



# Powys Teaching Health Board Social Partnership Annual Report 2025



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board



# Introduction and Background

The Social Partnership and Public Procurement (Wales) Act 2023 (“SPPP Act”) fulfils a Programme for Government commitment placing social partnership on a statutory footing in Wales.

On 1 April 2024 the new Social Partnership Duty (“the Duty”) on public bodies came into force in Wales. The Duty is set out in sections 15, 16 and 18 of the SPPP Act. It complements existing well-being duties to which certain public bodies are already subject to under Part 2 of the Well-being of Future Generations (Wales) Act 2015 (“WFG Act”).

Powys Teaching Health Board (PTHB) welcomes these new duties, and this document represents our first annual report in accordance with Section 18 of the Act. It demonstrates significant progress in fulfilling both the letter and the spirit of the Act, building on our existing foundations of staff partnership, with clear ambitions to further strengthen and develop social partnership in future.

We remain committed to upholding the principles of social partnership, ensuring that our workforce and stakeholders play an active role in shaping the future of healthcare in Powys. Through continuous engagement, collaboration, and shared decision-making, we aim to improve working conditions, enhance service quality, and deliver better health outcomes for the people of Wales.

We commend our first annual report to the Social Partnership Council.

*Hayley Thomas, Chief Executive, Powys Teaching Health Board*

*Reviewed and approved by Local Partnership Forum on 6<sup>th</sup> October 2025*

# PTHB Local Partnership Forum

PTHB has a well-established Local Partnership Forum which is the formal partnership mechanism where the Health Board's Managers and Trade Unions work together to improve health services for the citizens of Powys.

The purpose of the Local Partnership Forum as at May 2024, as specified in the PTHB Standing Orders, is to:

- Establish a regular and formal dialogue between the Health Board's Executive and the Trade Unions on matters relating to strategies pursued by PTHB.
- Provide opportunities for Trade Unions input into organisation service development plans at an early stage.
- Consider the implications on staff of service reviews and identify and seek to agree new ways of working.
- Consider the implications for staff of NHS reorganisation at a national or local level and to work in partnership to achieve implementation.
- Appraise the Trade Unions of the financial performance of the organisation on a regular basis.
- Appraise the Trade Unions of THB clinical activity and its implications.
- Provide opportunities for Trade Unions input to quality issues, including clinical governance, particularly where such issues have implications for staff.
- Communicate to Trade Unions the key decisions taken by the Board and senior management.
- Consider national developments in NHS Wales Workforce and Organisational Strategy and the implications for the Board.
- Negotiate on matters subject to local determination.
- Ensure Trade Union representatives are afforded time to meet in order to discuss ways forward to encompass partnership working between staff side and management. Reference should be made to the A4C Facilities Agreement.

Staff partnership arrangements are firmly embedded in health board governance arrangements through a variety of other mechanisms, including through a voting Independent Member of the Board who is a nominated trade union official.

List of the Recognised Trade Unions/Professional Bodies:

- UNISON
- The Royal College of Nursing (RCN)
- The Royal College of Midwives (RCM)
- Unite
- GMB
- The Union of Shop, Allied and Distributive Workers (USDAW)
- The Chartered Society of Physiotherapy (CSP)
- The Community and District Nursing Association (CDNA)
- The Society of Radiographers (SoR)
- The Federation of Clinical Scientists (FCS)
- The British Association of Occupational Therapists (BAOT)
- The Union of Construction Allied Trades and Technicians (UCATT)
- The British Orthoptic Society (BOS)
- The Society of Chiropractors and Podiatrists (SoCP)
- The British Dietetic Association (BDA).

# Key Activities of the Local Partnership Forum during 2024/25

The PTHB Annual Report summarises the activities of the Board's Committees, Advisory Groups, Joint Committees and other key partnership arrangements. Specifically in relation to the activities of the Local Partnership Forum, the PTHB Annual Report 2024/25 states:

*"The Local Partnership Forum (LPF) is well established.*

*"Work has continued during 2024/2025 to strengthen the Forum's operating arrangements and maximise its role in providing advice to the Board.*

*"The Forum has considered the Integrated Plan, reviewed the Terms of Reference, received regular updates on the financial position, workforce analysis and a regular summary report from the Director of People and Culture.*

*"Other areas considered include NHS Staff survey results, Business efficiencies and improvement, the Admin review, updates on the Agile Working Policy, implementation of the non-pay parts of the 2022-24 collective agreement, temporary service change, the route map to sustainability, Bands 2 and 3 Nursing workforce and Speaking up Safely. All reports have a staff side focus."*

There were four meetings of the Local Partnership Forum during the year (29 April 2024, 4 July 2024, 7 October 2024, 20 January 2025).

In addition to this, there is staff-side representation in a wide range of strategic and operational programmes including the Better Together Portfolio Board, Temporary Service Change Programme, and Business Efficiencies Programme Steering Group.

The health board also uses a wide range of informal mechanisms to seek feedback from staff across the organisation to inform our well-being objectives including regular Chief Executive staff briefings, a monthly Team Brief, a well established SharePoint intranet with weekly staff bulletins, management cascade, Staff Wellbeing roadshows and other key activities aligned with specific projects and programmes.

## **Further Information:**

The Powys Teaching Health Board Annual Report is [available from our website](#). Information about the activities of the Local Partnership Forum is available on page 100 of the PTHB Annual Report.

Information about Board Governance including the Terms of Reference for the Local Partnership [is available in the Standing Orders](#).

# PTHB Wellbeing Objectives



## Plan on a page 2025 > 2026

Quality is the golden thread across the whole plan, underpinned by the Quality Standards Of Safe, Timely, Effective, Efficient, Equitable and Person-Centred care (STEEEP)

**Logic Map**  
showing the link between Key Drivers, Objectives, Priorities and CRITICAL ACTIONS

**Key Drivers**  
(aligned with escalation status and de-escalation criteria)

- RISK**  
Addressing performance/quality/delivery/corporate risk
- RECOVERY**  
Addressing the drivers of the financial deficit, optimising efficiency and productivity
- SUSTAINABILITY**  
Delivering 'A Healthy Caring Powys' (Health and Care Strategy) through the Better Together Programme

**CRITICAL ACTIONS in the Delivery Plan 2025 - 26**

**FOCUS ON WELLBEING**

**A whole system approach to wellbeing & prevention**

- Whole system Prevention across the life course
- Health Protection Response including Vaccination
- Women, Family and Children's health

**CRITICAL ACTION:**  
• Neurodevelopment Services for Children & Young People

**EARLY HELP AND SUPPORT**

**A responsive community based model of care**

- Enhanced Primary & Community Care
- Planned Care and Diagnostics
- Complex and Continuing Healthcare

**CRITICAL ACTION:**  
• Community Model  
• GP Out of Hours

**CRITICAL ACTIONS:**  
• Performance & Delivery  
• Referral Optimisation

**CRITICAL ACTION:**  
• External support for further improvement to develop a new model

**TACKLING THE BIG 4**

**Effective care across the Big Four**

- Major Conditions
- Mental Health

**CRITICAL ACTION:**  
• High Value High Impact Pathways: Diabetes (2025/26)

**CRITICAL ACTION:**  
• Transformation Programme

**FULLY JOINED UP CARE**

**Sustainable and resilient health care**

- Community Hospital Model and Rural Regional Centre
- Improve System Resilience
- Commissioning for Value

**CRITICAL ACTION:**  
• Optimising inpatient pathways and bed use

**CRITICAL ACTION:**  
• Six Goals Plan – further development of Hub

**CRITICAL ACTION:**  
• Strategic and Tactical Commissioning Framework

**WORKFORCE FUTURES**

**WORKFORCE FUTURES**

**CRITICAL ACTION:**  
• Workforce Transformation

**DIGITAL FIRST**

**DIGITAL FIRST**

**CRITICAL ACTIONS:**  
• Cybersecurity  
• WCCIS Replacement

**INNOVATIVE ENVIRONMENTS**

**INNOVATIVE ENVIRONMENTS**

**TRANSFORMING IN PARTNERSHIP**

**TRANSFORMING IN PARTNERSHIP**

**CRITICAL ACTION:**  
• RPB Prioritisation for greatest system impact

**Wellbeing Objectives**

**Strategic Priorities**

**Enablers**

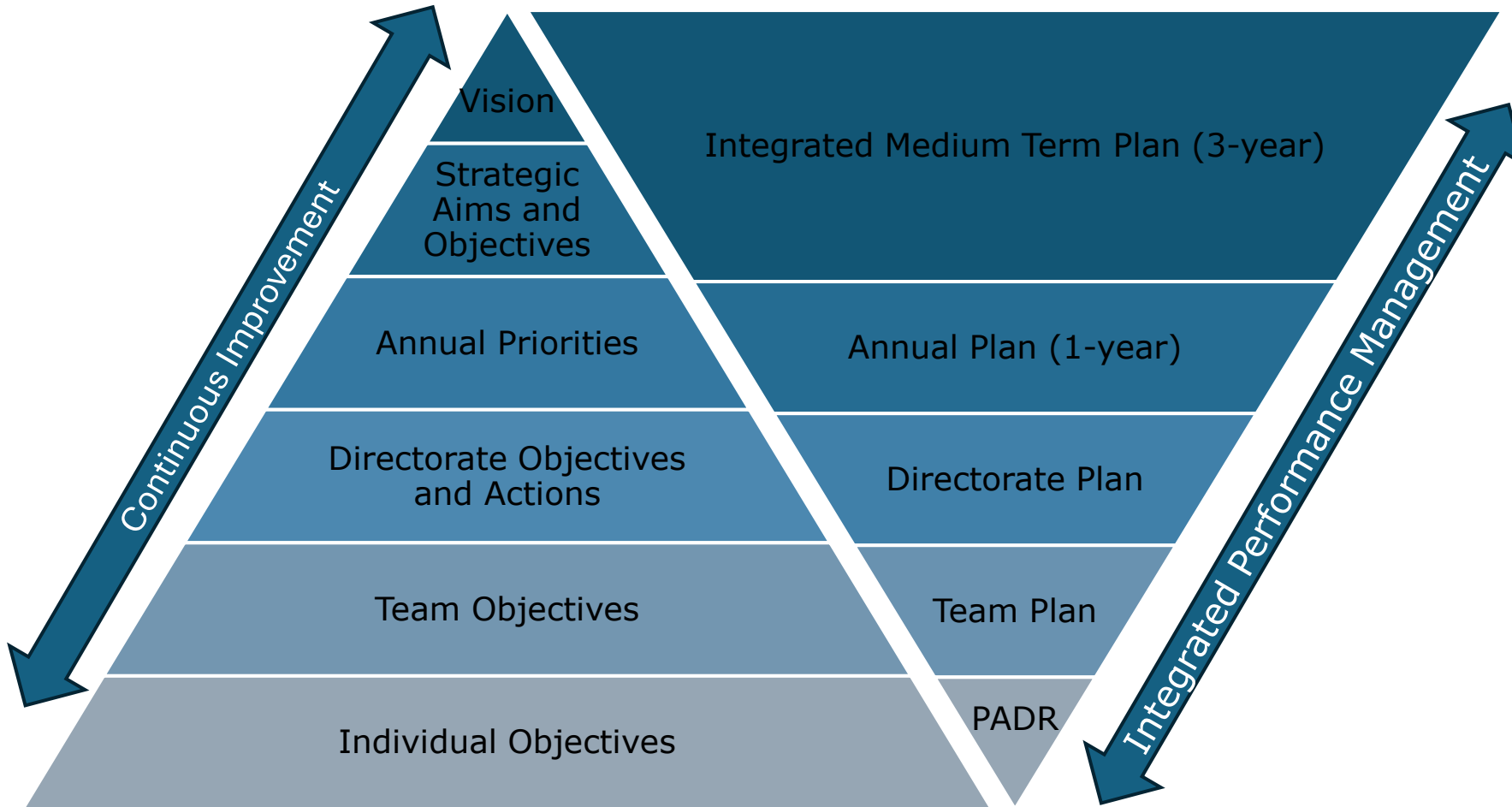
Our Annual Plan 2025/26 was developed through engagement with staff and their representatives during the year. Through this process we reaffirmed our Well-being Objectives:

- **Focus on Wellbeing** (a whole system approach to wellbeing and prevention)
- **Early Help and Support** (a responsive community-based model of care)
- **Tackling the Big Four** (effective care across the big four – circulatory diseases, cancer, respiratory conditions, mental health)
- **Joined Up Care** (sustainable and resilient health care)

In addition, the health board re-affirmed four enabling objectives: Workforce Future, Digital First Innovative Environments, Transforming in Partnership.

Whilst the Annual Plan is not approved by Welsh Government, it provides a clear framework for prioritised delivery in the year ahead. Further information is available in our detailed [Annual Plan 2025/26](#) on our website.

# Delivering PTHB's Wellbeing Objectives and Strategic Priorities – Everyone Matters



The PTHB Performance Framework helps us to ensure that there is a “golden thread” of engagement, governance and co-ordination in the development and delivery of the health board’s wellbeing objectives.

The wellbeing objectives and strategic priorities are set out in the three-year Integrated Medium Term Plan (currently agreed as a Five Year Plan in 2024). This is then translated into in-year priorities within the Annual Plan. These are reflected at directorate, team and individual level in local objectives that support the overall delivery of the plan, and that support and empower staff. This supports every member of staff to understand their role in delivering the priorities in line with our values.

This process also enables key issues to feed back into the organisational planning process, to inform individual, team, directorate and organisational priorities for the year ahead.

# Reporting and Transparency, and Next Steps

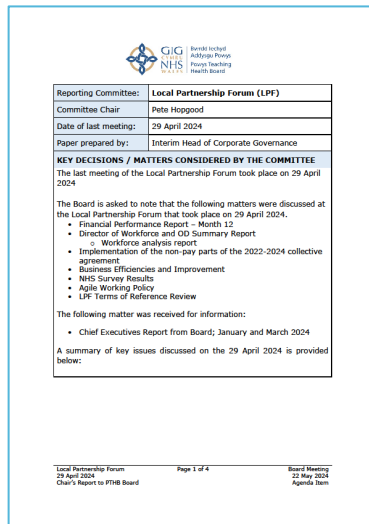
Reports from the Chair of the Local Partnership Forum are presented in public to meetings of the Board.

Copies of the quarterly reports are attached (below) and the full agenda and papers for the meetings of the Board [are available from the health board website](#).

There have also been a number of development sessions/workshops held. Our staff side partners also take an active role with the reviewing of Workforce Policies and are integral to our work under temporary service change and our forward programme under Better Together.

Looking ahead to 2025/26 we plan to review the Terms of Reference and business cycle for the Local Partnership Forum to ensure that there is an increasingly clear process of collaboration in the development of the Health Board's Annual Plan (and specifically our Well-being Objectives).

Further information in relation to the Social Partnership in PTHB is available from the Corporate Governance Directorate by contacting [powysdirectorate.corporategovernance@wales.nhs.uk](mailto:powysdirectorate.corporategovernance@wales.nhs.uk)



**Reporting Committee:** Local Partnership Forum (LPF)  
**Committee Chair:** Pete Hoggood  
**Date of last meeting:** 29 April 2024  
**Paper prepared by:** Interim Head of Corporate Governance

**KEY DECISIONS / MATTERS CONSIDERED BY THE COMMITTEE**  
 The last meeting of the Local Partnership Forum took place on 29 April 2024.

The Board is asked to note that the following matters were discussed at the Local Partnership Forum that took place on 29 April 2024.

- Financial Performance Report – Month 12
- Director of Workforce and OD Summary Report
  - Workforce analysis report
- Implementation of the non-pay parts of the 2022-2024 collective agreement.
- Business Efficiencies and Improvement
- NHS Survey Results
- Agile Working Policy
- LPF Terms of Reference Review

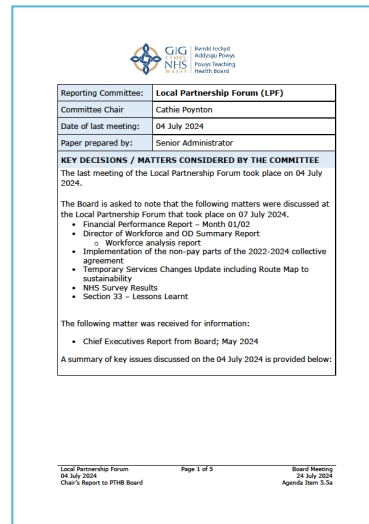
The following matter was received for information:

- Chief Executives Report from Board; January and March 2024

A summary of key issues discussed on the 29 April 2024 is provided below.

Local Partnership Forum  
29 April 2024  
Chair's Report to PTHB Board      Page 1 of 4      Board Meeting  
29 April 2024  
Agenda Item

April 2024



**Reporting Committee:** Local Partnership Forum (LPF)  
**Committee Chair:** Cathie Poynton  
**Date of last meeting:** 04 July 2024  
**Paper prepared by:** Senior Administrator

**KEY DECISIONS / MATTERS CONSIDERED BY THE COMMITTEE**  
 The last meeting of the Local Partnership Forum took place on 04 July 2024.

The Board is asked to note that the following matters were discussed at the Local Partnership Forum that took place on 07 July 2024.

- Financial Performance Report – Month 01/02
- Director of Workforce and OD Summary Report
  - Workforce analysis report
- Implementation of the non-pay parts of the 2022-2024 collective agreement.
- Temporary Services Changes Update including Route Map to sustainability
- NHS Survey Results
- Section 12 – Lessons Learnt

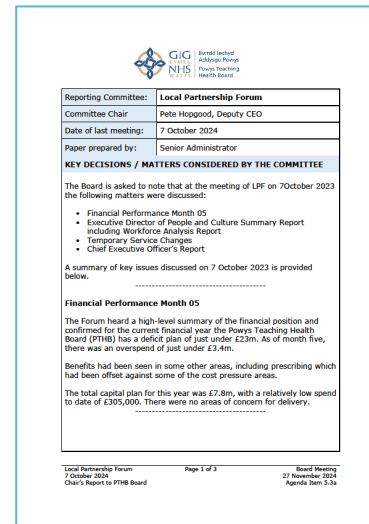
The following matter was received for information:

- Chief Executives Report from Board; May 2024

A summary of key issues discussed on the 04 July 2024 is provided below.

Local Partnership Forum  
04 July 2024  
Chair's Report to PTHB Board      Page 1 of 3      Board Meeting  
24 July 2024  
Agenda Item 5.3a

July 2024



**Reporting Committee:** Local Partnership Forum  
**Committee Chair:** Pete Hoggood, Deputy CEO  
**Date of last meeting:** 7 October 2024  
**Paper prepared by:** Senior Administrator

**KEY DECISIONS / MATTERS CONSIDERED BY THE COMMITTEE**  
 The Board is asked to note that at the meeting of LPF on 7 October 2023 the following matters were discussed:

- Financial Performance Month 05
- Executive Director of People and Culture Summary Report including Workforce Analysis Report
- Temporary Service Changes
- Chief Executive Officer's Report

A summary of key issues discussed on 7 October 2023 is provided below.

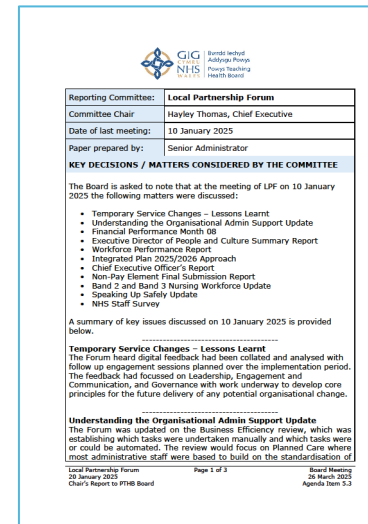
**Financial Performance Month 05**  
 The Forum heard a high-level summary of the financial position and confirmed for the current financial year the Powys Teaching Health Board (PTHB) has a deficit plan of just under £2.3m. As of month five, there was an overspend of just under £3.4m.

Benefits had been seen in some other areas, including prescribing which had been offset against some of the cost pressure areas.

The total capital plan for this year was £7.8m, with a relatively low spend to date of £305,000. There were no areas of concern for delivery.

Local Partnership Forum  
07 October 2024  
Chair's Report to PTHB Board      Page 1 of 3      Board Meeting  
27 November 2024  
Agenda Item 5.3a

October 2024



**Reporting Committee:** Local Partnership Forum  
**Committee Chair:** Hayley Thomas, Chief Executive  
**Date of last meeting:** 10 January 2025  
**Paper prepared by:** Senior Administrator

**KEY DECISIONS / MATTERS CONSIDERED BY THE COMMITTEE**  
 The Board is asked to note that at the meeting of LPF on 10 January 2025 the following matters were discussed:

- Temporary Service Changes – Lessons Learnt
- Understanding the Organisational Admin Support Update
- Financial Performance Month 08
- Executive Director of People and Culture Summary Report
- Workforce Performance Report
- Integrated Plan 2025/2026 Approach
- Chief Executive Officer's Report
- Non-Pay Element Final Submission Report
- Band 2 and Band 3 Nursing Workforce Update
- Speaking Up Safety Update
- NHS Staff Survey

A summary of key issues discussed on 10 January 2025 is provided below.

**Temporary Service Changes – Lessons Learnt**  
 The Forum heard digital feedback has been collated and analysed with follow up engagement sessions planned over the implementation period. The feedback had focused on Leadership, Engagement and Communication, and Governance with work underway to develop core principles for the future delivery of any potential organisational change.

**Understanding the Organisational Admin Support Update**  
 The Forum was updated on the Business Efficiency review, which was establishing which tasks were undertaken manually and which tasks were or could be automated. The review would focus on Planned Care where most administrative staff were based to build on the standardisation of

Local Partnership Forum  
26 January 2025  
Chair's Report to PTHB Board      Page 1 of 3      Board Meeting  
26 March 2025  
Agenda Item 5.3

January 2025