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People Strategy 2023-2026

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Introduction

At PSOW our people are our most important asset. Delivering an excellent service to complainants can only be maintained by ensuring we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to deliver according to our values and ambition.

We face more challenges in this Post Covid-19 period, than have been experienced in the history of the Organisation. Rising complaint numbers resulting in continued growing caseloads have created an unprecedented pressure and unfortunately, our resources have not grown at the same rate. Maximising the resources we have currently and planning for our future needs is vital in order to deliver our Strategic Plan and priorities.

We know that our effectiveness as an Organisation, is dependent on having a workforce who are motivated and high performing. Teams that demonstrate our values and who work to maintain a positive, high-performance culture. Culture is usually described as “the way we do things around here” and our day-to-day leadership practices and the decisions we make, have a direct impact on the culture of

the Organisation. It is therefore important that we continue to grow strong and empathetic leadership practices and ensure that our policies and procedures that underpin the development of the culture of the Organisation, are fair and consistent.

Good performance management is critical if staff are to understand what is expected of them and also understand if any gaps exist between delivery and expectation. To achieve goals agreed, staff must be motivated and equipped with the necessary skills, resources and support. Helping managers review, measure and improve the performance of their teams remotely in the new model of hybrid working is fundamental.

Building and maintaining high levels of staff attendance is also key to ensuring we have the right amount of resource available to us. Tackling poor attendance and providing support where it is needed is fundamental to promote wellbeing and to ensure fairness and consistency across the Organisation. Poor attendance in particular, has a direct negative impact on the effectiveness of the Organisation and on colleagues who have to pick up additional work to cover absence.

The Strategic Plan for 2023 – 2026 outlines our role and ambition, our intentions and focus for the continuation and development of the service over the next three years. Specifically, in relation to our people, it is recognised that **“we need to wisely invest in our staff, offering the right support and reaping the benefits of agile working”** as well as being **“... realistic about the resources and capacity available to us.”**

There are four Aims within the Strategic Plan which the People Strategy supports (see next page).

Whilst the People Strategy underpins delivery of all elements of the Strategic Plan, it directly impacts on delivery of **Strategic Aim 4** in particular – ensuring that we have a healthy, efficient and accountable organisation. The two objectives of Aim 4 that specifically relate to our people are:

- Develop our new model of agile working, engaging with staff to review our office needs and improve internal communications.
- Develop and Implement our People Strategy, to ensure that we maintain high performance and support the wellbeing of our staff.

How will we know we have made a difference?

- We are an agile workplace, using our facilities efficiently and offering the right support to our staff.
- Our staff are motivated and high-performing.
- The profile of our workforce is more diverse, better reflecting the communities that we serve.

How we will measure this?

- feedback from our staff
- equality and diversity monitoring
- internal and external audits.

This People Strategy has been developed in order to detail how we intend to ensure we have the right people in place to continue to deliver a high-quality service to complainants and to deliver our ambitions in the Strategic Plan. It is supported by an annual operational plan.

The development of this People Strategy has been shaped by the feedback received from several staff surveys over time, the first conducted in 2016. This has included the PSOW bi-annual survey as well as the Chwarae Teg Fairplay Employer survey. Response rates to staff surveys remains high, with 84% of staff responding to the PSOW survey in 2022 and 89% responding to the Chwarae Teg Fairplay Employer survey in 2022.

Strategic Aim 1:

Delivering justice with a positive impact for people and public services.

We deliver an efficient, empathetic and proportionate service that supports justice and improves public services.



Strategic Aim 2:

Increasing accessibility and inclusion.

People across Wales are aware of our office, understand how we can help them and our service is relevant and accessible.



Strategic Aim 3:

Increasing the impact of our proactive improvement work.

We contribute to improvement in public services, through complaints standards work, wider learning from complaints and own initiative investigations and supporting high standards of conduct amongst councillors.



Strategic Aim 4:

Ensuring that we are a healthy, efficient and accountable organisation.

We maintain and improve efficient and effective use of our financial, staff and IT resources, and ensure good governance, accountability and transparency.



In 2022, we maintained our Silver award as a Fairplay Employer (Chwarae Teg survey) and in the same year our own survey results showed that 90% of staff are proud to work for PSOW and are committed to PSOW's goals. The two surveys have provided useful data and attempt to capture the views and issues from staff. Some aspects, including concerns about resources and workload pressures, are particularly relevant to our future planning. The results have also provided the data on which we have been able to base our focus on how areas with lower satisfaction can be improved.

There are some challenges ahead for us in 2023 – 2026 as we navigate our new chapter. Our current service improvement project is highlighting opportunities to change some of our ways of working and we know through

our own survey (2022) that 93% of staff are comfortable changing the way they work if they have a clear understanding of the reason why. This means that in order for us to successfully change the way we work internal communication will be even more important during the lifecycle of this Strategy. Providing more opportunities for staff to contribute to 'how things are done' and decision making will help us achieve a higher level of engagement with staff. In our own survey (2022), 68% of staff said that they feel they have the opportunity to contribute to how things are done at PSOW. An improving level of staff engagement will be vital to enable us to continually improve.

This People Strategy details our plans and focuses on **three key elements** which underpin this work.

Three Key Elements of the People Strategy

There are fundamentally three key elements to ensuring we have the right people in the right place at the right time:

Attraction

Ensuring we are able to attract new staff who have the skills, knowledge and attitudes to successfully deliver the role and thrive within the Organisation.

Retention

Retaining staff is vital by ensuring they are supported, rewarded and recognised. Retention of staff is fundamental to ensure we have the right amount of resource in place for the continued delivery of our service. As an Organisation we need staff to deliver high levels of performance and attendance.

Development

Opportunities for development are essential to enable staff to close off any gaps that may exist between current performance and future performance. Our ambition is to provide development opportunities that will enable staff to realise their potential as well as building on the skills that will help them in their current role.

Key Element 1 - Attraction

Doing all we can to secure high calibre staff, who have the essential skills, knowledge and attitudes to deliver for us is essential. When we advertise our vacancies, we want to attract a pool of potential candidates who are a good “fit” for the Organisation.

How we will know we have made a difference

What we want to see	How we will measure this
Better representation of target groups	Equality monitoring of staff and job candidates
We have assurance that our recruitment process is accessible	Feedback from our job candidates
New staff members joining through our schemes	Profile of our new starters against each scheme
High calibre applicants apply to our vacancies	Assessment of our staff numbers against those highlighted in the workforce plan

Where we are now

Traditionally, labour turnover has been very low. Even though we have seen our labour turnover of permanent staff change over the last few years, the numbers are still very low. In 2019/2020 our turnover was 8.5% with 80% of those leaving for career progression and 20% retiring. In 2020/21 it was 1% however, we saw an increase in 2021/22 to 9% (7 staff). Out of those staff, 58% left for career progression, 14% retired, 14% left for

caring responsibilities and 14% left for personal reasons. This turnover resulted in us recruiting four new starters in 2021/22 and 13 new starters in 2022/23, with two of those being bank workers.

Our workforce equality monitoring is conducted through an anonymous voluntary internal staff survey. In 2022/23, we had a 94% response rate to this survey.

Some groups are well-represented among our workforce.* Positively,

- 7.5% of our staff said they identified with diverse ethnic backgrounds. For comparison, 5.3% of the Welsh population of working age identified with diverse ethnic backgrounds, whilst 4% identified with diverse ethnic backgrounds and were economically active (StatsWales 2023).
- 74% of our staff were female. This continues to be a positive trend, since men in Wales are more likely than women to be in employment (StatsWales 2020).
- At 17%, the proportion of staff between 55 and 64 was well above the Welsh average of 13%.
- 4% of our staff told us that they identified with diverse sexual orientations. This significantly exceeded the representation of this group according to the 2021 Census (3%), though 7.6% of people did not respond to this Census question.
- 6% of staff told us that they identified with diverse religions. This was higher than the Welsh average of 4% (2021 Census).
- 14% of our staff told us that Welsh was the first language of their household. However, the proportion of people who had fluent or fairly good Welsh language skills was much higher – between 26% and 30%.

However, **some groups remained under-represented:**

- Only 5% of our staff identified as disabled – compared with 4% in 2019. For comparison, in 2023, about 37% of Welsh people of working age identified as disabled, and 15% identified as disabled and economically active (StatsWales 2023).
- Only 4% of our staff identified with diverse national backgrounds (this measure is different to ethnic backgrounds). This was compared to 6.9% of Welsh residents estimated to be born outside of the UK (Welsh Government) and 7.5% of Welsh full-time workers (Wales Centre for Public Policy 2019).
- Only 1% of our staff were under 25 - compared with 6% of the Welsh population aged 20-24 (Statista).
- No staff member identified as trans.

* The figures in this section account also for staff on maternity leave and bank workers. As a result, the representation of staff from diverse ethnic backgrounds and whose first language is Welsh varies slightly compared to the figure in our Annual Report 2022/23.

Due to limited response rate, we were not able to report on the equality profile of our job applicants in 2022/23. However, in 2021/22, 6% of our job applicants who shared this information said they were from diverse ethnic backgrounds and 7% of shortlisted candidates were from those backgrounds.

Yet, the proportion of candidates identifying with nationalities different to Welsh, English or British was low, at 3%. Only 9% of candidates told us that they were disabled.

In order for the Organisation to truly represent the diversity in society,

our aim is to attract more applicants from diverse backgrounds. Our staff recognise our efforts to achieve our objective with 86% (own survey 2022) agreeing that we are committed to creating a diverse, equal and inclusive workplace.

We have updated our recruitment policy and practices to introduce a more proactive and flexible way of attracting candidates. We have trialled allowing applicants to submit a CV in place of a full application for certain roles and continue to test new platforms for advertising. However, whilst attracting volumes of applications, the quality of candidates

applying can be disappointing. We have successfully filled vacancies over the last 2 years however, we anticipate that in order to continue to attract high calibre candidates, we must continually improve our recruitment practices and positively promote our employment offer.

We do not currently offer internships, Graduate Programmes or Apprenticeships, however, in order for us to “grow our own” talent, developing programmes that will attract new talent into the Organisation, will help us to develop a pool of resource we can utilise for future roles.

Where we want to be

Our ambition is to:

- Have a greater level of diversity within our workforce including ensuring good capacity to deliver our service in Welsh.
- Have a full complement of staff according to our needs outlined in our Workforce Plan. Successfully recruit new staff by attracting high calibre candidates when we advertise vacancies.
- Have resource available to us for times of high volumes through having our own list of trained bank workers.
- Have our own pool of talent available through “growing our own” schemes, including internships, Graduate schemes and Apprenticeships so that we can fill appropriate vacancies.

How we will get there

- Develop a Workforce Plan which details our resource requirements going forward, including the development of a pool of internal candidates and Graduate recruitment / Apprenticeships.
- Advertise our opportunities in new innovative styles and across a variety of media, in a way that enables us to attract a wider range of applicants from diverse backgrounds and who can evidence the essential criteria of the role advertised.
- Ensure our recruitment processes (both internal and external) are accessible, relevant, visible wherever possible and sensitive to candidates' needs as appropriate. Tailor our application process to ensure any potential barriers for candidates are removed at the earliest possible stages and throughout the recruitment process.
- Maximise outreach opportunities by including what we can offer as an employer. This will ensure we gather feedback on our processes to ensure they remain relevant and accessible and may include, where appropriate, opportunities for shadowing.
- Review and develop our onboarding process to ensure it encourages engagement of new staff from interview through to completion of probation, which will help staff to become integrated quickly and feel part of the team, whether remote working or hybrid working.

Key Element 2 - Retention

Our desirable position as an Organisation is to have a low turnover of staff, however, we recognise that some turnover is inevitable and a small element of turnover is not necessarily a negative reflection on the Organisation. It takes a significant amount of time and investment to train new staff and for them to be able to contribute fully. Consequently, retaining staff is important, especially in specialist areas.

How we will know we have made a difference

What we want to see	How we will measure this
A reduction in sickness absence	The sickness absence figures will demonstrate this
Maintain high level of staff satisfaction with working for us	Staff survey – the proportion of people who say PSOW is a great place to work
Maintain high levels of staff satisfaction of work life balance	Staff survey – the proportion of people who agree they have good work life balance and can work flexibly
Increase the proportion of staff who feel able to contribute to how things are done	Staff survey, CMRG, surveys on new innovations or processes, opportunities to be part of project/working/focus groups

Where we are now

In our own survey (2022) 86% of staff said that if they were asked about working at PSOW, they would say it was a good place to work.

We strive to create an environment where all staff feel that they are treated fairly, have equal access to opportunities, are healthy and well. In our own survey (2022), staff results included the following:

- 83% of staff said that they feel they are treated fairly at work.
- 88% of staff think that we respect individual differences (e.g. cultures, backgrounds, ideas).
- 86% of staff felt that the workplace is free from inappropriate behaviour (such as bullying and harassment).
- 81% of staff felt that they are kept well informed about the work we undertake to promote equality.

Caseload numbers over the last two years have stretched our resources and the effects of that pressure are still felt. In our own survey (2022) 58% of staff said that the amount of pressure they were under to complete their work and meet timescales was reasonable. We work to support staff

by engaging additional resource when it is needed and rotating staff, moving them to different teams on a temporary basis to alleviate pressure. The dedication of staff during this time has been exemplary, with 90% of staff telling us (in our own survey 2022) that they felt committed to PSOW goals and 78% of staff felt a strong sense of belonging to PSOW.

In terms of staff wellbeing, 88% of staff said (2022) that they had a reasonable work life balance and 93% of staff said that their working arrangements were sufficiently flexible to allow them to balance their work and home life priorities. In 2022 through our own survey we asked staff what model of working they would want and 64% of staff told us that they would like to work in a hybrid model going forward, a mixture of home and on site working. In response to this, we have implemented the current hybrid model of working, where staff have the choice and flexibility to work at home or in the office. Having introduced home working during COVID-19 and the subsequent development of the hybrid model of working, we are now taking further steps forward and introducing hot desking for those who choose to attend the office for work. Enabling remote working with minimal requirement to attend the office

except for training, PRDP's and other staff meetings, has helped us attract high calibre candidates who live further afield. This has been helpful when advertising for Investigation Officer vacancies in particular and has enabled us to secure candidates that would otherwise not have applied.

We have a Wellbeing Working Group in place, who focus on ways to support staff wellbeing. This has resulted in the introduction of new staff benefits and an annual programme of activity aimed at encouraging staff to engage in wellbeing activities on a monthly basis. Exit interviews are conducted with staff leaving and any suggestions for improvements are considered by the Wellbeing Working Group where appropriate.

Our terms and conditions are favourable, we have a generous annual leave scheme, a flexi time scheme with maximum flexibility for achieving work life balance through hybrid or remote working, contributory Civil Service Pension, discount schemes including gym membership and ongoing initiatives to enhance wellbeing. We have traditionally compared ourselves with local government salaries, however, going forward we need to consider more appropriate comparators in order to benchmark our terms and conditions.

A large proportion of staff are at the top of their grade due to long service which can limit their opportunity for salary progression, but we are looking at providing development opportunities as a move away from traditional hierarchical models of progression.

We do not currently give benefits statements to staff to enable them to fully appreciate the full package delivered as part of their employment contract.

There is currently no Workforce Plan in place detailing how we will ensure we have the right level of people resource in place on an ongoing basis, or how we will develop a pool of staff ready to apply for vacancies / opportunities. Not having automatic routes to development or access to opportunities for progression can be de-motivating for staff.

In relation to staff engagement, there has been a decline - satisfaction with internal communication has declined, with staff also feeling less able to contribute to how things are done. However, 69% of staff said they did feel they could contribute and 82% of staff said that they could express their views and discuss any decisions that affect their work. Staff have many opportunities to provide input to decision making.

Staff have a seat on CMRG, have the opportunity to feedback through staff meetings, are consulted on new innovations and processes and have the opportunity to actively shape service improvement, with the Perago Service Improvement Project being the most recent and relevant example.

Performance management and support has been delivered alongside PRDP's and Progress Meetings and 75% of staff told us that performance was managed consistently within their team, 81% said that their line manager motivated them to be more effective in their job and 88% said that they receive regular and constructive feedback on their performance with 78% saying the feedback they received helped them to continually improve their performance. 97% of staff told us that they were clear about their responsibilities and what they were expected to achieve in their job.

The level of sickness absence for 2022/2023 has seen an increase to an average of 8.59 days per staff member. This is slightly lower than the peak in 2019/20 where we saw the average per staff member being 8.98. In 2020/21 it decreased to 2.98 which was a result in the main of staff working from home. Then it started to increase in 2021/22 to an average of 7.15 per staff member. Long term sickness has had a direct detrimental impact on the figures. According to the ONS (2022) sickness absence levels are the highest they have been since 2020 at an average of 4.6 days per worker. Our levels are currently well over the average with a small number of staff incurring significant absence.

Where we want to be

Our ambition is to:

- Have a stable, trained, high performing workforce with a full complement of staff numbers and with lower turnover than the 22/23 level.
- Raise staff satisfaction by providing updates on the full range of benefits staff have and can access.
- Recognise good performance in a way that goes beyond salaries and grades. We acknowledge and celebrate what has gone well.
- Enable all staff to have access to appropriate development opportunities so that they feel motivated and valued and can understand and deliver their part in the Organisation now and in the future.
- Have communicated expectations clearly and ensure job descriptions are up to date. Ensure all staff are clear about our expectations and what high performance looks like. Challenge is expected where shortfalls exist and self- reflection is assisted by performance tools so that any gaps are closed.
- Reduce the level of sickness absence average per staff member.
- Have a higher number of staff who engage with us through being involved in project/ working/focus groups.

How we will get there

- Develop our culture; make sure that our leadership (day to day actions) align with our ambitions for a culture that encourages, coaches and motivates staff to perform at their very best. A culture where staff who are experiencing a shortfall in their current performance are supported to close the gap that may exist.
- Acknowledge and celebrate high attendance.
- Review our sickness absence procedure to ensure staff are supported when on long term sick, assisted to return to work as appropriate or challenged both informally and formally when attendance is poor or causes concern.
- Develop and implement a Leadership Charter, providing clarity which reinforces the role of all leaders to inspire, encourage, provide autonomy, motivate and coach.
- Conduct our own staff survey to establish staff views every year.
- Provide staff with an annual benefits statement outlining the benefits they currently enjoy.
- Benchmark our employment package against other relevant employers.
- Continue to build on our employment offer by both increasing the number of staff benefits accessible through PSOW employment and the number of initiatives facilitated/ delivered by the Wellbeing Working Group.
- Update all job descriptions so what we expect of staff continues to be clear and understood.
- Provide opportunities for face-to-face consultation either in person or virtually on changes that may affect staff.
- Explore new tools to highlight the achievements and values of our staff.
- Undertake regular research to find out if our communications and engagement work meets the expectations of our staff.
- Encourage staff to get involved in project/working/focus groups.

Key Element 3 - Development

Developing staff enables us to equip them to deliver their role, continuously improve and realise their potential. Providing a range of relevant opportunities can also be motivating for staff and can be a real tool of retention.

How we will know we have made a difference

What we want to see	How we will measure this
Increase the proportion of staff who are satisfied with the support they receive to develop and improve their skills	Our staff survey
We identify and efficiently address our skills needs	By assessing the proportion of our Annual Training Plan that has been completed
Increase the proportion of staff who agree that our leadership team encourages a culture of openness and trust	Staff survey
Increase the proportion of staff who agree that the leadership team provides consistent and effective leadership	Staff survey
Proportion of staff who agree that their manager motivates them to be more effective in their job	Staff survey

Where we are now

In the Chwarae Teg Fairplay Employer Survey we conducted in 2022 the results reflected, in part, the challenge staff were facing in finding time for learning and development. Focus groups were held to explore the area of learning and development in particular. In those Focus groups, staff reported that they felt Managers should provide more support in the identification of training needs and to identify solutions to close any gaps that existed. Time available for training was reported as a barrier with staff expressing how busy they were and had been particularly over the last two years. The time spent having to identify the best training, supplier and cost was also prohibitive, with this responsibility sometimes weighing heavily on staff themselves, resulting in them abandoning their search.

In our own staff survey (2022) 68% of staff said that they were supported to apply their learning to their day-to-day role, 86% said that they understood how to access and request training and development opportunities, 59% said that there were sufficient opportunities to receive training and development to improve skills in their current role and 69% said that they valued the opportunities for ongoing development.

The advent of Covid has brought many

more online opportunities making training and development more accessible, particularly where location or commitments at home may have been prohibitive. However, at the same time, lockdown and school closures prevented access for many people who were trying to juggle home and work and preventing them from taking up these opportunities. Although Covid brought more accessibility, people miss the lack of face-to-face contact afforded by in person sessions.

There are several staff who have been supported to pursue qualifications to enhance their skills and abilities in their current role and beyond.

We support staff to develop their Welsh language skills by funding a range of Welsh language skills courses, some of which are delivered in working time. We also provide training to help staff understand Welsh culture and the Welsh language more broadly.

There was feedback from staff that the Organisation has a positive approach to training and development and suggestions were made about improvements, which have been incorporated into the work of this strategy.

We currently do not have any Training Schemes available to external

candidates i.e. Graduate Schemes, Internships, Apprenticeships.

We create structured opportunities for leadership development every

quarter through the delivery of the Development Network Meetings for all leaders within the Organisation.

Where we want to be

Our ambition is to:

- Support the positive learning culture that exists by ensuring staff have easy access to learning. We want all staff to access and receive the training and development they need in order to fulfil their role expectations and to close any gaps that may exist between where they are now and where we want them to be.
- Continue to advocate for learning time, ensuring staff know that they are not only allowed, but encouraged to take time out of their day as part of their 28 hours CPD.
- Ensure support is provided for staff to help analyse and reflect on their own skills, aptitudes and potential development needs, their effectiveness in their current role. In addition, preparation for career advancement if desired, to prepare for fulfilling the needs of the organisation going forward.
- Enable staff to work in partnership with their Manager to identify their training needs according to the requirements of their role or development plan and to know that the organisation will work with them to both source/organise the development identified. For that development to focus on the desired outcomes of the training and what success will look like.
- Have an annual training plan in place which will record the training needs identified at the three levels of need; organisation, team, individual and for the needs identified and agreed to be organised for/with staff.
- Have an established framework of annual training activity and development initiatives that staff can access. Some of these can include aspirational modules e.g. leadership modules for those desiring to lead in future, project leadership skills, presentation skills. The outcome

will be to develop a pool of staff in readiness for internal vacancies/ opportunities.

- Ensure all Leaders have access to and understand a range of people management tools to assist them with every aspect of leading/ managing people.
- Ensure the IT skills requirements of each role are clear and for training to be delivered in order to raise the level of IT capability.
- Continue to encourage and support staff to develop their Welsh language skills.
- Encourage and provide a process for knowledge sharing for people to talk about and share what they have learned.
- Show examples of where people in all roles from leadership down are making time to learn.
- Have an effective evaluation and feedback process in place.
- Have development programmes that will enable us to attract and develop new staff, specifically (but not exclusively) Graduate Development Schemes and Office Apprenticeships.
- Identify opportunities for staff progression detailed in a workforce plan and outline the development needed to achieve our aspirational goal of having a skilled pool of internal candidates available to meet our future needs.

How we will get there

- Run sessions with both managers and staff to enable the appropriate identification of training needs.
- Develop an annual training plan (Corporate Training Plan) which will detail the training needs at the three levels: Organisation, Team, Individual).
- Develop an individual training plan for each staff member which is developed at the same time as the PRDP in April of each year. Each staff member will work in

partnership with their Manager to identify their training needs and this will form the basis of their plan. The plan will detail what learning and development will help the individual to develop skills relevant to their current role in order to deliver high performance and that will enable them to progress. Whilst progression is an aspirational intent, the plan can, at least, identify what would help that individual develop beyond their role. Whilst learning and

development that will build on capabilities to deliver in their current role can be facilitated over the 12 month period of the PRDP, aspirational goals may span 2 – 3 years. The organisation will then take responsibility for working with the staff member to source the development / training that has been agreed as essential and identified in the plan.

- Identify developmental opportunities and requirements for all roles. These will form the basis of a PSOW Lifecycle Training framework. This will outline both essential (compulsory) and desirable (non-compulsory) continued improvement/ learning and development opportunities for all roles within the Organisation. This will help with the development of a pool of staff available to apply for internal vacancies / opportunities.
- We will hold more face-to-face 'lunch and learn' events in the office which provide an opportunity for staff to meet as well as discuss topics of relevance.
- Ensure PRDP and Progress Meeting process and practices provide training support to both staff and leadership in delivering reflective and effective discussions that build and nurture high performance.
- Provide guidance and examples of what activities would be suitable for the annual 28 hours learning, including blended learning and activities and potentially developmental experiences which may arise in (or be integrated into) the course of normal work activity.
- Continue encouraging and supporting staff to develop their Welsh language skills and include this in their individual training plan where appropriate.
- Provide appropriate leadership development training in addition to the existing Development Network opportunities quarterly.
- Develop a PSOW Leadership Charter and support Managers to deliver the expectations within it.
- Evaluate all training to ensure the desired outcomes identified prior to training taking place, have been achieved.

What happens next?

This Strategy will be supported by the production of an annual business plan. Progress against the plan will be reviewed on a quarterly basis.



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