

POWYS TEACHING HEALTH BOARD

CONFIRMED

WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON TUESDAY 4 JUNE 2024, 10:00-12.30 VIA MICROSOFT TEAMS

Present:

Ian Phillips (IP)	Independent Member (Chair)
Jennifer Owen Adams (JOA)	Independent Member (Third Sector)
Chris Walsh (CW)	Independent Member (Local Authority)

In Attendance:

Debra Wood Lawson (DWL)	Executive Director of People and Culture
Mark McIntyre (MM)	Deputy Director of People and Culture
Rhys Brown (RB)	Head of Organisational Development (Item 2.7)
Sarah Powell (SaP)	Assistant Director Workforce and OD
Pete Hopgood (PH)	Executive Director of Finance, Capital and Support Services
Helen Bushell (HB)	Director of Corporate Governance
Stephen Powell (SP)	Executive Director of Planning, Performance and Commissioning
Kate Wright (KW)	Executive Medical Director
Adam Pearce (AP)	Equality Lead (Items 2.5 and 2.6)
Julia Williams (JW)	Workforce Retention Lead (Item 2.4)
Carl Cooper (CC)	PTHB Chair
Julia Toy (JT)	Strategic Workforce Lead
Anna-Marie Mason (AM)	Joint Widening Access Manager
Jonathan Pearce (JP)	Joint Health and Social Care Trainer
Chris James (CJ)	Lead for 14+ Education, Powys County Council
Emma Nicholas-Pugh (EMP)	Widening Access Professional and Clinical Educator
Ian Virgil (IV)	Head of Internal Audit

Apologies for absence:

Kirsten Jones	Llais
Hayley Thomas	Chief Executive
Cathie Poynton	Independent Member (Trade Union)
Mick Giannasi	Independent Member
Claire Roche	Executive Director of Nursing, Quality, Women and Family Health
Bethan Hopkins	Audit Wales

Committee Support:

Sue Wilcox
 Fran Carapinha

Senior Administrator
 Corporate Governance Risk and Assurance
 Officer

PRELIMINARY MATTERS	
W&C/24/01	<p>WELCOME AND APOLOGIES FOR ABSENCE IP welcomed Members to the meeting, formal introductions took place. Apologies for absence were noted as recorded above.</p>
W&C/24/02	<p>DECLARATIONS OF INTEREST No interests were declared in addition to those already declared in the published register.</p>
W&C/24/03	<p>MINUTES FROM THE PREVIOUS MEETING, HELD 5 MARCH 2024 The Committee APPROVED the minutes of the meeting, subject to the following amendment:</p> <ul style="list-style-type: none"> • Duplicate entry on the attendance list – Claire Roche
W&C/24/04	<p>ACTION LOG All outstanding actions were confirmed as completed.</p>
ITEMS FOR ASSURANCE	
W&C/24/05	<p>WORKFORCE PERFORMANCE REPORT MM presented the new style of report which aligned the data sets to the three overarching strategy objectives within the Integrated Plan, putting greater emphasis on workforce planning capacity. Attention was drawn to the following areas:</p> <ul style="list-style-type: none"> • prediction of age profile in five years' time • downward trend in registered nurses' vacancies • workforce modelling projections to better understand future needs • stood up a variable pay reduction group • sustained reduction in staff turnover • PADR compliance rates were improving • above the national target for mandatory and statutory training compliance • building a portfolio of data from the team climate surveys, and • continuing downward trajectory in sickness absence levels. <p><i>There is a 26% increase in overall vacancy rate and the narrative behind that is partially linked to an increase to budgeted establishments across all areas. What does that mean, and how does overall increase in vacancy corresponds with the narrowing of the gap?</i></p>

MM updated on ongoing work with the Finance team to align the budget with the number of roles in an area, how many jobs any area has, and the data in the Electronic Staff Record (ESR) showing the actual number of staff in post.

There had been an adjustment around the budgeted establishment compared with the data in ESR, which had some anomalies and had enabled the move of spend on agency staff into the establishment, although those vacancies had not yet been filled.

There has been an increase of 3.8% of whole-time equivalents, has this been benchmarked against other Health Boards? Are other Health Boards growing at the same or a lower rate?

MM reported that some national work had been carried out to profile the different workforces within other Health Boards and Trusts. It was difficult to create a comparator as the profile of the workforce will depend on the nature of the organisation. Powys Teaching Health Board (PTHB) spends 50% of its budget on commissioned care so looks very different to a self-sustained organisation.

Areas of growth had been reviewed and were being benchmarked for overall workforce numbers, including looking at the rate of growth in the other organisations.

A business efficiency programme had been launched for the next two years which would consider administrative processes, technology and the skillsets within teams.

Once people reach 55 years of age, they can potentially retire and leave the service. What succession planning is in place and has an analysis been undertaken of the impact of a loss of skills which could jeopardise the services provided?

MM confirmed age profile was a fundamental part of workforce planning, which links with the work on retention, the ACEES programme and Aspiring Nurses programme ensuring staff have the right people with the right skills, in the right place at the right time.

There were ongoing discussions around planning and preparing for a newer workforce with less experience, to determine what the Health Board's response needs to be to support staff in the future.

The Committee **NOTED** the Workforce Performance Report

W&C/24/06	<p>MEDICAL JOB PLANNING ANNUAL REPORT</p> <p>This item was taken early due to presenter availability.</p> <p>KW presented the report, advising that job planning was the scheduling of activities for the senior medical staff, alongside objectives and expectations. She highlighted;</p> <ul style="list-style-type: none"> • updated guidance which is going through Joint Local Negotiating Committee (JLNC) • all job plans were currently completed except for two specialities – Paediatricians and Geriatricians which are nearing finalisation, and • for any disputes in the process, the Medical Director was the final point of arbitration. <p>The Committee</p> <ul style="list-style-type: none"> • RECEIVED the report and • took ASSURANCE that annual medical job planning is in place across the Health Board.
W&C/24/07	<p>THE EXECUTIVE DIRECTOR OF PEOPLE AND CULTURE REPORT</p> <p>DWL presented the report, and drew attention to:</p> <ul style="list-style-type: none"> • appendix A outlined recent activities which were reported to the Local Partnership Forum (LPF), • funding awarded from the Value and Sustainability Board for an additional 18 internationally educated nurses placements, • continued roll out of the 'Speaking Up Safety' work including launch of 'Your Voice' portal, • changes to online translation had achieved savings, and • a changed portfolio to People and Culture included temporary oversight of Improvement and Transformation. <p>DWL welcomed the team involved in Academy Careers Education Enterprise Scheme (ACEES), who shared some of the recent work undertaken, outlining;</p> <ul style="list-style-type: none"> • this scheme was a key element of the Workforce Futures programme, a partnership between the Local Authority, Health Board and Third Sector • it was piloted in the 2022/23 academic year with two schools one each in North and South Powys which totalled 242 contacts • the Health Board's Integrated Plan for 2023/24 set a target of engaging with four schools in the last academic year

	<ul style="list-style-type: none"> • it achieved engagement with ten mainstream schools plus additional learning needs (ALN) settings • the Evaluation Report 2023/24 outlines lessons learnt to understand the areas for improvement, and • the report has been approved by the Workforce Futures Programme Board. <p>JT and AM gave a brief presentation of the key highlights of the ACEES Evaluation Report 2023/2024.</p> <p>JP noted there was evidence that students needed more guidance for their future career pathway choices. He gave an overview of the benefits Powys County Council have seen since working with the ACEES team and was pleased the team had worked with the ALN settings and Welsh medium streams to ensure an equitable approach.</p> <p>The Committee:</p> <ul style="list-style-type: none"> • RECEIVED the Executive Director of People and Culture (DP&C) Report and Appendix A – the DP&C report to the LPF as an update on priorities within the Workforce section of the Integrated Plan for 2023/24 that are not part of the committee’s agenda • took ASSURANCE against delivery of those priorities. • RECEIVED further updates since the DP&C report and took ASSURANCE against those.
W&C/24/08	<p>WORKFORCE FUTURES: THEME 1 - STAFF HEALTH AND WELLBEING</p> <p>SaP provided an overview of the work undertaken in quarter four of the last financial year, drawing attention to:</p> <ul style="list-style-type: none"> • staff wellbeing roadshows had been well attended • staff road runs had reached over 200 staff • ‘You said, we will do’ the 15-minute wellbeing break publicity had been refreshed • Occupational Health system improvements included: <ul style="list-style-type: none"> ○ ongoing work with the dashboards ○ new module to be added to allow Managers to upload referrals electronically ○ improvement in waiting times for appointments ○ new Occupational Health Physician appointed • VIVUP Employee Assistance programme is being well received with two new modules to be added – Menopause and Accessing GPs, and • Wellbeing at Work Group had identified focus areas that would align to the Wellbeing and Engagement work recently launched by Health Education and Improvement Wales (HEIW).

	<p><i>How much of this work comes from the staff upwards?</i></p> <p>There is an equal balance of things known nationally to the Health Boards, which have been tried and tested. The work with the Roadshows and Road runs had provided opportunities for more frequent conversations with staff, plus using survey data to determine what matters to the staff.</p> <p>The Committee:</p> <ul style="list-style-type: none"> • REVIEWED the information provided in the update; • took ASSURANCE of delivery against the plan.
W&C/24/09	<p>STAFF RETENTION IMPLEMENTATION PLAN PRESENTATION</p> <p>JW provided a presentation on staff turnover and retention; possible reasons for attrition and how the organisation will be addressing the reasons. Attention was drawn to:</p> <ul style="list-style-type: none"> • the Health Board had a higher turnover than the All-Wales average • turnover of clinical and non-clinical roles was similar • some professions were experiencing higher turnover than others • 46% of staff have left the organisation with under two years' service • in some areas, high vacancy rates correlated with high turnover • in some areas, high sickness correlated with high turnover • geographical location had impact on retention • retirement of staff is a substantial risk to the workforce, • reasons for attrition are not fully understood due to limited data, and • future turnover organisationally was difficult to predict. <p>Key actions include:</p> <ul style="list-style-type: none"> • analyse feedback following engagement with staff, • continue analysis of the staff survey results, • alignment with HEIW Nurse Retention Plan, • development of Retention Steering Group, • develop a local retention plan, and • involvement with All Wales Retention Community of Practice. <p>Further discussions outside of the meeting were required to determine the priorities and the action plan.</p> <p>ACTION: Director of Corporate Governance</p> <p>The Committee:</p> <ul style="list-style-type: none"> • RECEIVED the presentation, and

	<ul style="list-style-type: none"> took ASSURANCE that a review of workforce retention has been undertaken and further plans are in place to positively focus on retention in the future.
W&C/24/10	<p>WELSH LANGUAGE REPORT This item was taken early due to presenter availability.</p> <p>AP introduced the statutory report which was produced on a yearly basis under Welsh Language Standards; providing an update on the steps taken to meet the requirements of the Standards. The report also included the 'More than just words' framework. Attention was drawn to:</p> <ul style="list-style-type: none"> the Health Board had passed the Strategy for Welsh in Healthcare which had been incorporated into the Manager's Training programme one of the two investigations from the Welsh Language Commissioner had been closed the Welsh Language in the Workplace Policy had been introduced to meet Standard 79, and the Welsh Language Standards audit had moved from limited to reasonable assurance. <p><i>Does this report go to Board?</i> AP confirmed it would go to Board for final approval after this Committee.</p> <p><i>In relation to the Manager training, has there been any feedback?</i> AP advised this had recently been introduced, having been delivered to one or two cohorts. No specific feedback has been received to date.</p> <p><i>Have any of the internationally educated nurses come forward looking for Welsh language skills?</i> AP confirmed there had not been any specific approaches, but the offer was there for all staff.</p> <p>The Committee:</p> <ul style="list-style-type: none"> CONSIDERED the report and took ASSURANCE on the progress made against plan; RECOMMENDED the report for submission to the Board on the 24 July 2024 meeting.
W&C/24/11	<p>EQUALITIES ANNUAL REPORT This item was taken early due to presenter availability.</p> <p>AP presented the statutory report, which was published on a four-year cycle. A consultation across the teams was carried out, the responses were incorporated in the report. The report highlighted the:</p>

	<ul style="list-style-type: none"> • work of the Therapies and Healthcare Science Directorate, • introduction of a general awareness training session, • introduction of Equality for Managers into the Managers training programme, and • achievement of the Pride in Veterans Standard from the Ministry of Defence. <p>The Committee:</p> <ul style="list-style-type: none"> • CONSIDERED the report and took ASSURANCE on the progress made against plan; • RECOMMENDED the report for submission to the Board for assurance to the 24 July 2024 meeting.
W&C/24/12	<p>NHS WALES STAFF SURVEY</p> <p>RB gave an overview of the detailed findings from the NHS Wales staff survey (November 2023) which had recently been received. The PTHB response rate was the highest of all Health Boards, capturing a significant amount of data, which had been presented by themes including:</p> <ul style="list-style-type: none"> • Thinking about leaving • Unpaid overtime • Speaking up Safely • Career progression, and • Wellbeing <ul style="list-style-type: none"> ○ Line Management ○ Organisation ○ Bullying ○ Negative Experiences ○ Time Pressures <p>If staff had specific details they wish to know the dashboard was available from the Organisational Development team.</p> <p><i>Only 28% of PTHB staff responded to this survey. What work is being undertaken to ascertain the views of staff who did not respond?</i></p> <p>RB advised a survey response rate over 20% was considered to be good response.</p> <p><i>What support packages such as clinical supervision, debriefs are being put in place to support staff after clinical incidents?</i></p> <p>DWL acknowledged the NHS survey results and noted the need to look at the general themes and trends across all the different surveys and forthcoming wellbeing roadshows to ensure the main themes had been captured, particular in relation to those staff in the harder to reach environments to inform the action plans.</p>

	The Committee REVIEWED the information provided in the update.
W&C/24/13	<p>COMMITTEE ANNUAL REPORT This item was taken early due to presenter availability.</p> <p>HB presented the report, which outlined:</p> <ul style="list-style-type: none"> • the Committee’s roles and responsibilities • attendance of both Independent and Executive members • the remit of the Committee • the scope of the work covered throughout the year • assurance to the Board, and • Committee effectiveness. <p>The Committee:</p> <ul style="list-style-type: none"> • CONSIDERED the Workforce and Culture Committee Annual Report for 2023/24 • took ASSURANCE that the Committee is fit for purpose and operating effectively in fulfilling its terms of reference; • RECOMMENDED the report for submission to the Board on the 24 July 2024 meeting.
W&C/24/14	<p>ANNUAL WORK PROGRAMME This item was taken early due to presenter availability.</p> <p>HB introduced the annual work programme which had been developed to cover the areas contained within the terms of reference. However, the work programme was flexible and would continue to be reviewed throughout the year in response to changing priorities and circumstances.</p> <p>The Committee</p> <ul style="list-style-type: none"> • CONSIDERED the Workforce and Culture Committee Annual Report for 2023/24 summarising the key areas of business activity undertaken; • took ASSURANCE that the Workforce and Culture Committee is fit for purpose and operating effectively in fulfilling its terms of reference; • RECOMMENDED the report for submission to the Board on the 24 July 2024 meeting.
W&C/24/15	<p>CORPORATE RISK REGISTER This item was taken early due to presenter availability.</p> <p>HB stated that because of work undertaken in recent months, including the Annual Delivery Plan and the Integrated Plan which were previously approved by Board, all corporate risks were being reviewed; therefore, no risk register was presented at this meeting.</p>

	<p>There was one risk that falls under the remit of this Committee, which is linked to workforce recruitment and retention which would continue to be the case moving forwards.</p> <p>A revised risk register would be presented for approval to the Board in July, which will flow in the committee cycle of assurance reports.</p>
ITEMS FOR DISCUSSION	
	There were no items for inclusion in this section.
ESCALATED ITEMS	
	There were no escalated items to consider.
ITEMS FOR INFORMATION	
W&C/24/16	<p>Audit Wales Report:</p> <ul style="list-style-type: none"> • Audit Wales Workforce Planning <p>'The Review of Workforce Planning Arrangements – Powys Teaching Health Board' was RECEIVED for information.</p>
OTHER MATTERS	
W&C/24/17	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND/OR OTHER COMMITTEES</p> <p>There were no matters to be brought to the attention of Board or other Committees.</p>
W&C/24/18	<p>ANY OTHER URGENT BUSINESS</p> <p>There was no other urgent business.</p>
W&C/24/19	<p>DATE OF THE NEXT MEETING:</p> <p>10 September 2024</p>