners as digital is recognised as a priority sector. This has meant Hafod have been able to enroll 10 colleagues onto the course which previously would have been unaffordable.

In addition, the L&D team are constantly exploring funding opportunities for all colleagues and have also secured fully funded PRINCE2 and ITL qualifications for the digital team and wider colleagues.

Nursing skills

Our nursing care assistant program and qualification is one we're very proud of being able to support our care colleagues through and in 2022 we again made the commitment to develop a cohort of 10 care assistants to become Nursing Care Assistants (NCA's)

In 2022 we sourced a new provider for the qualification and the delivery of the NCA program and it moved from being fully classroom based to virtual teaching sessions, followed by an in-person practice assessment and a virtual exam.

In July 2022 10 colleagues applied to take part in this program for their development and all 10 successfully went through and passed the course. Following this training the successful colleagues are now able to undertake NCA shifts in two of our Nursing Care Homes.

Hafod continues to support 7 of our colleagues with the completion of their Nursing degree via the Open University. With colleagues now in years two and three of their degree and undertaking placements between Hafod and the NHS to gain the relevant experience.

Customer services support and training

As an outcome from a taskforce project the L&D team were asked to source a bespoke customer services training and skills development program that would fully explore the end-to-end process of the customer experience when contacting Hafod's customer services.

The team sourced and commissioned a customer experience specialist to design and deliver a programme of customer services training, focussing on assertiveness, challenging conversations and the customer journey. The 'Customer and Me' programme was delivered via a blended approach of classroom training and self-directed virtual learning for the frontline customer services team. The training was underpinned with additional separate sessions for the leadership team to ensure they were supported to embed the key models introduced through the program.

To embed change colleagues, have access to an online learning journey for 12 months and follow up sessions were scheduled with the management team focused on embedding longer term change. Overall, the aim of the learning and skills development was to provide the best positive experience for our customers. These key skills to support our customers are now being rolled out to other customer facing roles.

Public Service graduate

Investing in early careers and attracting graduates, those starting out in a career or returning to the workplace into the Housing, Support and Care sector is something Hafod is passionate about supporting.

In 2022 Hafod has participated in the All-Wales Public Services Graduate Programme. The aim of which is to develop leaders of the future, through the development of one Welsh public service.

For the 22 month placement Hafod have formed a partnership with the South Wales Fire Service to jointly host and develop a graduate. This collaboration provides our graduate with the exposure to two different organisations whilst working for both on the overarching theme of sustainability and carbon literacy. Within Hafod our graduate is having the opportunity to develop skills and knowledge in the area of sustainability by working with the Executive team on developing Hafod's decarbonisation strategy.

The role has also been involved in an analysis of the impact of our carbon literacy training, the researching of options for 'green benefits' and establishing a green champions network, work that supports Hafod's commitment to decarbonisation and sustainability.

Involvement in the graduate scheme as part of a cohort with the Fire Service has provided Hafod with a wider opportunity to collaborate with the Fire Service on topic areas that cross over between the organisations.

Professional development

Supporting colleagues continuing professional development is a priority for Hafod and over the last 12 months the organisation has been able to support our colleagues with the following professional development:



As we continue to develop our learning and development offering, the team have focused on providing immersive learning opportunities and skills development via a blended learning approach.

With a focus on reducing the amount 'learnt' via the traditional classroom approach. This blended approach is used for the majority of our learning and development offering; however, the team explored a new style of learning, immersive learning when sourcing a new approach to dementia training for frontline care colleagues.

In order to develop a greater understanding of what it's like for our residents to live with dementia, a 'dementia bus' was hired to provide Care colleagues with an immersive learning experience. The bus provided a simulated environment that provided colleagues with a hands-on understanding of the challenges of living with dementia. This was provided to them via the setup of the bus, the equipment provided to be used and worn and even via the trainers being 'in character' for the sessions.

The feedback on this approach to learning from colleagues was that it's unique style was unlike any learning they had experienced before.

Spotlight on Skills development

Digital literacy - Wales in 2022

- 7% of population was not online
- 22% of those online lack essential digital skills

Hafod colleagues' digital confidence skills was rated

- 6.9 /10
- Data from Digital Skills Cymru survey 2022

Digital literacy and Digital heroes

Improving digital literacy and digital skills has been identified as a priority skill for Hafod in the immediate and long term, in order to support the implementation of our 5-year digital strategy.

One of the digital initiatives we're proud of launching is our Digital Heroes group. We've set up and launched a digital heroes group which is a group of 14 colleagues who have volunteered themselves to be the 'go to' or 'point of contact' for their colleagues for all things digital or technology related. They are likely already the 'go to' person for all things digital but by being a digital hero they are now recognised for their skills and provided with the opportunity to receive further digital skills development via internal digital projects and training opportunities.

Our digital heroes are:

- Interested in technology and the internet and passionate to share this with others
- Confident at using work systems
- Able to explain technology in a simple clear way
- Patient and helpful, with a positive approach to problem solving
- Good at communicating with their team

Our digital heroes have identified and promoted their digital 'superpowers' to the business, which is often a system they use regularly or an area of digital they have an interest in.

The heroes can now be contacted directly as a 'hero' by colleagues to help out with digital skills or ways of working.

It's been great to see how the digital heroes are supporting each other as a group with regular requests to each other for digital support where they've been contacted about a digital skill that isn't their strength, but they know another hero could easily pick up. It's developing teamwork alongside peer-to-peer learning on digital skills.



Deep dive four - Culture and behaviours

A key area of focus for the people team in 2022/2023 focused on our culture and behaviours.

In the year we launched and embedded a number of initiatives and programmes to support our colleagues, embed positive working practices and set out the behaviours expected of Hafod colleagues and leaders across the organisation which are set out below:

- Coaching
- Equality, Diversity and Inclusion (EDI)
- Hybrid working / Colleague agreements
- Principle and Behaviour Framework

Coaching

As an organisation we are committed to the process of coaching, introducing the Neighbourhood Coach concept into the organisation over 5 years ago who are focused on supporting our customers with their tenancies.

An important area for us to continue our focus on coaching is with our colleagues with the aim of creating a coaching culture across all areas of the organisation.

A starting point for this work has been to upskill 8 of our HR colleagues who have completed their level 5 coaching and mentoring qualification with the University of South Wales and one of our Executive Team has completed their level 7 in coaching and mentoring.

We have started the year by offering coaching to our colleagues and are delighted that 5 months in 6 colleagues have applied for coaching (at end of March 23).

Equality, diversity and inclusion

Last year saw a number of firsts in relation to our EDI agenda with the launch of our first annual EDI report and also our first EDI development week. Our EDI Annual report set out our focus areas and targets for EDI including our commitment to the Tai Pawb 'Words not Deeds' pledge along with outlining our actions going forward.

Our EDI development week ran from the 22nd of April and saw a number of speakers talking to our colleagues about their lived experience in subjects such as anti-racism, mental health, male/female equality and much more. The presentations were attended by colleagues, Executive Team and board members and all content was made available through an EDI section on our website.

As part of our focus on EDI we also sponsored the 'Pathway to Board' programme which is a development programme for people from a black, Asian, ethnic minority to gain the skills to become board members. Sponsoring the programme involved a financial commitment and also members of the cohort were mentored by Hafod board members and attended board meetings in the capacity of an observer.

The aims and commitments of our EDI strategy are detailed below.



Hybrid working / colleague agreements

The pandemic has shifted hybrid working from a coveted optional benefit to an expectation for many office workers and at this point many colleagues had been working in an informal hybrid manner for over 12 months. Certainly, the appetite for this change was evidenced in our 2021 in house survey as follows:

- 80% indicated that they wished to work in a hybrid manner going forward
- 73% indicated that that they enjoyed or really enjoyed working remotely
- 79% felt more productive working in this way.
- No respondent in the survey wanted a full time return to the office.

The Ways of Working project team developed a policy, manager training and guidance, FAQ's, a cascade presentation pack and a team agreement proforma. Members of OLG co-delivered the management training, alongside project team members, to all relevant managers. Training covered the policy, how to answer questions, how to discuss difficult issues and how to jointly create a Team Agreement.

During implementation, managers were well supported, and ownership was high with managers quickly organising cascade meetings with their teams to brief them and set up Team Agreements. Generally, the queries on the policy did not come to HR and the managers exhibited more confidence in having more difficult conversations about balancing home and work requirements. This may have been aided by the appetite for hybrid working within the business as well as an appreciation of the increased level of flexibility we were providing.

One year on, hybrid working is the norm for the majority of previously office-based colleagues. Hybrid working has become easier because of the improvements to IT infrastructure and implementation of Microsoft 365, SharePoint and implementation of the Intranet.

As well as being a key factor (alongside 9-day fortnight) in our attractiveness to prospective candidates hybrid working has also contributed to a reduced level of short terms sickness absence (absence under 10 days duration which has reduced by 2% in the last year. It is anticipated that this will fall further once the after-effects of the pandemic, lockdowns and lower immunity levels have eased. Whilst retention has worsened in the last year, due to “the great resignation” it is anticipated that the combined value of nine-day fortnight and hybrid working will continue to help retention within the organisation.



Spotlight on culture and behaviours

Principles and Behaviours Framework

2022 saw the launch of Hafod Principle and Behaviours framework. The framework was launched across the organisation in the summer of 2022 to all teams and in the last nine months the people team have held over 20 training sessions to support the initial launch.

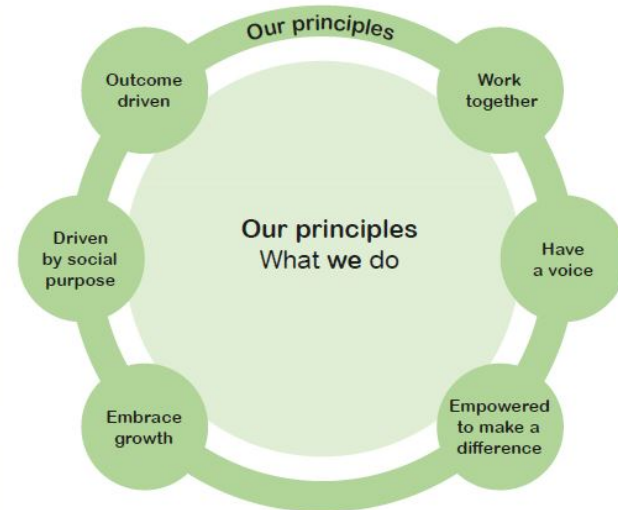
The organisation's behavioural framework is being weaved into all people policies and information and is also replacing our focus on values in all our corporate literature. We have also taken the approach of including the behaviours in our attraction and recruitment processes to help potential new colleagues understand Hafod's expectations.

Principles

Our principles are the guides we use to create consistent and recognisable experiences for our customers and colleagues. They define what we do as an organisation and how we work.

Our principles are:

<p>We are driven by our social purpose</p> <p>We positively impact our customers, colleagues, communities and the environment. We exist to improve lives and the world we live in.</p>	<p>We work together</p> <p>We collaborate with others to achieve our social purpose. We are committed to respect and dignity, encouraging everyone to be their true selves.</p>
<p>We are all empowered to make a difference</p> <p>We are trusted to be autonomous/independent, make decisions and use our initiative. Our leaders are supportive, visible and accessible.</p>	<p>We all have a voice</p> <p>We value open, two-way communication, so all voices are heard. We encourage everyone to speak up, be proud and celebrate our successes.</p>
<p>We embrace growth</p> <p>We pursue meaningful change and innovation led by evidence. All experiences are valued as stepping-stones on a journey of organisational learning. We are supported in our professional development and personal well-being.</p>	<p>We are outcome driven</p> <p>We monitor performance by outcome to ensure efficiency, cost effectiveness and value for money. To achieve this, we embrace new technology, the modernisation of systems and agile working practices.</p>



Behaviours

Our behaviours describe how our colleagues act as individuals and how we work together to deliver consistent Hafod experiences. They reflect a range of behaviours from communication and influencing to delivering results.

They help colleagues be more effective in their working lives, so that together we deliver our best work for those we support and those who support us.

Behaviours allows us to break down our principles into individual action and approaches that can be taken by everyone to help us achieve our goals, deliver great service and grow.



Deep dive five- reward and recognition

Reward and recognition are an area that whilst we have made progress, the progress has been slower and not as deep as we would like due to resource and budget constraints. This is an area that we would like to make significant progress in the future once budget allows.

In the year however we have seen positive progress in a number of areas of reward and recognitions including the following:

Recognition

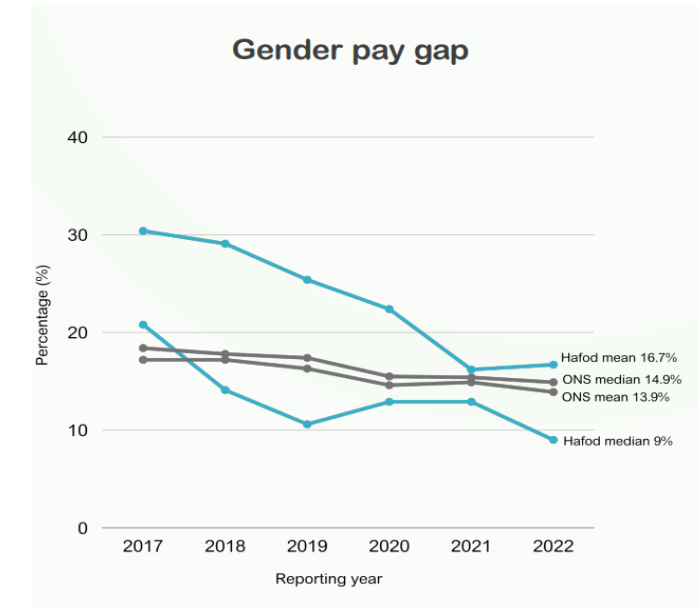
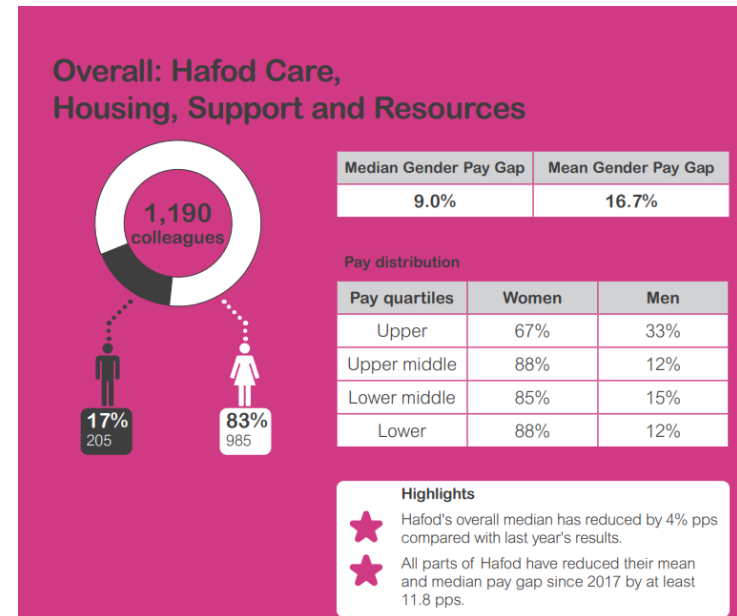
Following the launch of our new Principles and Behaviour Framework in May 2022, our colleague recognition initiative and form was introduced in September encouraging colleagues to appreciate, recognise, praise or thank their peers who are positively role modelling our Hafod behaviours.

To date there have been 166 messages submitted with the most common behaviour being caring and supporting, closely followed by acting as one team. Each month we produce a round-up video of the messages that were submitted the previous month. Our first round-up video was shared in October 2022 with 17 messages. The initiative has continued to gain momentum with the latest round-up for April 2023 receiving 28 submissions. The initiative is promoted during corporate induction days, on our intranet, in the colleagues' Facebook group and via managers and team meetings. Colleagues from all areas of the organisation take part.

Gender pay gap

2022 saw our median Gender Pay Gap reduce by 4 percentage points to 9% which is a 11.8 percentage point improvement since 2017 when the monitoring of the gender pay gap began. We are delighted that the actions we have been taking over the last 5 years have resulted in the closing of our gap.

Our overall aim has been to achieve a single digit gender pay gap figure and we are delighted that this has been achieved although we are not complacent and will continue to put measure in place to ensure that women and men are treated fairly in all aspects of their work at Hafod.



Spotlight on reward and recognition

Cost of living support

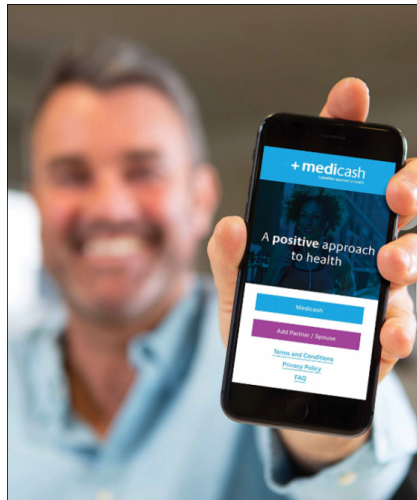
Hafod understands that financial security is a key part of our colleagues wellbeing. This is particularly relevant at the current time with increasing rates of inflation and cost of living.

Hafod aims to be a real living wage employer but our ability to implement this across all roles is impacted by the funding provided by Welsh Government and the costs provided on contracts with local authorities. However, Hafod have been able to implement the RLW rate for frontline care roles as a result of support provided by the Welsh Government post pandemic

Recognising the impact of the increasing cost of living can be having on our colleagues Hafod has put in place additional funds in the form of cost of living support for all colleagues. An immediate support has been the payment of four £100 monthly payments directly to colleagues. This commenced in December 2022 and was well received by colleagues due to the timing, supporting them with the festive period.

Ongoing financial support and education has been provided to colleagues through a link with Cardiff and Vale Credit Union. Working with the credit union has enabled colleagues to access financial advice, open savings accounts and join regular saving schemes for events such as Christmas. Information sessions held by the Credit Union were well attended and provided managers with a range of information they could pass on to colleagues as required. Hafod has continued to provide colleague with Medicash, a cash plan benefit that colleagues can use to claim cash back against medical costs for themselves and their family, to access discounts and online savings for a range of products and services and provides access to an Employee assistance program for wellbeing support.

Use of medicash continues to grow in popularity with an average of 30 claims being made by colleagues each month. Feedback from colleagues on the benefit of the online discounts is increasing as more colleagues are increasingly accessing these (particularly the shopping vouchers) and sharing tips with their teams and colleagues on where there are good discounts and how to make the most of the savings.



Looking forward - priorities and plans for 2023/2024

Our experiences of the last two years with the impact of the pandemic, the associated resourcing and retention challenges, a new hybrid working culture, followed by a cost-of-living crisis have made the future landscape unpredictable in relation to what the next challenges and opportunities will be for the people team. The immediate priorities for the team are continuing to address the challenges that have been left over from the pandemic but also focusing on the key HR fundamentals that attract new colleagues to an organisation, develop and retain them. To support this our people priorities are focused on the following areas:

1. **Workforce of the future** - This priority is focused on ensuring that we have the right colleagues in the right place at the right time in order to respond to the changing external markets. It is also focused on ensuring that all roles are adding value to the organisation and ensuring that we are attracting and retaining the right skills to enable us to deliver our current and future priorities
2. **Skills development** - A key area of skills development is continuing to develop digital literacy across the organisation. With the embedding of our digital transformation strategy we will see a need for all colleagues to utilise new systems and ways of working. We will also be looking at ways that we can up skill colleagues to evolve their roles. A key focus for this year will also be on developing and implementing an early careers offering which will be focused on apprenticeships, trainees and work experience opportunities
3. **Colleague engagement** - Colleague engagement is central to our people strategy and focused on enabling our colleague to have a great days at work. In order to enhance colleague engagement this year we will be promoting our brand proposition internally and externally which will be focused on our purpose as an organisation and what we offer our colleagues, We will also continue to focus on recognition providing tools and opportunities to drive forward peer to peer celebration.
4. **People leadership** - Having great people leaders is key to Hafod future success. Each line manager makes a difference every day and ensuring that they have strong people leadership skills ensures that all colleagues can have a great day at work. In order to support our leaders we are introducing a managers induction programme, defining what a Hafod leader looks like and working with our leaders to embed our principles and behaviours framework further.

Each of these areas provide us with significant opportunities to raise Hafod's profile as a great place to work for colleagues but all have their challenges alongside the opportunities.

